
ENVIRONMENTAL PERFORMANCE: ROLE OF GREEN EMPLOYEE INVOLVEMENT PRACTICES, GREEN TRAINING AND GREEN SHARED VISION

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Abstract: The prime objective of the present study was to assess the impact of green training; green shared vision and Green employee involvement practices on organizational citizenship behaviour environment and environmental performance of the textile sector of Indonesia. Moreover, the mediating role of OCBE is examined, as well. The data was collected from the employees of the textile sector through survey method. The response rate of the study was 59.83%. The tool employed for analysis was PLS 3.2.9. the findings of the study confirm the mediating role of OCBE between green training, green shared vision and Green employee involvement practices and environmental performance. Moreover, the direct impact of green training, green shared vision and Green employee involvement practices on OCBE is also supported by the findings of the study. Present the study fills the gap of limited studies conducted regarding environmental issues. The findings of the study are helpful for practitioners and policymakers of the textile sector to use HRM strategies in order to improve environmental performance.

Keywords: OCBE; green training; Green employee involvement practices; Environmental performance; Indonesia

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1. Introduction

In order to solve the issues related to pollution, it is important that the government take actions that are pro-environment. In the context of environmental studies, researchers have given a lot of importance to the behaviour of employees regarding the environment and the determinants which play an important role in the creation of such behaviour (Bamberg & Möser, 2007). The topic of pro-environment efforts is the urgent topic, and there is still lack of empirical studies conducted to work on the activities which are associated with the prevention of pollution, green innovations, environment performance, and system for efficient environment management (Ramus & Killmer, 2007; Junior et al., 2020; Gil-Leon, 2020; Hernandez & Prieto, 2020; Maziriri, Mapuranga, Maramura, & Nzewi, 2019; Fatoki, 2019; Mazzoni, 2020).

Employees can be given a chance by the management to take part in the management of the environment, which make them work in favour of stopping pollution and find opportunities for the environment. In order to enhance the performance regarding systems of environmental management, the involvement of employee in such activities is very important. The systems of environment green systems include making full utilization of available resources, minimizing pollution and waste at the workplace (Tseng, Tan, & Siriban-Manalang, 2013). There are a number of processes mentioned by researchers to involve employees in green initiatives. Five aspects are identified by researches in order to measure green involvement. These five aspects are encouraging green involvement, providing practices related to the environment, different channels for communication, learning

regarding green climate and green vision which must be very clear. Green involvement encouragement includes providing opportunities to employees to be engaged in activities by which environmental problems can be solved, and quality of life can be improved (Saeed et al., 2019).

OCBE also is known as organizational citizenship behaviour environment is the behaviour executed by the employees working for any organization. These employees show their willingness to take forward the goals of the organization related to the environment. In the literature of the environment, the concept of OCBE has recently emerged. It seems to be very important to capture the pro-environment behaviour of employees in the workplace. The roots of OCBE falls under the work of Organ in 1988. The concept of OCBE is derived from the basic concept of OCB. But Daily, Bishop, and Govindarajulu (2009) mentioned that it is important to study these two concepts separately. Later, Boiral and Paillé (2012) also pointed out to study OCBE and its examination in further studies as well.

Green training is one of the important practices of green HRM, which helps in the creation of environmentally friendly culture and developing practices that are environmentally friendly. Moreover, through environmental training, employees are given skills by which they can reduce waste and create environmental awareness. The basic purpose of green training and development is to improve the awareness of the employees regarding the issues of environment, reduce waste, develop skills to save the energy, take initiatives regarding environmental issues, develop positive attitude regarding the environment and enhance knowledge regarding environmental issues (Zoogah, 2011). Environmental and social issues of all levels must be part of environmental training and development. Therefore, it is important to conduct studies regarding the issues of green training. The findings of these studies can be helpful for policymakers to develop policies regarding the environment (Peerzadah, Mufti, & Nazir, 2018).

In order to implement any kind of shared vision within the organization, employees are the most important stakeholders (Felin, Foss, & Ployhart, 2015). Research has considered the involvement of employees to solve the issues regarding the environment to be very important. Researchers have pointed out that the success of green strategies within the organization is dependent upon employees taking actions automatically regarding environmental issues. Directions regarding collective strategies are provided by green strategies which can impact the actions of the employees and turn them in the right direction. In the same context, green shared vision is defined as a common and clear direction in order to achieve collective organizational goals and objectives which are communicated by the organization internally (Chang, 2020).

Environmental performance reflects the outcome, which shows the level at which organizations shows a commitment to protect the environment. There are a number of indicators which can be used to evaluate the environmental performance of the organization. These indicators include activities of recycling, minimization of waste, preventing pollution, and releasing dangerous environmental material. Performance-related to the environment can be enhanced through the implementation of system related to environmental management. The organizations which implemented environmental-related initiatives at each level of their HRM were successful in terms of their environmental performance (Paillé, Chen, Boiral, & Jin, 2014).

The textile industry of Indonesia is a very important industry at local as well as international level. Since last few years, this sector is enjoying positive growth. The exports of this sector in 2019 were of 13.8 billion USD. Basically, they jumped from the 2018 figure of export of USD 10 billion. Therefore, Indonesia is the largest country which produces textile related products and exports them (Van der Eng, 2007). As there is a high level of production of textile related products, so there is a big chance that the environment may be getting affected by these activities of the organization producing the textile product. Therefore, this study aims to examine the impact of green training, green shared vision, green employee involvement on organizational citizenship behaviour and environmental performance.

2. Literature Review

Environmental Performance

Environmental performance is the thought to use improved energy, water efficiency and renewable resources. They also include the reduction of toxic pollutants, hazardous waste, air contaminants, and enhance recycling. Scholars postulate that there exists a positive relationship between the growth of industry and environmental performance. Level of pollution emission is the base of the environmental performance of a firm. This level of emission polluting the environment is caused by the organization. On the basis of this argument, organizational performance is achieved by the organization when the reproductive process of the organization is redesigned, clean technology is used, resources are wasted at the minimum level, and these resources are used efficiently (Wang, Xu, & Song, 2011).

In this economy which is globalized and competitive and technology is prevailing everywhere, organizations must promote the activities which promote environmental development. The basic reason is to promote an environmentally friendly culture and innovation, which can be sustainable for organizational, economic health. In recent past, evidence exists that a number of researchers have focused on the research related to environmental performance (García-Machado & Martínez-Ávila, 2019).

Organizational citizenship behaviour and Environmental Performance

The term organizational citizenship behaviour means a behaviour which is discretionary, and it is not the basic requirement of the employee's job. It also represents voluntary initiatives by the employee, which may not get any reward from the organization. The root of the definition of OCBE lies in the definition of organizational citizenship behaviour. Thus, OCBE can be termed as discretionary behaviour which is not part of the reward system. But it has high contribution towards the performance of the environment. Most of the past research of citizenship behaviour has the main focus on OCBs which is mostly accepted in a number of positions and organizations. It also includes the orientation of new employees and providing help to other employees as well (Boiral, 2009).

Researchers have mentioned that the focus of OCB should be expanded, and the environmental factor should also be added to it. Particularly, the behaviours of employees should be examined in terms of improvement of the environment such as comparison of cross-culture, saving energy and recycling. Therefore, there exists evidence of environmental helping or pro-environment behaviour in past literature (Daily et al., 2009).

In order to apply the organizational management system and for the integration of environmental policies at the organization, OCBE is considered as one of the most important factors. On the other hand, researchers have explained pro-environment behaviour in terms of three dimensions, eco-initiatives, eco-civic engagement and eco helping (Boiral & Paillé, 2012). The initiatives known as eco-initiatives are individual-level initiatives of the workers with the purpose to minimize the negative impact of the environment at the organization like minimizing resource waste, using dustbin for the dispose of rubbish and recycling of the papers. The second aspect, known as eco-civic engagement, is the initiative of the organizational level. It consists of employees who participate in green projects and events which are created by the organization. These events are promoted by firms as well to improve the perception of the organization. In the end, under eco helping dimension, employees encourage other co-workers regarding environmental issues. Mutual assistance among employees who work in an organization is the base of this dimension. Employees assist each other for the environmental issues and problems regarding the organization, like sharing ideas voluntarily. Moreover, sharing expertise with team members and other employees in order to identify sources of pollution and suggest a solution to prevent environment (Rayner & Morgan, 2018).

Employee's OCB is studied in a number of different sectors by researchers. For instance, researchers studied the effect of OCBE of managers in manufacturing firms. Authors reported a positive association among OCBE

and environmental performance. In the same context, it is assessed the pro-environment behavior in the manufacturing organizations of China (Paillé et al., 2014; Haseeb et al., 2020). The findings of the study empirically proved a positive relationship between organizational performance and OCBE.

H1: OCBE will have a positive effect on environmental performance.

Green employee involvement practices relationship with OCBE

Researchers pointed out that employees who are involved in issues related to the environment have more knowledge regarding environmental issues. Moreover, they have more capability to solve the problems related to the environment, which lead to improved environmental performance (Rothenberg, 2003). The five aspects were identified by Tang, Chen, Jiang, Paille, and Jia (2018), which plays an important role to encourage employees to be engaged in green activities. The first point is to have a very clear green vision. The second point is learning regarding green climate, whereas third include climate channels. Due to these two points, employees got concerned regarding environmental problems. Green culture can be created within a firm through informal and formal communication. Due to these kinds of conversations, employee perceives themselves comfortable in order to improve their green behaviour. This behaviour will be involved in green behaviour and help the environment to become green.

Researchers have stressed regarding green culture within the organization. On the other hand, researchers pointed out that HR managers must try to work on the work environment in which employees can participate in which all employees can be free to think regarding environmental issues. It is because these employees are the ones which must be needed to implement environmental behaviour. Additionally, researchers mentioned that development of a culture in which workers can share ideas with colleagues. In such culture efforts related to the green environment are supported through the process in which involvement of employee create effects. Involvement of employees which are affected through two other processes is the empowerment of employees and engagement of employees in order to make suggestions related to the environment (Renwick, Redman, & Maguire, 2013).

Tang et al. (2018) mentioned the fourth aspect to offer environmentally friendly practices is the establishment of teams that work for an environmental problem. Through green practices, employees can participate in environmentally friendly activities. The last aspect is the encouragement of environmentally friendly activities due to which employees get engaged in environmentally friendly practices (Hussain et al., 2020).

Practices of green employee involvement show the opportunities which represent the voice of employees in the management of the environment and a solution for the environmental problem is suggested. Scholars mentioned that employees having empowerment in terms of decision making have high skills for a problem-solving and high level of self-control.

Employees within the organization can be involved in opportunities regarding the environmentally friendly culture of the organization through shared vision, exchange of ideas and open discussion regarding environmental aspects (Alt & Spitzbeck, 2016). Employees will be involved in initiatives related to the environment through informal communication, formal communication and proper vision regarding the environment. Additionally, green teams can also be used as an important organizational factor with the aim to enhance practices of environmental management. Opportunities are provided to employees through teamwork regarding the solution of problems that are complex in nature, sharing of knowledge and working together with other employees (Daily et al., 2009).

H2: Green employee involvement practices will have a relationship with OCBE.

Green Training Relationship with OCBE

Researchers mentioned training as a systematic and planned effort to develop or modify attitude, skills and knowledge through experience with the purpose to gain high performance in a certain or multiple activities.

Therefore, in green context, scholars defined training in terms of the environment, also known as green training is seen as the policy regarding the environment with the purpose to provide knowledge and create awareness regarding its practice. Development of skills, knowledge, behaviour and attitude among employee which stop the integrated knowledge, skills, and attitude falls under the category of training (Zoogah, 2011). In literature, training is perceived as preparation of employee who is multi-talented who have a concern regarding gain of skills and knowledge (Mtembu, 2017).

It's been observed that employees are more obliged who perceive benefits from the things and opportunities provided by the organization. In the context of the environment, when an employee gets opportunities and training provided by the firm, they will reciprocate positively as well for the organization. Moreover, researchers perceive OCBE as the behaviour which is reciprocal in the context of environment and studies related to the environment. Additionally, researchers pointed out that there is a need for training in the context of the environment so employees can act pro-actively for environmental issues. Researchers indicated that educational practices and training develops green competencies due to which employees get boosted. They will work extra in the environmental-related activities and will get engaged voluntarily for green-related activities at the workplace. As a result, it's expected that the OCBE of the employees will be impacted positively because of green training (Pham, Tučková, & Phan, 2019).

H3: Green Training will positively impact OCBE.

Green shared value relationship with OCBE

In literature, green shared vision is referred to as the development of vision which is common with the aim regarding environmental friendliness. The capability of a shared vision exists when the management of the organization communicate organizational goals with other employees. Moreover, responsibility is shared at the next level in order to achieve organizational goals and objectives. A shared vision has the capability to provide the basis of actions within the firm in order to achieve long term organizational goals. If top management is failed to convey the goals to the employees, the vision will only remain in theory and will not be achieved (Chen, Lin, & Chang, 2014).

Researchers defined green shared vision as a common and clear strategic direction to achieve environmental goals that are collective. Researchers observed that green shared vision provides guidelines in a proper way. Moreover, the ideal goal for employee of organizations is to share the visions as well. Through a shared vision, organizations can improve the tasks related to work and can successfully overcome the challenges. Researchers indicated that blueprints, knowledge, vision and common insights are conveyed as a shared vision among employees. Additionally, a shared vision has potential can be used potentially for corporate success as the base of visionary strategies (Aragón-Correa, Hurtado-Torres, Sharma, & García-Morales, 2008).

Researchers pointed out that the behaviour of the employees is the base of green organizational success. It is stated by researchers that environmental values play a very important role for incentivization of OCBE. To enhance the OCBE among employees of the organization, green shared values play a very important role.

H4: Green shared value will have a positive effect on OCBE.

H5: Organizational citizenship behaviour is a significant mediator between Green employee involvement and environmental performance.

H6: Organizational citizenship behaviour is a significant mediator between green training and environmental performance.

H7: Organizational citizenship behaviour is a significant mediator between Organizational Identification and environmental performance.

Research framework is provided below in Figure 1.

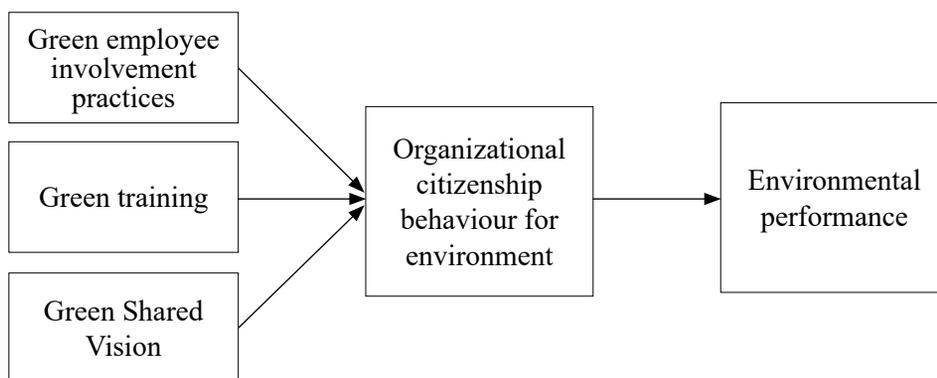


Figure 1. Research Framework

3. Methodology

The present research is the cross-sectional study in which the researcher collected data from the employees working in the textile industries of Indonesia. The data was collected from all level of employees because the research was regarding environmental practices and their impact. So, its application at each level was important to be assessed. Researchers used convenience sampling procedure for the data collection process. The data was collected in the form of survey questionnaires. The researcher distributed a questionnaire in the print form with a cover letter at the start of the questionnaire with an explanation regarding the questionnaire. The total number of questionnaires distributed were 621. Returned questionnaires were 370. Therefore, the response rate of the present study was 59.83% for the analysis of the Data collected, the researcher employed PLS-SEM, which was done through PLS 3.2.9. The reason to use PLS-SEM is that it is the analysis method which is extensively multivariate, and it is used for the calculation of structural equation modelling on the basis of covariance. This method is mostly used in the field of social sciences (Rigdon, 2012).

Path models with latent variables contain measurement models that explain the relationships between latent variables and their observed indicators. The SEM method is extensively used to investigate and test the complex system of association and causal relationships (Sarstedt, Ringle, Smith, Reams, & Hair Jr, 2014). SEM is a mixture of regression, multiple correlations, factor analysis, and path analysis. The instruments of current research are adopted from several past studies, and as far as the dependent variable is concerned, the environmental performance was adapted from (Bangwal, Tiwari, & Chamola, 2017).

4. Results and Analysis

In this section, the results of the study are summarized, which are gathered from the analysis of the data gathered through the survey method explained above. In this study, PLS-SEM is the method employed by the researcher for the analysis of the data. As the objective of the study was to examine the factors influencing OCBE and environmental performance; therefore, three independent variables were predictors in the present study, which are also discussed thoroughly in the above sections. The developed conceptual model mentioned in figure 1 was assessed using PLS-3. Software. This software was used for the assessment of the impact of three IV's green shared vision, green training and employee's involvement on OCBE and environmental performance. Smart PLS model is divided into two approaches, i.e. measurement model and structural model (Henseler & Ringle, 2009). The structural model is also known as an inner model, and the measurement model is also known as the outer model of the study.

There are a few other approaches for SEM as an alternative of PLS-SEM. The first approach in this aspect is CB SEM, also known as SEM on the basis of covariance, through the usage of software packages, including Mplus, LISREL, EQS, AMOS. Another approach which is employed in this study is PLS (partial least square) which has a focus on variance analysis. Component-based structural equation modelling is the third approach, also

known as GSCA. This approach is implemented by the usage of GeSCA, which is the web-based application.

As mentioned above, PLS is the approach which is soft modelling towards SEM with zero exemptions regarding distribution (Vinzi, Chin, Henseler, & Wang, 2010). PLS-SEM is the best alternative of using CB-SEM in case of encountering following situation. (1) the small sample is not an issue. (2) Application of theory is very little (3) Predictive accuracy is paramount (4) It is difficult to ensure the correct model (see Figure 2).

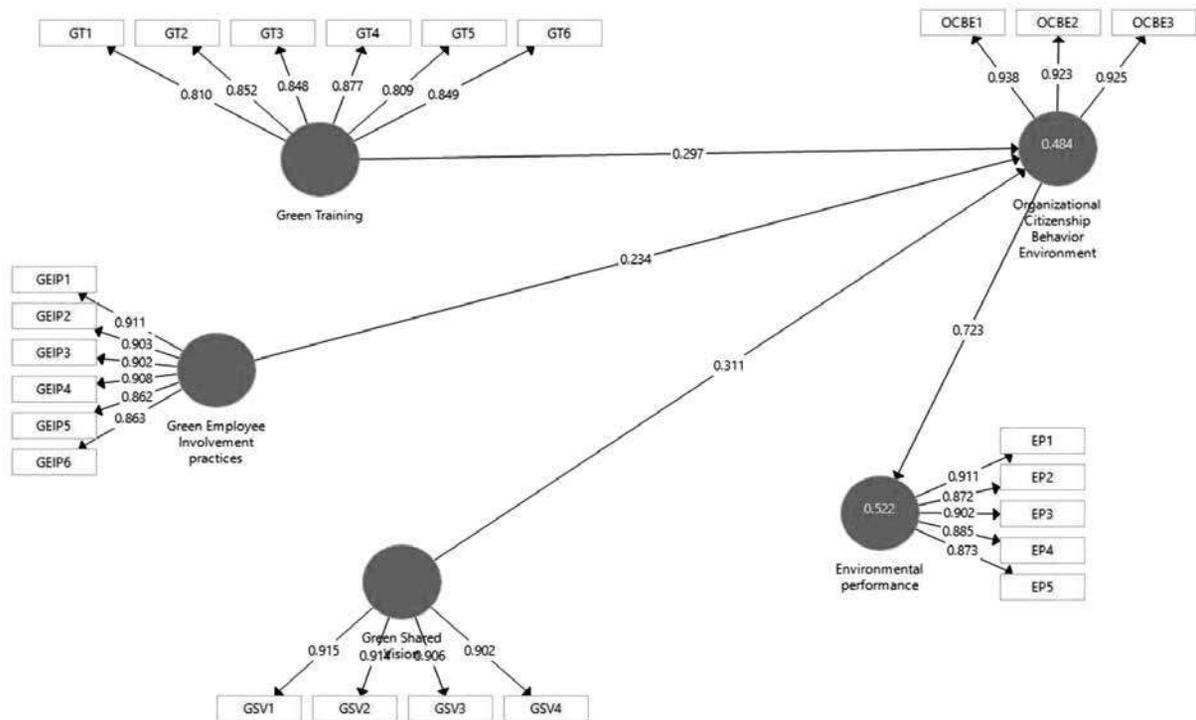


Figure 2. Measurement Model

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

The usage of PLS is based on two phases. In phase 1, the measurement model is calculated for internal consistency and validity of the constructs being used. The outer loading was used for the factor loading of the items being analyzed in the study. The loading of the items is used for the reliability assessment of the items. It's clear from table 1 that all items have the factor loading more than 0.7, which is the acceptance criteria. The next phase is to measure the internal consistency for which Cronbach alpha and composite reliability is used in this study. The acceptable criteria are to have the value of both measures more than 0.70. It's evident from table 2 that the value of CR and Cronbach Alpha is more than 0.70 (see Table 1 and Table 2).

Table 1. Loading of the items

	EP	GEIP	GSV	GT	OCBE
EP1	0.911				
EP2	0.872				
EP3	0.902				
EP4	0.885				
EP5	0.873				
GEIP1		0.911			
GEIP2		0.903			
GEIP3		0.902			
GEIP4		0.908			

GEIP5		0.862			
GEIP6		0.863			
GSV1			0.915		
GSV2			0.914		
GSV3			0.906		
GSV4			0.902		
GT1				0.810	
GT2				0.852	
GT3				0.848	
GT4				0.877	
GT5				0.809	
GT6				0.849	
OCBE1					0.938
OCBE2					0.923
OCBE3					0.925

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

Table 2. Reliability and validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EP	0.934	0.935	0.950	0.790
GEIP	0.948	0.951	0.959	0.795
GSV	0.930	0.932	0.950	0.827
GT	0.918	0.928	0.936	0.708
OCBE	0.920	0.921	0.950	0.862

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

The next convergent validity of the data is established if its AVE is more than 0.50. Table 2 above shows all the values of AVE were well above 0.50 establishing convergent validity of the data. In the later stage, the step is to determine the discriminant validity. For this purpose, Fornell and Larcker (1981) approach were used by the scholar in the study. For this purpose, the researcher used AVE is the present study, so discriminant validity can be measured. Discriminant validity of the construct is established when each square root of every constructs AVE is more than the correlation between the constructs. Table 3 below shows the square root of AVE of EP, GEIP, GSV, GT, OCBE is 0.889, 0.892, 0.909, 0.841, 0.921 respectively. All the values of AVE were more than the correlation of corresponding construct than the remaining constructs. These values show the discriminant validity to be appropriate (see Table 3).

Table 3. Discriminant validity

	EP	GEIP	GSV	GT	OCBE
EP	0.889				
GEIP	0.481	0.892			
GSV	0.593	0.410	0.909		
GT	0.606	0.411	0.690	0.841	
OCBE	0.723	0.484	0.612	0.608	0.929

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

Due to the assessment of the measurement model, internal consistency and validity of the constructs are established. The next phase is to evaluate the proposed hypothesis of the study. The hypothesis of the study is evaluated through the structural model of PLS. The results of the hypothesis proposed were obtained through bootstrapping results obtained from 5000 subsamples. The proposed hypothesis shows the study must adopt a two-tailed test for analysis in which cut offline for the acceptable t-test is 0.967 at the 0.05 level of significance (see Figure 3 and Table 4).

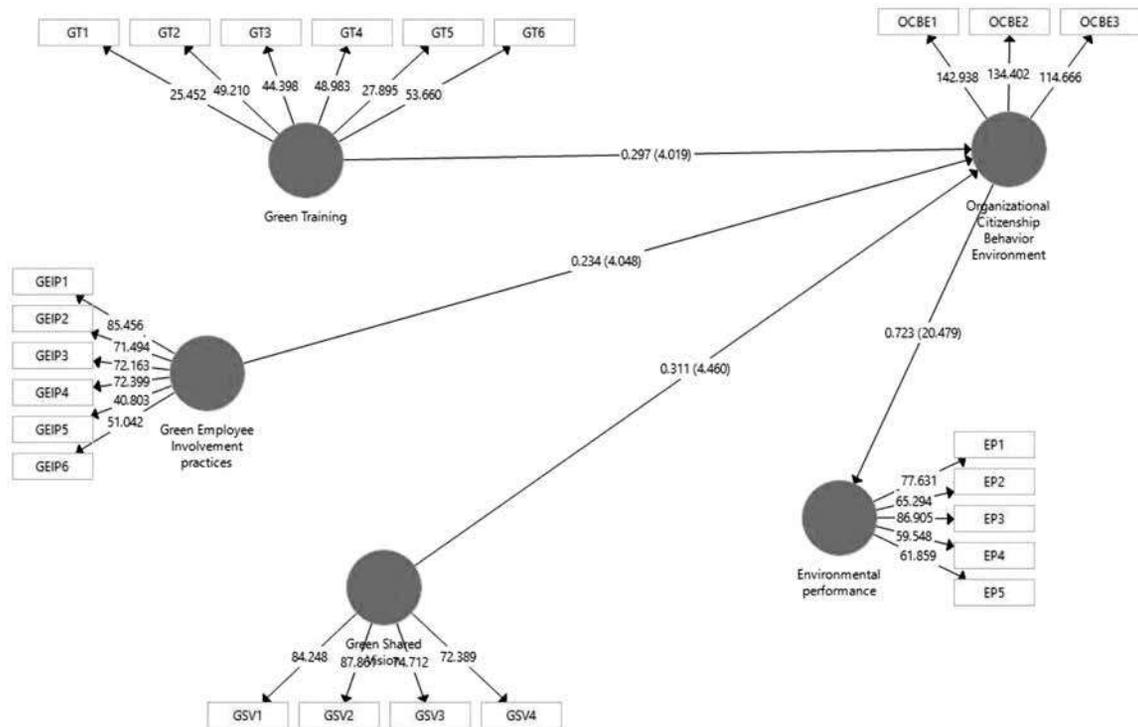


Figure 3. Structural Model

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

Table 4. Direct results

	(O)	(STDEV)	T Statistics (O/STDEV)	P Values
GEIP -> OCBE	0.234	0.058	4.048	0.000
GSV -> OCBE	0.311	0.070	4.460	0.000
GT -> OCBE	0.297	0.074	4.019	0.000
OCBE -> EP	0.723	0.035	20.479	0.000

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

Results mentioned in table 4 shows t-values of all hypothesis to be more than the cut offline. Additionally, the p-value criteria in all these hypotheses are also achieved. Therefore, all proposed direct relationships are supported in the present study (see Table 5).

Table 5. Indirect results

	(O)	(STDEV)	(O/STDEV)	P Values
GEIP -> OCBE -> EP	0.169	0.041	4.117	0.000
GSV -> OCBE -> EP	0.225	0.052	4.324	0.000
GT -> OCBE -> EP	0.215	0.057	3.761	0.000

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

Table 5 demonstrates the mediation results of the study. From the statistical results obtained, OCBE significantly mediates between GEIP, GSV, GT and EP because the t-value statistic is well above 0.96. In these mediation results, P-Value criteria is also achieved. Therefore, all mediation hypothesis is also supported (see Table 6).

Table 6. R Square

	R Square
EP	0.522
OCBE	0.484

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment

In the end, the researcher has calculated the predictive relevance of every endogenous variable of the study. This test is known as Q square, which is obtained by blindfolding procedure. The value of Q square must be above zero. Table 8 below shows the Q square values meet these criteria as well (see Table 7 and Figure 4).

Table 7. Q square

	Q ² (=1-SSE/SSO)
EP	0.409
OCBE	0.412

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment

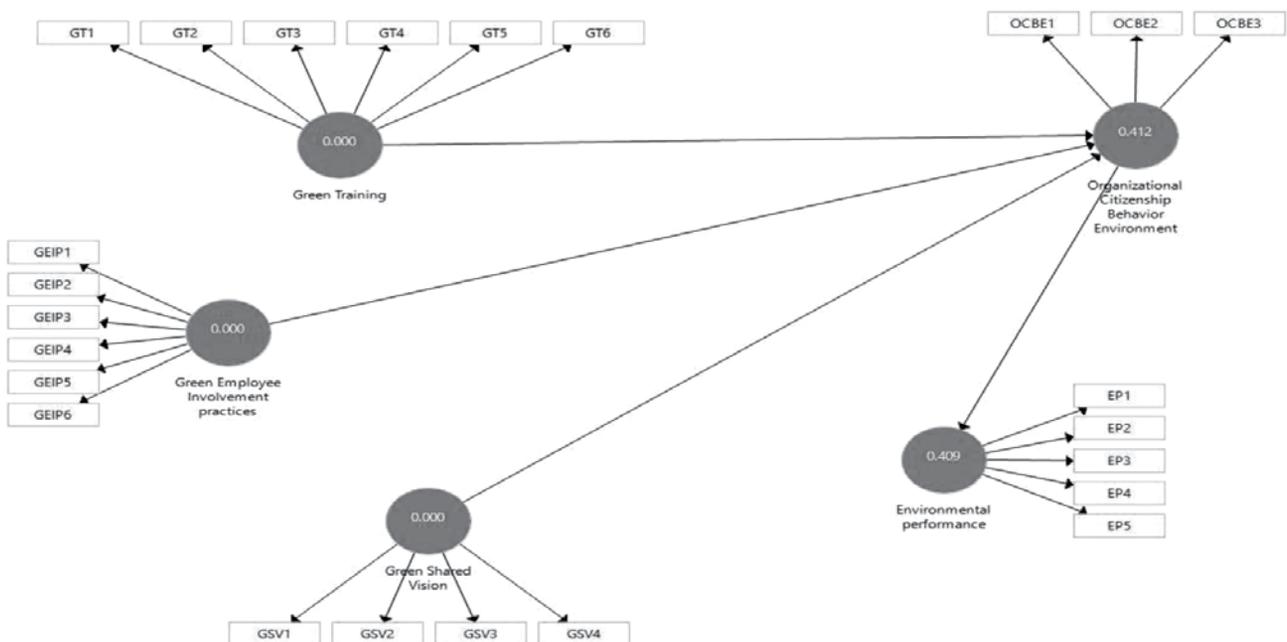


Figure 4. Q square

Note: EP= environmental performance, OCBE= organizational citizenship behaviour environment, GT= green training, GSV= green shared vision, GEIP= green employee involvement initiative

5. Conclusion

In the present era, it is very important for organizations dealing in the manufacturing sector to take initiatives which can help to control the pollution in society. Therefore, the present study was conducted to explore the effect of green training; green shared vision and Green employee involvement practices on OCBE and environmental performance. The findings of the study reveal the OCBE is significantly affected by green training, green shared vision and Green employee involvement practices. The results of the study also show the OCBE mediates significantly between green training, green shared vision and Green employee involvement practices and environmental performance (Utami et al., 2020; Kusnanto et al., 2020).

The findings of the study show that organizations of the textile sector should focus on the strategies like green training to develop citizenship behaviour among employees which is pro-environment. Employees having training regarding saving the environment will be helpful to control environmental pollution. Moreover, such employees can convince others to stop pollution (Pasara & Dunga, 2020; Yun, 2020; Janssen, 2020; Kithatu-Kiwekete & Phillips, 2020; Kotze et al., 2020). The pollution which already spread in the society can be controlled by the innovation of green trained employees which will be the outcome of green training initiatives of the organization. Moreover, employees must be part of the initiatives taken by the organization to save the environment (Dr Aj De Bruyn, 2020). By this way, employees will behave proactively to save the environment. In the end, employees must be shared with the environmentally friendly vision of the organization. If employees know the green vision of the firm, they can reflect it in their daily jobs. In the end, all the mentioned green initiatives by the organization will develop OCBE in the employees, which is very important to improve environmental performance (NCUBE & Koloba, 2020; Nel, 2020; Pasara & Dunga, 2020).

There are a few limitations in the present study as well. The model proposed is predicting the environmental performance of the organization. Present predictors should be examined with innovative green behaviour of employees. Additionally, the present study is conducted in the textile sector. This model should also be tested in service sector firms of Indonesia. The findings of the study will be helpful for the policymakers of management and textile sector to prevent the environment.

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