Improving Organizational Sustainable Performance of Organizations Through Green Training

Preksha Yadav, School of Business and Management, CHRIST University (Deemed), India & CMR Institute of Technology, India*

Jain Mathew, School of Business and Management, CHRIST University (Deemed), India

ABSTRACT

It is necessary to equip employees with green abilities as well as to develop their dedication towards green behaviour, in order to improve an organization's environmental performance. The purpose of this research is to evaluate the direct impact of green training on organizational environmental performance (OEP) and the mediating effect of organizational citizenship behaviour on the environment (OCBE). The study is based on responses from 107 employees of the IT sector in India. The findings suggest that green training has a significant positive impact on the organizational environmental performance, and that the impact is strengthened by organizational citizenship behaviour towards the environment. The findings are of particular importance given the growing importance of sustainability in the organizational context.

KEYWORDS

environmental performance, green HRM, India, Sustainability, training

INTRODUCTION

Organizations have been transforming their old models into green models by incorporating green activities in their businesses (Wagner, 2011). Personal obstacles, like beliefs and value systems to pro-environmental behaviour have been recognized, and researchers and practitioners believe that green training would go a long way in addressing these issues and promoting green behaviour at the workplace (Tramarico et al., 2017).

Green training, one of the various green human-resources management (GHRM) practices, can be used to develop an environmentally friendly attitude among the employees (Jabbour et al., 2013).). While the belief that green training would help create environmentally responsible employees, there is a lack of research that combines and systematizes available knowledge on organizational environmental training, (Gunasekaran and Gallear, 2012).

This is particularly true for the service sector. Given a large number of individuals employed in the sector and the growing importance given to sustainability in the service sector, the number of

*Corresponding Author

studies in this area is insufficient (Alonso-Almeida, 2017). The current study attempts to investigate the impacts of green training on organizational environmental performance and to answer two main research questions. Firstly, does green training directly improve organizational environmental performance? Secondly, is the impact strengthened by the development of positive behaviours in the employee, as measured by organizational citizenship behaviour towards the environment?

LITERATURE REVIEW

The significance of human resource practices in improving environmental performance has been recognized and studied since the mid-1990s (Milliman and Clair, 1996). Its desired effects on environmental performance have been investigated. Many human resource practices have been designed to successfully communicate green concepts and aid in the implementation of green practices(Jabbour, 2008). In this study, the researchers investigate the role of one of such practice, i.e. green training, and its impact on organizational environmental performance through organizational citizenship behaviour to the environment.

Green Training

Green training is described as a category of on-the-job training and ongoing learning aimed at achieving sustainability-related aims and objectives of the organization (Daily and Huang, 2001). According to Garavan et al. (1995), training is a systematical approach to improve or develop knowledge, abilities, and dispositions via learning opportunities, in order to improve outcomes in a task or a list of tasks. Green training is a way of educating employees regarding energy-saving workplace practices and allowing them to participate in contributing to environmental issues (Lenny and Ahmad 2018). The primary goal of green training is to boost employee understanding of green concerns, minimize waste, promote energy-saving abilities, take environmental actions, build a good attitude toward the environment, and increase understanding about environmental concerns (Zoogah, 2011). Green training is widely regarded as an essential organizational component and a crucial green human resource management strategy (Renwick et al., 2013). The key impacts of green training have already been identified in prior research. Firstly, green training improves managers' and workers' understanding of where and how their job and daily actions seem to have an environmental impact (Daily et al., 2012). Secondly, employees will be able to identify environmental concerns as a result of green training (Jabbour et al., 2010). Thirdly, green training is likely to enable employees to comprehend and handle the complexities of environmental concerns (Vidal-Salazar et al., 2012). If a firm provides green training to its staff, this can improve their ability to use green environmental ideas (Govindarajulu and Daily 2004). Green human resource management (GHRM) practices like green training, can increase employee participation in green activities (Ogbeibu et al., 2020). Thus, Green training has been highlighted as an "important practice" for enhancing environmental performance since it strengthens employees' environmental commitments (Pinzone et al., 2019).

Organizational Citizenship Behaviour for the Environment (OCBE):

In the last few decades, environmental destruction has been a major concern for both organizations and nations. The idea of organizational citizenship behaviour for the environment (OCBE) originated from the idea of organizational citizenship behaviour (Raineri & Paillé, 2016). Increasing market and consumer environmental concerns, as well as current rules and legislation, have increased understanding and expertise in dealing with environmental concerns (Chan & Hsu, 2016). Employees' environmental behaviour is now becoming extremely vital to any organization, regardless of industry (Rayner & Morgan, 2017). The concept of organizational citizenship behaviour for the environment (OCBE) refers to individual voluntary conduct that is not explicitly prescribed in the incentive program and successfully adds to the environmental betterment (Boiral, 2009). OCBE includes three dimensions, according to Boiral and Paillé (2015); Eco-initiatives, Eco-civic engagement, and Eco-

9 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/article/improving-organizational-sustainable-performance-of-organizations-through-green-training/321166

Related Content

Attitude of Investors to Capital and Money Market Investments Before and After Financial Crisis: Evidence from Nigeria
Felicia Omowunmi Olokoyo, Babajide Michael Oyewoand Abiola A. Babajide (2014). *International Journal of Sustainable Economies Management (pp. 53-64).*
www.irma-international.org/article/attitude-of-investors-to-capital-and-money-market-investments-before-and-after-financial-crisis/109856

Cost of Quality: A Review and Future Research Directions
Lawrence Kauand Hannelie Nel (2019). *International Journal of Social Ecology and Sustainable Development (pp. 28-52).*
www.irma-international.org/article/cost-of-quality/234487

An Efficient Early Diagnosis and Healthcare Monitoring System for Mental Disorders Using Machine Learning
C. Kishor Kumar Reddy (2023). *Sustainable Science and Intelligent Technologies for Societal Development (pp. 22-43).*
www.irma-international.org/chapter/an-efficient-early-diagnosis-and-healthcare-monitoring-system-for-mental-disorders-using-machine-learning/330909

Value Creation and Commercialization in Insular Ecosystems
João Lopes, Luís Farinhaand João J. Ferreira (2018). *International Journal of Social Ecology and Sustainable Development (pp. 92-102).*
www.irma-international.org/article/value-creation-and-commercialization-in-insular-ecosystems/206196

Integrating Entropy Problem and GIS for Studying Landscape Ecology: The Simulation Case of Boundary Determination to Conserve Forest Landscape Ecology in Sa Pa District, Lao Cai Province, Vietnam
Quoc Lap Kieuand Huu Tap Van (2020). *International Journal of Social Ecology and Sustainable Development (pp. 16-25).*
www.irma-international.org/article/integrating-entropy-problem-and-gis-for-studying-landscape-ecology/251864