


Chapter 15

Green Mindfulness and Organizational Citizenship: Unveiling the Role of Intrinsic Motivation in Healthcare Sustainability

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ABSTRACT

This study investigates Green Mindfulness (GM), Green Intrinsic Motivation (GIM), and Green Organizational Citizenship Behaviour (GOCB). The objectives are to: 1) explore GM's impact on GOCB, and 2) examine GIM's mediating role between GM and GOCB. Data from 254 employees of a NABH-accredited hospital in West Bengal, India, were collected using snowball sampling. Structural equation modelling with Smart-PLS 4.0 was used for analysis. Results show GM significantly enhances GOCB and positively influences GIM, which, in turn, promotes GOCB. GIM acts as a complementary partial mediator between GM and GOCB. Findings suggest organizations should foster GM and intrinsic motivation to support sustainable practices. Managers can enhance this by providing mindfulness training and supportive environments that satisfy psychological needs. Such initiatives can drive eco-friendly behaviours, bolster sustainability, and contribute to positive environmental outcomes and a strong sustainable culture.

INTRODUCTION

In the 21st century the organizations effort to address and combat environmental change are crucial. In turn, their resources, influence, and innovative capabilities can help them to lead the initiatives aimed at promoting sustainable practices, reducing ecological footprints, and bringing employees and communities together towards a common environmental goal (i.e. preserving and conserving the natural resources)

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(Williams & McDuie-Ra, 2017). However, green practices are increasingly being implemented in the workplace by organizations around the world (Saeed et al., 2019). According to a 2019 report from Health Care Without Harm (HCWH), the healthcare sector contributes around 2 gigatons of carbon dioxide to the atmosphere as part of its global carbon footprint, highlighting the need for significant sustainability efforts (Berniak-Woźny & Rataj, 2023). Furthermore, Employees are its change agents, which is why it is vital for organizations to encourage behaviours that promote sustainability (Davis & Boulet, 2016). Furthermore, it is crucial for organizations to cultivate a culture of sustainable practices among their employees so that their green initiatives can be effectively driven and environmental objectives met (Lathabhavan & Bharti, 2024). Therefore, Green Organizational Citizenship Behaviour (GOCB) refers to the voluntary actions that employees take to support the environment, which go beyond their formal job duties and are not motivated by the desire for rewards or recognition. These actions play a crucial role in fostering sustainable practices, products, and services, highlighting how employees can help achieve the organization's environmental objectives (Daily et al., 2009). According to (Saeed et al., 2019), for an organization to genuinely integrate sustainability, employees need to step outside their official roles and actively participate in green initiatives. The green initiative includes activities such as minimizing waste, conserving resources, and encouraging sustainable practices among their peers (Boiral, 2009). Research on Employee Green Behaviour (EGB) in organizations has seen significant growth in recent years, especially in developed countries where sustainability policies, resources, and awareness are more advanced (Zaidi & Azmi, 2024). However, there is still a considerable research gap in the Indian context (Mandal & Pal, 2024a), where exploring Green Organizational Citizenship Behaviour (GOCB) could be particularly important due to the region's distinct socio-cultural factors and evolving sustainability initiatives. A significant portion of the contemporary literature on organizational sustainability has concentrated on strategic, high-level initiatives like environmental policies, compliance, and corporate-level interventions (Francoeur & Paillé, 2022). However, there is a notable lack of research exploring the contributions of employees to environmental sustainability. Acknowledging this gap, the present study examines GOCB as a dependent variable, highlighting the crucial role that individual employee actions play in transforming organizations into green entities and employees into advocates for sustainability. By focusing on GOCB, this study seeks to illuminate how individual, voluntary efforts can collectively advance an organization's sustainability objectives, especially in the Indian context where such research is still developing. Hence, the present study considered GOCB as dependent variable, as individual participation plays a vital role in transforming the organization into green organization and employees into green employees.

Green mindfulness (GM) refers to an enhanced state of awareness regarding the environment, where individuals maintain a strong connection to the ecological information and knowledge around them (Ericson et al., 2014). This mindfulness goes beyond simple observation; it requires a deliberate effort to engage with the environment in a non-judgmental manner. As Chen et al., (2023), explain green mindfulness allows employees to notice and respond to various environmental cues in the present moment, promoting a balanced and non-reactive awareness of their surroundings. This mindset helps employees to recognize details they might typically miss and engage with them thoughtfully instead of automatically. By fully embracing this awareness, employees develop a non-evaluative perspective, describing and processing their observations without bias or immediate judgment, which ultimately enhances the quality and depth of their mindfulness practices (Geiger et al., 2018). The concept of green mindfulness has significant potential to promote environment friendly behaviours that go beyond the formal requirements of the workplace (Usman et al., 2023). By becoming more aware of ecological issues and areas for improve-

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