



Determinants of Green Organizational Citizenship Behavior: An Empirical Study on Employees' Environmental Motivation

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Abstract

It is the modern work system that divides and rules the creative people who think of consumption and contributions, and such people need to be changed. The study observed the factors that are affecting the green organizational citizenship behaviour (GOCB) of the employees working in the private sector of Nepal. For this study, a positivist research approach was adopted along with descriptive and causal research designs. The non-probability sample technique was used to select a sample of 384 respondents through purposive and random sampling techniques. The results indicated that green skills, green employee empowerment, green values, and green knowledge-sharing behaviour positively and significantly influence green organizational citizenship behaviour. The analysis of multiple regression shows that these factors together are accountable for a huge part of the variance in GOCB, thereby highlighting their pivotal position in promoting sustainable practices across the companies. The study also proposes that the importance of strategically nurturing the long-term survival of human beings and all green skills through empowerment, values, and co-existence knowledge-sharing behaviour of humans to employees, leading to environmental leadership for the long run, thus sustainable economic growth.

Introduction

The environment is made green by green human resource management (GHRM) techniques, much like chlorophyll makes a plant green. Environmentally friendly product perception is increasingly crucial to business strategy. Environmental protection policies and strategies have been observed in every industry, but it is still unclear if they are implemented (Meng et al., 2022). Businesses prioritizing sustainability are more likely to employ these practices than conventional rivals (Ghimire et al., 2023; Hsu et al., 2023). Integration of green products and corporate social responsibility (CSR) policies into business operations, technology adoption, and system implementation is continuous. Companies that use green business practices demonstrate their dedication to corporate social responsibility and help the community at large (Abbas & Dogan, 2022; Dahal, 2021). If human capital in an organization engages in careful practices and supports leaders in engaging in such sustainable activities, human capital can be more resilient and ethically aware (Karki et al., 2023a). Therefore, the commitment of top-level administration is vital in fostering



green training, which results in sustainable organizational citizenship behaviour concerning the environment (Memon et al., 2022).

The obligation of top administration is crucial to achieving managerial goals, and they must plan to ensure that their workforce adopts green behaviours and lifestyles. Managers can improve employees' green competence through green empowerment, which leads to a positive work setting, and workplace trends can rise. Individual behaviour towards green and innovation can only be possible through green intellectual capital. As such green intellectual capital consists of intangible assets projected to defend the environment and promote green innovation in the business. These assets can be held by both persons along with organizations (Ali et al., 2021; Marco-Lajara et al., 2023). This capital can be knowledge about using ecological management to gain a competitive improvement. Green intellectual capital can be useful for knowledge sharing among colleagues and customers through influential leadership strategies and policies which are adequate for green practices. Bhattarai et al. (2023) proposed that, in light of these resources and environmentally friendly products, effective implementation of Green HRM practices should involve updating an organization's vision, mission, and organizational policies; securing its ISO certification; advancing technological advancements; improving GHRM practices through employee empowerment and training; and taking part in proactive government initiatives.

Organizations can continue to operate by trying to provide unique and inventive goods and services (Hanaysha et al., 2022; Ghimire & Dahal, 2024; Rai & Dahal, 2024; Suki et al., 2023). Companies that spend money on R & D to improve their technological prowess are more possible to be aware of novel opportunities in the environmental sector (Dahal et al., 2020; Jové-Llopis & Segarra-Blasco, 2018). Adopting a green innovation strategy and offering unique products can help a company's green growth and environmental defence initiatives (Li et al., 2020). Green technology shows its worth only through large investments and devotions into R&D innovations. In this case a robust financial market is the very foundation for further technology improvements (Pant et al., 2022; Paramati et al., 2021). It is predicted that using green IT will decrease waste and carbon emissions. In the long run, an organization with a creative and liberated mindset will perform sustainably and have a competitive advantage, mainly when it adopts a green orientation (Muafi et al., 2022). Green computing, also referred to as green IT, is the production and consumption of energy to increase energy efficiency and lower adverse environmental effects. It focuses on using environmentally friendly and energy-efficient computer hardware and resources (Siswanti & Muafi, 2020). Managers can delegate power and responsibility to their staff to increase their motivation, independence, and self-efficacy in adapting to and accepting change (Dong et al., 2017; Ghimire et al., 2021). To ensure that their employees have a high level of environmental consciousness and concern, managers must regularly organize training and engage in ongoing outreach and communication where organizations must be proactively committed (Dahal, 2022; Widhiastuti & Muafi, 2022).

Greening is a holistic method that is using recyclable or sustainable materials to manufacture eco-friendly products while having a goal of lower costs, reduced waste, and more efficient energy utilization (Al Mamun, 2019). There are multiple benefits of green business for companies. Among them, there are tax credits and incentives (Peng et al., 2019), higher productivity (Zhang & Du, 2020), better workplace health and savings of costs through less printing, turning off lights in empty rooms, and changing cartridges of ink. Human resource management from an environmental angle is now considered to be an essential part of green practices (Zakaria et al., 2019). The compatibility of individual values, organizational habits, and leadership approaches can promote employee involvement in environmental sustainability (Joshi & Ghimire, 2023). Education that emphasizes effective teaching techniques and a positive work environment emphasizes intentions (Karki et al., 2023b). Through managerial capacity, dynamic sustainability capability directly and indirectly facilitates improvements in social and ecological performance (Bhadra et al., 2024; Sharma et al., 2023). Organizations are working to implement creative programs and strategies that benefit them and their stakeholders and positively impact society by creating work environments and policies that support ecological performance over the long term and environmental sustainability to address the ever-evolving environmental challenges. According to De-Mendonca and Zhou (2019), these pledges may improve ecological performance as measured by energy use, carbon emissions, water use, and waste production.

According to Memon et al. (2022) assert that effective ecological management practices are foundational

for a sustainable future. Such practices include power rationing, go-green surveys, paperless processes through software, apps, e-HR, teleconferencing as an alternative to travel, recycling, water conservation, and waste reduction. Financial institutions can promote e-statements for their customers rather than paper statements. Employees can print information on both sides of the paper for internal use. Switching off computers and other electronics after leaving the office premises can help minimize energy consumption. Hotels, restaurants and food service providers can mitigate food wastage by predicting and examining guest attendance and delicate food provisioning (Amicarelli et al., 2022). Managers can encourage the staff to use public transportation rather than personal vehicles through appraisal & financial incentives. Also, managers can promote carpooling, which impacts engagement and a friendly work environment. Online recruitment can also be the best way to avoid paper applications, and other document submissions can be done through online mediums that organizations have implemented mainly. Nepalese youths are encouraged to use e-recruitment platforms (Ghimire et al., 2024). So, all these activities can promote sustainability and improve the environment, which human behaviour depletes. The only thing that remains is practical implementation, which can prove that if humans care, we can repair the environment.

The intent of moving green is to utilize products and methods that won't harm the environment by contaminating it or depleting natural resources. The process of recycling waste and other spent materials to create new, potentially valuable products reduce the amount of raw resources that would have been needed to develop those same products from scratch (Ghimire et al., 2022). Organizations have already come to terms with the fact that incorporating "green" into their operations would be costly. At the same time, companies realize that ignoring environmental consequences will have expensive consequences (Wright & Nyberg, 2017). According to the World Bank's (2023) report, Nepal's relatively weak governance systems score poorly on the ND-GAIN 2022 index, which measures climate vary vulnerability along with "readiness to improve resilience" (Nepal ranked 126/180). Today's leaders may be able to make more ethical and sustainable decisions if they are encouraged to incorporate mindfulness practices into their every day routines and habits (Joshi & Subedi, 2024). These practices will ultimately benefit the company as a whole with sustained humanhood.

Through management commitment, these managers can comprehend the value of staff involvement in encouraging environmentally friendly activities and lifestyles. The World Bank (2021) position Nepal as 'highly vulnerable' due to already clearly computable temperature increase, which has been the main concern for organizations and individuals to follow green practices inside and outside the organizations. The employees tend not to utilize the resources optimally. An understandable misconception among employees is that overusing resources can lead to only organizational expenses rather than individual loss, a typical sound within the organization. Stakeholders and HR professionals in the Malaysian Financial Service Industry (MFSI) have expressed that while GHRM is recognized as crucial, financial institutions are cautious about implementing it (Ooi et al., 2017). Therefore, to involve human personnel in sustainable practices, their behaviour must be guided by green abilities, empowerment, individual green values, and knowledge sharing. Human resource management can be beneficial if it promotes green rewards performance appraisal among employees to attract them to maintain green practices.

Due to the lack of recognition of the importance of environmental protection, employee behaviour is misled. Due to negative self-norms and low commitment of top management in transforming towards green organization, employee behaviour has not been pinpointed towards green activities and lifestyle inside and outside the firm. The research has aimed to recognize the elements that drive employees towards performing green behaviour. The specific objectives of this study are to analyze the influence of green abilities, green employee empowerment, individuals' green values, and green knowledge-sharing behaviour on the GOCB of employees in the Nepalese private sector.

The study is essential for researchers because it helps HR managers create strategies to advance environmental goals while improving employee retention and satisfaction. This study aims to provide helpful recommendations to Nepali organizations seeking to increase their ecological responsibility. The study has combined green practices and social exchange theory to gain a better understanding of how employee behaviour is affected by organizational sustainability initiatives. The investigator points out the conditions under which employee engagement on environment-related issues will be borne. The matter simply is that through the adoption

of the sustainability strategy corporations will be able to utilize their CSR (corporate social responsibility) efforts to the fullest by changing the rules that are in favour of an eco-friendly workplace.

The paper is topped by an introduction that gives a comprehensive view of the green HRM techniques and the role of employee empowerment in the sustainability drive of the organization. Besides, it offers some practicable options to promote sustainability in Nepalese companies. The research began with a literature review that brought together information on global GHRM practices. The methodology part contained the discussion on research design, organization of data, selection of samples, and different methods of analysis employed. The presentation and analysis part used regression, correlation, and descriptive analysis to explore the interrelationships among the variables. After scrutinizing the significant findings, the implications segment provides useful information on the environment and its importance for companies trying to gain a competitive edge.

Literature Review

Theoretical frameworks of social exchange, ability-motivation-opportunity, and the resource-based view have influenced the course of this research. The AMO model (Yu et al., 2020) posits that human resource management (HRM) practices are related to the performance of the three areas of knowledge, motivation, and opportunity. This theory also indicates that HRM measures not merely the overall quantity of employees but their qualitative level as well by means of greater motivation which translates into less waste and better quality of production. AMO theory further asserts that HRM practices could possibly affect employees' conduct in a discretionary manner. The behavioural effect of HRM literature emphasizes that HRM policies can create feelings and conduct in the employees through the application of different psychological as well as social factors. Under the influence of green, the employees' minds are the physical vehicles that could potentially make positive changes in employees' green behaviour (Safari et al., 2018). Thus, these works present the overall structure of the current one and lead the interaction between the factors.

World View of Green Practices

According to Shakir and Khan (2023), while few Pakistani banks have a formal green policy, most banks strive to incorporate green practices into their everyday operations and are conscious of ecological issues. According to a study by Venkatesh et al. (2023), employees of private sector banks in Kerala have found that implementing Green HRM practices can lead to benefits such as stakeholder engagement, effective risk management, and reduced operating costs. The banking organization in Bangladesh is encountering challenges in implementing green HRM. Among the challenges faced are insufficient technology, heavy initial costs, improper policies, insufficient community and governmental backing, and lack of environmental awareness in the general public (Hossen et al., 2018).

HR personnel play vital role in the advancement of green HR methods and adoption of economically driven technologies like solar energy. The initial reason for implementing these practices is to save money and not for environmental concern (Fazal & Shaiq, 2023). According to Kularatne et al. (2019), if hotels are environmentally responsible, they can be more efficient, and this applies especially to energy-related tasks like waste management and water consumption. Using green practices in hotels can help achieve sustainability in the hotels of Bangalore, India, as evidenced by the optimistic effects of green brand equity construct on green brand image, green brand awareness, and green perceived value (Shanti & Joshi, 2022). The government of the United Arab Emirates consistently promotes eco-friendliness and resource efficiency in the manufacturing and service sectors (Al-Aomar & Hussain, 2017). By implementing green process innovations and employee environmental commitment, a study with employees of green hotels in Turkey confirmed that GHRM practices guide to higher environmental performance (Irani et al., 2022). This is very significant in enhancing OCBE and enhancing individual's green values as well.

Migdadi and Omari (2019) found that hospitals' green operational strategies can be improved through resource/waste administration, electrical control management, non-hazardous waste management, and emissions/resources management. Orsini et al. (2024) expressed that implementing the practice of purchasing green energy

can, by itself, significantly positively impact mitigating climate change. Green-certified products, green buildings, and energy-saving appliances are just a few of the precautions hospitals are taking to prevent environmental hazards, but they are insufficient to stop the harm they cause to the environment (Renjitha & Samuel, 2022). Manufacturing firms' green supply chain management practices can establish sustainable development and be environmentally friendly (Kalpande & Toke, 2021; Khan et al., 2023). According to Nazir et al. (2024), green supply chain management practices include green supply chain planning, procurement, execution, migration and continuous improvement that help to boost firm performance. In Pakistan, green purchasing of materials does not predict manufacturing firm performance. Still, in other countries, it does due to Pakistan's lack of green vendors and the high cost of importing green materials from different countries. According to Muisyo et al. (2022), businesses with a green innovation culture encompassing green product innovation and process innovation are better able to capitalize on their competitive advantages. These benefits keep workers on board and encourage environmentally friendly behaviour and practices within the sector. Green human resource practices and sustainable performance have been shown to have a significant positive relationship with Malaysian manufacturing firms that have obtained ISO-14001 certification (Khan et al., 2020). A manufacturing survey conducted in several European nations revealed that the technological aspect of green production capabilities has little bearing on the economy's or the environment's performance. Sarfraz et al. (2022) found a strong relationship between sustainable performance, green process innovation, and innovation capabilities. Employees' innovative abilities and long-term performance are improved by the mitigating effect of digital leadership.

To improve and promote green practices within the company and adopt a green existence, green human resource management practices, align, and implement green activities with environmental management (Ren et al., 2018). Green management strategies aim to defend the environment and counteract the adverse effects of industrialization (Basu, 2019). According to Indonesia's pioneers in sustainable banking, the following elements contribute to eco-friendly HR management practices: regulations, environmental consciousness, leadership dedication, organizational goals and objectives, policies and procedures, technology, facilities, programs, training, performance reviews, and compensation (Assyofa et al., 2020). Along with the promotion of green culture and green values, GHRM practices are positively correlated with green organizational citizenship behaviour (Hooi et al., 2022). A critical factor in determining an employee's eco-friendly attitude and behaviour is their harmonious environmental passion, sparked by GHRM practices as a strategic choice (Iqbal et al., 2024). According to Xiang & Yang (2020), green HRM practices, which include green hiring, green training, green performance management, green reward, and green participation, could directly affect organizational identification that is already considered to be an indirect factor of green organizational citizenship behaviour. Similarly, Meng et al. (2022) reported that green HRM practices were a positive and significant factor for both organizational citizenship behaviour and green lifestyle. Besides, GHRM practices are not only significantly positive to OCBE, but also essential in pushing the employees to take part in environmentally open activities (Mostafa & Saleh, 2023).

In a study by Arshad (2023), the focus was placed on the different green HRM practices and their direct and interactive effects, such as reward systems, training, employee participation, and performance management, on the employees' organizational citizenship behaviour for the environment. Green training is one of the essential pillars in GHRM practices, which is vital in transforming employees to be more eco-friendly. Performance management, employee involvement, and green training are essential (Pham et al., 2019). Manufacturing companies in Pakistan must implement GHRM procedures, reward and acknowledge PEBs, and provide staff members with the authority to spearhead environmental projects (Shaukat et al., 2023). The Green HRMPs bundle significantly and favourably impacted both OCBE and pro-environmental behaviour after analyzing employee performance through organizational citizenship behaviour, which is positively and significantly impacted by GHRM practices, including green hiring, green training, and green rewards and compensation (Saputro & Nawangsari, 2021). The prominent green HRM practices can influence organizational citizenship behaviour in any organization. In this way, the study has developed the following hypothesis:

Green HRM Practices and Nepalese Enterprises

Ghimire et al. (2022) proposed that even though paper is still used for the great majority of work done in the workplace, the amount of paper used has decreased due to advancements in statistical technology. According to

Subedi and Bhattarai (2024) research, the banking industry in Nepal benefited greatly from investments in green banking, which led to the adoption of green practices and positive correlations between perceived sustainability and green practices in the banking sector. Shrestha (2022) states that the hotel industry in Nepal needs to be aware of the current problems and difficulties brought about by globalization and how they affect the hospitality industry. They must also prepare to seize opportunities and overcome obstacles by being more strategically minded and competitive. Adhikari et al. (2024) emphasized that the notion of sustainability is primarily understood in Nepalese enterprises in the context of corporate social responsibility, making it challenging to know in the context of sustainability as a means of addressing challenges related to the SDGs. Tamang and Mishra (2022) claim that having more plants and flora in the workplace encourages compassion in teachers and students in Nepali educational institutions. People from green places will feel more self-determined to serve well than being made to serve when working in the service sector. However, when they work in manufacturing, they will be able to accurately identify the customer's needs and integrate them with quality functions. Chaudhary and Chaudhary (2023) claimed that green human resource management (HRM) practices are still in their infancy in Nepalese life insurance companies, but they have significantly improved organizational sustainability.

Green Organizational Citizenship Behaviour

The Earth's environment is still negatively impacted by business and human activity, putting the planet's future in danger (Khan et al., 2021). Organizational citizenship behaviour toward the environment (OCBE) refers to a person's voluntary efforts to lower workplace pollution, implement waste-reduction strategies, support and use green technology, and attend environmental conferences to learn more about ecological protection management (Anwar et al., 2020; Malik et al., 2021; Shahi et al., 2022). The company creates and uses environmentally friendly HRM practices to get a competitive edge. Strong green HRM practices enable businesses to capitalize on the benefits of their employees' facilitation and role-modelling of environmentally friendly behaviour (Bhatti et al., 2021). Environmental performance is positively linked to green human resources management factors like employee participation, skill development, and strengthening of motivation, as well as eco-friendly organizational citizenship behaviour. However, it has been noted that at times there is a negative correlation between GHRM and OCB.

The research performed by Nasim et al. (2024) indicated that GHRM was ineffective in producing OCBE because of employee neglect, which in turn had no impact on the environment. The incorporation of green HRM practices entails recruiting and selection, development and training, performance management, employee engagement, and compensation and reward structures that are either mandated or optional and in line with the company's green HRM practices (Renwick et al., 2015; Liu et al., 2020). Green performance management and compensation are very influential in shaping organizational citizenship behavior and eco-sustainable performance (Danilwan et al., 2020). With the creation and application of well-developed green HRM practices, employee involvement with the company's environmental initiatives is anticipated to rise. After that, workers must adhere to the organization's policies and job specifications (Chen 2019) and take proactive measures out of a deep concern for current environmental issues (Altinay et al. 2019). According to Nadeem et al. (2019), some individuals argue that organizational citizenship behaviour is an inherent aspect of an individual's conduct. Even so, OCB operates independently from behaviours that are acknowledged through an organization's incentive system and may not have an immediate impact on improving organizational efficiency. Yet, the primary emphasis of OCB lies in promoting favourable employee conduct that enhances the overall performance of the organization. However, most workplace manuals lack a specific description of employee behaviour (He & Kim, 2021).

Green Abilities

In the twenty-first century, any human association operating in a business must have green skills and abilities. Employees' green abilities development can be achieved through training and development programs (Gull & Idrees, 2022). These programs improve employees' skills and encourage voluntary adoption of green practices in the organization's operations. The training provided for a greening perspective raises ecological awareness

and cultivates environmentally conscious skills that lower waste and pollution (Cabral & Dhar, 2019). While vocational education and training in Pakistan have improved learners' green skills by imparting fundamental knowledge, proficient trainers are still needed to put these skills into practice (Pirzada et al., 2023). Workers should participate in ongoing training programs, solve problems related to environmental sustainability and green management, and increase their knowledge of these topics (Aboramadan & Karatepe, 2021). Employees may not view green training favourably, so offering green rewards can motivate them to adopt eco-friendly behaviours (Rijal, 2023). Green abilities are further enhanced by hiring and choosing staff members who care about the environment and encouraging green workplace practices (Renwick et al., 2013).

According to a UK survey, prospective employees consider a company's green performance before accepting a position, indicating that the public's concern over environmental policies is a significant factor in hiring young people (Muisyo & Qin, 2021). To improve employees' environmental value and proactive personality level during their subsequent training, hotel businesses should concentrate on matching the attributes of potential employees with the organizational culture during the recruitment process (Ma et al., 2024). Employees will then express enthusiasm and positive emotions due to this cognitive process when they carry out their role-related tasks related to the environment. Green training and organizational culture have the potential to enhance an individual's green abilities, which in turn can impact their environmental citizenship behaviour (Pham et al., 2018). In this way, the variable can serve as a variable that influences organizational citizenship behaviour.

H_{A1}: Green abilities have a significant influence on organizational citizenship behaviour.

Green Employee Empowerment

Green employee empowerment gives employees the freedom to handle eco-related tasks at work, assign responsibility, and promote employee involvement in environmental decision-making. Green employee empowerment independently improves environmental-organization citizenship behaviour among Indian service sector workers, as measured by eco-initiatives, eco-civic engagement, and eco-helping behaviour (Amrutha & Geetha, 2024). According to Australian-based organizations (Benn et al., 2015), involvement in environmental initiatives is associated with lower staff intention to quit and higher employee engagement with the organization and its green performance. Employee psychological and emotional attachment will grow when opportunities are provided to collaborate and create environmental goals and activities (Pinzone et al., 2016; Roscoe et al., 2019). In Malaysian hotels, a unique relationship was found between green employee involvement, green performance management, green dynamic capability, and the application of environmental laws (Patwary et al., 2023). Green human resource management practices, including 363 green bank employees in Indonesia, positively influence employee engagement, with transformational leadership as a moderating factor; however, green recruitment impacts only behavioural engagement, and training affects only affective engagement, while neither influences cognitive engagement (Noor et al., 2023).

The study by Khan and Muktar (2024) among hospital managers in Pakistan revealed the positive impact of employee empowerment on sustainable organizational performance. This is crucial because the waste from hospitals spreads dangerous bacteria to the area and kills the nature around, thus impacting the spirit and efficiency of the workers. Promoting and developing green HR policies and practices that prioritize fostering pro-environmental behaviours in the context of workplace spirituality and organizational engagement is crucial (Javed et al., 2022). The PLS-SEM study by Shbail and Shbail (2020) showed a positive correlation between organizational climate and OCB. The results of Riyanto et al. (2021) demonstrated that while organizational climate did not influence OCB, it did raise perceived organizational support. As per Kaur and Randhawa (2021) study, which involved employees of large-scale food processing companies, supportive supervisors are crucial in creating an environment of citizenship behaviour (OCB) that fosters employee engagement and participation in green practices within the company. Therefore, it has been discovered that employee empowerment and behaviour toward green practices and a green lifestyle are closely related in all organizations, whether manufacturing or service-oriented.

H_{A2}: Green employee empowerment and organizational citizenship behaviour have a significant impact.

Individuals Green Values

Personal values are rooted in the conviction that taking action to safeguard those in danger is vital. Sustainable development, which mainly refers to individual attitudes and behaviours in sustainable development, is the source of green values (Dumont et al., 2017). The employees of IT/ITES (Information Technology Enabled Services) organizations in India demonstrated significant positive relationships in their associations of green values, green attitudes, and green behaviours (Lathabhavan & Bharti, 2024). In compliance with a study by Barbarossa et al. (2017), people who place a high value on conservation might not always act on their environmentally conscious self-image by planning to buy eco-friendly products like electric cars. An organization's commitment to green HRM practices may strengthen an individual's engagement in greening behaviours if their values are based on beliefs about environmental restoration (Al-Ghazali & Afsar, 2021).

Elshaer et al. (2022) claim that the adverse effects of low or challenging expectations regarding environmental behaviour on organizational citizenship behaviour for the environment can be mitigated by green values and the drive to disprove others. Four factors—personal environmental belief, green value, self-efficacy, and environmental self-identity significantly impacted students' OCBE and organizational staff (Khalid et al., 2022). Green customer citizenship behaviour is motivated by green attitudes, which are influenced by internal values, according to research on green customers who have made environmentally friendly purchases (Van Tonder et al., 2023). Among five-star eco-friendly hotels in Egypt, the perceived value of greenery has a noteworthy and favourable impact on the customer citizenship behaviour of its guests (Abdou et al., 2022). Individual green values strengthened the relationship between green HRM practices and green in-role and extra-role behaviours, according to a study conducted among MBA executive students with at least a year of experience working in various manufacturing industries (Islam et al., 2021). The personal attitude and beliefs guided by the knowledge of environment management can be linked to developing green individual values.

H₄₃: There is a significant relationship between Individual green values and Organizational citizenship behaviour.

Green Knowledge Sharing Behaviour

A member of the organization learns from others and imparts knowledge to others. According to Davenport and Prusak (2000), knowledge sharing comprises more than just exchanging knowledge among team members; it also involves assisting them in accessing the information they require through the team's knowledge exchange mechanism. Sharing knowledge facilitates the development of teams (Men et al., 2019). By imparting information and knowledge to others, knowledge sharing enhances learning opportunities and motivates people to acquire new skills (Dixon, 2000).

Extrinsic motivation, comprehension capacity, communication media richness, self-worth, role behaviour (in role behaviour), attitudes toward and trust in knowledge sharing, and role behaviour are some factors that influence knowledge sharing (Han et al., 2020; Karki et al., 2024; Joshi et al., 2023; Wong, 2012;). Researchers in Malaysian research institutions have found that trust, one of the constructs of knowledge sharing, has a positive and significant relationship with knowledge sharing and significantly predicts organizational citizenship behaviour, which in turn influences knowledge sharing (Mutahar et al., 2022). Various methods will be used to share knowledge, including in-person conversations, meetings, training sessions, and online media (Gustari & Widodo, 2020). To create an open innovation approach that combines internal ideas with external knowledge, it is important to have internal knowledge within organizational borders and external knowledge that requires outside expertise sources (Ferraris et al., 2020).

The development of social media leverages the use of digital knowledge sharing (DKS) to even out knowledge dissemination and exploration among knowledge workers in newly employed organizations. According to Lee et al. (2021), DKS is one of the knowledge-sharing instruments that can be used with colleagues, supervisors, and other internal and external stakeholders (like customers and outside experts). Green Knowledge Sharing (GKS) has been observed to influence the prediction of Organizational Green Culture as well as OCB (Andoh et al., 2024). Numerous studies have demonstrated that while knowledge sharing significantly and favourably affects

job satisfaction and OCB, self-efficacy does not (Ghimire & Magar, 2023, Soelton et al., 2023). Fostering green knowledge sharing among employees and increasing environmental commitment through green HRM practices are crucial for improving environmental performance and achieving ecological sustainability goals (Ahmad et al., 2023). A study on university lecturers' behaviours revealed that information sharing has a favourable and significant influence on lecturers' performance as well as the activities of the OCB as a membership leader (Purwanto, 2020). As a result, sharing green knowledge is essential to implementing green practices in any organization, and the knowledge's source is also necessary. The research gap study can address the issue of management providing employees with more internal knowledge sources than ideas from experts. One could argue that low green performance among employees in organizations stems from a lack of knowledge about green practices. In conclusion, the study formulated the following hypothesis based on these shreds of evidence.

H_{4A}: There is a significant effect of green knowledge sharing on Organizational Citizenship Behaviour

Based on the empirical and theoretical guides, the study followed a research framework as presented in Figure 1.

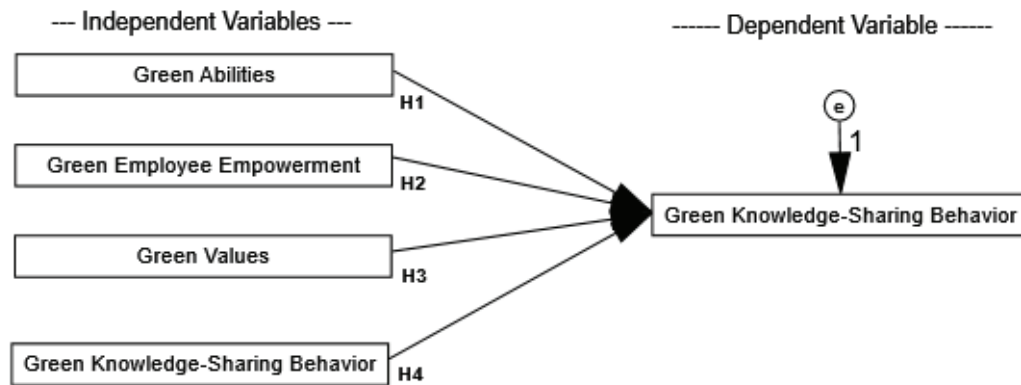


Figure 1: Research Framework

(Source: Hameed et al., 2020; Renwick et al., 2013)

Methodology

The study is based on the positivist research approach. The study used descriptive and causal research design to measure the relation between the variables included in the study. The study population comprises private employees, government employees, IT professionals, HR managers, and sustainability officers working in financial institutions and service sectors, including financial institutions, hospitals, hotels, and manufacturing firms in Nepal. Those employees are associated with day-to-day activities in departments such as operations, human resource management, IT professionals, administration department and policy formulation. The respondents were selected using a purposive sampling strategy because of personnel from various levels and departments. A non-probability, purposive sampling technique was used in this study. The population of this study is unknown in size. According to Cochran, a larger sample of 384 is robust for the survey, so the study sample is 384. The study is based on quantitative data analysis.

Instrumentation

The study data are collected from a questionnaire for each variable through the previously used questionnaire, which was slightly modified so that the relationship between variables could be signified. The variable measures have been presented in the table below:

Table 1: Measures of the Study Variables

Variables	Source
Green Abilities	Renwick et al. (2015)
Green Empowerment	Renwick et al. (2013)
Individual Green Values	Dumont et al. (2017)
Green Knowledge Sharing	Wong et al. (2012)
Organizational Citizenship Behaviour	Paillé et al. (2014); Manuel et al. (2024)

As depicted in Table 1, variable green abilities used five likert scale questions obtained from the study of (Tang et al., 2017). The sample question of the variable is “My organization organize training programs that increase workers’ environmental awareness and abilities”. Green empowerment is known for the involvement of employees in green practices where likert item questions were also extracted from the study of (Tang et al., 2017). The variable was used again, and 5 Likert scale questions were used. The sample likert item is “My organization encourage staff participation in environmental initiatives”. Similarly, individual green value has included three likert scale questions from the study of (Ruepert et al., 2016) and the remaining three questions from (Steg & Groot, 2010) altogether five questions. The sample item for the variable is “I’m worried about the health effects of oil exhaust”. The variable green knowledge sharing is obtained from the study of (Jolaei et al., 2014), which contained five questions. The sample item is, “I appreciate sharing my green expertise with colleagues for their benefit”. The study’s dependent variable is organizational citizenship behaviour, and six questions are included altogether. The queries were adapted from Paillé et al. (2014) as referenced in Manuel et al. (2024). The exemplary question is, “At work, I consider how my actions could influence the world.”

Data collection was done through a five-point Likert scale questionnaire rating from (1= strongly disagree to 5= strongly agree). Different statistical methods, including correlation and regression analysis, were applied for the study’s analysis. Furthermore, the variance analyses were conducted via SPSS, and the data was handled using MS Excel. The study data reliability was measured through Cronbach’s Alpha module.

The model of the study could be elaborated as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon_i$$

Y= Green Organizational Citizenship Behaviour (GOCB)

X₁= Green Abilities (GAB)

X₂= Green Empowerment (GEM)

X₃= Individual Green Values (IGV)

X₄= Green Knowledge Sharing Behavior (GKSB)

e_i = Error term

Demographic Profile

This section listed the demographics of the interviewee based on gender, age, education, and employment level.

Table 2: Respondents’ Profile

Groups	Nos	%	Groups	Nos	%
Gender			Age group		
Male	239	62.2	18 - 25 Years	44	11.5
Female	145	37.8	26 -40 Years	133	34.6
			41-50 Years	115	29.9
			Above 50 years	92	24.0
Education Status			Your Position		
Up to intermediate	39	10.2	Officer	164	42.7

Groups	Nos	%	Groups	Nos	%
Bachelor's level	149	38.8	Junior Officer	119	31.0
Master's and above	196	51.0	Assistant	101	26.3
Total of each section	384	100.0	Total of each section	384	100.0

Table 2 displays the various backgrounds of the participants, consisting of people from both the private and public sectors, IT professionals, HR managers, and sustainability officers in different industries like banking, healthcare, hospitality, and manufacturing. They come from different departments such as operations, human resources, information technology, and others like policy making. Systematic selection method was employed in choosing the employees so as to ensure representation from different organizational levels and departments. A sample size of 384 which has been selected is very large indicating an undefined population that is believed to be the same. The demographic breakdown shows a balanced representation of gender, age, educational level, and job responsibilities giving a clearer picture of the interaction between many demographic factors and the eco-friendly behaviour of firms. The study applied a quantitative analytical approach to thoroughly evaluate the roles of green competencies, empowerment, values, and knowledge-sharing behaviour in promoting green corporate citizenship behaviour.

Reliability Test

In the current section, it is the Cronbach alpha test that was employed to dissect its reliability.

Table 3: *Reliability Test*

Variables	Items	Cronbach Alpha
GAB	5	0.839
GEM	5	0.837
IGV	5	0.889
GKSB	5	0.899
GOCB	6	0.766
Total	26	0.991

The reliability scores in Table 3 have crossed the traditional limit by a large margin and this is a strong sign of dependability. The reliability scores of individuals' green beliefs and knowledge-sharing behaviour were the highest, while green abilities, green employee empowerment, and green organizational citizenship showed significant consistency. The overall reliability score for all questions reaffirms the robustness of the internal consistency of the study's evaluations and supports the validity of the data collected for evaluating the impact of these green factors on corporate citizenship behaviour (Taber, 2018).

Presentation And Analysis

In this part, the outcomes of the research are revealed, including explanatory relationship assessments between the variable and dependency and independency variables' influence on one another.

Table 4: *Descriptive Results*

	N	Minimum (Min.)	Maximum (Max.)	Mean	SD
GAB	384	1.00	5.00	3.6296	.90670
GEM	384	1.00	5.00	3.6344	.80900
IGV	384	1.00	5.00	3.7036	.86086
GKSB	384	1.00	5.00	3.6443	.92948
GOCB	384	1.50	5.00	3.6997	.72566

In the study, the responses of employees measured on a scale from the lowest to the highest value are

depicted in Table 4, which shows the descriptive statistics for each variable. The mean values for green abilities, green employee empowerment, individuals' green values, green knowledge-sharing behaviour, and green organizational citizenship behaviour are all close to the middle point, which is an indication of moderate levels across the mentioned green factors. The standard deviations point to varying answers, with green knowledge-sharing behaviour showing the largest spread, which means that there are different practices of sharing knowledge among employees. These findings give a very basic idea of the participants' perception of their roles and behaviours in the context of the adoption of environmental initiatives in their organizations.

Correlation Results

This chapter explicates the relation between the independent and the dependent variables of the study.

Table 5: Relationship Among Dependent and Independent Variables

		GAB	GEM	IGV	GKSB	GOCB
Pearson Correlation	GAB	1				
	GEM	.705**	1			
	IGV	.631**	.688**	1		
	GKSB	.056	.212	.027	1	
	GOCB	.689**	.736**	.713**	.122**	1

***. Correlation is significant at the 0.01 level (2-tailed).*

The correlations between the dependent and independent variables are clearly depicted in Table 5, which underlines the strength and the significance of the relationships between the different green aspects and green organizational citizenship behavior. The application of Pearson correlation coefficients gives a very strong, positive association of green corporate citizenship behavior with green competencies, green employee empowerment, and individual green values, with all correlations being statistically significant. The correlation between green knowledge-sharing activity and green organizational citizenship behavior, though less significant, is still considered to be a strong one. In addition, the green talents, employee empowerment, and individual green values show strong connections, indicating a smooth interaction among these eco-friendly aspects. The significant correlations at the one percent level point out the crucial role of these green factors in the facilitation of green corporate citizenship behavior among employees.

Multiple Regression Analysis

A multiple regression analysis is provided in this section as a way to evaluate the independent variables' impact on green organizational citizenship behavior, taking into account the share of variance of the dependent variable.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig.
1	.812	.660	.656	.42559	.660	183.626	4	379	.000

Predictors: (Constant), GAB, GEM, IGV, GKSB

b. Dependent Variable: GOCB

Model Summary for Predicting Green Organizational Citizenship Behaviour using the Specified Green Characteristics is shown in Table 6. The model has a good total fit with an R-value indicating a high degree of dependence between the predictors. The R Square value denotes that these predictors can account for almost 66% of the total variance in green organizational citizenship behaviour, thus being highly accurate. The corrected R Square which takes into account the model's complexity is just slightly lesser, indicating that the model is robust. The significant F-change statistic confirms the model's highly significant predictive potential, thus emphasizing

the contribution of these green attributes in growing green corporate citizenship behaviour among the employees.

Table 7: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	133.037	4	33.259	183.626	.000b
	Residual	68.646	379	.181		
	Total	201.683	383			

a. *Dependent Variable: GOCB*

b. *Predictors: (Constant) GAB, GEM, IGV, GKSB*

The results for the model predicting green corporate citizenship behavior through the variables such as green talents, green employee empowerment, people’s green values, and green knowledge-sharing behavior are presented in Table 7. The regression sum of squares indicates the proportion of variation attributed to the model, while the residual sum of squares indicates the variance that the model failed to explain. The F-statistic is highly significant, indicating that the model offers a resilient explanation for green organizational citizenship behaviour. This considerable finding supports the combined influence of green talents, empowerment, values, and information sharing in fostering ecologically friendly actions inside firms.

Table 8: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	.676	.134		5.057	.000	.413	.939		
GAB	.206	.035	.257	5.823	.000	.136	.275	.460	2.175
GEM	.294	.042	.328	6.950	.000	.211	.377	.404	2.473
IGV	.272	.036	.323	7.503	.000	.201	.344	.484	2.067
GKSB	.055	.024	.070	2.329	.020	.009	.101	.991	1.009

a. *Dependent Variable: GOCB*

Table 8 depicts the coefficients for the regression model that predicts green organizational citizenship behaviour using green abilities, green employee empowerment, people’s green values, and green knowledge-sharing behaviour. Each predictor variable has a positive, statistically significant effect on green organizational citizenship behaviour, as shown by their t-values and significance levels. Green employee empowerment and individual green values have the most significant impact, with standardized coefficients demonstrating that both are significant predictors. Green talents considerably impact green organizational citizenship behaviour but to a smaller level than empowerment and values. Green knowledge-sharing activity shows a positive, although minor, effect, indicating that knowledge-sharing promotes green behaviour but is less effective than the other components. Collinearity statistics reveal good tolerance and VIF values, suggesting little multicollinearity across predictors, increasing these coefficients’ trustworthiness. The approach underscores the need to incorporate green values, skills, empowerment, and sharing of knowledge practices to foster environmentally friendly behaviour among employees.

Discussion

The research results have revealed the significant roles of green abilities, employee empowerment, individual green ideals, and knowledge-sharing behaviour in a company’s green corporate citizenship behaviour. The research, which adds to the body of knowledge, asserts that the most effective measure in promoting environmentally responsible actions is the provision of training to the workers and the creation of a green-supportive organizational culture, which eventually leads to the increase of green capabilities among employees. Authors like Gull and

Idrees (2022) and Cabral and Dhar (2019) have classified green training as a necessary element in the development of eco-friendly habits, which complements their findings. On the other hand, Rijal (2023) claims that the results presented here have threefold implications which consist of: firstly the acknowledgment of green capability development, secondly the identification of the green incentive as a motivating factor and lastly the stressing of the above. Furthermore, different viewpoints are presented by Amrutha and Geetha (2024) and Benn et al. (2015) whose studies showed that empowerment facilitates participation and commitment to green projects, which makes it the most impactful variable; thus, green employee empowerment emerged as a key motivation factor. The authors are in agreement with the results of the research above. This study is significant especially since it emphasizes the exceptional role of empowerment in Nepal's private sector, unlike others that were limited to Western scenarios. Moreover, individual green values play an important role in promoting green organizational citizenship behaviour. Dumont et al. (2017) and Lathabhavan & Bharti (2024) were in this regard too as they pointed out the role of personal values in achieving sustainable development. This study has gone further than these researchers and shown that individual green values are not only a factor but rather a strong contributor to green behaviours in the IT and service industry contexts as well.

The work of Mutahar et al. (2022) and Lee et al. (2021) on the role of sharing knowledge in greening activities perfectly matches the outcome of the current study which shows that the green knowledge-sharing trait is one of the favorable influences on green organizational citizenship behavior. The latter was almost unstudied in earlier research. This study illustrates the importance of both digital and internal methods for communicating information, thereby confirming Ferraris et al. (2020) regarding the necessity of open innovation for the environment and sustainability. The current study adds its voice to the existing literature by demonstrating the unusual interaction between these eco-friendly qualities and the Nepalese enterprises. It underlines the importance of total green policies. It points out that the combining of skills enhancement, empowerment, value nurturing, and knowledge-sharing activities would yield a very strong green corporate citizenship behavior, and thus a more sustainable culture in the workplace would be the result.

Conclusion

To sum up, the green skills training of the employees is like planting seeds that can turn into great eco-friendly practices if focused training and development initiatives are provided throughout the process. The education and training are the main "nutrients" required for these seeds to grow since they provide the employees with the necessary skills and knowledge to adopt and practice eco-friendly behavior. When companies invest in green competencies and equip their employees, they actually create the atmosphere where workers can directly promote sustainability. This empowerment can be compared to the sunlight that supports the growth of these seeds and allows the employees to choose the path of their participation in the green projects as well as the building of the green culture that would be aligned with the organizational goals. People who feel that they have support in realizing their environmental objectives are more inclined to feel accountable for their part of the sustainable development model, resulting in the generation of innovative thoughts and techniques that provides the benefits to the both environment and the organization. According to the results, the bare roots of the garden represent the personal green ideals of the staff members, who are consequently united in their quest for sustainability. These personal principles are of great importance because they are the main factors that affect the workers' attitudes and behavior regarding environmental responsibility. Employees who align their beliefs with those of the company become, not just, active participants but also, those who advocate for environmental stewardship with great enthusiasm. The alignment creates a very fertile ground for cooperation because the common goals of people mix and create a dynamic ecosystem of common interest. Companies that live in a culture of shared green values encourage group projects and collaboration, which in turn, allows the employees to get involved in activities that mirror their commitment to sustainability.

Furthermore, the requirement for exchange of information on eco-friendliness becomes very clear as the main water source of the ecosystem. It implies that sharing of knowledge is both a medium of communication and a prerequisite for building trust, and for the development of new ideas and creativity. Other than through information

sharing, companies do not create an environment where employees learn from each other, share the best practices, and come up with new ideas to support the company's sustainability programs. Employee contributions can come in various forms such as formal training, seminars, or informal discussions, all of which facilitate the development of a rich pool of information that reinforces the overall sustainability targets of the organization. The research findings point out that the establishment of a corporate environmental citizenship culture is not merely a burden but rather a wonderful journey. The connection between green skills, worker empowerment, personal values, and the flow of information reveals a complicated yet harmonious relationship that pulls the practice of sustainability. The research further shows that companies can take up their responsibilities of safeguarding the environment and molding a mindset where environmental accountability and business profitability go hand in hand. Firms that cherish environmental citizenship provide a nurturing atmosphere that motivates the employees to practice sustainability and to constantly seek ways to enhance the environmental performance. The outcomes elucidate the path to a sustainable future by highlighting the approach's inclusive and collaborative nature regarding Green Organizational Citizenship Behavior improvement.

Focusing on four basic aspects—green skills, employee empowering, value alignment, and information sharing—pretty much assures companies improved performance and a commitment to environmental preservation that lasts very long. Such an approach not only benefits the company but also increases the importance of the sustainable culture that the company is contributing to which in turn is positive for the environment and society in general. Besides, companies through such actions satisfy their ethical obligations and simultaneously get recognized as sustainability leaders which make the green legacy that will last for the coming generations. The outcome is a wake-up call for businesses to understand their crucial role in the sustainable future and at the same time to be motivated to plant sustainability very deeply into their operations, demeanor, and decision-making processes.

Limitation And Future Scope

This study was intended at identifying determinants that prompt workers in the private sector of Nepal to exhibit green organizational citizenship behaviour. The research was limited to the employees of banks and service providers in Nepal. Such a limitation restricts the generalization of the findings to a small extent. To investigate more thoroughly the influence of diverse corporate cultures and practices on the participation of employees in sustainability initiatives, it would be beneficial to have a larger sample covering various industries and regions. Future studies will be the impact of green skills, employee empowerment, and personal values on the long run by means of experimental studies. Organizations may improve their sustainability efforts by learning how transformational leadership works and how transactional leadership doesn't when it comes to encouraging staff to go green. To help companies implement successful and impactful green practices, experts should overcome these constraints and explore new research routes to gain knowledge of sustainability within organizational settings.

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