

Linking Organizational Green Culture to Environmental Performance in Ready-Made Garments Industry of Bangladesh: Mediating Role of Employee Green Behavior

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ABSTRACT

Purpose: The aim of this study was to investigate the impact of organizational green culture on environmental performance through the mediation effect of employee green behaviour in the ready-made garments (RMG) industry of Bangladesh.

Methodology: A quantitative type of study was conducted in order to test the study hypotheses. The study selected a total of 273 employees from LEED-certified RMG factories situated in Dhaka, Savar, Gajipur, and Narayanganj city of Bangladesh in order to collect data. Data collected through a self-administered questionnaire was analyzed using partial least square structural equation modeling (PLS-SEM).

Findings: The study findings suggest that organizational green culture has a positive and significant impact on environmental performance. Furthermore, it has been found that employee green behaviours segmented as task-related green behaviour and proactive green behaviour mediate the relationship between organizational green culture and environmental performance.

Practical Implications: The study insights can help Bangladesh's RMG industry experts, policymakers, and HR professionals build environmentally responsible practices, integrate company culture with environmental goals, and ensure a sustainable future.

Originality/Value: The study contributes to the existing literature by exploring the mediating role of employee green behaviour between organizational green culture and environmental performance in the RMG industry and empirically analysing the issues within the context of a developing country like Bangladesh.

Limitations: The current study is quantitative in nature and restricted to only 273 RMG employees in Bangladesh. In the future, a mixed method approach can be applied and comparative studies by taking more respondents from several countries can be conducted in order to get a comprehensive understanding regarding the study issue.

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1. Introduction

Over the last few decades, environmental issues have become a major concern to the manufacturing industries since the decision-makers are continuously facing strict environmental legislation, public sensitivity, and growing demand of stakeholders to protect the environment (Wang, 2019). Out of many manufacturing industries, the ready-made garments (RMG) industry has gained global attention because of its high involvement in environmental issues, such as the use of toxic chemicals, carbon emission, waste generation, energy consumption, and water pollution (Islam et al., 2020). Various functions of the RMG industry, such as knitting, weaving, dyeing, stitching, printing, washing, and finishing are highly responsible for significant environmental effects (Resta et al., 2016). Consequently, there has been a growing demand to incorporate sustainable business practices into their operations (Moretto et al., 2018). According to Pelligrini et al., (2018), incorporating sustainable business practices across the organization truly fosters a green culture which is defined as the values, beliefs, and principles that direct employees' behaviour (Al-Swidi et al., 2021; Afum et al., 2020). More specifically it has been found that when workers integrate green practices into their regular workdays, put the needs of the company above profits, and take steps to reduce the negative consequences of their operations on the environment, a green culture is fostered (Aggarwal & Agarwala, 2023). Organizational green culture helps to develop such green strategies that allow manufacturing firms to enhance environmental performance by protecting the environment (Roscoe et al., 2019).

However, according to Roscoe et al. (2019) and Dubey et al. (2015), there are few empirical researches that incorporate organizational green culture into environmental performance whereas it is well established that organizations will not profit from investments made in environmental management unless they create a culture that encourages sustainable business practices and strategies (Eccles et al., 2012). Thus, the current study aims to address the existing gap by analyzing the association between organizational green culture and environmental performance. On the other hand, it has been found that the human element is essential to the implementation of environmental practices since environmental sustainability is contingent upon ecologically conscious employee behavior (Yesiltaş et al., 2022). However, it has been less studied regarding how employee green behaviour can play a mediating role between organizational green culture and environmental performance (Al-Swidi et al., 2021). Considering the issue of employees' contribution to the enhancement of environmental performance, this study further aims to investigate the mediating effect of employee green behaviour on the organizational green culture and environmental performance relationship. Employee green behaviour is described as a sequence of eco-friendly actions that accomplish the institution's goal of environmental preservation (Gill et al., 2021; Anwar et al., 2020; Boiral et al., 2015). The green behaviour of the employees can be segregated into two categories, such as task-related green behaviour and proactive green behaviour (Rubel et al., 2021; Dumont et al., 2017). Task-related green behaviour is described as those activities that are officially listed and recognized as a component of a job description (Chaudhary, 2020) whereas proactive green behaviour is defined as those behaviours that require personal initiative and go above and beyond the organization's expectations (Norton et al., 2017). The current study considers both the task-related and proactive green behaviour of the employees which has been previously overlooked while investigating the interplay between organizational green culture and environmental performance. Consequently, the second major objective of the current study is to investigate the mediating effect of both task-related and proactive green behaviour of the employees. This study considerably contributes to our knowledge by investigating how the green culture of a manufacturing organization like RMG factory can create a significant impact on environmental performance and how employees' eco-friendly behavior mediates the relationship.

The remaining part of this paper is structured as follows: Section 2 describes the theoretical framework and literature review on the relationship between organizational green culture, employee

green behavior, and environmental performance in order to develop study hypotheses. Section 3 addresses the methodological issues including sample, data collection, measurement, and data analysis procedure followed by the result presentation in section 4. Section 5 includes a result discussion, practical implications, limitations, and future research directions. Finally, section 6 of the paper presents the conclusion.

2. Theoretical Framework and Literature Review

2.1 Natural Resource-Based View Theory

The current study adopts the Natural Resource-Based View (NRBV) theory to explore the interrelationship among organizational green culture, employee green behavior, and environmental performance. As per the NRBV theory, a company's relationship with the natural world significantly influences its competitiveness in the form of environmental performance. Developing capabilities that promote sustainable practices can provide businesses with a significant competitive edge (Mishra & Yadav, 2021). In 1995, Hart introduced a model consisting of three interconnected business capabilities that support long-term growth. First and foremost, pollution prevention capabilities help in reducing emissions and waste. Additionally, having strong product stewardship capabilities leads to reduced product lifecycle costs. Finally, sustainable development capabilities help minimize the environmental effects of business growth and expansion. Utilizing these capabilities effectively helps businesses align their practices with environmental considerations, leading to a boost in competitive edge in the form of improved environmental performance (Mishra & Yadav, 2021). Having a sustainability-focused outlook leads to cohesive business strategies and builds brand awareness, particularly beneficial for companies whose competitive edge relies on employees' adherence to corporate values. According to the Natural Resource-Based View theory, Sharma et al. (2021) carried out a study examining the link between organizational green culture and environmental performance. Furthermore, in 2017, Jang et al. explored various factors at the organizational level that influence sustainable human resource management and environmentally sustainable performance, including corporate culture, employee green values and behaviors, and other organizational-level factors. This study also aims to thoroughly identify the internal relationships between green organizational culture, employee green behavior, and environmental performance, guided by the Natural Resource-Based View theory.

2.2 Organizational Green Culture

Organizational green culture refers to a collective system of beliefs, values, perspectives, norms, and practices that steer organizational members toward environmentally friendly actions in their business operations (Srivastava et al., 2024; Mohezara et al., 2016). It involves making policy statements urging environmental awareness in every area, giving the highest priority to the preservation of the environment, linking environmental objectives to corporate goals, and developing environment-friendly products (Hafeez et al., 2024; Wang, 2019). Due to the increasing trend of globalization, many economies have embraced environmentally friendly practices and integrated them into their corporate cultures. Business organizations increasingly recognize the importance of environmental issues, behaviors, and attitudes, leading to adjustments in their corporate cultures (Azim et al., 2021) since promoting a shift toward a green culture is crucial for attaining environmental sustainability (Yang et al., 2017). As per Aggarwal & Agarwala (2023), organizational green culture is a valuable asset that significantly contributes to promoting sustainable development and environmental management within a company. Furthermore, businesses that integrate green practices, innovation, and performance into their corporate culture can gain a competitive edge, especially in resource-intensive industries (Yang et al., 2017). In fostering an environmentally conscious corporate culture, the HRM department of any organization can play a significant role by shaping the values, beliefs, and behaviors of employees through various processes such as hiring, training, performance evaluation, and rewards as indicated by various researchers (Amini et al., 2018). For instance, promoting and training employees to engage in green activities helps foster a green company culture which is now an essential tool for improving environmental performance (Attaianesi 2012).

2.3 Organizational Green Culture and Environmental Performance

The environmental performance of an organization provides key information regarding its environmental impacts, regulatory compliance, organizational systems, and the effectiveness and efficiency of its environmental initiatives (Sahoo et al., 2023). It has been found that the green culture of any organization contributes significantly to the enhancement of environmental performance (Yesiltas et al., 2022). Establishing a formal organizational green culture based on eco-environmental principles can enhance a company's operations for eco-friendly products, serving as a crucial resource for executing environmentally conscious strategies and attaining sustainable performance (Shahzad et al., 2023; Banerjee et al., 2003). In a study conducted by Wang (2019), it was discovered that a green organizational culture can be considered a dependable measure of a company's environmental performance. In order to enhance environmental performance, manufacturing companies foster a culture of continuous learning within their organization (Karneli, 2023). Organizations that prioritize a green culture focus on educating and involving all members of the organization in ecological initiatives, not just top management. These businesses also empower their workforce to address environmental challenges and enhance environmental performance by including green initiatives in their mission statements (Dangelico, 2015). According to Fergusson & Langford (2006), companies are more likely to implement a green culture strategy if all of their employees appreciate and care about environmental conservation. Organizational green culture based on environmental values held by the employees can facilitate and integrate operations relating to different environment-friendly products in a firm. Organizational green culture can therefore be a valuable resource for businesses looking to enhance environmental performance (Wang, 2019). Furthermore, according to the NRBV theory, green culture in the form of an organization's internal resources and competencies promotes sustainability, environmental responsibility, and eco-friendly practices through shared values, beliefs, and behaviors (Abbas & Dogan, 2022; Mishra & Yadav, 2021). Hence, it is hypothesized that:

H1: Organizational green culture has a positive and significant effect on Environmental Performance.

2.4 Organizational Green Culture and Employee Green Behavior

Employee behavior and attitudes are shaped by the culture, which is described as a code of conduct (Ahmad et al., 2023). Organizational culture transmits the standards and norms of the company, and these norms influence how employees behave and think (Li et al., 2023; Juliati, 2021). Thus the green culture of the organization shapes the employee behavior in an eco-friendly way, such as (Yesiltas et al., 2022). Employees learn about the organizational green culture when their top management conducts seminars and workshops to educate and train them about green practices (Masri & Jaaron, 2017). The green message from upper management is communicated to staff, raising awareness and encouraging attention to environmental conservation. Consequently, workers are more likely to be aware of and concerned about environmental issues, which leads to more active eco-behavior (Pham et al., 2018). Chan et al. (2017) also concluded that green practices shared with all staff members and corporate support for environmental excellence increase a person's organizational commitment, which in turn improves their eco-behavior within the company. Employees become more inclined to make extra eco-efforts at their workplace when they believe that their employer supports them in acting in a pro-environmental manner by giving them the resources they need (Paillé et al., 2013).

According to the concept of NRBV theory, organizational green culture is assumed to be a rare and valuable asset within a company. The significance of an organizational green culture as a resource arises from its ability to motivate employees to engage in eco-friendly practices when performing their routine tasks at the workplace, which is uncommon, as not all businesses have a robust green culture, giving the company a potential competitive advantage (Shahzad et al., 2023). The central tenets of the NRBV theory, pollution prevention, and responsible resource utilization, are reflected in the green task-related behavior of employees (Ghosh & Haque, 2023). Environmental performance can be

enhanced if employees consistently demonstrate these task-related green behaviors (Mishra & Yadav, 2021). Thus, the current study hypothesizes that:

H2: Organizational green culture has a positive and significant impact on employee task-related green behaviour.

Moreover, proactive green behavior by employees demonstrates a comprehensive comprehension of the interdependence between the company's operations and the natural environment (Darvishmotevali & Altinay, 2022). This proactive behavior goes above and beyond routine tasks and demonstrates a proactive attitude toward environmental stewardship, consistent with the NRBV's product stewardship and sustainable development concept (Gabler et al., 2023). Employees exhibiting proactive green behavior may, for example, propose innovative eco-friendly practices, participate in sustainability initiatives, or actively pursue environmentally friendly solutions. These actions enhance the company's ability to resolve environmental concerns proactively throughout the product's life cycle (Patwary et al., 2023). Past studies by Al-Swidi et al., (2021) and Elshae et al., (2021) reveal that employees' participation in sustainability initiatives achieve superior environmental performance. This finding underscores the hypothesis that proactive green behavior aligns with the NRBV's concept of strategic capabilities and supports the idea that employees can play a pivotal role in enhancing environmental performance. Considering the NRBV's theoretical framework and past study, we hypothesize that.

H3: Organizational green culture has a positive and significant impact on employee proactive green behaviour.

2.5 Employee Green Behavior and Environmental Performance

Organizations aim to enhance environmental performance and support sustainability through different approaches, such as encouraging employee green behavior (Nisar et al., 2024; Zacher et al, 2023) which is defined as employees' actions to conserve natural resources, safeguard the environment, and minimize negative environmental impacts (Anwar et al., 2020). Employee green behavior covers both proactive green behavior and task-related green behaviour (Bissing-Olson et al., 2013). Task-related green behavior includes those activities that are officially listed and recognized as a component of a job description, such as energy conservation, pollution reduction, and responsible use of resources (Chaudhary, 2020). Past research has indicated that such environmentally friendly actions of employees can have positive outcomes for both employers and employees, resulting in improved environmental performance (Islam et al., 2019). Nevertheless, research on its impact on the environment is scarce (Tian & Robertson, 2019; Norton et al., 2015). Following the NRBV theory, which emphasizes the importance of internal resources and competencies, it is proposed that employee task-related green behavior, an internal competency, positively affects environmental performance (Chaudhary, 2020). This behavior can improve a company's environmental performance by reducing resource consumption, decreasing waste production, and promoting environmentally favorable processes (Sehnm et al., 2022; Mishra & Yadav, 2021). Accordingly, this study aims to investigate the relationship between employees' task-related green behavior and environmental performance in the RMG industry where such studies are very limited. So, it is hypothesized that:

H4: Employees' task-related green behavior has a positive and significant effect on environmental performance.

In addition to the task-related green behavior of the employees, proactive green behavior which is defined as actions that require personal initiative and go above and beyond the expectations of the organization can steer environmental performance (Norton et al., 2017). Employees exhibiting proactive green behavior may, for example, propose innovative eco-friendly practices, participate in

sustainability initiatives, or actively pursue environmentally friendly solutions (Liu et al., 2023). These actions enhance the company's ability to resolve environmental concerns proactively throughout the product's life cycle (Patwary et al., 2023). By enhancing the firm's environmental performance, this strategy can cultivate a sustained competitive advantage by fostering the development of distinctive capabilities and resources. A recent study by Anwar et al. (2020) reveals that organizations encouraging employees to participate in sustainability initiatives tend to achieve superior environmental performance. This finding underscores the hypothesis that proactive green behavior aligns with the NRBV's concept of strategic capabilities and supports the idea that employees can play a pivotal role in enhancing environmental performance. Considering the NRBV's theoretical framework and recent study, we hypothesize that:

H5: Employees' proactive green behavior has a positive and significant effect on environmental performance.

2.6 Mediating Role of Employee Green Behavior

Employee green behavior often fostered by the green culture of the organization plays a crucial role in enhancing environmental performance (Shahzad et al., 2023; Alt & Spitzack, 2016). It is claimed that organizational culture that encompasses the collective values, beliefs, and norms is crucial in influencing employee behavior and attitudes (Ahmad et al., 2023) since employees frequently acquire new skills through observing and mimicking others within the organization (Suganthi, 2019). Consequently, encouraging and valuing green actions in the workplace leads to employees adopting and adhering to these behaviors (Sawitri et al., 2015). Employees who are passionate about the environment often participate in actions that promote environmental preservation, like purchasing eco-friendly products, opting for organic items, recycling waste, and joining eco-friendly initiatives (Zareie & Navimipour, 2016). So, it is reasonable to postulate that organizational green culture's influence on employees' task-related green behavior can be expected to result in enhanced environmental performance (Pham et al., 2020). When employees are immersed in a culture that promotes and empowers them to participate actively in environmentally responsible actions, they become influential drivers of positive environmental transformation within the organization (Maspul & Almalki, 2023). Hence, the current study hypothesizes that:

H6: Employee task-related green behavior mediates the relationship between organizational green culture and environmental performance.

Moreover, according to the concept of NRBV theory, the presence of an organizational green culture can serve as a distinct internal resource that can encourage and foster proactive green behavior among employees (Al-Swidi et al., 2021). Existing research supports this concept, indicating that organizations with a solid green culture are more likely to motivate their employees to participate in environmentally responsible behaviors (Lasrado & Zakaria, 2020). The proactive adoption of environmentally friendly behaviors by employees, influenced by the organizational culture, can generate sustainable competitive advantages in terms of environmental performance (Roscoe et al., 2019). Therefore, the proactive green actions of employees serve as a mediator in the connection between the green culture of an organization and its environmental performance (Zhang et al., 2019). When an organizational culture promotes and supports employees in taking proactive measures toward environmental sustainability, these actions can significantly impact the firm's overall environmental performance (Roscoe et al., 2019). This alignment with the core principles of the NRBV theory has been highlighted by Hart and Dowell (2011). Hence, it is justifiable to put forth the following hypothesis:

H7: Employee proactive green behavior mediates the relationship between organizational green culture and environmental performance.

3. Methodology

3.1 Sample and Data Collection

The current study aimed to investigate the impact of organizational green culture on environmental performance through the mediation effect of employee green behavior. Therefore, for this research, a quantitative approach using a survey strategy and questionnaire technique is appropriate (Saunders et al., 2009).

For the data collection, the study targeted garments employees working in the LEED (Leadership in Energy and Environmental Design) certified 'Green Factories' located in Dhaka, Savar, Gazipur, and Narayanganj cities which are known as the key hubs in the RMG sector of Bangladesh (Aziz et al., 2020). Green factories refer to manufacturing facilities that adhere to environmentally friendly and sustainable practices. In Bangladesh, the number of green factories in the RMG sector is estimated to be 178 (Kiron, 2021). Out of 178 green factories, 58 factories have a platinum rating, 106 factories with a gold rating, and 10 factories with a silver rating. Additionally, there were four factories that did not receive any rating but obtained certificates (Kiron, 2021). The study particularly focused on the managerial executives from these LEED-certified green factories since they are highly responsible for overseeing various aspects of garment production including planning, coordination, and decision-making processes (Aziz et al., 2020).

Data from the study participants were collected through a self-administered questionnaire survey conducted in person and via Google Forms between February 2023 and March 2023. The questionnaire consisted of two sections. The initial section was comprised of closed-ended inquiries about the participants' demographic details, encompassing age, gender, income, and work experience. And the second section of the questionnaire comprised statements that evaluated the organization's green culture, employees' task-related green behaviour, proactive green behaviour, and environmental performance. It is worth noting that before conducting extensive data collection, the questionnaire underwent a pre-testing phase involving a pilot study. This pre-testing was done to ensure the content validity and clarity of the measurement items. Following the successful completion of the pilot study, the questionnaire was employed for the primary data collection endeavour.

Initially, a total of 300 questionnaires were distributed among the targeted employees and they were kindly asked to express their opinions according to the instructions mentioned in the questionnaire. Out of 300 questionnaires, a total of 273 responses were found flawless and thus used in the final data analysis of this study where structural equation modelling (SEM) was employed to test the study hypotheses. As per the study model, the 273-sample size aligns with the argument put forth by Hair et al. (2021), which suggests that the sample size needs to be greater than 10 times the maximum number of structural paths aimed at a certain construct in the structural model.

3.2 Measurements

3.2.1 Organizational Green Culture: To measure organizational green culture, items were adopted from the studies of Banerjee (2002) and Fraj et al. (2011). Six items were used to measure organizational green culture. One example of such items includes "Our firm makes a concerted effort to make every employee understand the importance of environmental preservation". The Cronbach's alpha coefficient for the scale was determined to be 0.83, which suggests a solid internal consistency and reliability level for the measure.

3.2.2 Task-Related Green Behavior: Task-related green behavior was measured using a three-item scale extracted from the study directed by Bissing-Olson et al. (2013). Examples include "I fulfil my responsibilities specified in my job description in environmentally friendly ways" and "I perform tasks that are expected of me in environmentally friendly ways." The internal consistency of the scale was evaluated, and the results showed a Cronbach's alpha reliability coefficient of $\alpha = 0.78$, indicating a high level of reliability.

3.2.3 Proactive Green Behavior: Items to measure proactive green behavior were also adopted from the study of Bissing-Olson et al. (2013). A three-item scale was used to measure employees' proactive green behavior. Sample items include "I take a chance to get actively involved in environmental protection at work," and "I do more for the environment at work than I was expected to." The Cronbach's alpha coefficient for the proactive green behavior scale was determined to be 0.78, suggesting favourable internal consistency and reliability.

3.2.4 Environmental Performance: A six-item scale extracted from the studies of Kim et al. (2019) was used to measure environmental performance. An example item from this scale includes: "Our firm has reduced water usage". The Cronbach's alpha coefficient for this six-item scale was computed to be 0.78, suggesting favourable internal consistency and reliability.

Responses on all the measurement items were recorded on 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.3 Data Analysis

Data were analysed using SPSS 25 and Smart PLS 3.0. SPSS 25 was used for the descriptive statistics and Smart PLS 3.0 was used to perform structural equation modeling (SEM). PLS-SEM was employed to test the study hypotheses since it is commonly utilized and regarded as a contemporary assessment method in all business sectors (Ali et al., 2018). The advantages of using PLS-SEM over Amos include lower sample size requirements and data normality requirements (Hair et al., 2016). PLS-SEM analysis was conducted using a two-stage approach as described by Kline (2011). In the initial phase, referred to as the measurement model, the assessment focused on examining the measurement items' inter-item reliability, convergent validity, and discriminant validity. And, during the second stage, the structural model was utilized to test the study's hypotheses by analysing the path coefficients. However, before conducting SEM analysis, the common method variance (CMV) was used. The issue of common method bias emerges when there is a challenge in concurrently collecting data on both predictors and dependent variables (Podsakoff et al., 2003). The issue was examined by Harman (1976) in a single-factor test, as well as by Tehseen et al. (2017), who explored correlation coefficients among latent variable constructs, and Kock (2015), who considered the Variance Inflation Factor (VIF) value. The exploratory study employed an unrotated solution encompassing all variables within a single component. According to Podsakoff et al. (2003), the highest % of variability attributable to a single component is 47.51%. This finding suggests that there is no significant issue over common technique bias. The correlation coefficients between the latent variable constructs were below 0.90, with the highest coefficient being 0.62, suggesting the lack of common method bias (Tehseen et al., 2017). Furthermore, the Variance Inflation Factor (VIF) value was determined to be 2.77, which falls below the predefined threshold of 5. This finding confirms that there are no worries with common method bias, as stated by Kock (2015).

4. Results

4.1 Measurement Model Assessment

In the measurement model, inter-item reliability was first ascertained through the evaluation of factor loading values. Factor loadings refer to the strength of the relationship between observed indicators and the latent construct they are intended to measure. Table 1 shows that all the loading values exceed the threshold values of 0.70 confirming the inter-item reliability (Hair et al., 2016). After confirming the inter-item reliability, convergent validity was assessed by the criteria of Average Variance Extracted (AVE) scores and Composite Reliability (CR) scores. The AVE measures the shared variance among the indicators of a latent construct, indicating the extent to which they converge. On the other hand, CR assesses the internal consistency and reliability of the indicators within a construct (Hair et al., 2016; Anderson & Gerbing, 1988). As shown in Table 1 it has been found that AVE scores and CR scores met

the recommended cut-off value of 0.50 and 0.70 respectively (Fornell&Larcker, 1981). Moreover, the Cronbach alpha score of each construct exceeds the acceptable score of 0.70 (Hair et al., 2016).

Table 1.
Convergent Validity

Constructs	Items	Factor Loadings	Cronbach's alpha	AVE	CR
Organizational Green Culture (OGC)	OGC1	0.869	0.929	0.739	0.930
	OGC2	0.848			
	OGC3	0.879			
	OGC4	0.892			
	OGC5	0.841			
	OGC6	0.827			
Task-Related Green Behavior (TRGB)	TRGB7	0.854	0.857	0.778	0.858
	TRGB8	0.888			
	TRGB9	0.903			
Proactive Green Behavior (PGB)	PGB10	0.923	0.878	0.805	0.883
	PGB11	0.905			
	PGB12	0.862			
Environmental Performance (EP)	EP13	0.813	0.882	0.629	0.890
	EP14	0.854			
	EP15	0.725			
	EP16	0.746			
	EP17	0.804			
	EP18	0.810			

Source: Authors' Calculation

Moreover, the discriminant validity was assessed. Discriminant validity evaluates whether the measures of different constructs are distinct from one another. In other words, it ensures that the indicators of each construct are more strongly related to their own construct than to other constructs in the study. The current study used the Fornell and Larcker criterion to assess discriminant validity since by employing this criterion, it can be ensured that measurement items effectively measure the specific construct they are intended to represent and that they do not overlap with other constructs. According to the guidelines provided by Fornell and Larcker (1981), the square root of the average variance extracted (AVE) for each factor should be higher than the shared correlations with other factors, both in the corresponding row and column. Table 2 displays the results and indicates that the measurement model satisfies the requirements of discriminant validity supporting the distinctiveness between the constructs.

Table 2.
Discriminant validity based on Fornell-Larcker Criterion Analysis

Construct	1	2	3	4
1. Environmental Performance	0.793			
2. Organizational Green Culture	0.781	0.860		
3. Proactive Green Behavior	0.798	0.744	0.897	
4. Task-Related Green Behavior	0.786	0.775	0.827	0.882

Source: Authors' Calculation

However, because of the recent criticism of using the Fornell and Larcker criterion, the Heterotrait-Monotrait (HTMT) method is widely used to ascertain the discriminant validity (Hair et al., 2016; Henseler et al., 2015; Fornell & Larcker, 1981). It is recommended that if the HTMT value surpasses the value of 0.85 (Kline, 2011) or 0.90 (Gold et al., 2001), then the problem of discriminant validity occurs. The findings presented in Table 3 indicate that, except for the pair of task-related green behavior and proactive green behavior (0.951), the values of all other construct pairs fall within the range of 0.85 to 0.90. However, Henseler et al. (2015) proposed a liberal threshold value of 0.95 for HTMT to assess discriminant validity. Thus, considering this criterion, the HTMT scores of task-related green behavior and proactive green behavior (0.951) are still deemed acceptable for establishing discriminant validity.

Table 3.

Discriminant Validity-HTMT Ratio

Construct	1	2	3	4
1. Environmental Performance				
2. Organizational Green Culture	0.855			
3. Proactive Green Behavior	0.899	0.820		
4. Task-Related Green Behavior	0.893	0.868	0.951	

Source: Authors' Calculation

4.2 Structural Model Assessment

After assessing the measurement model, the structural model was evaluated and the path coefficient was used to test the research hypotheses rigorously (Hair et al. 2021; Ringle et al. 2015). Path coefficients are known as standardized regression coefficients or beta coefficients. These coefficients indicate how much a dependent variable change for a one-unit change in an independent variable while holding other variables constant (Hair et al., 2016). In PLS-SEM, the relationships between these variables are depicted as paths in a diagram, hence the term "path coefficients." Path coefficients quantify the impact of one variable on another within a model (Kline, 2011). It can be positive or negative. A positive path coefficient indicates a positive relationship, meaning that as the independent variable increases, the dependent variable also increases. Conversely, a negative path coefficient indicates a negative relationship, meaning that as the independent variable increases, the dependent variable decreases (Hair et al., 2016).

5000 sub-samples were used in a bootstrapping approach using Smart PLS version 3 software to evaluate the study hypotheses. According to the results of hypotheses testing summarized in Table 4, it is evident that there is a direct positive and significant impact of organizational green culture on environmental performance ($b=0.338$, $t\text{-value} = 5.994$, $p < 0.000$). This result supports H1 suggesting that when an organization fosters a green culture, it leads to improved environmental performance. H2 posits that organizational green culture has a positive and significant effect on employees' task-related green behavior in the RMG industry of Bangladesh. The result found in the current study is also significant ($b=0.775$, $t\text{-value} = 26.748$, $p < 0.000$). Consequently, H2 is fully supported by the findings. H3 speculates that organizational green culture has a positive and significant effect on employees' proactive green behavior in the RMG industry of Bangladesh. As expected, the result also supports the H3. Moreover, the analysis demonstrates a highly significant, positive, and direct effect of task-related green behavior on environmental performance ($b=0.231$, $t\text{-value} = 3.521$, $p < 0.000$). This result supports H4 suggesting that engaging in task-related green behavior contributes to improved environmental performance. Moreover, the findings reveal that there is a highly significant, positive, and direct effect of task-related green behavior on environmental performance ($b=0.231$, $t\text{-value} = 3.521$, $p < 0.000$). This result fully supports Hypothesis H4, suggesting that engaging in task-related

green behavior contributes to improved environmental performance. Similarly, H5 is supported by the study findings ($b=0.355$, $t\text{-value} = 6.036$, $p < 0.000$) indicating that employees' proactive green behavior positively and significantly influences environmental performance.

H6 posits that task-related green behavior mediates the relationships between organizational green culture and environmental performance. To test the mediation effect of task-related green behavior in the relationship between organizational green culture and environmental performance, we followed recommendations suggested by Preacher and Hayes (2004), and indirect effects for mediation were tested by performing bootstrapping. Results were found statistically significant ($b=0.179$, $t\text{-value} = 3.512$, $p < 0.000$). Similarly, H7 posits that employees' proactive green behavior mediates the relationships between organizational green culture and environmental performance. Again we followed the recommendations suggested by Preacher and Hayes (2004) to test the mediation effect of employees' proactive green behavior. Indirect effects were tested by performing the bootstrapping procedure. Results in this respect were also found statistically significant ($b=0.265$, $t\text{-value} = 5.738$, $p < 0.000$). Consequently, it can be concluded that the relationship between organizational green culture and environmental performance is partially mediated by the employees' task-related green behavior and proactive green behavior thereby supporting H6 and H7.

In conclusion, the SEM analysis provides robust support for the hypotheses examined in this study. The results demonstrate the direct positive impacts of organizational green culture, task-related green behavior, and proactive green behavior on environmental performance. Furthermore, the study reveals that task-related green behavior and proactive green behavior act as important mediators in explaining the relationships between organizational green culture and environmental performance. These findings emphasize the significance of fostering a green culture within organizations and encouraging employees to engage in both task-related and proactive green behaviors to enhance environmental performance.

Table 4.

Hypotheses Testing: Results of Direct Effects and Mediation Effects

Hypothesis	Path Coefficient	Beta	SD	t-value	p-values	Decision
H1	OGC -> EP	0.338	0.023	5.994	0.000	Supported
H2	OGC -> TRGB	0.775	0.029	26.748	0.000	Supported
H3	OGC -> PGB	0.744	0.028	26.408	0.000	Supported
H4	TRGB -> EP	0.231	0.065	3.521	0.000	Supported
H5	PGB -> EP	0.355	0.059	6.036	0.000	Supported
H6	OGC -> TRGB -> EP	0.179	0.051	3.512	0.000	Supported
H7	OGC -> PGB -> EP	0.265	0.046	5.738	0.000	Supported

Note: EP: Environmental Performance; OGC: Organizational Green Culture; TRGB: Task-Related Green Behavior; PGB: Proactive Green Behavior.

Source: Authors' Calculation

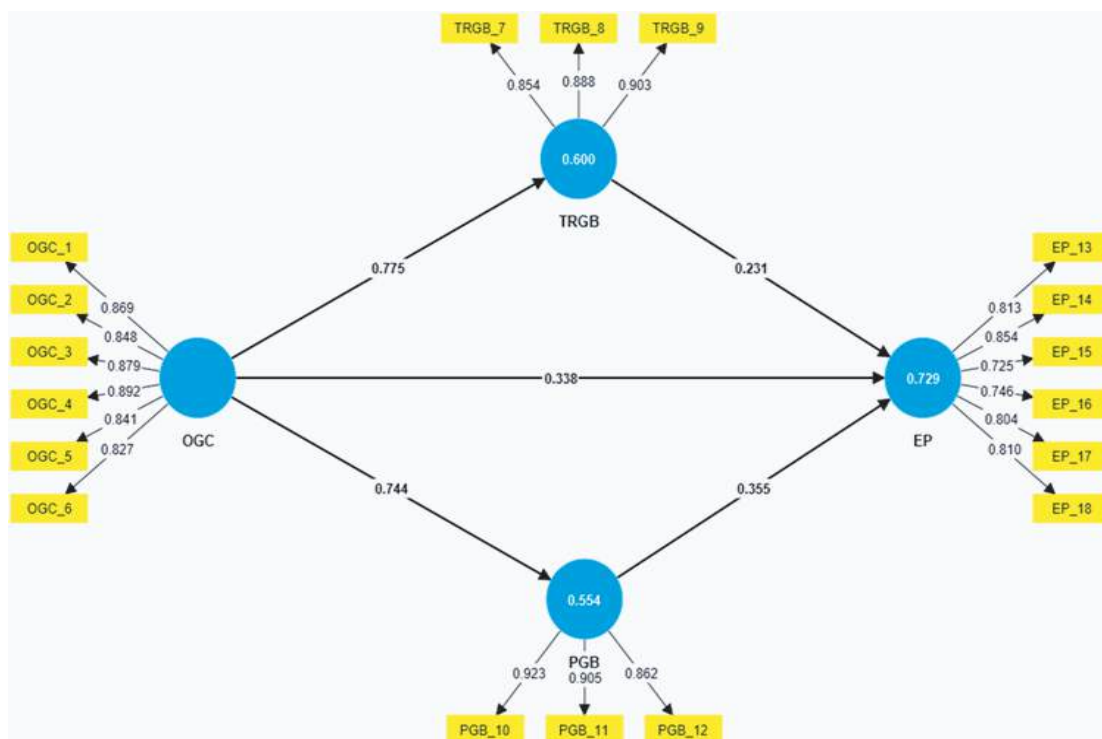


Figure 1.

Structural Model Assessment

Source: Author's Developed

5. Discussion

This study examined how organizational green culture can influence environmental performance via employee green behaviour within the context of the RMG industry of Bangladesh. The study's findings are presented and discussed in accordance with the research hypotheses. Concerning the first hypothesis between organizational green culture and environmental performance, study findings have confirmed that there is a positive and significant relationship between the aforementioned variables. These findings suggest that a strong green culture in any garment factory fosters a heightened awareness of environmental issues among garment employees who ultimately support enhancing environmental performance. Furthermore, a garment factory that integrates sustainable practices into its operations, such as energy-efficient technologies or waste reduction strategies can easily minimize its ecological footprint and enhance its environmental performance. The findings are consistent with Al-Swidi, et al. (2021); Wang (2019); García-Machado & Martínez-Ávila (2019) who also states that organizations that prioritize and invest in sustainable practices are more likely to achieve superior environmental outcomes.

The present study's second and third hypotheses were concerned with organizational green culture and employee green behavior. In relation to organizational green culture and employee green behavior, the study hypothesized that organizational green culture positively influences employees' task-related and proactive green behaviour. Findings proved that organizational green culture has a positive and significant influence on both task-related green behaviour and proactive green behaviour of employees. These findings suggest that when employees are provided with clear guidelines, training, and resources to support environmentally sustainable practices, they are more likely to incorporate

these behaviors into their daily work routines. Moreover, when RMG factories foster a culture that encourages and values employees' input and participation in addressing environmental issues, employees become voluntarily motivated to contribute their ideas, take initiative, and collaborate with others to implement environmentally friendly practices. These results are consistent with prior research conducted by Shahzad et al. (2023), Al-Swidi et al., (2021), and Pellegrini et al. (2018) which also support the positive impact of organizational green culture on employee green behaviors.

The fourth and fifth hypotheses of this study were in relation to investigating the relationship between employees' task-related green behaviour, proactive green behaviour, and environmental performance. The study hypothesized that employees' task-related green behaviour and proactive green behaviour positively correlate with environmental performance. The results indicate that both task-related and proactive green behaviors of garment employees have a significant and positive impact on the environmental performance of the garment industries. The study found that employees who actively engage in task-related green behaviors, such as recycling, reducing water consumption, or using eco-friendly materials in production processes contribute to the reduction of waste, which helps to minimize the negative impact on the environment, conserve natural resources, and mitigate pollution. In addition to this, employees' engagement in proactive green behaviors, such as suggesting and implementing new green initiatives, participating in environmental training programs, or advocating for sustainable practices positively influence waste reduction, resource conservation, and cost reduction within the organization. These findings align with previous research conducted by Kim et al. (2019), Pham et al. (2020), and Anwar et al. (2020), which have also shown the positive influence of employee eco-friendly behaviors on environmental performance in various large businesses.

The current study's sixth and seventh hypotheses were concerned with investigating the mediating effect of employee green behaviour between organizational green culture and environmental performance. Our findings regarding the mediating effect are crucial since the mediation effect of employee green behaviour has been overlooked in the previous studies relating organizational green culture to environmental performance. In the current study, it was hypothesized that both task-related and proactive green behaviour of the employees mediates the relationship between organizational green culture and environmental performance. The findings have confirmed that both task-related and proactive green behaviors of the employees serve as a mechanism through which the organizational green culture translates into environmental performance. In other words, the positive influence of a green culture on environmental outcomes is transmitted through the green behaviors displayed by the employees of the concerned organizations. These findings suggest that employees being motivated by the organizational green culture actively engage in green practices, such as waste reduction, energy conservation, or sustainable sourcing which ultimately directly contributes to improved environmental performance indicators, such as reduced carbon emissions, minimized resource consumption, and enhanced waste management. These findings align with previous studies conducted by Gill et al. (2021), Elshaer et al. (2021), and Nisar et al. (2021) who have also emphasized the mediating role of both task-related and proactive green behavior in the relationship between organizational green culture, such as practicing green HRM and environmental performance. This consistency across studies strengthens the understanding that organizational efforts to create a green culture for enhancing environmental performance must be complemented by promoting and encouraging green behavior among employees.

5.1 Theoretical Implications

The theoretical contribution of this study lies in its exploration of the relationship between organizational green culture and environmental performance, with a specific focus on the mediating role of employee green behavior. While the impact of organizational green culture on employee green behavior and environmental performance has been extensively discussed in the literature, the mediating mechanism through which organizational green culture influences green performance has

been less understood. Consequently, this study provides a novel theoretical argument by proposing that the relationship between organizational green culture and green performance is mediated by both task-related and proactive green behavior of employees. Furthermore, this theoretical contribution aligns with the notion of the Natural Resource-Based View (NRBV) theory which suggests that firms need to adapt to changing environmental pressures by developing new resources. The present study supports this perspective by emphasizing that organizations should focus on developing an organizational culture that promotes environmental considerations, leading to green behavior and enhanced green performance. Thus, the study's findings are consistent with and supported by the principles of the NRBV. In sum, by exploring the influence of green culture on green performance through the lens of task-related and proactive green behavior of the employees, the study extends prior research, offers a unique theoretical argument, and provides valuable insights for organizations seeking to enhance their environmental performance in response to changing environmental pressures.

5.2 Managerial Implications

The findings of this study have several managerial implications for HR professionals, industry experts, and policymakers in the context of the RMG industry in Bangladesh. The study suggests that top management and HR professionals should promote a culture that values environmental sustainability and integrates green practices into daily operations. According to this study's findings, environmental sustainability can be achieved through clear communication of green goals, providing training and resources to employees, and encouraging their active participation in green initiatives. Consequently, decision-makers and policymakers should recognize the impact of organizational green culture and employee green behavior in enhancing environmental performance. Efforts should be directed towards sustainable practices, setting measurable targets for environmental performance, and regularly monitoring and evaluating progress. This can involve adopting eco-friendly technologies, optimizing resource utilization, and implementing effective waste management and recycling practices. In sum, this study's findings provide practical guidance to promote sustainability, enhance environmental performance, and achieve long-term environmental goals in the RMG sector through a few green practices, such as giving environmental preservation the highest priority, linking environmental objectives with other corporate goals, developing products and processes that minimize environmental impact, etc.

5.3 Limitations and Future Directions

Like any research undertaking, this study also possesses inherent limitations. Firstly, although the study's findings are valuable within Bangladesh's RMG industry, caution is required when extrapolating them to other industries or regions. Different outcomes may result from variations in industry practices, cultural influences, and regulatory environments in other regions. Future research should investigate the applicability of the study's findings to various industries and geographic regions. A comparative analysis can reveal how industry practices, cultural factors, and regulatory contexts influence the relationship between green organizational culture, green employee behavior, and environmental performance. This method will facilitate the development of targeted, globally applicable strategies for promoting sustainability. Secondly, while informative, utilizing cross-sectional data in the study may restrict our capacity to establish causality definitively. It is recommended that future research incorporates longitudinal studies in order to obtain a more thorough understanding of the relationship between organizational green culture, employee green behavior, and subsequent impacts on environmental performance. This approach will help address the current limitations in the existing literature. Finally, although widely employed, self-reported data presents the possibility of response bias and social desirability effects. In order to gain a more comprehensive and nuanced understanding of organizational and employee behaviors, future research could potentially benefit from adopting a mixed-methods approach that integrates qualitative and quantitative methodologies.

Furthermore, beyond these limitations, the explanatory power of the current study can further be improved. Improvements, sustainable manufacturing practices, and renewable energy adoption could be investigated to gain a comprehensive understanding of the dynamics between organizational green culture and environmental performance.

6. Conclusion

Initially, this study investigated how the organizational green culture of the RMG industry in Bangladesh affects environmental performance. The findings of the study showed that the green culture developed in the RMG factories popularly known as LEED-certified green factories positively and significantly affected the environmental performance in the form of reduced carbon emission, minimum usage of natural resources, and efficient use of water and electricity. Furthermore, the current study explored the mediating effect of employee green behavior on the aforesaid relationship. Study findings revealed that employees' task-related as well as proactive green behavior fully mediate the relationship between organizational green culture and environmental performance. It indicates that green culture motivates the employees to behave in an environment-friendly way which in turn supports the organization to improve the environmental performance. This type of study is inadequate, particularly in the RMG industry which is highly responsible for environmental degradation because of its heavy use of toxic chemicals, water, electricity, and other resources at each stage of production. Therefore, the current study can be a source of guidelines suggesting the stakeholders of the RMG industry adopt a green culture in order to nurture employee green behavior and thereby enhance environmental performance.

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