

The Role of Green Training and Development in Enhancing Organizational Citizenship Behavior for the Environment: A Pathway to Sustainability

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ABSTRACT

This concept paper explores the inbuilt significance of Green Training and Development (GTD) in fostering Organizational Citizenship Behavior for the Environment (OCBE), which is a critical component for attaining sustainable organizational practices. GTD empowers employees with competencies, expertise, and drive to engage in pro-environmental behaviours beyond their specified professional roles. These voluntary actions, defined as OCBE, are essential for connecting organizational sustainability plans with their practical execution. A systematic analysis of the literature was done to provide a thorough perspective on the analysed relationship, emphasising peer-reviewed research publications from 2020 to 2024. The concept paper was sourced from the Web of Science (WoS) and Scopus databases using specific keywords, including "Green Training," "Organisational Citizenship Behaviour for the Environment," and "Green HRM." Through a rigorous selection process, 35 appropriate research studies were identified and analyzed. The results demonstrate that GTD significantly influences OCBE by enhancing employees' environmental awareness, strengthening their intrinsic motivation, and creating opportunities to actively participate in organizational sustainable practices. The effectiveness of GTD, however, is influenced by factors like supportive leadership, organizational culture, and alignment with broader HRM strategies. Despite its potential, challenges such as resource limitations and cultural differences pose barriers, especially in developing economies. This paper emphasises the necessity of adopting an integrated and dynamic approach in implementing GTD to enhance its effectiveness. Subsequent study should endeavor to empirically validate these findings across diverse contexts and industries, offering essential assistance for organization aiming to improve their environmental performance and conform to global sustainability objectives.

Keywords: Green Training and Development, Organisational Citizenship Behaviour for the Environment, Green HRM

INTRODUCTION

In recent years, the worldwide focus on environmental sustainability has emerged as a critical subject across industries as encounter heightened scrutiny over their environmental impacts. The pressing challenges of climate change, resource depletion, and growing societal demand for corporate environmental responsibility have created an urgent need for organizations to integrate environment sustainable practices into their operations [1], [2]. In this change, green human resource management (GHRM) practices have arisen as a strategic instrument for promoting environmental stewardship [3], [4]. Among these practices, green training and development (GTD) is essential in providing employees with the skills and knowledge necessary for engaging in environmentally conscious actions [5], [6]. In contrast to traditional training, GTD emphasizes the cultivation of values that promote voluntary, pro-environmental behavior, putting it a crucial component in the sustainability resources of contemporary businesses [7], [8].

Organizational citizenship behavior for the environment (OCBE) has gained attention as a significant result of environmental training. OCBE represents voluntary employee actions that enhance environmental performance and correspond with organizational sustainability objectives. These behaviors, such as reducing resource wastage, participating in green initiatives, and supporting eco-friendly workplace practices, are not mandated by job descriptions but are crucial for achieving environmental objectives [4], [9]. Despite its potential, the relationship between GTD and OCBE remains underexplored in several contexts, particularly in industries with significant environmental challenges, such as hospitality, manufacturing, and tourism [5], [10]. Furthermore, organizations in developing nations encounter distinct obstacles, including as constrained resources, insufficient awareness, and cultural disparities that impede the efficient execution of GTD programs [11].

This paper seeks to address these gaps by highlighting the role of GTD in fostering OCBE and its importance in driving organizational sustainability. It analyzes how GTD might motivate employees to embrace environmentally responsible practices, which are crucial for attaining company sustainability objectives. By focusing on practical applications and industry-specific challenges, this paper aims to provide insights for organizations to design effective GTD programs that align with their operational and environmental objectives. These insights are particularly relevant for industries with significant environmental footprints, such as manufacturing, hospitality, and tourism, where GTD can serve as a vital tool for improving organizational performance [7], [11].

PROBLEM STATEMENT

The global emphasis on environment sustainability has underscored the urgent need for organizations to incorporate environmentally conscious practices into their operations. However, many organizations struggle to translate these objectives into tangible employee behaviors that drive environmental performance [12], [13]. While environmental management policies and frameworks are increasingly being implemented, their effectiveness is often undermined by low levels of employee engagement. Organizational Citizenship Behavior for the Environment (OCBE) has been recognized as a crucial factor in bridging this gap, as it encompasses voluntary and non-obligatory actions by employees that contribute to an organization's environmental goals [14], [15]. Despite its significance, the mechanisms through which OCBE can be cultivated remain underexplored, particularly in resource-intensive industries where environmental impacts are most pronounced [16], [17].

Green training and development (GTD) have become a crucial strategy for promoting OCBE, providing employees with the skills, understanding, and attitudes required to engage in pro-environmental actions. Studies indicate that organization with strong GTD programs exhibit elevated staff participation in organization sustainability projects and improved environmental results [18], [19]. The execution of GTD initiatives significantly differs among industries and geographies, frequently attributable to variations in company culture, resources, and employee perspectives [20], [21]. Furthermore, industries in developing economies face unique challenges such as limited financial resources, low awareness, and insufficient institutional support for green HRM practices [22], [23]. These disparities hinder the widespread adoption and effectiveness of GTD programs, creating a significant barrier to achieving corporate sustainability goals.

The lack of a cohesive theoretical and empirical basis hinders the advancement and implementation of GTD programs. Despite studies demonstrating the potential of GTD to enhance OCBE, there are still deficiencies in understanding its contextual relevance across many organizational and cultural settings [9], [24]. Most studies primarily focus on developed economies, resulting in limited empirical insights on how GTD can be effectively adapted to industries in developing nations, leaving a gap in understanding how GTD can be effectively adapted to industries in developing nations, where financial constraints, cultural variations, and regulatory differences may influence training effectiveness [25], [26]. Without addressing these factors, organizations in developing regions may struggle to implement GTD initiatives effectively, as training methods designed for resource-rich environments may not be feasible or relevant in contexts where access to funding, infrastructure, and regulatory enforcement is limited. The absence of adaptable GTD frameworks that

consider these variations limits the ability of organizations in emerging economies to foster OCBE effectively, potentially weakening their overall performance. Therefore, addressing these gaps is essential for developing a more comprehensive understanding of GTD's role in shaping OCBE and ensuring that training programs can be successfully implemented across diverse economic and cultural landscapes.

LITERATURE REVIEW

Green Training and Development (GTD)

GTD refer to structured efforts to improve environmental consciousness, understanding, and competencies, thus encouraging them to adopt sustainable actions in the workplace and beyond [8], [29]. These efforts aim to train staff with the skills necessary to tackle environmental concerns, including energy consumption reduction, waste management, and the adoption of sustainable resource practices [15]. GTD fosters an organizational culture that emphasizes environment sustainability by integrating green principles into the learning process, thereby transforming employees into proactive environmental stewards [19]. For example, training programs which encompass workshops on carbon footprint mitigation, recycling initiatives, and sustainable technologies, thereby ensuring that employees actively participate in the organization's sustainability objectives [20].

Organizational Citizenship Behavior for the Environment (OCBE)

OCBE refers to voluntary employee behaviors that are not explicitly required as part of their job responsibilities but contribute positively to an organization's environmental performance. [23], [30]. OCBE involves behaviors such as taking initiative in conserving energy, getting involved in environmental programs, and convincing fellow workers to adopt environmentally responsible practices [6]. Research highlights the critical role of OCBE in bridging the gap between strategic sustainability goals and practical implementation, as it reflects the personal commitment of employees toward environmental objectives [12], [24]. In contrast to mandated behavior, OCBE relies on the intrinsic motivation of employees and aligns closely with an organization's green HRM strategies [7], [31]. This voluntary contribution not only enhances an organization's environmental performance but also fosters a long-term commitment to eco-friendly workplace practices.

Linking Green Training and Development to OCBE

GTD has an important role in promoting OCBE by empowering employees with the skills and knowledge to engage in voluntary environmental activities. Research indicates green training programs focusing on energy conservation, waste minimization, and environmentally practices directly improve employees' ability to participate in OCBE-related activities [16], [23]. By improving their understanding of environmental issues and solutions, GTD enables employees undertake proactive measures that match with organizational sustainability goals, such as implementing environmentally friendly practices in the workplace or advocating green innovations [9], [21].

GTD also has an impacts OCBE by cultivating a sense of responsibility and accountability among employees. Employees who are involved in properly organized green training programs often view their organization as environmentally responsible, which motivates them to engage in behaviors that exceed their formal job description [3], [10]. These programs are likely emphasizing team-based approaches and collaborative efforts, encouraging employees to meet environmental objectives, thus reinforcing the sustainability culture of the company [32], [33].

The effectiveness of GTD in promoting OCBE, however, largely depends on organizational support and its integration with broader green HRM practices. Organizations that reinforce green training with initiatives such as eco-incentives, sustainability-driven leadership, and recognition programs tend to see higher employee engagement in environmental initiatives [9], [11]. Conversely, a disconnect between training programs and organizational policies can weaken this relationship, reducing the overall impact of GTD on OCBE [14], [24].

This highlights the importance of a comprehensive approach, where green training is seamlessly incorporated into an organization's environmental strategies to enhance its long-term effectiveness.

UNDERPINNING THEORY

The relationship between GTD and OCBE can be supported with three supporting theories, namely Ability-Motivation-Opportunity (AMO) model, Social Exchange Theory (SET), and the Theory of Planned Behavior (TPB). AMO model emphasizes that employee behavior is determined by their abilities, motivations, and the opportunities in the workplace [34]. In the context of GTD, green training strengthens workers' abilities by providing them with technical knowledge and skills required to engage in environmentally friendly practices [8], [21]. Moreover, green training fosters intrinsic motivation through instilling a purpose and a sense of responsibility toward organizational sustainability, while providing platforms and resources generates opportunities for employees to apply their training. Together, these elements enable employees to voluntarily adopt OCBE, such as participating in energy-saving programs or contributing towards recycling programs [35].

SET explains OCBE in terms of reciprocal relationships between employees and their organizations. According to SET, when companies make an investment in employees, for example, in through green training programs, employees have a feeling of reciprocity for returning a favour through positive contribution towards company goals [7], [23]. This reciprocal dynamic foster voluntary environmental behaviors, as employees perceive the organization's contribution towards environment sustainability as a sign of shared values. For this reason, employees are more likely to contribute in OCBE, such assisting coworkers with green practices or volunteering for environmental initiatives, as a way to consolidate the social relation of reciprocity [13], [33].

TPB provides a psychological framework for explaining how attitude, subjective norms, and perceived behavioral control influence individuals' intention to perform specific behaviors, including OCBE [1], [26]. In the context of GTD, green training programs builds positive attitudes through increasing employees' awareness about environmental issues and employees' role in overcoming such concerns. Additionally, when organizational leaders and coworkers emphasize the importance of environment sustainability, these subjective norms further encourage employees to adopt OCBE. Finally, the skills and knowledge gained through green training enhance employees perceived behavioral control and increasing their confidence to engage in voluntary pro-environmental actions [24], [32]. Together, such factors present a role of TPB in relating GTD to the formation and execution of OCBE.

METHODOLOGY

This concept paper employs a systematic review approach, focusing specifically on quantitative studies to examine the role of Green Training and Development (GTD) in fostering Organizational Citizenship Behavior for the Environment (OCBE). To ensure methodological rigor and comprehensive coverage of empirical research, articles published between 2020 and 2024 were sourced from the Web of Science (WoS) and Scopus databases. This focus on empirical studies allows for a data-driven understanding of how GTD influences voluntary environmental behaviors across different organizational contexts. Keywords applied in the search included "Green Training," "Organizational Citizenship Behavior for the Environment," and "Green HRM." Boolean operators such as "AND" and "OR" were employed to limit the results and to guarantee that a wide range of related studies were obtained.

The inclusion and exclusion criteria were carefully established to ensure alignment with the study's objectives. Articles were included if they focused on GTD, OCBE, or the broader framework of green HRM practices with clear relevance to organizational sustainability. Specific attention was given to studies that provided empirical evidence on the relationship between GTD and OCBE, particularly those demonstrating how green training can encourages voluntary pro-environmental behaviors. Only peer-reviewed journal articles in the English language published during the specified period were included. Studies that primarily addressed

unrelated topics, lacked empirical or conceptual depth, or were conference proceedings, book chapters, or editorials were excluded. Duplicates were removed after the initial database search, and extensive screening of full-text articles and abstracts was conducted to determine their applicability to the research questions. This rigorous screening process helped identify high-quality articles that provide significant insights into the dynamics of GTD and OCBE.

After conducting the initial search, a total of 138 articles were retrieved, consisting of 35 from Scopus and 103 from Web of Science (WoS). Following the application of the inclusion and exclusion criteria, duplicate removal, and thorough screening for relevance, 35 articles were finalized for the review. The studies are spread across a variety of industries such as hospitality, manufacturing, and higher education institution, and provide empirical, conceptual, and theoretical views on the association between GTD and OCBE. For example, several articles highlighted how GTD enhances employees' ability to implement sustainable practices, while others explored how such training fosters intrinsic motivation and responsibility toward environmental objectives. Together, these studies underscore the importance of GTD as a critical driver of OCBE, offering practical and theoretical implications for organizations aiming to improve their environmental performance. The systematic approach ensures that the findings of this study are grounded in a thorough examination of the latest, high-quality literature, providing a robust foundation for understanding the role of GTD towards enhancing environment sustainability through OCBE. Table 1 provides a clear summary of the methodology, database selection, keyword strategy, inclusion and exclusion criteria, and screening process, enabling transparency and replicability in the review process.

Table 1: Methodology Overview

Section	Description
Databases Utilized	Web of Science (WoS) and Scopus.
Keywords Used	“Green Training,” “Organizational Citizenship Behavior for the Environment,” and “Green HRM,” and filters based on “AND” and “OR.”
Year	From 2020 to 2024.
Inclusion Criteria	- Peer-reviewed journal articles in English. - Studies centered on GTD, OCBE, or green HRM
Exclusion Criteria	- Non-peer-reviewed articles, conference papers, book chapters, or editorials. - Studies irrelevant to GTD or OCBE. - Articles lacking empirical or conceptual depth.
Screening Process	- Initial search yielded articles from databases. - Duplicates removed. - Reviewed the abstracts and the full texts to be in line with research objectives.
Total Articles Retrieved	138 articles (35 from Scopus, 103 from WoS)
Final Selection	There were 35 articles selected for review.

RESULT

The reviewed studies encompass a range of industries, including hospitality, manufacturing, and higher education institutions, offering empirical, conceptual, and theoretical perspectives on the link between Green Training and Development (GTD) and Organizational Citizenship Behavior for the Environment (OCBE). The findings suggest that GTD is a key driver in fostering OCBE by equipping employees with the necessary knowledge, skills, and motivation to engage in voluntary pro-environmental behaviors beyond their designated job responsibilities. Industries such as hospitality and manufacturing have demonstrated significant success in adopting GTD programs, with the former emphasizing energy-efficient operations and eco-friendly housekeeping, while the latter focuses on reducing carbon emissions and improving resource efficiency [4], [36]. Empirical studies highlight a strong positive correlation between GTD and OCBE, where employees who undergo structured environment sustainability training are more likely to participate in green initiatives,

encourage peers to adopt environment sustainable practices, and contribute to innovation in environmental management [7], [19]. However, not all studies confirm this direct link, as two research findings indicate that GTD alone does not significantly enhance OCBE in organizations that lack essential supporting factors, such as leadership commitment and a strong environment sustainability culture [3], [22]. This discrepancy suggests that while GTD serves as an essential tool for embedding environment sustainability into organizational operations, its effectiveness is contingent on complementary organizational elements that reinforce a long-term commitment to pro-environmental behaviors. These insights highlight the complexity of the GTD-OCBE relationship, underscoring the need for further research on the contextual factors that influence the success of green training programs in different industries.

The relationship between GTD and OCBE is not solely dependent on training itself but is significantly influenced by organizational, psychological, and engagement-related mediators. Organizational support and green identity play a critical role, as employees are more likely to engage in OCBE when they perceive their organization as committed to environment sustainability and providing adequate resources for environmental initiatives [12]. Additionally, employees with a strong sense of green organizational identity feel a deeper connection to their company's sustainability goals, fostering a culture of accountability and responsibility for pro-environmental behaviors [10]. Beyond organizational support, individual psychological factors such as environmental passion and anticipated environmental emotions also mediate this relationship, where employees who develop emotional investment in sustainability through GTD are more likely to translate their training into meaningful actions [5], [15]. Moreover, employee empowerment and engagement further strengthen the GTD and OCBE link, as those who are given the autonomy and skills to lead environment sustainability initiatives feel more capable of making impactful contributions [7]. However, the effectiveness of GTD in fostering OCBE is also moderated by factors such as individual environmental values and organizational climate, where employees with stronger environmental knowledge and workplaces with a sustainability-driven culture see greater benefits from GTD [32], [33]. These findings highlight the complexity of the GTD-OCBE relationship and suggest that for GTD to be truly effective, it must be integrated with supportive organizational structures, psychological reinforcements, and engagement mechanisms that enable employees to take meaningful action toward environment sustainability.

DISCUSSION

GTD has evolved into a critical application for fostering OCBE within organizations. The findings of this study indicate that GTD is a fundamental driver of OCBE, equipping employees with the necessary skills, motivation, and awareness to engage in voluntary pro-environmental behaviors [4], [9]. In industries such as manufacturing and hospitality, where environmental impact is significant, green training has been particularly effective in promoting waste reduction measures, energy efficiency, and ecological responsibility [26], [36]. Empirical studies consistently show a strong positive correlation between GTD and OCBE, highlighting that employees who undergo structured environmental training are more likely to participate in green initiatives, encourage peers to adopt environmentally friendly practices, and contribute to innovative solutions for environmental challenges [1], [37]. These findings suggest that GTD serves as an essential mechanism for embedding environmental consciousness into organizational operations, ensuring that employees not only comply with environmental policies but actively contribute to broader corporate ecological objectives. However, the effectiveness of GTD is not universal across all organizations, as its impact is contingent on various supporting factors that reinforce employees' commitment to environmental responsibility.

A critical aspect that influences the effectiveness of GTD in fostering OCBE is the presence of organizational, psychological, and engagement-related mediators. Employees are more likely to engage in OCBE when they perceive strong organizational support for environment sustainability, as well as a clear alignment between their personal values and the company's environmental mission [7], [25]. A well-established green organizational identity enhances employee accountability and reinforces a shared responsibility for environmental initiatives [10]. Moreover, individual psychological factors such as environmental passion and anticipated environmental emotions play a key role in shaping employees' willingness to engage in pro-

environmental behaviors. Employees who develop an emotional connection to organizational sustainability during GTD programs are more likely to internalize green values and translate them into meaningful workplace actions. Additionally, empowerment and engagement further mediate the relationship between GTD and OCBE, as employees who are given the autonomy, resources, and confidence to participate in organization sustainability initiatives feel more capable of making independent contributions [17]. These mediators emphasize that GTD alone is not always sufficient to drive OCBE and must be supported by a work environment that actively nurtures employee involvement in sustainability.

While GTD has demonstrated significant success in promoting OCBE, its effectiveness is also influenced by moderating factors such as individual environmental values and organizational climate. Employees with strong environmental awareness and pre-existing sustainability values are more likely to benefit from GTD, as they can readily apply training insights to their daily tasks and interactions [10]. On the other hand, employees with limited environmental knowledge may require additional interventions, such as continuous learning opportunities and leadership encouragement, to fully adopt environment sustainability behaviors. At the organizational level, perceived environmental responsibility support and an eco-conscious workplace culture significantly enhance the impact of GTD. When organizations visibly prioritize ecological initiatives, employees feel encouraged and valued in their efforts to contribute to environmental programs [33]. However, in organizations where environmental training is implemented in isolation, without reinforcement through policies, incentives, or leadership advocacy, its impact on OCBE is often diminished. These findings suggest that for GTD to be truly effective, it must be embedded within a broader environmental framework that integrates training with ongoing support, leadership commitment, and structural reinforcements that encourage employees to consistently engage in environmentally responsible behaviors.

The findings further suggest the necessity for specially designed green training programs that will deal with industry and culture-related issues. For example, in developing economies, where financial and institutional constraints often limit the implementation of comprehensive training programs, innovative and resource-efficient approaches are required [16], [20]. Organizations must adapt their green training efforts to align with local cultural norms and industry requirements to ensure widespread adoption and effectiveness [11], [13]. By addressing these contextual factors, organizations are able to construct training initiatives that enhance not only OCBE but also overall environmental sustainability objectives. These insights underscore the importance of GTD as a dynamic and adaptable tool for driving environmental sustainability across diverse organizational contexts.

CONCLUSION

This concept paper highlights the critical role of GTD in fostering OCBE, emphasizing its importance as a strategic tool for achieving organizational sustainability goals. By equipping employees with the necessary knowledge, skills, and motivation, GTD creates an enabling environment where voluntary pro-environmental behaviors align with broader corporate sustainability goals. However, this study underscores that the effectiveness of GTD is contingent upon several factors, including leadership support, organizational culture, and the integration of green HRM strategies. Theoretical insights from the Ability-Motivation-Opportunity (AMO) model, Social Exchange Theory (SET), and the Theory of Planned Behavior (TPB) further reinforce these findings, demonstrating how GTD influences employee behavior through skill development, motivation, reciprocity, and perceived behavioral control. The AMO model suggests that green training enhances employees' abilities, fosters intrinsic motivation, and creates opportunities to engage in organizational sustainability efforts, making it an essential tool for OCBE. Similarly, SET explains how employees reciprocate organizational investment in green training by voluntarily engaging in pro-environmental behaviors, strengthening their commitment to organizational sustainability. TPB adds a psychological dimension, highlighting how attitudes, social norms, and perceived behavioral control, shaped by green training, influence employees' intention to participate in OCBE. Together, these theories provide a strong foundation for understanding how GTD translates into voluntary environmental actions, reinforcing its role as a crucial HRM strategy for sustainability.

Given the theoretical underpinnings and practical implications, organizations must adopt a holistic approach to GTD, incorporating industry-specific and culturally relevant training initiatives while ensuring alignment with broader HRM policies and sustainability incentives. Leadership commitment and workplace support systems must complement training efforts to maximize the impact of GTD on OCBE. However, a key limitation of this paper is its reliance on a conceptual framework without empirical validation. Future research should aim to test these theoretical connections across diverse industries and cultural contexts to further substantiate the role of GTD in shaping OCBE. Additionally, future studies should explore how leadership engagement, organizational identity, and employee empowerment mediate the relationship between GTD and OCBE, offering a more nuanced understanding of its long-term impact. These insights are essential for organizations striving to enhance their environmental performance, as they provide a structured approach to integrating green training with behavioral reinforcement mechanisms. By addressing these factors, GTD can become an effective catalyst for embedding sustainability within corporate culture and contributing to global environmental objectives.

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