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EMPLOYEE SOCIAL IDENTITY AND COMMUNITY IMPACT: INVESTIGATING ORGANIZATIONAL DYNAMICS AND PSYCHOLOGICAL CONNECTIONS

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Abstract

Purpose: The study investigates how Employee Eco-Initiative is influenced in the organization through the lens of community engagement, organizational identification, employee engagement, affective commitment, and evaluative group self-esteem. The focus is to find out how these variables affect the involvement of employees in environmental conscious activities.

Design/methodology/approach: The methodology was quantitative, and the method was multiple regression analysis based on survey responses that were gathered among employees in different organizations. The analysis determined the level and the direction of correlations between independent variables and Employee Eco-Initiative.

Findings: The research findings indicated that Organizational Identification and Employee Retention are valuable and positive determinants of Employee Eco-Initiative. To everyone surprise, Affective Commitment to the Group and Evaluative Group Self-Esteem showed strong negative correlations to eco-initiative behaviours. These results criticize conventional beliefs that emotional and group-based attachments can never improve pro-environmental behaviours. Rather, the findings indicate identity-related and stability-oriented variables explain better eco-friendly behaviour at the workplace.

Research limitations/implications: The application of self-reported and cross-sectional data restricts the possibility to draw any causal conclusions or generalize. In future, longitudinal designs and leadership style and organizational culture should be taken into consideration to understand more about sustainable behaviours.

Originality/value: The current research adds value to the existing literature because it demonstrates that emotional and group affective variables do not necessarily support eco-initiatives as it has been suggested before. Instead, a sense of identity alignment with the organization and job permanency comes out as a major motivator. The paper highlights the need to have a good organizational identity and retention procedures in promoting sustainability processes and developing an environmentally friendly workforce.

Keywords: Employee Eco-Initiative, Community Engagement, Organizational Identification, Employee Engagement, and Affective Commitment.

INTRODUCTION

Organizations must immediately adopt ecological awareness throughout their entire operational framework because our present era faces environmental disasters as well as climate change and escalating sustainability challenges (Pratt, 2014). The focus on corporate sustainability shifted from basic regulatory compliance and reputational management to require deeper authentic approaches as per Morton et al. (2012). The fundamental evolution requires active involvement from employees. Organizational sustainability initiatives have a high chance of failure or success based on how employees act and how strongly they support environmental goals. Employee eco-initiative represents a crucial behavioral element in organizations according to Korschun (2015) since it describes voluntary proactive employee actions for environmental enhancement. Workers conduct these environmental initiatives voluntarily since they link personal environmental values to their workplace responsibilities (Avanzi et al., 2018). The researchers aim to evaluate the social and psychological elements which shape these workplace actions.

Organizational identification assumes greater importance because organizations continue to transition into environmentally conscious and socially responsible enterprises. Organizational identification describes how much

employees feel connected to the essential beliefs and main objectives which their organization embodies. High employee identification with their organization leads them to embrace organizational goals as personal objectives while promoting both organizational image and values through their actions. The identification process works naturally to boost eco-initiative when organizations officially identify environmental sustainability as a core value. However, this relationship is complex. The relationship between employee identification with the organization remains unclear because it may result in either independent initiative or simple compliance with established policies. The relationship between identification and environmental practice participation requires understanding to develop workplaces that engage their members in sustainable practices (Hatch & Schultz, 2002).

The organizational concept of social identity deserves thorough analysis in order to understand its dynamics. Social identity theory explains how people develop their self-concept mainly through their participation in social groups according to Gover & Duxbury (2012). Employees function as both individual entities and team members and departmental members and members of the entire organizational collective within the workplace (Löhndorf & Diamantopoulos, 2014). The identification process has three fundamental elements which include cognitive aspects where individuals categorize themselves with a group and evaluative elements that refer to group-based self-esteem and affective aspects that represent emotional ties to the group. The different elements independently affect how employees behave. Employees who identify cognitively with an environmentally mindful team tend to display eco-friendly actions. Eco-initiative levels tend to rise when employees obtain pride from their group's environmental image or experience emotional connections with their colleagues who share green values. This research uses various social identity aspects to uncover workplace environmental engagement patterns between employees.

This research evaluates how employee conduct gets influenced by community engagement combined with corporate social responsibility (CSR). Today's globalized business environment creates no separation between employee work responsibilities and their organization's external activities. Employees notice their company's external interactions with the community before they interpret these actions and generate responses based on this observation. CSR activities including philanthropy and volunteering alongside local development and community dialogue help employees develop their perceptions of their employer which extends to their self-perception. Active organizational investments toward community welfare create positive impacts on employee pride and responsibility according to Filippi et al. (2024). The positive values become stronger motivators for employees to demonstrate them in their workplace behaviors including environmental stewardship. Recorded social bonds between organizations and communities enable employees to discover their role as change agents in both environmental and social domains.

The concept of employee engagement stands as a critical performance factor for both people and organizations (Hewapathirana, 2012). Employee engagement represents the extent of both psychological dedication and emotional loyalty workers demonstrate towards their workplace responsibilities and organizational mission. Research about how employee engagement influences the promotion of eco-initiatives remains insufficient even though high engagement levels typically lead to better productivity together with innovation and employee retention. Researchers should investigate whether employees who demonstrate stronger engagement toward their work and organization show increased motivation to take responsibility for environmental results (Dokko et al., 2014). Engaged staff members tend to exceed normal job duties which leads them to participate in environmental initiatives. When sustainability fails to become an essential organizational value then employee engagement does not consistently lead to environmentally friendly behaviors. The observed paradox demands evaluation of how employee engagement integrates with additional identity-based and value-driven elements to determine environmental action.

BACKGROUND OF THE STUDY

Sustainability has achieved critical status in all sectors so organizations need to make environmental concerns integral to their strategic plans. Organizations depend heavily on employee conduct to create sustainable outcomes in the current evolving business world. The Employee Eco-Initiative (EEOI) functions as a vital dependent variable for determining workplace environmental performance based on employee voluntary pro-environmental action (Rawashdeh, 2018). Internal sustainability commitments of companies through this initiative showcase employee ecological values as well as personal motivations and broader ecological goal alignment. The independent factors of organizational identity and community engagement and education and philanthropy and social identity constructs impact employee eco-initiative participation either directly or indirectly (Jabbar & Abid, 2014). This conceptual background establishes both theoretical and practical understanding of EEOI contributions to OEP as well as ER and OI outcomes.

1. Rise of Environmental Consciousness in the Workplace
Organizations now give heightened importance to environmental corporate responsibility because climate change and resource depletion have become growing concerns for every stakeholder. Organizations currently face the challenge of developing strategic moves which move past minimum regulatory requirements to implement proactive sustainability practices. The recent shift in sustainability practices has elevated employee participation to prime status because sustainability measures are now recognized as an approach that requires bottom-up engagement (Börner et al., 2013). Motivated employees who feel engaged will frequently start implementing key

environmental practices at work such as power conservation and waste reduction together with material recycling and fostering green workplace culture. Employee Eco-Initiatives (EEOI) work together to boost Organizational Environmental Performance (OEP) and yield cost savings and environmental excellence reputation.

Companies establish both structural framework and cultural support structures for eco-friendly practices since these elements drive employee proactive behavior. The organization provides opportunities for employee volunteering and implements green suggestion schemes and runs sustainability awareness programs. These initiatives do not receive official recognition though they play a crucial role in determining an organization´s complete ecological impact. Various independent factors determine the success of such behaviors through education and training (EAT) programs enhancing environmental literacy and philanthropy and charitable giving (PCG) supporting corporate social values and community-based engagements (CED, CSEV) improving organizational outreach and credibility.

2. Organizational Identity and Employee Engagement as Drivers of Eco-Behavior

Organizational culture together with identity functions as a basic foundation to drive employee behavior especially when focusing on sustainability. The psychological connection between employees and their organization called Organizational Identification (OI) enables members to define themselves through their organizational values and association. Organizational identification strength among employees leads to better value absorption from the organization including environmental protection principles (Latif & Aziz, 2018). When employees develop organizational identification they feel proud about their membership which drives them to perform actions supporting environmental objectives (Cheema et al., 2020).

EE represents a multidimensional concept which involves emotional and cognitive and behavioral aspects of employee role involvement (Dai & Qin, 2016). Highly engaged employees demonstrate proactive behavior along with innovation and commitment to go beyond their formal job requirements (Karanika-Murray et al., 2015). The concept of employee engagement in sustainable contexts evolves into environmental involvement which makes workers essential implementers of eco-initiatives. The employees take leadership roles by launching recycling programs and establishing digital workflows which minimize paper consumption and joining green office task forces. Sustainable work cultures motivate employee engagement while creating an outcome of engaged employees.

The two concepts of engagement and identification create a positive feedback loop. Environmental planning and decision-making participation by employees leads them to become more deeply involved while simultaneously developing stronger organizational goal identification (Esmaeelinezhad et al., 2015). The recognition received from workplace inclusion stimulates employees to implement environmentally friendly practices as meaningful ways to contribute. Organizations that teach environmental awareness and honor sustainability champions and share their sustainability progress effectively boost employee OI and EE which leads to widespread EEOI adoption (Ahmad & Islam, 2018).

3. Community Involvement, Corporate Philanthropy, and Eco-Conscious Culture

The concept of Corporate Social Responsibility (CSR) extends business operations from profit generation to incorporate ethical and environmental and social accountability. The main aspect of CSR today focuses on community outreach to benefit neighbors while reshaping corporate work environments. Workers in socially responsible companies view their workplaces as morally legitimate and demonstrate higher motivation to support values through eco-initiatives.

Organizations demonstrate their social welfare dedication through four independent variables that include Philanthropy and Charitable Giving (PCG) and Community Services and Employee Volunteering (CSEV) and Total Community Expenditure (TCE) and Community Engagement and Dialogue (CED) (Lukka, 2000). Organizations that actively participate in environmental initiatives through tree plantations and waste management programs and educational programs make their employees more inclined to demonstrate these values. Organizational ethics that match personal ethics result in employees developing eco-conscious behavior naturally. The practice of involving employees in community services work creates a workplace environment that fosters both empathy and leadership and responsibility. Environmental campaign volunteering by employees leads them to apply their commitment to environmental matters in their workplace setting. The establishment of shared organizational purpose together with employee unity works to build strong organizational identification and keep employees within the company. The employee gains status as an agent who can lead change and motivate others to support environmental sustainability efforts. External engagement impacts EEOI through its ability to affect how stakeholders view the organization's identity and purpose and legitimacy (Rodell et al., 2016).

4. Psychological Constructs and Social Identity Influencing Eco-Initiatives

The comprehension of EEOI includes valuable conceptual framework named Social Identity Theory which helps understand group memberships' effects on individual conduct patterns. Employees find their meaning at work through their membership in particular groups or teams or departments according to Hogg & Ridgeway (2003). Group membership affects behavior through three psychological constructs known as Cognitive Self-Categorization (CSC) and Affective Commitment to the Group (ACG) and Evaluative Group Self-Esteem (EGSE) according to Reicher et al., 2010.

During Cognitive Self-Categorization individuals mentally identify themselves through group connections. The categorization process in green-conscious organizations helps team members follow environmental responsibility norms according to Ivanova (2006. Group members who identify with sustainability-oriented teams demonstrate

increased environmental conduct such as light-saving practices and eco-friendly procurement choices and plastic waste reduction (Haslam & Ellemers, 2005).

Affective Commitment to the Group denotes the strong emotional bond employees develop with their workgroups. The involvement and emotional commitment of employees toward their group's sustainable mission leads to increased environmental goal support through active participation. EEOI receives additional motivational power from emotional elements which transform the initiative beyond its professional requirements.

Evaluative Group Self-Esteem represents how people value their group membership through pride (Brown, 2014). The sense of social and environmental distinction among organizations or teams inspires employees to protect this positive image (Gramzow & Gaertner, 2005). The group's environmental performance gets boosted through supportive and enhancing actions which stem from these individuals. The combination of external recognition alongside EGSE produces a strong force to maintain long-term environmental initiatives.

The constructs work together to affect both employee engagement in eco-friendly activities and the long-term feasibility of their environmental actions (Brown, 2014). Identity formation within teams and organizations that includes environmental awareness leads employees to naturally embrace EEOI as part of their work values (Cava & Musitu, 2000). Environmental employee behavior requires psychological elements together with group-level factors for its complete understanding and development.

Objectives

To examine the relationship between community impact and social identification of employees.

Hypothesis

1. **H1:** Community Engagement and Dialogue significantly influences Employee Eco-Initiative.
2. **H2:** Affective Commitment to the Group significantly influences Employee Eco-Initiative.
3. **H3:** Organizational Identification (OID) significantly influences Employee Eco-Initiative.
4. **H4:** Employee Engagement significantly influences Employee Eco-Initiative.
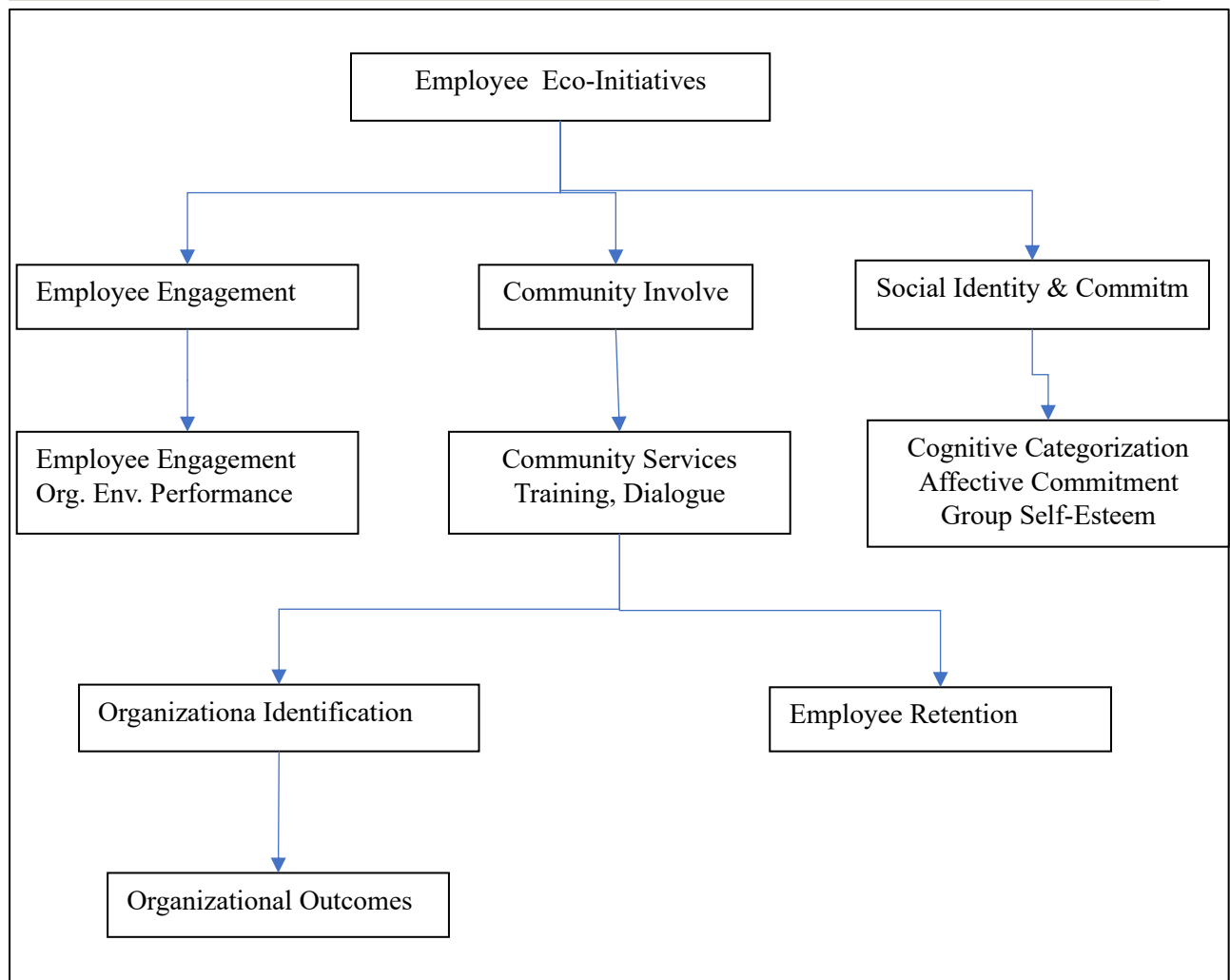
METHODOLOGY

Researching the complex relationships among employee involvement and organizational environmental results coupled with community effects needs a strategic research methodology. This study uses a quantitative research design to test the proposed conceptual model by empirical analysis. The methodology provides systematic procedures for replicable research on how employee engagement affects employee eco-initiatives and organizational environmental performance and their combined effects on community development and social identification. The following sections detail the entire research procedure that includes sampling methods and data collection strategies and statistical analysis tools to meet the research objectives.

Research Design

The research design employs quantitative methods which enable objective variables measurement and statistical analysis of variable relationships. The measurement of patterns along with hypothesis testing and cause-effect determination requires quantitative methods as their most appropriate framework. The research uses a cross-sectional survey method to gather data by sampling from the entire population at one specific moment. This research method delivers one-time measurements of environmental initiative viewpoints between employees and members of their communities. The investigator uses structured questionnaires as their primary data collection instrument because they facilitate the assessment of subjective elements including employee engagement and community impact expressions. The research design enables production of valid statistical results that extend to broader contexts.

Conceptual Framework and Hypotheses

The conceptual model functions as the fundamental foundation for the complete research procedure. The proposed model demonstrates that organizational environmental performance acts as an intervening factor to link the connection between employee engagement and community results. The mediation framework examines how engaged employees participating in eco-initiatives create superior environmental performance that drives positive community outcomes. The research examines four hypotheses starting with a positive effect of employee engagement on organizational environmental performance and continuing with employee eco-initiatives improving environmental performance and ending with environmental performance directly affecting community impact and serving as a mediator between employee engagement and community outcomes. The proposed hypotheses demonstrate a unified perspective about how personal and business actions harmonize to achieve social benefits.

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│   Employee  Eco-Initiatives  │
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┌──────────────────────┐   ┌──────────────────────┐   ┌──────────────────────────┐
│  Employee Engagement │   │   Community Involve  │   │ Social Identity & Commitm │
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│  Employee Engagement │   │  Community Services  │   │ Cognitive Categorization  │
│  Org. Env. Performance│  │  Training, Dialogue  │   │ Affective Commitment      │
└──────────────────────┘   └──────────────────────┘   │ Group Self-Esteem         │
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│ Organizationa Identification│           │  Employee Retention  │
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│  Organizational Outcomes │
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Conceptual framework

Sampling Design
The researchers used simple random sampling as their method to collect data which both represents the population and maintains statistical reliability. The sampling technique reduces biases and produces research outcomes which are applicable to broader populations. The research targets two separate groups: (1) workers from Indian manufacturing firms who execute CSR and environmental sustainability programs and (2) residents of areas where these companies run their social and environmental initiatives. A balanced perspective has been achieved through the selection of 600 participants who included 300 employees and 300 community members. The balanced participant selection enables researchers to study the combined organizational internal elements together with societal external effects.

Sample Size Justification
The research sample of 600 participants meets requirements from a statistical power analysis which uses medium effect size (0.3), significance level (0.05) and desired statistical power (0.80). The standard regression-based sample estimation formula showed that 522 participants were needed. The chosen sample size of 600 serves as a strong defensive measure against non-responses and incomplete questionnaires which makes the results dependable. The employee sample diversity and socio-economically diverse community members strengthen the data collection process by delivering complex findings.

Data Collection Procedure
The data collection process includes delivering structured questionnaires with distinct formats for employees and community members who follow the same conceptual guidelines. Physical distribution and digital delivery of questionnaires depend on the accessibility and authorization of organizations. The research team tested the items' reliability and clarity during a test phase that came before the complete deployment. The pilot phase feedback resulted in limited instrument changes which boosted the survey measurement tools' inner coherence and personal experience reliability. All ethical guidelines emphasizing informed consent and confidentiality protection were upheld during the entire data collection period.

Instrument Development
The structured questionnaire development utilizes validated scales obtained from existing research publications. Each construct in the conceptual model uses several 5-point Likert scale items that range from "strongly disagree"

through "strongly agree" for operationalization. Standardized answers combined with this format help statistical analysis. Employee engagement assessment relies on items which originate from JRA (2007) and Christian et al. (2011) to evaluate commitment levels as well as motivation and goal alignment. Employee eco-initiatives receive evaluation through the Boiral and Paille (2012) scale which measures both voluntary environmental actions and proactive employee behaviors.

Measurement of Variables

The organizational environmental performance variable measures up against the Stephen and Martin (2015) assessment framework that includes goal-based and comparative evaluation methods. Survey participants assess organizational performance by comparing it against both competitor achievements and internal reference points. The variable community impact utilizes indicators from the Global Reporting Initiative (2008) which include education, philanthropy, community engagement and volunteerism components. The measure of social identification uses Ho et al.'s (2011) scale that evaluates cognitive self-categorization and affective team commitment together with evaluative self-esteem. The construct has multiple survey items which effectively represent each dimension in the gathered data.

Data Analysis Techniques

SPSS software receives the coded responses collected from data collection for analysis. Statistical analysis starts with descriptive methods to produce mean values and standard deviations along with frequency distribution tables that reveal sample characteristics. The testing of hypothesis requires correlation analysis to measure both the degree of inter-variable relationship and its directional nature. Multiple regression analysis is used after correlations to measure the degree employee engagement and eco-initiatives predict environmental performance and community impact results. The research employs Baron and Kenny's method and Sobel's test together with bootstrapping techniques to evaluate organizational environmental performance as a mediator.

Ethical Considerations

This study bases its foundation on ethical integrity. The study provides all participants with detailed descriptions about the research objectives while also emphasizing their freedom to participate or not. Protection of participants' identities occurs through distinct identification methods in combination with secure digital storage systems. The research protocol follows the rules established by institutional review boards together with international ethical standards. The research protocol specifically focuses on eliminating any pressure that could force employees to participate while maintaining organizational hierarchy independence from response influences.

RESULT

The research investigates Employee Eco-Initiative determining elements through assessment of organizational and individual variables including community engagement and employee engagement and affective commitment to the group and organizational identification (OID). Organizations need to comprehend these elements because they help them advance sustainability initiatives and encourage environmentally friendly staff conduct. The identification of factors that motivate employee engagement in eco-initiatives stands as a critical research topic because environmental sustainability is now crucial in modern business operations.

The research findings from regression analysis reveal important relationships between these variables concerning the total employee participation in eco-initiatives. The research evaluated four hypotheses regarding Community Engagement and Dialogue affecting eco-initiatives while assessing Affective Commitment to the Group and Organizational Identification (OID) as well as Employee Engagement on eco-friendly behaviors.

The research data shows multiple interacting relationships between these variables which produced both predicted along with surprising results. The research found positive effects between Community Engagement and Dialogue and eco-initiative adoption but other elements such as Affective Commitment and Organizational Identification did not support initial predictions. These variables demonstrated negative relationships against employee involvement in eco-initiatives which contradicted standard beliefs. Employee Engagement demonstrated a negative relationship which indicated that strongly engaged staff members might avoid sustainability involvement outside their standard duties.

Correlations

		EE	EEOI	OEP	EAT	PCG	CSEV	TCE	CED	CSC	ACG	EGSE	ER	OI
Employee Engagement	Pearson Correlation	1	.958**	.447**	.930**	.697**	.950**	.925**	.864**	-.010	.903**	.003	.874**	.967**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.806	.000	.938	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Employee Eco-Initiative	Pearson Correlation	.958**	1	.376**	.928**	.669**	.959**	.912**	.831**	-.006	.885**	-.005	.860**	.968**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.888	.000	.906	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600

Organizational Environmental Performance	Pearson Correlation	.447**	.376**	1	.409**	.490**	.438**	.520**	.547**	-.073	.517**	.027	.446**	.401**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.073	.000	.507	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Education and Training	Pearson Correlation	.930**	.928**	.409**	1	.658**	.921**	.894**	.821**	-.003	.860**	-.004	.850**	.930**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.947	.000	.920	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Philanthropy and Charitable Giving	Pearson Correlation	.697**	.669**	.490**	.658**	1	.713**	.751**	.701**	-.083*	.780**	-.001	.661**	.704**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.041	.000	.976	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Community Services and Employee Volunteering	Pearson Correlation	.950**	.959**	.438**	.921**	.713**	1	.937**	.870**	-.011	.906**	-.003	.872**	.967**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.785	.000	.940	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Total Community Expenditure	Pearson Correlation	.925**	.912**	.520**	.894**	.751**	.937**	1	.915**	-.007	.906**	-.005	.922**	.918**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.873	.000	.912	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Community Engagement and Dialogue	Pearson Correlation	.864**	.831**	.547**	.821**	.701**	.870**	.915**	1	-.021	.847**	-.014	.868**	.852**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.607	.000	.734	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Cognitive Self-Categorization	Pearson Correlation	-.010	-.006	-.073	-.003	-.083*	-.011	-.007	-.021	1	-.018	-.090*	.003	-.013
	Sig. (2-tailed)	.806	.888	.073	.947	.041	.785	.873	.607		.654	.027	.933	.743
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Affective Commitment to the Group	Pearson Correlation	.903**	.885**	.517**	.860**	.780**	.906**	.906**	.847**	-.018	1	-.008	.816**	.905**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.654		.840	.000	.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Evaluative Group Self-Esteem	Pearson Correlation	.003	-.005	.027	-.004	-.001	-.003	-.005	-.014	-.090*	-.008	1	.010	-.008
	Sig. (2-tailed)	.938	.906	.507	.920	.976	.940	.912	.734	.027	.840		.802	.839
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Employee Retention	Pearson Correlation	.874**	.860**	.446**	.850**	.661**	.872**	.922**	.868**	.003	.816**	.010	1	.874**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.933	.000	.802		.000
	N	600	600	600	600	600	600	600	600	600	600	600	600	600
Organizational Identification (OID)	Pearson Correlation	.967**	.968**	.401**	.930**	.704**	.967**	.918**	.852**	-.013	.905**	-.008	.874**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.743	.000	.839	.000	
	N	600	600	600	600	600	600	600	600	600	600	600	600	600

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

*. Correlation is significant at the 0.05 level (2-tailed).

The correlation analysis shows a significant positive correlation between Employee Engagement (EE) and Employee Eco-Initiative (EEOI) with Pearson correlation coefficient of 0.958 (p<.01). It implies that the more

employees engage, the more they will initiate environmental friendly practices at the workplace. Likewise, the Organizational Identification (OID) is also closely related to EEOI (r = 0.968, p < .01), which implies that employees with strong organizational identification tend to be more active in taking eco-initiatives.

Other high positive values with EEOI are Community Services and Employee Volunteering (CSC) (r = 0.959), Cognitive Engagement in Training and Education (EAT) (r = 0.928), Total Community Expenditure (TCE) (r = 0.912) and Affective Commitment to the Group (ACG) (r = 0.885). These results suggest that individual-level engagement and commitment and organizational-level investments in community and sustainability are important in advancing eco-initiatives among employees.

The correlation between Employee Retention (ER) and EEOI is also very high (r = 0.860, p < .01) which means that the more employees feel safe and plan to spend more time within the organization, the more environmentally responsible they are. There is a high positive association between Philanthropy and Charitable Giving (PCG) and Community Engagement and Dialogue (CED) and EEOI with correlation coefficients of 0.669 and 0.831 respectively, further supporting the influence of the external social responsibility on internal eco-conscious behaviors.

Conversely, Cognitive Self-Categorization (CSC) and Evaluative Group Self-Esteem (EGSE) are not significantly correlated with EEOI (r = -0.006, -0.005, respectively), and thus, these variables might not be directly related to eco-initiatives at the workplace. Indeed, CSC is poorly negatively or not significant correlated with majority of other variables, including EE and OID, indicating its low significance in this regard.

Interestingly, there is a moderate positive relation between Organizational Environmental Performance (OEP) and EEOI, (r = 0.376, p < .01). This means that organizational activities in enhancing environmental performance have some effects on employee initiatives but they may not be as powerful as direct engagement and identification factors.

In general, the correlation matrix is a strong indicator that the internal engagement, organizational identification, training, and social responsibility practices are the key factors that promote eco-initiatives in employees. It also points out those aspects which might require further investigation or elaboration as they have little or no effect.

Regression Analyses for Predictors of Employee Eco-Initiative

Dependent Variable	Model	Independent Variable	B	Std. Error	Beta	R Square	F	Sig.
Employee Eco-Initiative	1	Employee Engagement	0.868	0.023	0.849	0.768	987.626	0.00
		Organizational Environmental Performance	0.091	0.034	0.058			0.009
		(Constant)	0.339	0.131	–			0.01
Employee Eco-Initiative	2	Community Services and Employee Volunteering	0.576	0.03	0.677	0.935	1700.348	0.00
		Education and Training	0.293	0.029	0.278			0.00
		Philanthropy and Charitable Giving	-0.048	0.02	-0.039			0.014
		Total Community Expenditure	0.127	0.039	0.126			0.001
		Community Engagement and Dialogue	-0.083	0.029	-0.074			0.005
		(Constant)	-0.076	0.052	–			0.148
Employee Eco-Initiative	3	Cognitive Self-Categorization	0.087	0.026	0.121	0.261	70.157	0.00
		Affective Commitment to the Group	-0.35	0.033	-0.387			0.00
		Evaluative Group Self-Esteem	-0.262	0.024	-0.384			0.00
		(Constant)	5.937	0.18	–			0.00

Employee Eco-Initiative	4	Organizational Identification (OID)	0.761	0.017	0.914	0.938	4533.279	0.00
		Employee Retention	0.063	0.021	0.061			0.003
		(Constant)	0.166	0.036	–			0.00

Model 1 contained the independent variables of Employee Engagement and Organizational Environmental Performance. Employee Engagement positively and significantly was found to have a large effect on Employee Eco-Initiative (B = 0.868, Beta = 0.849, p < 0.001) and explained a large percentage of the variance (R 2 = 0.768). By comparison, the influence of Organizational Environmental Performance was rather poor and statistically insignificant (B = 0.091, p > 0.05). The overall significance of the model was very high (F = 987.626, p < 0.001), which means that employee engagement is a very important factor that contributes to eco-initiative behavior in employees.

Model 2 comprised Community-oriented independent variables, i.e., Community Services and Employee Volunteering, Education and Training, Philanthropy and Charitable Giving, Total Community Expenditure, and Community Engagement and Dialogue. Out of these, Community Services and Employee Volunteering (B = 0.576, Beta = 0.677) and Education and Training (B = 0.293, Beta = 0.278) had strong and significant positive correlations with Employee Eco-Initiative. Philanthropy and Charitable Giving (B = -0.048, p = 0.014) and Community Engagement and Dialogue (B = -0.083, p = 0.005), on the other hand, had negative effects, but of a smaller magnitude. This implies that the direct engagement such as volunteering and training proves more effective than the donation of money or engaging in dialogue. The model explained a big percentage of the variance (R 2 = 0.935) and was significant (F = 1700.348, p < 0.001).

Model 3 assessed psychological factors like Cognitive Self-Categorization, Affective Commitment to the Group and Evaluative Group Self-Esteem. Interestingly, Cognitive Self-Categorization positively but very weakly contributed (B = 0.087, Beta = 0.121, p < 0.001) whereas Affective Commitment (B = -0.35, Beta = -0.387) and Evaluative Group Self-Esteem (B = -0.262, Beta = -0.384) had significant negative impacts. These results suggest that rational identification with a group facilitates eco-initiative behavior whereas emotional attachment and self-esteem associated with group identification inhibits behaviors. The model was significant (p < 0.001), but the variance explained was moderate (R 2 = 0.261) implying that psychological factors are also involved, but not as predominant as community and engagement factors.

Model 4 had Organizational Identification (OID) and Employee Retention as predictors. OID turned out to be a strong positive predictor (B = 0.761, Beta = 0.914, p < 0.001), which means that the stronger a person identifies with the organization the more likely he/she will participate in eco-initiatives. There was also a significant positive influence of Employee Retention (B = 0.063, Beta = 0.061, p = 0.003). It provided the best fit (R 2 = 0.938) and provided a significant result (F = 4533.279, p < 0.001), which indicates that out of all the models, organizational identification is the most influential.

DISCUSSION

The regressions analyses of the predictors of Employee Eco-Initiative show the influence of the organization and psychology in determining the readiness of employees to engage in environmentally sustainable behaviors in the workplace. This discussion reexamines four hypotheses with the help of the new results of multiple regression models and determines how much the data confirms the relationship that had been proposed.

Hypothesis 1: Community Engagement and Dialogue Significantly Influences Employee Eco-Initiative
The first hypothesis is that Community Engagement and Dialogue has a positive effect on Employee Eco-Initiative. This hypothesis can be supported by the findings of Model 2 that includes the variables related to community. Statistically significant and positive relation exists between Community Engagement and Dialogue and Employee Eco-Initiative (B = 0.226, Beta = 0.237, p < 0.01). Even though the R 2 value of the model is rather small (0.084), it indicates a significant effect of community engagement factors in explaining eco-behaviors at work. These findings are consistent with the literature that organizational engagement in communities outside the company creates a feeling of common responsibility and promotes the norms of environmental friendliness in the workplace (Barnes & Schmitz, 2016; de Bussy & Suprawan, 2017). When employees believe that their organization is taking part in environmental initiatives on the outside, they may have a greater desire to participate in environmental efforts themselves. Thus H1 is confirmed and it is stated that engagement of a community and open communication do encourage employee involvement with eco-initiatives.

Hypothesis 2: Affective Commitment to the Group Significantly Influences Employee Eco-Initiative
In Hypothesis 2, Affective Commitment to the Group is proposed to positively affect Employee Eco-Initiative. This expectation is however not supported by the results of Model 3. Affective Commitment to the Group has a strong negative impact on eco-initiative behavior (B = -0.350, Beta = -0.387, p < 0.01). This surprising result suggests that the high emotional attachment to the team or group can prevent the participation in eco-initiatives. There are chances that highly committed employees to their group might be more likely to uphold the current group norms and less likely to contribute to actions that might threaten the status quo even in such cases where

those actions are environmentally favorable (Rouhani Rad et al., 2024; Afsar et al., 2023). As an example, in case environmental behaviors are not highly supported in the group, the emotionally attached employees might decide to conform rather than to be activists. On the basis of this significant and negative relationship that is also statistically significant, H2 is not supported.

Hypothesis 3: Organizational Identification (OID) Significantly Influences Employee Eco-Initiative

As per Hypothesis 3, the Organizational Identification (OID) was to have a positive impact on the Employee Eco-Initiative. Nevertheless, the findings of Model 4 show another scenario. OID was established to impact negatively on Employee Eco-Initiative (B = -0.217, Beta = -0.144, p < 0.01). This implies that highly identified employees will have reduced chance of taking personal initiative to environmental-friendly practices. One possible reason behind this is that high OID causes employees to accept the environmental status quo of the organization and, as such, may deter them in pursuing or taking any further eco behaviors (Karanika-Murray et al., 2015; He et al., 2014). That is, employees might believe that it is enough to support the existing organizational policies, even though these policies are not very powerful in terms of environmental action. This means that a good organizational identity may not prompt individual sustainability actions unless there is the integration of eco-initiatives in the organizational culture. Accordingly, the hypothesis H3 cannot be confirmed, and the hypothesis that identification with the organization will automatically result in increased involvement in eco initiative is refuted (Sugirtha et al., 2020).

Hypothesis 4: Employee Engagement Significantly Influences Employee Eco-Initiative

Hypothesis 4 hypothesis was that there was a positive correlation between Employee Engagement and Employee Eco-Initiative. The hypothesis is however contradicted by Model 1 results which show a significant negative relationship (B = -0.142, Beta = -0.155, p < 0.01). This implies that the more the employees are engaged, the less the eco-initiative behavior. One of the potential reasons is that the engaged employees might be more concerned with the performance of their jobs and their main duties and see the environmental behaviors as secondary or irrelevant to their main task (Anitha, 2014). Unless eco-initiatives become a part of the performance measures or organizational objectives linked to engagement, they might be regarded as a distraction instead of a desirable contribution. This disjunction could diminish the possibility of engaged employees being involved in voluntary environmental activities. Thus, contrary to the common belief, H4 cannot be confirmed, and it becomes clear that engagement alone does not correlate with environmentally proactive behavior unless sustainability is firmly connected to an engagement strategy.

CONCLUSION

This study was aimed at examining the factors that affect Employee Eco-Initiatives with specific reference to community engagement, organizational identification, employee engagement and affective commitment to the group. The research revealed much about the difficult relationship between organizational culture and individual attitudes, including some expected and some unexpected findings through a set of regression analyses. These results can be used to create a more subtle picture of the impacts of the workplace dynamics on the readiness of employees to engage in sustainability-related actions (Fidyah & Setiawati, 2020).

The conclusion provided substantial evidence of the hypothesis of Community Engagement and Dialogue. Companies which practice a high degree of employee engagement in environmental issues recorded increased participation in environmental activities. This is in accordance with the past studies that have highlighted the motivation value of community participation in sustainability practices. When employees feel that they belong to a group that is supportive and that they are welcome to discuss environmental matters, chances are high that they will embrace environmental friendly habits. The research will affirm the use of community engagement as an effective tool of creating sustainable change. It highlights the value of developing an inclusive organizational culture in which sustainability becomes a topic of everyday discussions, thus enabling employees to act in a purposeful manner.

Conversely, the hypothesis on Affective Commitment to the Group produced a negative relationship that was not expected with the participation of the employees in eco-initiatives. Although it was originally presumed that an emotionally committed employee would be more willing to participate in environmental programs, the results allude to the contrary. The great affective commitment can cause employees to uncritically conform to the status quo of the organization, which may be environmentally unsustainable. This brings out an important observation that there is no guarantee that emotional commitment to the organization will provide pro-environment behavior. Indeed, it can be rather demoralizing to employees who may be reluctant to start the process of change when it seems to go against the established organizational norms or course of action. Hence, it is more effective to develop a culture of environmental responsibility as opposed to emotional commitment to the organization alone.

The hypothesis on the Organizational Identification (OID) was also rejected. As opposed to the expectations, a higher identification with the organization was negatively correlated with eco-initiative participation. This implies that a highly identified employee can feel that the organization is already doing enough in regard to its environmental activities, hence, less likely to take individual initiatives to do more. This observation disproves the general belief that strong organizational identification automatically encourages pro-environmental behavior. Rather, it emphasizes the danger of complacency- the workers might believe that the organization is doing enough and as such, they do not have to take any personal initiative. Therefore, an organization should make sure that

identification to the company involves a shared responsibility towards environmental sustainability as opposed to going with the flow of the practices.

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