

Extended Abstract

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The Study of Factors Impacting on Organisational Citizenship Behavior towards the Environment (OCBE) of Managers and Executives

With special reference to an Apparel Manufacturing Company
PayagalageBuddhiniRandika randikapayagalage@gmail.com

1. Abstract

Organisational Citizenship Behaviors towards the Environment (OCBEs), which are based on individual, voluntary and informal initiatives, can be considered as an essential ingredient of corporate greening. Based on the existing environmental management literature on this issue, current study explores the determinants of managers' and executives' OCBEs with special reference to an apparel manufacturing company in Panadura (ABC Company). Since managerial employees play a vital role in the factory, they were treated as the target population of this study. There were around 139 managerial level employees in the company to the date and all the managerial level employees were being selected as the population according to the census method.

The objective of this study is to identify the factors impacting on Organisational Citizenship Behavior towards the Environment of managers and executives of the selected organisation. Since the research context is apparel industry it would be much helpful to understand the factors which can improve the OCBE of managerial and executive level employees. Since the research context is apparel industry it would be much helpful to understand the factors which can improve the OCBE of managerial and executive level employees.

Data were collected through standard questionnaires developed by previous researchers. Minitab 16 and SPSS 21 statistical analytical tools were used to analyse the data which were collected through the questionnaire survey. A multiple regression was performed to investigate the impacts of the variables interested.

The conceptual framework suggested the key determinants of OCBE, including Environmental Values (EV), Affective Commitment (AC), and Perceived Organisational Support (POS) for Environmental Efforts. Researcher developed three hypotheses to measure the impact of OCBE on EV, AC and POS. As hypothesised, regression results indicated that OCBE were positively impact on EV and POS in respective organisation whilst one hypothesis was rejected.

The study concludes with directions for future researches where future researchers can conduct a longitudinal data collection method to state these relationships more accurately. Further, Practical implications were suggested through this study for

managers who wished to foster green behaviors within their organisation. For example, managers could informally encourage employees to participate forenvironmental

initiatives to a greater degree in their daily activities by making personal suggestions or by inviting them to discuss solutions to specific problems.

Keywords:Affective Commitment, Environment, Environmental Values,
Organisational Citizenship Behaviors towards the, Perceived Organisational Support

2. Introduction and research problem/issue

Many organisations are experiencing significant human resource challenges in implementing environmental initiatives (Daily, Bishop and Govindarajulu, 2009). It was found that employees are unclear about their role in environmental improvements and unsure of the associated rewards of them. At the same time, it is difficult to evaluate employees based on their environmental performance. What companies require are employees who go beyond their job descriptions and formal reward systems.

In other words it can be identified as Organisational Citizenship Behavior (OCB)which refers to,

Individual behavior that is discretionary, not directly or explicitly recognised by the formal reward system, and, in the aggregate, promotes the efficient and effective functioning of the organisation(Organ, 1988, P.4).When employees perform OCB in favor of the environment it is called OCB towards the Environment (OCBE).

Just implementing green initiatives does not mean that, leaders and the employees of the organisation tend to show green behaviors. Further, if there is no proper guidance from the managers to extract the green behaviors from employees, efforts the company had put to generate green initiatives will go in vain. Due to that their utility cost gets increased and wastes of production also get increased which becomes a major issue in ABC Company - Panadura.

Managers are indeed supposed to have more knowledge of the environmental issues of their organisations than their employees, and more freedom to act accordingly. Thus, they should overcome the difficulties related to OCBEs more easily and therefore have a stronger Perceived Behavioral Control on this issue. In addition,

because of the managers' positions inside organisations, their OCBs tend to be followed by other employees and may have a strong effect on environmental performance (Daily et al. 2009).

Sustainability department of the company has established four key focus areas for sustainable initiatives which can reduce the cost by 5% per year. Those key focus areas are sustainable mind shift, energy saving, increasing water efficiency and waste reduction. According to the data of environmental performance in UPL, it shows that they failed to achieve the target relating to the energy saving, water efficiency and waste reduction except sustainable mind shift.

Moreover, OCBs are not a fixed thing, and their impact may vary depending on individuals' positions or activities. From this perspective, managers' OCBs are likely to have a more significant impact on environmental performance than that of employees' OCBs.

By considering above factors researcher formulated the research problem of the current study as follows. Why do managerial and executive levels employees have less Organisational Citizenship Behavior towards the Environment?

3. Research Methodology

Based on the literature, the conceptual framework is developed with factors which are impacting on Organisational Citizenship Behavior towards the Environment.

Independent Variables

Dependent Variable

Environmental Values

Affective Commitment Organisational Citizenship Beh

towards the Environment

Perceived Organisational
Support

Figure 1.1 Conceptual framework

Source : (Developed by the Researcher based on the literature)

According to the above figure, Organisational Citizenship Behavior towards the Environment (OCBE) act as the dependent variable of the study and Environmental

Values (EV), Affective Commitment (AC) and Perceived Organisational Support (POS) act as the independent variables of this study. The success of important environmental programs may hinge on employee behavior that is beyond the scope of formal reward and performance systems (Daily et al. 2009)

Research strategy plays a vital role in the research design. Some strategies clearly belong to deductive approach where the remaining belongs to the inductive approach. The survey strategy is usually associated with the deductive approach and it is a popular and common strategy in business and management research (Saunders et al., 2007, p.110). Therefore the researcher also had to apply survey strategy in the current study.

The Analysis functions conducted by the researcher by using data analyse software SPSS and Minitab. Correlation analyse and regression analyse have used to discover relationship and impact between independent and dependent variables. Respondents indicated their agreements on each question in the questionnaire which is in seven point Likert scale format.

4. Results and findings

Demographics of the respondents which are concerned in terms of age, gender, marital status, service tenure, educational qualifications and designation.

The mean values for the variables (Organisational Citizenship Behavior towards the Environment, Affective Commitment, Environmental Values and Perceived Organisational Support) are 2.9931, 2.928, 2.8362 and 2.7264 respectively. The average responses of the sample for the considered variables are approximately falls to slightly disagree because the values are very close to 3. It means that managers and executives of this company have less Environmental Values, Affective Commitment or Perceived Organisational Support towards the organisation, thus they do not tend to perform environmental friendly behaviors more than the expected level of the organisation.

The regression equation is,

$$Y_i = \beta_0 + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \epsilon_i$$

Y_i = Organisational Citizenship Behavior towards the Environment (OCBE)

$\beta_0, \beta_1, \beta_2$ = Regression Coefficients

X_1 = Perceived Organisational Support (POS)

X_2 = Environmental Values (EV)

X_3 = Affective Commitment (AC)

ϵ_i = Random Error term

According to the regression output (Appendix J) Affective Commitment is not significant and it has removed from the model and the estimated revised regression equation is as follows.

$$E(\text{Organisational Citizenship Behavior towards the Environment} / + \text{Perceived Organisational Support} + \text{Environmental Values}) = .215 + .465\text{POS} + .452\text{EV}$$

When considering about the significance of the variables, P value of β_0 (OCBE) is 0.494, β_1 (POS) is 0.000 and β_2 (EV) is 0.000 and all the values are lesser than the alpha value of 0.05 except the value of constant.

Based on those values it can be stated that there is enough evidence to reject H_0 and β_1 and β_2 is significantly under the 95% significant level. Therefore both the independent variables are significant and it can be concluded that there is an impact of predictors (POS and EV) on Organisational Citizenship Behavior towards the Environment.

H_{1A} – There is an impact of personal Environmental Values on OCBE in managers and executives of ABC Company - Panadura

As per the regression output, while all the other variables remains constant Organisational Citizenship Behavior towards Environment tend to increase by 0.215. According to the results of the regression analysis, H_{1A} was proved since $P < 0.05$ and the impact was a significant one. Hence it reflected if the effect of Perceived Organisational Support is constant when personal Environmental Values is increased by 1 unit, the expected value of Organisational Citizenship Behavior towards the

Environment will be increased by 0.452 units. Results also indicated that the nature of the impact was positive.

H_{1B} - There is an the impact of Perceived Organisational Support on OCBE in managers and executives of ABC Company - Panadura

This hypothesis was also supported by the results obtained after the regression analysis. H_{1B} is also significant under the 95% of confidence level. Hence it also proved that when Perceived Organisational Support increased by one unit Organisational

Citizenship Behavior towards the Environment will be increased by 0.465 units while personal Environmental Values remain constant. Further results were indicating a positive relationship between POS and OCBE.

5. Conclusions, implications and significance

The results pointed out that both managers and executives' attitudes about the organisation and sustainability in generally related to OCBEs.

These findings represent an initial step to establish the motivations for OCBEs

The findings of the current study have implications for managers who wish to increase the environmental performance of their organisations and those managers should focus on formal management practices as well as on their own environmental behaviours in their daily activities. Although these behaviours may have a little significance when taken individually, but as a whole they can have a multiplier effect.

Finally, by providing a conceptual model for OCBE, this study has contributed to the domains of environmental management and OCBE literature. The researcher views the model as a significant step towards inspiring further research in validating the concept of OCBE.

6. References (Selected)

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