



Impact of Environmental Organizational Culture on Green Creativity with mediating role of Green Behavioural Intention: An evidence from Textile industry of Pakistan

Hafiza Safia Shaukat^{1,*} Anees Jnee Ali²

¹ PhD Scholar, University of Sains, Malaysia

² School of Management, University of Sains, Malaysia

*Corresponding author. Email: author@example.com (Alt+C)

ABSTRACT- In this investigation the investigator wants to observe the impact of environmental organizational culture on green creativity with mediation of green behavioral intention in the textile industry of Pakistan. Moreover, 300 sample sizes is used by the investigator and 291 responses were selected for final analysis. SPSS is used for demographic results, Cronbach's alpha and Pearson's model correlation. Results of Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) are found through AMOS. Result indicates that environmental organizational culture has a positive and significant association with organizational culture and green creativity. Furthermore, green behavioral intention is playing a mediating role between environmental organizational culture and green creativity. This study can facilitate to the other scholars for future studies as a ground for sustainability. It also presents fresh evidences and literature of the investigated variables by looking the value having a context of green management.

Keywords: Green Creativity, Green Behavioral Intention, and Environmental Organizational Culture

1. INTRODUCTION

The green industry covers a solid foundation for the textile industry to pursue green innovation and improve the green ideas of its whole supply chain. Green textile differs from conventional textile. It depends upon green impact, government policies, implementation of national and international environmental regulations,

stakeholder's activism and standards which can activate green innovations which actually decrease overall cost, increase organizational efficiency, or make companies more competitive and creative. Initially, organizations focused on reactive internal environmental initiatives to improve performance through the implementation of environmental green management systems and compliance with environmental regulations (Revell, Stokes et al. 2010). Currently, institutions are paying more attention to the environmental sustainability than ever before (Du, Zhang et al. 2018). Governments are also making and implementing strict rules and regulations to manage the environmental pollution created by the different industrial zones (Mathiyazhagan, Govindan et al. 2014). Organizations are under pressure and have much experience to address sustainability issues, particularly poor environmental effects (Pons, Bikfalvi et al. 2013). The textile industry plays a role of backbone of the country's development, and their environmental issues cannot be noticed duelarger production system and constant operations. Pakistan's large textile industry is a pillar of economy and also second-largest sector of the economy having contributing 7.69% of the total gross domestic product (GDP) every year (Government of Pakistan, Ministry of Finance, 2022). Furthermore, the textile sector of Pakistan is the largest employment producer in the economy (Ahmed, Ashraf et al. 2020). According to the percentage of population, Pakistan is the world's fifth major country having major effects of pollution. In recent past, Pakistan facing many environmental issues and according to ranking seventh among top ten most vulnerable countries of the world in the climate risk index (Eckstein, Kunzel et al. 2019). Though textile sector of Pakistan thrive speedily but lack the basic support and guidance for achieving much more

imminent to drive and increase green performance with creativity. Consequently, to address gaps in previous studies of creativity and green culture, the present article aims to explore the green management in textile industry in Pakistan

2. LITERATURE REVIEW

2.1. *Environmental Organizational Culture and Green Creativity*

Behavioral studies in management suggest that green environmental culture influence worker's behavior (Saeed et al., 2019). Moreover, different organizations around the world are speedily varying its policies and implementing sustainable industry practices. According to this principle, it is observed that companies are inducing positive figure of themselves both internally and externally for all stakeholders of the organization. Green organizational creativity as described before is the expansion of green process, products, services and green methods which are originally innovative, and practical. Many authors explained the importance of green creativity for green sustainability and getting competitive benefit (Provasnek & Schmid, 2017; Saeed et al., 2019). Though, green creativity is comparatively a much new term used by Chen and Cheng (2013) in the context of common hurdle of the organizational practices to perform in a creative way. We suppose that green environmental culture such as training and expansion about environmental perspective, satisfying green behaviors at workplace and evaluating an applicant at the time of recruitment and selection in a green environment, and so on will accommodate the influential employees' attitude and behavior toward green environment. However, these practices will also encourage the positive picture of a responsible green organization. As a result, employees will discover themselves with the organization to advance their self image and worth. Their possession will raise and then they will grow thereby, enhancing green creativity (Ahmad & Shahzad, 2019). Therefore, with this background the researcher proposed that green environment culture practices would enhance green creativity.

H1: There is a significant relationship between environmental organizational culture and green creativity.

2.2. *Environmental Organizational Culture and Green Behavioral intention*

The Green behavioral literature suggests that green environment influences organizational performance having effects on employees work behavior. Green management stimulates workers for responsible behaviors to preserve the green environment (Cherian & Jacob, 2012). Green culture practices promote environmental consciousness among employees and improve their behaviors to develop pro-environmental

attitudes in their individual and work lives. Green environment result in greater performance with creativity, lesser costs, and create an environment of better employee's behavior (DuBois & Dubois, 2012). Employees identify their organization's green environment as a determinant of their attitudes and behaviors.

H2: There is a positive significant relationship between environmental organizational culture and green behavioral intention.

2.3. *Green Behavioral intention and Green creativity*

Green management helps institutions to look for opportunities having greater efficiencies to built better relationships with different environmental factors for creativity. Green Behavioral intention emphasizes that employees should be behave ethically with interest to perform their overall environmental responsibilities in any organization. A better combination of environmental programs with green behavioral intention is necessary for any organization to achieve green targets. Green management practice, such as planning, overall setting green objectives, goals with responsibilities, encouraging employees to show dedication and contribution in green activities and making novel workers well-known with green activities of the organization, encouraging them to participate in green citizenship behavior, providing proper reaction to the workers or groups to environmental performance (Saeed et al., 2019). Moreover, Cheema et al. (2020) propose that making environment more comfortable employees and work settings that encourage them to be trained about the environment are the mainly preferred outcomes of creativity. Green behavioral practices of an organization establish the attitudes, intentions, and behaviors of its employees. So if any of the organizations incorporates green culture in its HR policies, workers must exhibit such behaviors that vibrate and are in agreement with the green policies of an organization. Therefore, employees are likely to be creative in generating more ideas which can give effective EMSs of the organization. In addition, making different policies in which environmental objectives, new ideas, innovations and performance recognition have been found to increase employees' motivation to perform green activities with creativity (Renwick et al., 2013).

H3: There is a significant relationship between green behavioral intention and green creativity.

2.4. *Mediation of Green Behavioral Intention*

The mediation of green behavioral intention between green environmental organizational culture and green creativity is described by the TPB theory, which suggests that the actual behaviors of different people can be defined by their behavioral intention instead of their attitude toward such behavior (Ajzen, 1991).

However, green behavioral intention means the commitment towards behavior in an environment in a welcoming way (Norton et al., 2017). Therefore, the background of green behavioral intention has been investigated relatively with the function of the TPB in literature. Tang et al. (2018) suggested that Green management culture may have thrust on workers to struggle for green objectives with creativity and exhibit more opportunities for employees regarding environmental concern. Furthermore, Saeed et al. (2019) suggest that green culture improves employee's knowledge, enthusiasm, encouragement, and dedication to hold environmentally responsive behaviors. The association between behavioral intention and creativity is an important topic in environmental psychology having green impact of both. Moreover, previous investigations provide that behavioral intentions can add to the calculation of environment related green behavior. For an instance, Moser's (2007) meta analysis indicates that, on average of 27% of the discrepancy in environmental behaviors can be described by green behavioral intention. Green culture in any organization increase environmental methods and policies of in recruitment process, and adds overall green improvement content into training actions which results creativity. Therefore, it increases employees' acknowledgment of green sustainable development approach adopted by enterprises. However, they will

share their creative thoughts and experiences (i.e., green organizational creativity) without negative outcome for the reason that they will feel that their organization do not depress rather, cheer and offer compensation for doing so. Therefore, green environmental culture has an impact worker's green behavioral intentions which have strong impacts on the green creativity. According to this opinion, we can propose that:

H4: There is a significant mediating role of green behavioral intention environmental green organizational culture and green creativity)

3. METHODOLOGY

Due to a large sector with variations the population of the textile sector of Pakistan is unknown. The researcher used a cluster sampling technique of non-probability sampling for the survey. 300 research questionnaires were distributed and after screening 291 (200 males and 91 were females) were used for final results. For operationalization, green creativity measured by 6 items scale developed by Al- Ghazali and Afsar (2021). Green behavioral intention is measured by 7 item scales which is developed Wang et al. (2020). Moreover, operationalization the construct of environmental organizational culture is measured by 6 items scales by Chen, Lin et al. (2020).

Table 1: Correlations

	Green Creativity	Green Behavioral Intention	Environmental Organizational Culture
Green Creativity	1		
Green Behavioral Intention	.619**	1	
Environmental Organizational Culture	1.000**	.923**	1

** . Here correlation is significant at the level of 0.01 (2-tailed).

Table 2: Confirmatory Factor Analysis

	Threshold Value	Findings
CMIN/DF	Less / equal than 3.00	2.142
GFI	Equal / greater than 0.80	0.911
CFI	Equal / greater than 0.90	0.981
IFI	Equal / greater than 0.90	0.981
RMSEA	Less / equal than 0.08	0.063

The threshold values are shown in the above table. However, current values of DF = 2.14, GFI = 0.911, IFI = 0.98, CFI = 0.98, and RMSEA = .063. After computing the statistics, it is evident that the model is correct and that the analyzed factors have a considerable

impact on one another. The results of SEM shows that green behavioral intentions (GBI) has a positive and significant positive impact on environmental organizational culture (EOC), as the p-value of this impact is <0.001, which suggest one unit with increase

in environmental organizational culture (EOC) will have a 19.9% increase in green behavioral intention (GBI).

Table 3: Structural Equation Modeling:

	Path	Estimate	P
Environmental Organizational Culture	Green Behavioral Intention	.199	***
Green Behavioral Intention	Green Creativity	.686	***
Environmental Organizational Culture	Green Creativity	.172	***

Moreover, the increase in environmental organizational culture (EOC) is followed by a 17.2% increase in green creativity (GC). In the last hypothesis, the similar result is also shown. Here, green behavioral intention (GBI)

has a significant impact on green creativity (GC) by 68.6%. SEM shows that mediation relationship was proved in our study.

Table 4: Summary of Statistical Analysis Hypothesis Significant Conclusion

H1: There is a positive and significant relationship between environmental organizational culture and green creativity.	Accepted
H2: There is a positive and significant relationship between environmental organizational culture and green behavioral intention.	Accepted
H3: There is a positive and significant relationship between green behavioral intention and green creativity.	Accepted
H4: There is a positive and significant mediating role of green behavioral intention environmental green organizational culture and green creativity.	Accepted

4. IMPLEMENTATIONS OF THE STUDY

4.1. Theoretical, Methodological, and Contextual Implications

The findings of this investigation expand the predictors and the outcomes of green creativity and environmental organizational culture with the mediation of green behavioral intention. Contextually, this investigation has another contribution that these variables are normally investigated in western countries and also ignored in Asian research especially, in the textile sector. In addition, green art is also associated with a shared green idea but on the other hand, it also has a strong connection with the organization’s environmental culture which suggests that green art may focus on a shared green vision and contribute to the learning environment. Because it contributes to motivation, productivity, interest, efficiency, productivity and innovation. The findings of this investigation provide some suggestions to the ministry of commerce and trade of Pakistan to develop and formulate strategies that encourage the textile sector and resulted in high organizational productivity. They should focus on the orientation of organizational green creativity in respect of technological, process, and product creation.

4.2. Limitations of the study

Moreover, the green behavioral intention has a partial mediation. Furthermore, this study shows the results of only the textile sector of Pakistan so; it is also its limitation that due to issues of generalizability, results may not apply to any other district or country. This study used non- probability sampling by adopting the cluster sampling technique and due to having limited resources as well as time cross sectional data has been used is also a limitation.

4.3. Directions and Recommendations

This investigation provides contextual, theoretical, and methodological directions for further research which may focus on these relationships but the dimensions of the variables. Cross- sectional data has been used in this investigation and in the future, longitudinal data might be useful for solid results in the future. Contextual factors, such as social, political, and economic conditions have many effects on green environment; therefore these variables can be investigated in other countries. The results can be generalizable to the other developing countries due to having almost the same conditions in the textile sector and moderating effects of the variables can also be investigated by the scholars in further studies on the textile sector.

5. CONCLUSIONS

In the above mentioned discussions, all results indicate the positive and significant mediation of organizational green behavioral intention between green environmental culture and also green creativity. Green innovation helps in managing multiple challenges like production, cost and energy saving, efficient resource utilization, and waste management which leads towards green culture. However, to resolve such problems, green culture can help firms to attain sustainability and creativity related. Such benefits through implementation of green practices cannot easily achieve because firms face problems in greening the processes with creativity (Gupta and Barua 2018). For literature support in relation to the culture of the environmental organization; Organic (or green) organizational culture can be seen as details of organizational culture that reflects how important environmental issues are to the organization.

REFERENCES

- [1] Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211.
- [2] Akinosho, T. D., Oyedele, L. O., Bilal, M., Ajayi, A. O., Delgado, M. D., Akinade, O. O., & Ahmed, A. A. (2020). Deep learning in the construction industry: A review of present status and future innovations. *Journal of Building Engineering*, 32, 101827.
- [3] Al-Ghazali, B. M., & Afsar, B. (2021). Retracted: Green human resource management and employees' green creativity: The roles of green behavioral intention and individual green values. *Corporate Social Responsibility and Environmental Management*, 28(1), 536-536.
- [4] Ali, I., & Ali, S. (2022). Why may COVID-19 overwhelm low-income countries like Pakistan?. *Disaster Medicine and Public Health Preparedness*, 16(1), 316-320.
- [5] Bamberg, S., & Möser, G. (2007). Twenty years after Hines, Hungerford, and Tomera: A new meta-analysis of psycho-social determinants of pro-environmental behaviour. *Journal of environmental psychology*, 27(1), 14- 25.
- [6] Cheema, S., Afsar, B., Al-Ghazali, B. M., & Maqsoom, A. (2020). Retracted: How employee's perceived corporate social responsibility affects employee's pro - environmental behaviour? The influence of organizational identification, corporate entrepreneurship, and environmental consciousness. *Corporate Social Responsibility and Environmental Management*, 27(2), 616-629.
- [7] Chen, J. C., Cheng, C. H., & Huang, P. B. (2013). Supply chain management with lean production and RFID application: A case study. *Expert Systems with applications*, 40(9), 3389-3397.
- [8] Cherian, J., & Jacob, J. (2012). Green marketing: A study of consumers' attitude towards environment friendly products.
- [9] Du, L., Zhang, Z., & Feng, T. (2018). Linking green customer and supplier integration with green innovation performance: The role of internal integration. *Business Strategy and the Environment*, 27(8), 1583-1595.
- [10] Dubois, D., & Prade, H. (2012). *Possibility theory: an approach to computerized processing of uncertainty*. Springer Science & Business Media.
- [11] Eckstein, D., Künzel, V., Schäfer, L., & Wings, M. (2019). *Global climate risk index 2020*. Bonn: Germanwatch.
- [12] Gupta, H., & Barua, M. K. (2018). A framework to overcome barriers to green innovation in SMEs using BWM and Fuzzy TOPSIS. *Science of the Total Environment*, 633, 122-139.
- [13] Mathiyazhagan, K., Govindan, K., & Noorul Haq, A. (2014). Pressure analysis for green supply chain management implementation in Indian industries using analytic hierarchy process. *International Journal of Production Research*, 52(1), 188-202.
- [14] Norton, T. A., Zacher, H., Parker, S. L., & Ashkanasy, N. M. (2017). Bridging the gap between green behavioral intentions and employee green behavior: The role of green psychological climate. *Journal of Organizational Behavior*, 38(7), 996-1015.
- [15] Pons, M., Bikfalvi, A., Llach, J., & Palcic, I. (2013). Exploring the impact of energy efficiency technologies on manufacturing firm performance. *Journal of Cleaner production*, 52, 134-144
- [16] Provasnek, A. K., Schmid, E., Geissler, B., & Steiner, G. (2017). Sustainable corporate entrepreneurship: Performance and strategies toward innovation. *Business Strategy and the Environment*, 26(4), 521-535.
- [17] Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International journal of management reviews*, 15(1), 1-14.

- [18] Revell, A., Stokes, D., & Chen, H. (2010). Small businesses and the environment: turning over a new leaf?. *Business strategy and the environment*, 19(5), 273-288.
- [19] Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438.
- [20] Shahzad, A. N., & Ahmad, S. (2019). Tools and techniques for nitrogen management in cereals. In *Agronomic crops* (pp. 111-126). Springer, Singapore.
- [21] Wang, K., Wong, E. L. Y., Ho, K. F., Cheung, A. W. L., Chan, E. Y. Y., Yeoh, E. K., & Wong, S. Y. S. (2020).
- [22] Intention of nurses to accept coronavirus disease 2019 vaccination and change of intention to accept seasonal influenza vaccination during the coronavirus disease 2019 pandemic: A cross-sectional survey. *Vaccine*, 38(45), 7049-7056.
- [23] Wu, D., Zhou, A., Zhang, J., Chen, J., Li, G., Wang, Q., ... & Chen, F. (2020). Temperature-induced dry climate in basins in the northeastern Tibetan Plateau during the early to middle Holocene. *Quaternary Science Reviews*, 237, 106311.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

