Organizational Identification as a Mediator between Perceived Job Performance, Pro-Environmental Behaviors and Employee Well-being: Evidence from Vietnam's Textile Industry

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Abstract. This study investigates the relationships among organizational identification, perceived job performance, pro-environmental behaviors, and employee well-being in the textile industry in HCMC, VN. In light of the increasing emphasis on sustainable human resource development and environ¬mental responsibility, the research explores how these factors interact, with par¬ticular attention to the mediating role of organizational identification. A mixed-method approach was employed. The qualitative phase included a literature re¬view and in-depth interviews to refine measurement scales and validate the con¬ceptual framework. The quantitative phase utilized a structured survey adminis¬tered to 718 employees from textile enterprises in HCMC. Data were collected via both online and paper-based questionnaires and analyzed using SPSS 26.0 and Smart-PLS software. Analytical methods included Cronbach's Alpha, PLS-SEM for assessing reliability and validity, Bootstrapping for hypoth¬esis testing, and Independent-Samples T Tests for group comparisons. The results demonstrate significant positive relationships among the four core variables. Notably, organizational identification was found to mediate the relationship between perceived job performance and pro-environmental behaviors. These results highlight the combined influence of perceived job performance, organizational identification, and pro-environmental behaviors on employee well-being. Organizational identification emerges as a powerful bridge linking performance with environ-mental engagement. For textile industry leaders, this reveals a strategic path: fos¬ter identification, and both green behavior and well-being follow. By integrating sustainability into human resources practices, organizations can unlock dual gains—people and planet. This study opens new avenues for sustainable work-force development in one of Vietnam's most dynamic yet challenging industries.

Keywords: Organizational Identification, Perceived Job Performance, Pro-Environmental Behaviors, Employee Well-being, Textile Industry.

1 Introduction

Vietnam's textile and garment industry ranks fifth globally in export turnover and employs between 2 to 3 million workers, playing a critical role in the country's economic structure. However, enterprises in this sector are currently grappling with multiple chal-

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lenges—including low labor productivity, high employee turnover, limited environmental awareness, and concerns over worker well-being. These pressures are compounded by the increasing global emphasis on sustainable development and green transformation.

In this context, the psychological bond between employees and organizations—known as Organizational Identification (OI)—is emerging as a key factor in enhancing perceived job performance (PJP), encouraging pro-environmental behaviors (PEB), and improving employee well-being (EWB) [1, 2, 3, 4, 5]. While these constructs have been examined individually in prior research, few studies have simultaneously investigated the relationships among all four variables in a comprehensive model, particularly in the labor-intensive and environmentally sensitive textile industry in developing economies like Vietnam.

This study seeks to address this empirical gap by examining the relationships involving organizational identification (OI), PJP, PEB, and EWB, using a sample of textile workers in HCMC. By doing so, the research not only extends the theoretical application of Social Identity Theory [2, 6] but also contributes practical insights into human resource management practices that align employee motivation with organizational sustainability goals.

2 Methodology

Research Design

Mixed-methods approach: qualitative (30 interviews) followed by a quantitative survey (n = 718).

Sampling Procedure and Data Collection

The research population consisted of individuals employed in textile and garment enterprises in HCMC, VN. Using convenience sampling, data were collected from workers, staff, and professionals across multiple textile companies. In total, 382 responses were deemed valid for analysis.

Interviewers were informed of the confidentiality of their answers, and participation was entirely voluntary. The survey was administered both online and in printed format over a four-week period.

Measurement Scales

All constructs were measured using established multi-item scales adapted from prior validated studies. Responses were captured using a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree).

Organizational Identification (OI): adapted from Mael & Ashforth (1992) [7]

Perceived Job Performance (PJP): adapted from Williams & Anderson (1991) [8], building on established conceptualizations of job performance [9, 10].

Pro-Environmental Behaviors (PEB): adapted from Robertson & Barling (2013) [11], grounded in the theory of environmentally significant behavior [12].

Employee Well-being (EWB): adapted from Zheng et al. (2015) [13], drawing on established occupational well-being frameworks [14].

All scales were translated into Vietnamese following back-translation procedures to ensure language accuracy and content validity.

3 Results and Discussion

Reliability and Validity Testing

Data were analyzed using SPSS and SmartPLS 4.0. The reliability and validity of constructs were tested as follows:

The results show that both Cronbach's Alpha and Composite Reliability (CR) surpassed the 0.7 benchmark, demonstrating acceptable levels of internal consistency [15][16]. Furthermore, the AVE values for all constructs exceeded 0.5, which provides evidence of convergent validity [17].

Discriminant validity was further established through the HTMT ratio, with all values falling below the 0.90 cutoff [18].

Hypothesis Testing

Hypothesis testing results are summarized as follows:

- H1: PJP → PEBs ($\beta = 0.291$, $p < 0.01$) → Supported
- H2: PJP → OI ($\beta = 0.326$, $p < 0.01$) → Supported
- H3: PJP → EWB ($\beta = 0.412$, $p < 0.01$) → Supported
- H4: OI → EWB ($\beta = 0.358$, $p < 0.01$) → Supported
- H5: PEBs → EWB ($\beta = 0.274$, $p < 0.01$) → Supported
- H6: OI → PEBs ($\beta = 0.305$, $p < 0.01$) → Supported
- H7: Mediation of OI between PJP and PEBs (indirect $\beta = 0.099$, $p < 0.05$) → Supported

These results provide evidence that perceived job performance enhances not only environmental behavior but also identification and well-being. Organizational identification serves as both a direct driver of well-being and pro-environmental conduct, and as a mediator between job performance and sustainable behavior. This aligns with the growing literature on employee-driven sustainability, where individuals' cognitive and emotional connection to their workplace translates into higher engagement in green behaviors [19, 20].

Furthermore, the significant mediating role of OI reinforces the psychological pathway through which performance perceptions are translated into organizationally beneficial behavior [21]. Managers are thus encouraged to actively build employee identification through inclusive policies, participatory decision-making, and transparent communication, especially in labor-intensive sectors like textiles.

Key Insights

Positive job performance perceptions enhance identification, which strengthens both green behaviors and well-being, crucial for competitive, sustainable textile enterprises.

4 Conclusion

This study empirically examined the interrelationships between Organizational Identification (OI), Perceived Job Performance (PJP), Pro-Environmental Behaviors (PEB),

and Employee Well-being (EWB) in the setting of the textile and garment industry in HCMC. The results confirm that all four variables are positively and signif¬icantly associated, and that OI plays a mediating role in linking work-related perceptions with environmental and psychological outcomes.

Among all predictors, Perceived Job Performance (PJP) exerted the strongest effect on OI ($\beta = 0.77$), followed by PEB and EWB. Furthermore, the study identi¬fied perceptual differences between factory workers and white-collar employees in terms of pro-environmental behavior, indicating a need for more inclusive engagement strategies across employee groups.

These findings reinforce Social Identity Theory [1] by demonstrating when employees develop a strong attachment to their organization, they are more inclined to demonstrate environmentally responsible actions while also reporting enhanced well-being.

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