

Eco-civic Engagement – A dimension of OCBE

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Abstract

This present study investigated the influence of possible determinants of Organization Citizenship Behaviour towards Environment (OCBE) namely, Perceived Organization Support, Perceived Supervisory Support, Perceived Organization Justice, Organization Commitment, Rewards, Job Satisfaction, on eco-civic engagement of organization citizenship towards environment. Prior research had identified the above factors and are increasingly being considered more important, as they contribute to corporate environmental performance. Data was collected through structured interview, among IT employees. The originality of the research was to identify the link between organizational and individual factors to that of organizational citizenship behaviour towards environment, leading to corporate environmental performance. The main results indicates that factors like Rewards and Perceived Organization Support, and Perceived Supervisory support effects the Eco-civic engagement, of the employees. It is obvious that the above mentioned determinants of pro-environmental behaviour, enhances OCBE exhibited by employees.

Keywords: Green Human Resource Management, Organization citizenship towards environment, Eco-Civic Engagement.

INTRODUCTION

Environmental problems like global warming, water shortages, loss of bio-diversity, unprecedented change in climatic conditions and steep rise in energy prices, pose a threat to environmental sustainability, which in turn have made the corporations worldwide to alter their business strategies so as to become a green company. Many of these problems are rooted in human behaviour (DuNann Winter & Koger, 2004; Gardner & Stern, 2002; Vlek & Steg, 2007), and can thus be managed by addressing them. Hence to study the effectiveness of the Green practices of any corporation, it becomes a pre-requisite to study the Pro-Environmental Behaviour of the employees. As suggested by a number of authors (Boiral 2009; Daily et al. 2009), the pro-environmental behaviour of the employees can be viewed as a form of organizational citizenship behaviour (OCB) applied to environmental issues (OCBE).

Organization Citizenship Behaviour towards Environment (OCBE)

OCBEs are discretionary Behaviors performed by employees wherein they exhibit willingness to carry forward their organization's goal towards environment. Examining and identifying the determinants and their influence on the three dimensions of OCBE, would provide us with a new insight into the determinants of Organizational Citizenship Behaviour for environment, which is a major component of corporate environmental performance. Recently, Boiral and Paille (2012) have explored and validated three easily interpretable dimensions for measuring OCBE, namely, eco-initiatives, eco-helping and eco civic engagement. Eco civic engagement, which is dealt in this study, relates to voluntary participation in the environmental programs and activities of the organization.

Possible Determinants

The determining factors are chosen from the various disciplines that contribute to Organization Behaviour such as Perceived Organization Support (POS), Perceived Supervisory Support (PSS), Perceived Organization Justice (POJ), Organization Commitment (OC), Rewards (REW) and Job Satisfaction (JS).

MATERIALS AND METHODS:

After having reviewed prior research in OCBE, Corporate Environment practices, etc., which are very few in numbers, the present research attempts to understand the determinants of OCBE.

Employees of IT Companies in India constituted the population of the study. The sampling frame was IT Companies located in Hyderabad. The Sample Size of the study

was 100 Employees. Convenience sampling technique was used to select the sample. Responses were gathered through online as well as offline, by using a questionnaire with a Cronbach alpha (8.971). Appropriate descriptive and inferential statistical tools were used which includes Factor analysis and Regression analysis.

The scale for the present study were developed by adopting measures from prior studies and modifying them to fit the context of this study. Responses were codified and analysed using appropriate statistical measures.

ANALYSIS

Factor analysis was carried out for data reduction and regression analysis was carried out to identify the major predictor. And the method adopted for this study is principal component method. Based on the Eigenvalues, 19 items grouped into six factors namely, Perceived organization support, Rewards, Perceived Organization Justice, Organization commitment, and Job satisfaction were extracted from the data.

In order to bring out the relationship between these factors with the Eco-Civic Engagement of OCBE, regression analysis was done. Regression analysis is a statistical tool for the investigation of relationships between variables which ascertain the causal effect of one variable upon another and help in estimating the quantitative effect of the causal variables upon the variable that they influence.

Table 1: Showing Regression Analysis of determinants on ‘Efficacy’ aspect of Eco civic engagement:

Model Summary										
Model	Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig
1	POS	.338 ^a	.114	.087	1.048	.114	4.129	3	96	.008
2	REW	.336 ^a	.113	.066	1.059	.113	2.398	5	94	.043
3	JS	.223 ^a	.050	.030	1.079	.050	2.547	2	97	.084
4	OC	.095 ^a	.009	-.001	1.097	.009	.889	1	98	.348
5	POJ	.320 ^a	.103	.034	1.077	.103	1.502	7	92	.176
6	PSS	.060 ^a	.004	-.007	1.100	.004	.350	1	98	.555

Table 1, depicts the regression analysis of the Efficacy aspect of Eco-civic engagement, *“I actively participate in environmental events organized in and/or by my company.”* The regression analysis reveals that the F-test is statistically significant with respect to Perceived Organization Support (POS), followed by Rewards (REW). The R-squared value of POS tops the list with 0.114, followed by REW with 0.113 showing the extent of variance, of ‘Efficacy’ aspect of Eco-Civic Engagement, accounted for, by POS and REW, respectively. From table 1, it is understood that POS and REW have a significant role in Eco-Civic Engagement, exhibited by employees.

Table 2: Showing Coefficients of determinants on ‘Efficacy’ aspect of Eco civic engagement:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.740	.383		9.765	.000	2.980	4.500
	POS1	-.484	-.139	-.488	-3.497	.001	-.759	-.209
	POS2	.223	.183	.210	1.218	.226	-.140	.587
	POS3	.196	.173	.199	1.135	.259	-.147	.539
2	(Constant)	3.195	.349		9.160	.000	2.502	3.887
	REW1	.784	.249	.925	3.143	.002	.289	1.279
	REW3	.171	.120	.187	1.423	.158	-.068	.409
	REW4	-.218	.200	-.234	-1.087	.280	-.615	.180
	REW5	-.567	.253	-.659	-2.242	.027	-1.069	-.065
	REW6	-.059	.163	-.074	-.364	.717	-.383	.265

Table 2 depicts the P value of POS1 (-3.497) and is statistically significant. The coefficients of POS1 -0.488 meaning that for a one unit increase in POS1, we would expect a 4-unit decrease in ‘Efficacy’ aspect of Eco Civic Engagement. The P values for REW1 and REW5 are 3.143 and -2.242 respectively, and are statistically significant. The coefficients of REW1 is 0.925 meaning that for a one unit increase in REW1, we would expect a 9-unit increase in ‘Efficacy’ aspect Eco Civic Engagement dimension of OCBE. The coefficients of REW5 is -.659 meaning that for a one unit increase in REW5, we would expect a 6-unit decrease in ‘Efficacy’ aspect Eco Civic Engagement dimension of OCBE.

Table 3: Showing Regression Analysis of determinants on ‘Knowledge’ Aspect of Eco-Civic Engagement:**Model Summary**

Model	Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig
1	POS	.235 ^a	.055	.026	1.060	.055	1.876	3	96	.139
2	REW	.408 ^a	.167	.122	1.006	.167	3.759	5	94	.004
3	JS	.202 ^a	.041	.021	1.063	.041	2.073	2	97	.131
4	OC	.086 ^a	.007	-.003	1.075	.007	.733	1	98	.394
5	POJ	.353 ^a	.125	.058	1.042	.125	1.874	7	92	.083
6	PSS	.046 ^a	.002	-.008	1.078	.002	.209	1	98	.648

Table 3, depicts the regression analysis of the ‘Knowledge’ aspect of Eco-civic engagement, “*I stay informed about my company’s environmental initiatives.*” The regression analysis reveals that the F-test is statistically significant, with respect to Rewards (REW). The R-squared value of REW tops the list with 0.167, showing that extent of variance of the ‘knowledge’ aspect of Eco-Civic Engagement, accounted for, by REW. From the above given table it is understood that Rewards provided by the organization have a significant role in the eco-civic engagement exhibited by employees.

Table 4: Showing Coefficients of determinants on ‘Knowledge’ Aspect of Eco-Civic Engagement:

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.155	.331		9.526	.000	2.498	3.813
	REW1	.793	.237	.956	3.350	.001	.323	1.263
	REW3	-.073	.114	-.081	-.636	.526	-.299	.154

	REW4	-.339	.190	-.372	-1.784	.078	-.716	.038
	REW5	-.342	.240	-.406	-1.424	.158	-.818	.135
	REW6	.101	.155	.129	.649	.518	-.207	.408
2	OJ3	.111	.130	.127	.854	.395	-.147	.369
	OJ4	.038	.235	.040	.164	.870	-.428	.505
	OJ5	-.037	.212	-.041	-.174	.862	-.459	.385
	OJ10	-.458	.274	-.438	-1.671	.098	-1.002	.086
	OJ11	-.107	.301	-.094	-.357	.722	-.705	.490
	OJ12	.821	.329	.755	2.499	.014	.169	1.474
	OJ13	-.336	.252	-.303	-1.337	.184	-.836	.163

Table 4 depicts that the P value for REW1 is 3.350 and is statistically significant. The coefficient of REW1, is 0.956 meaning that for a one unit increase in REW1, we would expect a 9-unit increase in 'Knowledge' aspect of Eco-Civic Engagement. The P values for REW1 is 3.350 and is statistically significant. The coefficient of POJ12, is 0.755 meaning that for a one unit increase in POJ12, we would expect a 7-unit increase in 'Knowledge' aspect of Eco-Civic Engagement.

Table 5: Showing Regression Analysis of determinants on 'Organization Commitment' Aspect of Eco-Civic Engagement:

Model Summary

Model	Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig
1	POS	.347 ^a	.121	.093	1.068	.121	4.391	3	96	.006
2	REW	.331 ^a	.109	.062	1.087	.109	2.307	5	94	.050
3	JS	.202 ^a	.041	.021	1.063	.041	2.073	2	97	.131
4	OC	.086 ^a	.007	-.003	1.075	.007	.733	1	98	.394
5	POJ	.353 ^a	.125	.058	1.042	.125	1.874	7	92	.083
6	PSS	.046 ^a	.002	-.008	1.078	.002	.209	1	98	.648

Table 5, depicts the regression analysis of ‘Organization Commitment’ aspect of Eco-Civic Engagement, “*I undertake environmental actions that contribute positively to the image of my organization.*” The regression analysis reveals that F-test is statistically significant, with respect to Perceived Organization Support (POS). The R-squared value of POS is .121, and it shows the extent of the variance of organization commitment aspect of Eco-Civic Engagement, accounted for, by POS. Though not statistically significant Perceived Organization Justice (POJ) contribute to the organization commitment aspect of Eco-Civic Engagement, with an R-Squared value of 0.125.

Table 6: Showing Coefficients of determinants on ‘Organization commitment’ Aspect of Eco-Civic Engagement:

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.499	.391		8.957	.000	2.723	4.274
	POS1	-.477	-.141	-.470	-3.377	.001	-.758	-.197
	POS2	.404	.187	.372	2.163	.033	.033	.775
	POS3	.065	.176	.065	.369	.713	-.285	.415
2	(Constant)	3.192	.358		8.921	.000	2.481	3.902
	REW1	.673	.256	.776	2.632	.010	.165	1.181
	REW3	.289	.123	.309	2.343	.021	.044	.533
	REW4	-.225	.205	-.236	-1.095	.276	-.632	.183
	REW5	.541	.259	.615	2.087	.040	1.056	.026
	REW6	-.098	.167	-.120	-.584	.560	-.430	.234

Table 6, depicts the P value of POS1 (-3.377) and is statistically significant. The coefficient of POS1 is -.470, meaning that for a one unit increase in POS1, we would expect a 4-unit decrease in Organization Commitment aspect of Eco-Civic Engagement. The t-test values for REW1 and REW5 are 2.632 and 2.087 respectively and they are statistically significant. The coefficient of REW1 is .776, meaning that for a one unit increase in REW1, we would expect a 7-unit increase in Organization Commitment of Eco-Civic Engagement. The coefficient of REW5 is .615, meaning that for a one unit increase in REW5, we would expect a 7-unit increase in Organization Commitment of Eco-Civic Engagement.

Table 7: Showing Regression Analysis of determinants on ‘Voluntariness’ Aspect of Eco-Civic Engagement:**Model Summary**

Model	Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
						R Square Change	F Change	df1	df2	Sig
1	POS	.453 ^a	.205	.180	1.107	.205	8.266	3	96	.000
2	REW	.297 ^a	.088	.040	1.198	.088	1.823	5	94	.116
3	JS	.151 ^a	.023	.003	1.221	.023	1.134	2	97	.326
4	OC	.047 ^a	.002	-.008	1.228	.002	.219	1	98	.641
5	POJ	.373 ^a	.139	.073	1.177	.139	2.119	7	92	.049
6	PSS	.152 ^a	.023	.013	1.215	.023	2.323	1	98	.131

Table 7, depicts the regression analysis of the ‘Voluntariness’ aspect of Eco-Civic Engagement, *“I volunteer for projects, endeavors, or events that address environmental issues in my organization.”* F-test is statistically significant, with respect to Perceived Organization Support (POS) followed by Perceived Organization Justice (POJ). The R-squared value of POS is .205, and it shows the extent of variance of voluntariness aspect of Eco-Civic Engagement, accounted for, by POS. Perceived Organization Justice (POJ) contribute to the organization commitment aspect of Eco-Civic Engagement, with an R-Squared value of 0.139.

Table 8: Showing Coefficients of determinants on ‘Voluntariness’ Aspect of Eco-Civic engagement**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.668	.405		9.062	.000	2.864	4.471
	POS1	-.656	.146	-.592	-4.479	.000	-.947	-.365
	POS2	.642	.194	.542	3.313	.001	.257	1.026

	POS3	-.075	.183	-.068	-.410	.683	-.437	.288
2	(Constant)	3.028	.395		7.673	.000	2.244	3.811
	REW1	.348	.282	.368	1.233	.221	-.212	.908
	REW3	.286	.136	.281	2.106	.038	.016	.556
	REW4	-.209	.226	-.201	-.921	.359	-.658	.241
	REW5	.137	.286	.143	.481	.632	-.430	.705
	REW6	-.439	.185	-.493	-2.380	.019	-.806	-.073

Table 8, depicts the P value of POS1 (-4.479) and POS2 (3.313) and are statistically significant. The coefficient of POS1 is -.592, meaning that for a one unit increase in POS1, we would expect a 5-unit decrease in ‘Voluntariness’ aspect of Eco-Civic Engagement. The coefficient of POS1 is -.592, meaning that for a one unit increase in POS1, we would expect a 5-unit decrease in ‘Voluntariness’. The P values of REW3 (2.106) and REW6 (-2.380) and are, statistically significant. The coefficient REW3 is .281, meaning that for a one unit increase in REW3, we would expect a 2-unit increase in ‘Voluntariness’. The coefficient REW6 is -.493, meaning that for a one unit increase in REW6, we would expect a 4-unit decrease in ‘Voluntariness’ of Eco-Civic Engagement.

RESULTS:

- REW1 is positively related to the ‘Efficacy’ aspect of Eco-Civic Engagement of OCBE.
- REW1 and POJ12 are positively related to the ‘Knowledge’ aspect of Eco-Civic Engagement of OCBE.
- REW1 and REW5 are positively related to the ‘Organization Commitment’ aspect of Eco-Civic Engagement of OCBE.
- POS2 and REW3 are positively related to the ‘Voluntariness’ aspect of Eco-Civic Engagement of OCBE.

DISCUSSION:

REW1 (“*The reward procedures in my organization are fair*”) has a significant relationship with the ‘Efficacy’ (*I actively participate in environmental events organized in and/or by my company*). Rewards does not only mean monetary rewards, but also include non-monetary rewards like appreciation and recognition. This indicates well-planned rewards system, motivates employees to become more pro-

environmental. Conceptual discussions about the role of rewards in environmental management indicate a positive effect on environmental performance (e.g. Chin Ander, 2001; Daily et al., 2003; Daily et al., 2006; Epstein & Roy, 1998; Fernandez et al., 2003; Forman & Jorgensen, 2001; Laabs, 1992; Ramus, 2001; Ramus, 2002)

REW1 (*“The reward procedures in my organization are fair”*) and POJ12 (*“When decisions are made about my job, my supervisor treats me with respect and dignity”*) has a significant relationship with ‘Knowledge’ (*“I stay informed about my company’s environmental initiatives”*). Rewards and perceived organizational justice motivates the employees to seek for more information on environmental initiatives, which in turn increases their level of pro-environmental behaviour.

REW1 (*“The reward procedures in my organization are fair”*) and REW5 (*“I am rewarded by my organization based on my contributions”*), has a significant relationship with the organization commitment (*“I undertake environmental actions that contribute positively to the image of my organization”*.) The main purpose of rewards is to make employees understand that their contributions towards the organization has been recognised. In turn that means a lot to the employees, wherein they start involving themselves in discretionary behaviours like being pro-environmental.

POS2 (*“My organization really cares about my well-being”*) and REW3 (*I have plenty of opportunities to be rewarded for the work I do”*) have a significant relationship with “Voluntariness” (*I volunteer for projects, endeavours, or events that address environmental issues in my organization.*) Prior works on Perceived Organizational Support elucidates positive relationships between supportive supervision and performance of the employee (Malatesta, 1995; Bhanthumnavin, 2003; Schaefer & Moos, 1993; as cited in Eisenberger & Rhoades, 2006). It is understood that employees’ perceived supervisor support (PSS) enhances the performance of the employees in job role as well as extra assignments. (Rhoades & Eisenberger, 2002; Viswesvaran, Sanchez, & Fisher, 1999). Ones, Dilchert, and Biga (2010) have found a significant positive but moderate direct relation between perceived organizational support (POS) and employee green behaviors. Schaninger and Turnipseed (2005) stated that both PSS and POS combined can be assumed to play a key role in stimulating employee commitment (EC), voluntary initiatives and extra efforts in the environmental domain. They also noted that social exchange is based on the norm of reciprocity and occurs when employees respond effectively to a donor (e.g. organization, supervisor or colleague) who provides something that is deemed to have value.

CONCLUSION:

The findings of present study adheres to previous findings, that, in a workplace there are norms and expectations for receiving financial rewards, for performing desired behaviors, making performance-contingent rewards satisfying (Staw, Calder, Hess, &

Sandelands, 1980); in fact, several field studies have shown that rewards for performance have positive relationships with task enjoyment and job satisfaction (Eisenberger & Aselage, 2009; Igalens & Roussel, 1999). Employees engage in proactive environmental behaviours as a result of a process of reciprocity between the actions of the organization and their own. Consistent with the social exchange framework, reciprocity is the key tenet (Blau 1964). In any work context, a reciprocity is expected between two entities, when the first entity catalyses the action of the second entity, so as to fulfil their objectives. The two entities in this study are organization and employees, working towards corporate environmental performance. Based on the previous findings (e.g. Walley and Stubbs 2000; Ramus 2001), and in line with advances in the literature on support (e.g. Tepper and Taylor 2003), it can be concluded that employee's exhibit Pro-environmental behaviour if they are consistently rewarded for their pro-environmental efforts and if they perceive that their organization and supervisor would support their environmental efforts.

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