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Yousuf, Masuma Binte

School of Business and Entrepreneurship, Independent University, Bangladesh (IUB)

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Eco-Mindset at Work: How Green Business Strategy and Green Climate Perception Drive Hotel Employees' Pro-Environmental Behavior

Masuma Binte Yousuf¹, Mohammad Rabiul Basher Rubel², Sadman Rana Rakin³
M. Nazmul Islam⁴

^{1,3}Bangladesh University of Professionals

^{2,4}BRAC Business School, BRAC University

¹ masuma.yousuf@bup.edu.bd ² rabiul.basher@bracu.ac.bd,

³ sadman.rana@bup.edu.bd, ⁴ Islam.nazmul@bracu.ac.bd

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Abstract - Pro-environmental behavior (PEB), sometimes called green or sustainable behavior, refers to actions taken by individuals to lessen negative impacts on the environment. PEB includes many efforts aimed at protecting and conserving the environment. It involves intentionally choosing measures that reduce environmental damage or improve ecological health. This study uses the Theory of Planned Behavior (TPB) to explore how perceptions of a green work climate influence the relationship between green business strategy (GBS) and the pro-environmental actions of hotel employees in Bangladesh. Data from a sample of 421 frontline employees in the hotel industry show that both GBS and green climate perception positively impact pro-environmental behavior. Additionally, the results reveal a meaningful mediating effect of green climate perception between GBS and pro-environmental behavior. These findings suggest that green climate perception serves as a mechanism explaining how GBS can encourage sustainable employee behavior in the workplace. This research enhances the broader understanding of HRM's role in addressing environmental issues by offering new insights into how GHRM connects with sustainable behavior. The paper discusses the implications of GBS for employees in sustainable hotel organizations within Bangladesh's hospitality sector, grounded in recent research on GBS's role in workplace sustainability. The findings also provide new insights into the psychological processes linking GBS and pro-environmental behavior.

Keywords: Green Business Strategy, Green Work Climate Perception, Pro-Environmental Behavior, Task-Related PEB, Proactive PEB.

I. INTRODUCTION

Considering increasing environmental concerns, organizations recognize the need to adopt sustainable

practices [1], [2] and encourage employees to align their behaviors with these ecological goals. This shift promotes the development of environmentally responsible organizations [3], [4], [5]. Employee green behavior (EGB), referring to workplace actions that promote environmental sustainability, is gaining significant attention, especially in the hospitality industry. Active employee engagement is vital for creating and implementing sustainable policies [6], [7]. This research aims to shift the focus from organizational-level environmental outcomes to individual-level pro-environmental behavior (PEB) within the hospitality sector [8]. Building on this, further research was called for on employees' perceptions of how organizational initiatives impact their environmental performance in the hospitality industry [9]. This study examines the perspectives of hotel frontline employees (FLEs) on the impact of green business strategies (GBS) on their pro-environmental behavior (PEB). In a study, it has been seen the motivational factors that drive environmentally sustainable behaviors among hospitality employees, were examined [9]. Prior studies emphasized that organizational support is crucial in encouraging employees to participate in eco-friendly activities [5], [10]. Therefore, this study suggests that GBS signals to employees that the organization will develop timely and appropriate green initiatives to promote environmental sustainability and green management.

Consequently, GBS suggests that business entities should reduce environmental damage by promoting sustainable behavior among employees [11], [12]. Research on sustainability shows that employees' eco-friendly actions are crucial for the success of organizations' green initiatives [9], [13], [14]. The organizational green strategy aims to significantly influence employees' environmentally friendly behaviors and performance, improving the organization's environmental results. Therefore, based on previous research, this study examines how GBS influences employee pro-environmental behavior, mediated by perceptions of a green work environment.

Employee green behavior, also known as pro-environmental behavior (PEB), refers to actions that mitigate the negative environmental impacts of workplace activities and promote the sustainable performance of organizations [3]. In a study it is seen that workplace pro-environmental behavior (PEB) has been described as any action taken by employees which they believe will improve the company's environmental performance [15]. As a result, PEB includes both specific task-related actions and voluntary proactive efforts aimed at protecting the environment. This paper follows the definition of PEB found in a prior study, including both task-specific and proactive voluntary PEB.

The following sections of this paper are organized as follows: The next part outlines the literature review and the formulation of the hypotheses examined in this study. The methods section details the sample frame, data, statistical model, and software used to evaluate the hypotheses. Next, the empirical findings of the proposed model are presented. The report concludes with a summary of the key findings, study limitations, and future research directions to advance this emerging field of sustainable human resource management.

Relationship between Green Business Strategy and PEB

Contemporary management emphasizes that the relationship between an organization's development and the natural environment is known as environmental strategy or GBS [17]. An effective environmental strategy for a company includes a set of visions, goals, plans, and processes that demonstrate the organization's ability to implement procedures aimed at reducing both short- and long-term environmental risks [18]. The adoption of GBS or environmental strategies by organizations can significantly influence employee environmental behavior in the workplace [12]. Environmental strategy comprises both environmental business strategy and environmental corporate strategy, supporting organizational actions such as turning off electric appliances and lights before leaving, recycling waste, reusing materials, and conserving water after use [9]. Several studies have explored the main drivers behind employee green behavior or pro-environmental behavior, including human resource management [11], [19], organizational sustainability policies [20], environmental-specific servant leadership [21], corporate environmental strategy [20], environmental knowledge [22], and corporate social responsibility [23], [24]. There is potential to examine both the direct and indirect effects of GBS on employee PEB within

organizational settings. This discussion leads to the formulation of the following hypothesis:

Hypothesis 1: GBS has a positive influence on PEB.

Relationship between Green Business Strategy and GWCP
By adopting GBS, the organization demonstrates its commitment to environmental responsibilities beyond just profit motives, engaging those involved in environmental decision-making and actions [25]. Employees often lack motivation to participate in eco-friendly behaviors when they do not feel personally responsible for sustainable practices [26]. Therefore, an organization should involve employees in environmentally sustainable tasks to reach ecological goals, increase environmental awareness, and encourage participation in green initiatives [19]. GBS is more likely to improve employees' perception of being green [25]. In prior research, it is seen that organizational sustainability policies promote employees' green workplace behaviors [27]. It is found in a study that how green practices affect employees' psychological green climate [19]. The level of organizational emphasis on policies influences climate formation [28], indicating that an organization's green practices can shape a green climate. Based on these findings, it can be understood that GBS may be crucial for fostering GWCP. An employee in an environmentally conscious workplace would experience the influence of colleagues' positive attitudes toward sustainability, which can affect everyone's environmental outlook. Thus, it is likely that GBS has a positive relationship with employee GWCP.

Hypothesis 2: GBS has a positive influence on employee GWCP.

Relationship between GWCP and PEB

Organizational climate is a crucial topic in organizational behavior [29]. Employee perceptions of climate positively influence green behavior [20]. In an earlier study, researchers also found that GWCP enhances employee PEB in Bangladeshi green garments [11]. Environmental policies and practices create a positive impression of green organizational culture, leading employees to believe that their company supports their green actions. This supports the idea that contextual factors and policies shaping work climate perceptions and injunctive norms influence PEB [11]. Employees think they will act more positively toward the environment if they work with environmentally conscious colleagues [12]. GWCP reflects the organization's and coworkers' sustainability perspectives to positively impact employee PEB. Therefore, the hypothesis is:

Hypothesis 3: GWCP has a positive influence on employee PEB

Mediating effects of green work climate

The relationships identified between GBS and employee PEB, GBS and GWCP, and GWCP and employee PEB support the idea of a mediating effect of GWCP. Specifically, GBS influences employee GWCP, which then affects employee PEB. GWCP levels may fluctuate, and GBS can facilitate GWCP development. Therefore, it is reasonable to believe that GWCP may serve as a mediator between GBS and employee PEB. GBS fosters the development of a shared environmental vision and encourages a culture of learning. This enhances employees' sense of belonging and alignment with the organization's ecological values, thereby boosting GWCP. Consequently, employees who feel this alignment are more likely to engage in behaviors that support the organization's sustainability goals, leading to employee PEB. Prior research emphasizes the mediating role of GWCP [11], [12], [30]. From this perspective, GBS cultivates a sustainable business environment, while GWCP integrates this environment into the organizational culture. This alignment encourages employee PEB, a dynamic capability that provides a sustained competitive advantage. Thus, this study proposes:

H4: GWCP mediates the relationship between GBS and employee PEB.

II. METHODOLOGY

This research used a cross-sectional method and a standardized questionnaire to gather data from March to April 2025. Data were collected from a sample of personnel in administrative roles across various hotel departments (5-star, 4-star, and 3-star) in Bangladesh. During the data collection phase, 30 organizations from different categories agreed to participate. The researchers distributed 750 questionnaires evenly among these 30 organizations. Of the 750 questionnaires sent out, 438 responses were received, with 17 excluded due to not meeting criteria. This left 421 valid participants, leading to a 58% response rate. This rate is considered satisfactory, exceeding the 56.13% response rate reported by researchers in a study [31] in Bangladeshi hotel organizations.

Data Analysis

For the assessment of measurement and structural models, Smart PLS 4.0 was deliberately selected. This method does not require strict adherence to a normal distribution in survey data [32]. Considering our complex model, which includes independent, dependent, and mediation analysis, regression in SPSS

was inadequate [32]. Therefore, we used Partial Least Squares Structural Equation Modeling (PLS-SEM) for a comprehensive and robust analysis.

Measures

In the present study, GBS is designated as the independent variable, whilst pro-environmental behavior is identified as the dependent variable. The research additionally includes GWCP as the intermediary variable. The independent variable (GBS) was assessed using seven items from a study, whereas the dependent variable was evaluated using a six-item scale derived from a study [11]. Finally, four items were employed to assess the mediating variable (GWCP).

III. RESULTS

Common Method Variance

Mitigating Common Method Variance (CMV) is crucial in self-report assessments. This study employed the methodological separation suggested by researchers in a study [33] and conducted a Harman single-factor analysis. Harman's analysis showed that the first factor explained 31.4% of the variance, indicating that common method variance (CMV) is not a significant concern. For assessing the multicollinearity, the current research also assesses and reports the variation inflation factor (VIF). All VIF values were found below 3.3, which is the threshold limit suggested by researchers in another study [34].

Measurement Model Structural Model

This study utilized convergent and discriminant validity to assess the measurement model. Convergent validity emphasizes evaluating the resemblance among items that embody the same construct. Factor loadings, Average Variance Extracted (AVE), and Composite Reliability (CR) are standard metrics employed to assess convergent validity, as advised by researchers in earlier studies [32]. The results acquired for these variables in the current investigation exceeded the specified cut-off values, as illustrated in Table 3 below. This signifies that the measurement model exhibits adequate convergent validity.

Table 1: Output of Measurement Model

Constructs	Items	Loadings	C A	Rho_A	C R	AVE
Green Business Strategy	GBS 1	0.795	0	0.893	0	0.577
			.913		.912	
	GBS 2	0.834				
	GBS 3	0.820				
	GBS 4	0.791				

	GBS 5	0.812				
	GBS 6	0.876				
	GBS 7	0.789				
Green Work Climate Perception	GWP1	0.795	0.836	0.619		
	GWP 2	0.876				
	GWP 3	0.846				
	GWP 4	0.875				
	GWP 5	0.772				
	GWP 6	0.775				
Pro-Environmental Behavior	GPEB 1	0.841	0.812	0.658		
	GPEB 2	0.849				
	GPEB 3	0.833				
	GPEB 4	0.868				
	GPEB 5	0.798				
	GPEB 6	0.832				

Furthermore, discriminant validity was evaluated using the Heterotrait-Monotrait ratio, which provides a more precise measurement, utilizing two separate threshold values of 0.85 and 0.90, with all obtained values falling below the recommended threshold. The measuring model exhibited satisfactory levels of convergent and discriminant validity.

Table 2: Output of Discriminant validity

	GBS	G-P-E-B	GWP
GBS			
GP-E-B	0.489		
GWP	0.731	0.571	

Structural Model

Evaluating the goodness-of-fit for the structural model involves analyzing various metrics, including the coefficient of determination (R^2), the significance of the route coefficient b , effect size (f^2), and cross-validated redundancy (Q^2) [35]. The interpretation of R^2 values follows Cohen's stated intervals: values from 0.02 to 0.12 indicate a weak association, values from 0.13 to 0.25 denote a moderate relationship, and values of 0.26 and above suggest a substantial relationship. Based on the findings, the current study found that both GWCP (62.3%) and PEB (68.2%) explain R^2

values greater than 0.26, which are considered substantial. In this research, all three direct hypotheses were supported, such as GBS to PEB ($\beta = 0.291$, $p < 0.01$), GBS to GWCP ($\beta = 0.614$, $p < 0.01$), and GWCP to PEB ($\beta = 0.480$, $p < 0.01$).

Table 2: Output of Structural Model

Direct Path								
Hypot heses	Std. Beta	Std. Error	t. Value	f ²	P value s	95 % LL	95% UL	Decis ion
GBS >PEB	0.213	0.061	3.49**	0.140	0.00	0.208	0.469	S
GBS >GWCP	0.403	0.038	10.60**	0.64	0.00	0.321	0.681	S
GWCP >PEB	0.378	0.059	6.40**	0.264	0.00	0.461	0.799	S
**p < 0.01, (based on one-tailed test with 1, 000 bootstrapped replications); S = Supported								
Mediation Hypothesis								
Hypot hesis	Std. Beta	Std. Error	t. Value	f ²	P value s	95 % LL	95% UL	Decis ion
GBS >GWCP >	0.1197	0.049	4.02**	-	0	0.208	0.413	S

P								
E								
B								
**p < 0.01, (based on two-tailed test with 1000 bootstrapped replications); S = Supported								

Furthermore, the current research also sees the mediating effect of GWCP between GBS and PEB based on the guidelines of a study [36]. Results of the analysis showed a significant mediating effect of GWCP between GBS and PEB. Thus, based on the findings of the analysis, all hypotheses of the current study were accepted. Moreover, it is found researchers have [32] asserted that a model exhibits predictive significance for specific endogenous constructs when the Q2 value exceeds 0. The Q2 values obtained in this study were 0.112 for CE and 0.189 for GKOL. Consequently, the Q2 score signifies that the model had satisfactory predictive relevance.

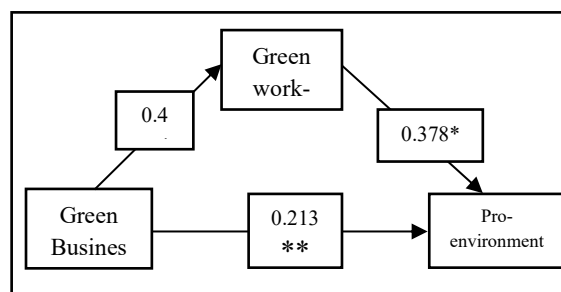


Fig. Hypothesis Testing

IV. DISCUSSION

This research highlighted the connection between GBS, GWCP, and employee PEB. Empirical evidence showed that the GBS approach is effective for boosting employee PEB. GBS promotes sustainability by developing, sharing, and applying environmental information. Ultimately, these organizational practices improve environmental performance and competitive advantage by empowering employees to engage in green initiatives, innovation, and sustainable decision-making, encouraging green practices, and fostering a shared understanding of ecological responsibility [37]. This capacity of GBS supports employee PEB. Additionally, the study revealed that GBS helps to ensure GWCP. In other words, GBS can motivate employees to believe that their organization maintains a green work climate. Furthermore, the

results indicate that GWCP enhances employee PEB. Specifically, employees recognize that their organization sustains a green work environment, which in turn fosters their PEB. Finally, the study confirmed the mediating role of GWCP in the relationship between GBS and employee PEB. This means that the effectiveness of GBS in promoting employee PEB depends on the presence of GWCP. As a mediator, GWCP strengthens employees' capacity, amplifying the impact of organizational GBS on fostering their PEB. The study also discusses the theoretical and practical implications. Lastly, it acknowledges the limitations of the research and suggests avenues for future studies.

The findings indicate that in Bangladeshi hotel firms, green business practices directly enhance employees' pro-environmental behaviors and are more effective when employees recognize a supportive green work environment. Hotels must transcend mere policy adoption and actively exhibit sustainable practices—such as energy-efficient technologies, waste minimization programs, and environmentally conscious guest services—enabling staff to absorb sustainability within their work environment. By cultivating this impression, hotels can incentivize staff to partake in daily eco-friendly practices, augment visitor involvement in green initiatives, and bolster their competitiveness in attracting environmentally concerned travelers while contributing to national sustainability objectives.

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