



# The Necessity of Environmental Education for Employee Green Behavior

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## Abstract

**Purpose** – The current study explores pro-environment human resource management attributes like an organization's leadership support, training, empowerment, and motivation practices to encourage employees to adopt an environmentally friendly lifestyle, leading to the success of the pro-environmental initiatives pursued by the organization.

**Research design, data, and methodology** – The research subject is a considerable determinant that helps the research choose which qualitative textual analysis will suit that specific research. This study is suitable to conduct qualitative textual research because the justification for the qualitative content analysis used by a researcher is guided by the subject of the research, the available funds, the available time, and the research objectives.

**Result** – Various solutions have been identified to ensure that all interventions taken by an organization, especially in educating and training their employees, are efficient, effective, and impactful. They revolve around the individual group, organizational, societal, and government policy approaches. Solutions will create a dedication to developing sustainability and ensuring that employees are positive when dealing with the surrounding.

**Conclusion** – Consequently, combined efforts involving employees, society, organizations, and the government are necessary for formulating and implementing a practical course of action. This is to end the ongoing environmental degradation and foster positive behavioral change that involves activities and initiatives that will improve environmental performance for current and future generations.

**Keywords:** Employee Green Performance, Environmental Education, Eco-friendly Firm Strategy

**JEL Classification Code:** Q51, R11, J53

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## 1. Introduction

Pro-environmental behavior refers to the habits an individual incorporates in their routine to reduce the adverse effects they bear on the environment and promote sustainable practices that positively impact the environment. It is the responsibility of every person to take care of the environment. However, the modern world has experienced lifestyle and business practices that have led to severe environmental degradation. The use of daily use of non-biodegradable materials, failure to adopt efficient recycling systems, the release of gases and chemicals to the atmosphere and water bodies by corporations, among other activities, have contributed to the current global warming, which has resulted in rapid climatic changes. Therefore, more public and private sector entities have realized the need to inspire pro-environmental behavior among employees (Koik, 2016). This has called for relevant training and motivation to ensure the best and efficient actions are adopted individually and collectively. The study explores the need for employee environmental training to promote pro-environmental behavior in their everyday lives.

The 21st century has brought about its share challenges and responsibilities to environmental sustainability (Carley & Spapens, 2017). There have been growing economic, political, and social obligations for organizations to identify and address environmental problems. Currently, non-renewable energy usage is on the rise. It has hit an all-time high, necessitating most countries to adopt legal avenues to reduce emissions (Arora & Mishra, 2019). Based on this, organizations are compelled to adhere to environmentally friendly guidelines or face legal action. Organizations significantly contribute to environmental degradation through these emissions and other ways. However, even before government intervention, some organizations realized the need to adopt pro-environmental practices to explore new opportunities and maintain a competitive advantage. These factors have led to various public and private entities incorporating environmental preservation initiatives in their short-term, mid-term, and long-term practices, culture, and strategy. However, introducing an environmental management system is not enough. These systems need to be complemented with relevant policies, initiatives, and employee behavior.

A study conducted by the McKinsey Global Institute revealed that more than 2.9 people in the world directly work for public and private organizations. This number grows every passing year. Based on this, organizations have realized that the world can be a better place to initiate environmentally friendly initiatives. The success of these initiatives relies upon the endorsement and adoption by various employees. This can be accomplished by integrating environmental sustainability policies into the organization's culture and human resource guidelines.

The environmental sustainability-oriented approaches can be integrated into human resource management policies. They are integrated entail green selection and recruitment, pro-environmental training and development, performance appraisals and evaluation, rewarding and compensation, empowerment, and promotion (Saeed, Afsar, Hafeez, Khan, Tahir, & Afridi, 2019). All the practices aim to ensure that all private and public entities and employees engage in actions that protect and preserve the environment and its ecological balance. The study explores pro-environment human resource management attributes like an organization's leadership support, training, empowerment, and motivation practices to encourage employees to adopt an environmentally friendly lifestyle, leading to the success of the pro-environmental initiatives pursued by the organization.

## 2. Literature Review

A Citations In the past, various human resource approaches have been taken to inspire an organization's staff to take up pro-environmental habits, which leads to the successful integration of efficient environmental management systems and practices. The strategies target the employee life cycle, which entails recruitment, education, training, empowerment, and rewards, which are further complemented by the support received from the management (Yu, Chavez, Feng, Wong, & Fynes, 2020). This section explores literature related to those factors to gain a better understanding of the topic of study.

### 2.1. Education and Training

The most efficient method of dealing with environmental challenges worldwide is using appropriate education and training to create awareness. Ensuring employees are imparted with relevant skills to identify environmental risks and take the initiative to develop their unique ways of protecting and preserving the environment is essential to an organization (Young, Davis, McNeill, Malhotra, Russell, Unsworth, & Clegg, 2015). For collective organizational initiatives, employees should be empowered to correct information on the policies, standards, and expected targets to implement them successfully. This ensures awareness of pro-environmental behavior and activities is created. Environmental training provides that employees know the responsibility they hold in ensuring the culture of environmentally friendly behavior is promoted. An organization takes all initiatives to achieve its purpose. Experts

have indicated that training is essential to ensure employees feel responsible and accountable for negative and positive environmental issues (Hassan & Kouhy, 2015). The fact has been supported by research studies that realized positive attitudes towards the environment are mainly cultivated in employees through training that aligns individual goals towards a collective environmental target to establish, maintain and sustain pro-environmental behavior in an organization.

A survey conducted in the United Kingdom by CIPD/KPMG discovered that about 42% of the organizations currently educate their staff on appropriate pro-environment practices through relevant training (Mishra, 2017). Unfortunately, if not well-executed, training and education become less impactful. For instance, a study carried out by Cote and Duffy realized that there were not many differences in behavior and knowledge between employees who had taken training on pro-environmental related practices and those who did not (Zibarras & Coan, 2015). Environmental training and education are primarily inefficient when there is incorrect need review, inadequate trainee preparedness, employee cynicism, and inadequate management support. For training and education to be successful, research indicates that various relevant factors should support and complement knowledge acquisition and implementation. The factors are highlighted below.

## **2.2. Employee Life Cycle**

Experts have previously highlighted the measure that can be adopted into Human resource management to improve an organization's environmental performance (Dilz & Rangatathan, 2017). The experts suggest that key among the various attributes of the employment cycle are important in supporting these initiatives to ensure they are successful. It involves selecting employees who are known to be passionate about the environment to lead others through the initiatives. Additionally, the evaluation of employee performance should also apply an environmental-oriented criterion.

Previous research studies have looked into the promotion of systematic green-collar recruitment practices. A study involving about 94 organizations in Brazil discovered that the recruiters' main factor was knowledge of the environment and their motivation to protect and preserve it (Gupta, 2018). This shows that organizations' efforts do not just focus on the initiatives but also the employees. Another study shows that employers were considering environment-related personality traits in recruitment. Traits like environmental conscious behavior and practices in an interviewee's lifestyle gave them an advantage over others seeking similar jobs (Paille, 2019). Over the past few decades, the world has experienced a significant increase in green tasks and employment in the current work environment. This has necessitated employers to insist on acquiring staff who are environmentally conscious and possess the knowledge and skills to efficiently carry out green tasks and roles. Therefore, recruiters are currently keen to assess a candidate's knowledge, values, and beliefs regarding the environment (Aranganathan, 2018).

Studies have shown that employers insisting on recruiting a greener workforce ease their adoption of pro-environment initiatives and processes. In the process, they also attract a diverse pool of qualified candidates. For instance, a study done in the United Kingdom concluded that high-quality graduates are more likely to consider an organization's environmental culture and performance in their job application phase (Guerci, Montanari, Scapolan, & Epifanio, 2016). It further realized that job seekers in all fields were more attracted to work for organizations with a reputation than those with none. Experts suggest that it could be due to the candidate's personal and career values and preferences which could entail the alignment or personal and organization's values regarding the environment, a feeling of pride working for an organization that prioritizes its environmental performance, and the candidates also used the environmental performance of organizations to gauge how certain companies treated their employees.

After a certain period, various organizations take their employees through performance appraisals. The inclusion of environmental management indicators as a human resource management tool in evaluating the performance of employees is a practice that has recently been adopted in many organizations (Hristov, Appolloni, Chirico, & Cheng, 2021). Although many organizations do not emphasize environmental performance in the appraisals, its inclusion in the criterion has helped inspire a positive change in promoting pro-environment behavior among employees. This has been achieved by making employees accountable and responsible for their environmental practices through performance-based systems. Currently, there is inadequate research in this field. Therefore, more analysis must be carried out to implement the criterion in a reliable, valid, standard, and fair manner collectively in all organizations. Organizations need to have a platform to elicit and generate feedback and devise proper metrics to gauge employee environmental performance and behavior and weigh them against the outcomes and targets expected.

## **2.3. Employee Rewards**

Motivation is a necessary aspect of inspiring a behavior change. One way to keep employees motivated is to identify and implement a suitable reward policy to encourage various employees to adopt and advocate for environmentally friendly habits (Blok, Wesselink, Studynka, & Kemp, 2015). The reward policy should achieve a positive change in environmental performance while still motivating employees to maintain the behaviors. Depending on the organization's approach or culture, the rewarding system can incorporate both monetary and non-monetary compensation and rewards. The method has been proven to work by a study conducted in the United States, which involved 469 organizations. The study revealed that organizations, where the CEO is better paid recorded a high environmental performance (Quigley & Hambrick, 2015).

Developing a rewarding procedure that will adequately and accurately reward all employees on the basis of their environmental initiatives and performance can be pretty challenging. This is because employees have diverse interests. They are motivated by different types of incentives. In some instances, non-monetary awards are more satisfactory than monetary ones (Rajapaksa, Gifford, Torgler, Garcia-Valiñas, Athukorala, Managi, & Wilson, 2019)). The remedies used to correct employees in instances they don't reach the set environmental performance targets should not be too extreme to demoralize the employee and withdraw their environmental management initiative altogether. They should be uniquely designed to suit individual employees' interests, goals, and ambitions to be efficient.

#### **2.4. Employee Empowerment and Management Support**

For knowledge acquired from training to be impactful, employees should be viewed as critical stakeholders in the organization's environmental initiatives. Consequently, they should be well involved and empowered to deliver the set targets (Santangeli, Arroyo, Dicks, Herzon, Kukkala, Sutherland, & Moilanen, 2016). This notion has been reinforced, but studies claimed that improved environmental performance rates increase with employee involvement in environmental management policies. The use of newsletters, problem-solving teams, and identification of ecological champions among employees empowers them to influence others on best environmental practices. Research shows that such policies help elicit new ideas, enhance knowledge acquisition and learning and generate the most efficient way to achieve ecological initiatives.

For employee training to be efficient and achieve positive environmental effects, the top-level management should be committed to supporting the process from the beginning to completion. The management is responsible for keeping employees motivated and giving guidelines to achieve the organization's strategy. Therefore, the management's responsibility is to establish employee environmental involvement (Afsar, Badir, & Kiani, 2016). Many organizations have incorporated environmentally friendly practices into their organization's culture through management. This ensures that employees adopt and promote the values geared towards environmental sustainability. Studies have revealed that leaders who have adopted personal pro-environmental practices influence employees to acquire the same sub-consciously or through interventions like education and training.

Prior literature reviewed reaffirms the belief adopted in the study that there is a need for organizations to implement various training to their employees to empower them with relevant knowledge to deal with the environmental challenges faced current and promote pro-environmental behavior within and without the organization. However, previous research indicates that the supporting factors must be considered for training to achieve their purpose. The size of the organization also influences how successful or intense the training will be. Therefore, this study investigates the need for environmental training and relevant factors and how they contribute to the execution and success of environmentally friendly behavior and practices within organizations.

#### **2.5. Problem Statement and Research Gap**

Training and education relating to environmental sustainability are essential. It empowers employees to understand their responsibilities, knowledge, and skills, which are required for them to play their part in promoting environmentally friendly practices. Many organizations face barriers when it comes to the implementation of such initiatives. The obstacles may include limited cognition, which develops due to employees' lack of awareness of environmental issues. For instance, employees who are not aware of how global warming leads to climatic change may not know how to make individual efforts to address the problem. Ideological barriers on pro-environmental training and education lead to strong beliefs that the business environment should be as accessible as possible and environmental regulations infringe on those freedoms. Culture can also be a key hindrance in the delivery and efficacy of training since changing some myths propelled by culture towards the environment is challenging.

Social comparison among employees can also be a challenge that hinders the success of pro-environmental training. For instance, if employees believe that a large part of the society is not engaging in environmentally friendly habits, they are tempted not to put in any efforts since they think they will not accomplish much on their own. Discredence

on the part of the employees can lead to the failure of initiatives adopted to promote pro-environment practices. When an employee does not believe there is a need for change to incorporate environmentally friendly practices, no training can help unless they have a shift in perception and attitude. Perceived risk of investment can also be a significant barrier. When employees keep worrying if their efforts will pay off, then they are bound to get discouraged. Employees who are also susceptible to limited behavior may choose the more accessible and less effective pro-environmental practices to be seen to be trying. However, that leads to the inefficacy of the training and failure of the organization's environmental initiatives. The risks and barriers can be mitigated using viable solutions to ensure that education and training for employees are efficient and sustainable.

### 3. Methodology

There are numerous reasons why researchers prefer a specific method of analyzing data to another. Although all the methods available will eventually provide a certain amount of information related to the study, there are more strengths, weaknesses, or limitations than others (Selvi, 2019). Also, certain methods are more suitable to specific assignments and not others; hence the justification for the qualitative textual analysis used by a researcher is guided by the subject of the research, the available funds, the available time, and the research objectives (Seong, 2021; Richard & Kang, 2018). The research subject is a considerable determinant that helps the research choose which qualitative content analysis will suit that specific research (Selvi, 2019; Kang, 2020). For example, most of the information required for social science and clinical studies is primarily to test something new, such as testing the degree of employee's environmental performance and adaptability and the degree of educated employees. Hence, this study's most suitable qualitative content analysis approach will favor methods such as case studies, exploratory and experimental designs since they seek to explore new things, unlike techniques such as action research. On the other hand, for subjects that require many observations on people, such as psychology designs such as field study designs can provide profound knowledge on the study.

The available funds to conduct specific research also guide the researcher on suitable qualitative content analysis methods. Some methods are more expensive than others, such as experimental designs, requiring a lot of funds for equipment for carrying out the experiments, a lab, and test subjects for the research (Rahman, 2020). On the other hand, there are cheaper alternatives such as surveys that may collect similar information and may also be a lot cheaper if they are online surveys compared to physical ones. The available time for a researcher to conclude the research is also a determinant of the qualitative content analysis to settle for. In most cases, student researchers do not get as much time for research compared to actual researchers from different careers. Also, on the time principle, there is research conducted as a result of an emergency. For example, finding vaccines for deadly pandemics such as the coronavirus, which should be as fast as possible to mitigate further losses, and research that does require any urgency, such as research on fossils. Finally, the time limit will guide the researcher to choose some methods over others (Rahman, 2020). For example, online surveys would be speedy, efficient, and cover a large population compared to doing physical surveys or questionnaires (Miller et al, 2017). Online interviews may also be preferred since they will save time for travel and physical meeting.

Lastly, the research objectives of each study always guide the researcher on which method is best suited for each qualitative content analysis (Cypress, 2018). There are research objectives that seek answers on why things happen the way they do, what causes them, how often they occur, or when they can appear next. Such objectives will favor the descriptive research design, which will offer the answers to all the questions each purpose is looking for. Research objectives seek new knowledge, and since no records address the subject, methods such as historical designs may not be effective. Still, techniques such as exploratory and experimental may prove to be very advantageous. The present study aims to identify the necessity of environmental training for employee pro-environmental behavior through the limited funds and time and can be more suitable to collect textual data based on numerous prior studies.



Figure 1: Procedure of the Textual Content Approach

The research will apply several procedures to collect the data. First, the researchers will use qualitative data. The qualitative data shows comprehensive information presenting how the employees adjust to the new environmental strategies imposed to advance the legal process of protecting the Environment (Moon, Brewer, Januchowski-Hartley, Adams, & Blackman, 2016). In such a description, the gain from the interviews over the period will help commission policy reviews and practical interpretation of the data and the trends in organizations to foster eco-friendly policies. This includes capturing the previous data on the same issue and enduring that the data captured later considers the new processes that enhance the employees' improvement as qualitative literature defines sustainability. Since most organizations have started embracing sustainability and ensuring that the environment is protected from caring for the future generation, it allows the management process and policy formulations to remain practical and transformational. The qualitative data entails the primary and secondary data that describes trends and new policies and their effects on sustainability.

Also, the qualitative strategy shows patterns in the coordination of the environmental change processes. This involves a comparison of the previous approach and the new laws. It also tracks how people understand the new rules and perceive them during applications. It enhances how people think and motivates others to remain vigilant to their new regulations to improve strategies to protect the Environment. Since it is a collective responsibility for all people to protect the environment, such new policies envision the entire worker to remain significant in impacting changes to the natural resources by protecting the surrounding. Such aspects will be captured to show trends and manage future technological changes that affect current efforts. This will effectively enhance the environmental practices. Also, the qualitative strategy will reflect on the ethical issues meant to protect the environment. This involves coordinating the new laws to ensure that all the workers are capacitated at their levels to preserve their surroundings and prevent air, land, and oceanic pollutions. When all the organizations embrace such laws, the fight against the environmental issues on policies becomes stronger and boosts the effort to enhance protectionism and enhance ecological changes (Molina-Azorín & Font, 2016). This will reflect the new processes of protecting the surroundings and ensuring that people shift to sustainable products to improve environmental protection. In addition, the qualitative methodologies will describe the employees' behavioral changes in the surrounding. This involves the way they perceive different aspects that promote the ecosystem. Therefore, the qualitative strategy will capture changes in the cultural and ethical application of the new environmental procedures and policies.

Secondly, the research applies the quantitative strategy to understand symbolic changes in environmental applications.

This involves comparing the number of employees in percentages and determining those who care for the environment. Also, the quantitative method remains effective in describing sustainability statistically through charts and other representations to track the changes in the ecosystem. Such expressions allow the government and other organizations to track changes in the management process of the domain. It is easy to understand the trends thoroughly and effectively advance by formulating more policies and guidelines to enhance protectionism. Also, the statistical representation of the data will effectively show the directions and describe the behavioral changes in the community meant to improve the environmental protectionism behaviors (Lior, 2017). The quantitative strategy provides essential data to show how employees and other organizations promote ecological protection to enhance the policies' effectiveness to secure future sustainability.

## **4. Findings**

Various solutions have been identified to ensure that all interventions taken by an organization, especially in educating and training their employees, are efficient, effective, and impactful. The focus on creating a conducive environment that will ensure an employee acquires, retains, and uses relevant knowledge and skills. They revolve around the individual group, organizational, societal, and government policy approaches.

### **4.1. Individual Solutions**

In most instances, this is one of the essential solutions. Individuals have a critical influence on attitudes, behaviors, and beliefs. In the education and training of pro-environmental practices, it is always up to individuals to choose if they would like to implement the knowledge gained or not. The trainer involved can use the information to inspire the individual employee to initiate a behavioral or attitude change towards the environment. Still, if the employee is unwilling, nothing can be achieved (Woo, 2020; Zientara & Zamojska, 2018) Therefore, employees must take individual initiative towards preservations and protection of the environment. That way, the knowledge imparted to them will be empowering and complement a stand they have already endorsed and are willing to implement (Paillé,

Chen, Boiral, & Jin, 2014). Through awareness, incentives and motivation are some approaches that can initiate positive individual regard to the environment and related training. Environmental consciousness and understanding can be grouped into procedural and informational knowledge that empowers individual employees to take up positive practices like recycling and proper waste disposal, essential in environmental sustainability (Frisk & Larson, 2011; Ones & Dilchert, 2012). For instance, previous studies have revealed that usage of posters and training of construction workers increased their pro-environment practices, which resulted in recycling waste. Ensuring employee feedback is provided and recognized is also essential in ensuring these trainings are impactful. Previous studies have discovered that input on employees' contributions is also necessary. Recognition acts as a motivating factor. For instance, a study revealed a decrease in energy used to heat the office by training the employee on effective energy practices and feedback and recognition. Energy conservation, and an environmentally friendly approach, is increased by employees who are educated on its importance and various measures in which it can be achieved (Scherbaum, Popovich, & Finlinson, 2008). Information and feedback are, therefore, key in inspiring employees to take up environmentally friendly practices (Woo, 2020; Zientara & Zamojska, 2018).

#### **4.2. Group Solutions**

These solutions keenly evaluate the everyday relationships established and maintained by various employees and their management and how they can promote pro-environment behavior (Woo & Kang, 2020). Employees have the potential to influence each other either negatively or positively, depending on their beliefs. Therefore, initiating environmentally friendly actions can involve identifying an influential environmental champion who can offer relevant environmental conscious training and information to the rest (Naffziger, Ahmed, & Montagno, 2003). Comparative group feedback is also crucial since they will do their best to try and outdo each other. A study meant to inspire a reduction of energy consumption between two groups of employees involved presenting the energy consumption levels and trends comparing the two groups (Carrico & Reimer, 2011). The group that had received reported higher energy consumption levels were eager to learn the various ways they could lower energy consumption and were ready to change their attitude and behavior to ensure their rates decreased. Upon training, the group sustained the energy conservation practices for the entire duration of the research, which further reduced their energy consumption. Group-based incentives also help raise the efficiency and effectiveness of employees' training, information, and skills. Interventions that involve rewarding a group that adopts and maintains sustainable environmental friend behavior often lead to a behavioral change that promotes collective ecological friendliness (Lehman & Geller, 2004).

#### **4.3. Organizational Level Solutions**

Any organization has a distinct structure and culture from which it operates. This determines the support given to interventions meant to improve environmental sustainability. Organizations that have acquired and implemented environmentally-friendly infrastructure like the environment management system, waste bins, among others, influence their employees to learn and adopt pro-environment behavior. A study identified and explored various approaches that could change employee green behavior (Norton, Parker, Zacher, & Ashkanasy, 2015). It implemented training, conscious planning, the installation of appropriate equipment, and situation cues. The training focused on where, when, and how to recycle various materials. The study discovered that the movement inspired recycling among employees (May & Flannery, 1995). Installation of waste bins in proximity to offices and other facilities improved proper disposal and recycling of paper and cups. Management support is key in initiating and encouraging environmentally sustainable practices. The top management is responsible for scheduling various training programs in their respective organizations (Martin & Huq, 2007). Provision of resources like waste bins and reading materials that promote environmental sustainability is also essential. The management can directly influence behavior change among employees by integrating them into the organization's culture. Doing so ensures constant communication is provided to employees on approaches and initiatives that improve environmental performance. Consequently, it fosters behavioral change, especially to employees who may be misinformed or harbor misbeliefs about ecological conservation and preservation (Woo, 2020). Management support also ensures that pro-environmental practices are promoted in the recruitment, evaluation, promotion, and rewarding of employees, which motivates them to maintain and sustain their environmentally friendly approaches.

#### **4.4. Social and Cultural Solutions**

Every employee comes from a given society. Society is responsible for influencing behavior, beliefs, perspectives, and values based on the interaction with other people and the environment. The diversity that results from social and

cultural factors may directly or indirectly impact employee behavior concerning the environment (Dumont, Shen, & Deng, 2017). For instance, social-economic classes influence the behavior of various employees. Prior studies have revealed that employees who come from affluent societies and neighborhoods where environmental conservation is practiced are more likely to respond positively to pro-environment training than those from less affluent areas since their priorities may be on other things (Kurusu, 2015). Employees often make behavior excuses based on contextual factors. If the training is tailor-made and aligned to appeal to their social, cultural, and spiritual beliefs, they are bound to succeed. Therefore, all training offered should specifically target employees with specific traits which result from social, cultural, and economic factors. The demographics of various employees also impact the success of the training. Age, gender, level of education, and exposure also affect the effectiveness of knowledge acquired in pro-environmental training (Janmaimool & Khajohnmanee, 2019). Younger people are more likely to change their behavior when it comes to the environment. At the same time, employees who are much older and have never engaged in any form of environmental conservation may most likely dismiss the training and education. For instance, previous research has shown that young employees imparted with knowledge of climate change are more likely to take individual and collective measures to address the issue (Collado & Evans, 2019).

#### **4.5. Government Policy**

The government should be the greatest champion of pro-environmental practices and initiatives (Lucas, Brooks, Darnton, & Jones, 2008). Countries, where pro-environment training and procedures are included in the education system from an early age produce a workforce that is environmentally conscious and has the relevant skills to ensure the environment is well cared for. Through guidelines, policies, and laws, the government can provide all organizations with training to sensitize their employees on the best environmentally friendly practices (May & Daly, 2015). Rules are also effective in promoting behavioral changes since they are consequences to be faced if contravened. Responsible organizations and their employees strictly adhere to the law to avoid these legal consequences, promoting pro-environmental actions and initiatives. Previous research shows that in countries with well-established structures, entities, and laws to guide the protection and conservation of the environment, employees and their organizations are more responsible and accountable for their activities towards the environment (Akella & Cannon, 2017). In such cases, the government ensures that the public is well aware of the environmental laws and standards and the consequences that will be faced if they are contradicted. All countries should therefore design and implement a well-structured framework to guide learning, acquisition of skills. It should also outline the laws and consequences to be faced by the failure of adopting pro-environmental behavior even after awareness.

#### **4.6. Introduction of benchmarks in the community to enhance safety in the environment.**

This involves mass education on the importance of a safe environment (Riffat, Powell, & Aydin, 2016). In this case, different stakeholders, including the government, can help motivate people to envision their trust in the environment and protect their surroundings. Such a strategy will ensure that all people protect the surrounding at their levels to enhance the future depends on sustainability. In addition, when the masses get comprehensive knowledge on the dangers of pollution and the use of non-renewable products, they will exit from using them and adopt renewable sources of energy and products (Salequzzaman & Gorana, 2016). For instance, envisioning sustainability ensures green power and changes different cities to clean other parts of the community. Introducing such initiatives helps cushion the environment against issues that may affect the future, leading to sustainability and collective protection through simulative strategies.

Also, the research identified the use of theories to ensure that people believe in sustainability. This involves teaching them the current issues that affect the environment and changing their mentalities to create a sustainable ecosystem (Salvioni, Franzoni, & Cassano, 2017). When they are trained and effectively impacted to protect their surroundings, they will develop a good affiliation and feel proud. This will encompass improvement in their activities to reduce instances of protection. In this case, the environment's psychological influence will help address pollution issues and ensure that all processes safeguard the immediate environment and sustainability (Rose, Heller, & Roberto, 2019). Through the mentorship programs and benchmarks created to guide the community and individuals, people will make mental affiliation to the surroundings and own the Environment. This will help to protect the surroundings and effectively advance their relationship and influence within the surrounding. This will create a dedication to developing sustainability and ensuring that all employees are positive when dealing with the surrounding.



**Table 1:** Research Findings based on prior textual Resources

Analysis Contents	Resource
Individual Solution	(Woo, 2020; Zientara & Zamojska, 2018; Paillé, Chen, Boiral, & Jin, 2014; Frisk & Larson, 2011; Ones & Dilchert, 2012; Scherbaum, Popovich, & Finlinson, 2008)
Group Solution	(Naffziger, Ahmed, & Montagno, 2003; Carrico & Reimer, 2011; Woo & Kang, 2020; Lehman & Geller, 2004)
Organizational Level Solution	(Norton, Parker, Zacher, & Ashkanasy, 2015; May & Flannery, 1995; Martin & Huq, 2007; Woo, 2020)
Social Cultural Solution	(Kurusu, 2015; Collado & Evans, 2019; Dumont, Shen, & Deng, 2017; Janmaimool & Khajohnmanee, 2019)
Government Policy	(May & Daly, 2015; Akella & Cannon, 2017; Lucas, Brooks, Darnton, & Jones, 2008).

## 5. Conclusion and Implication

Environmental awareness is critical to creating an ecological-conscious workforce. Therefore, this study is necessary to identify the various ways in which organizations can create awareness for employees (Roscoe, Subramanian, Jabbour, & Chong, 2019). It targets incorporating and promoting pro-environmental education and behavior in human resource practices. It also seeks to ensure that organizations align their business and corporate strategies to be more environment-oriented. Providing an organization with environmentally conscious staff is one way to implement the environment plan successfully. It guarantees that everyone is on the same page and not myths, untruths and misconceptions are propagated by any employee.

Currently, environmental performance is increasingly being used by organizations to improve their market dominance and gain a competitive edge over other companies (Singh, Chen, Del Giudice, & El-Kassar, 2019). Green management is currently a critical strategic approach. Hence, this study seeks to educate employees and organizations to inspire them to develop a systematic and comprehensive framework to promote pro-environmental behavior, consequently improving their environmental and business performance. The study identifies environmentally friendly aspects like energy consumption, which further ensures that organizations and employees are well educated on the importance of such elements, saving energy and costs. Therefore, all employees should promote environmental awareness, training, and education since combined efforts have been more efficient.

Feedback and recognition are also essential factors, and therefore that discovery done by this study is meant to encourage organizations to create avenues that provide feedback to employees on their pro-environmental behavior. There are numerous financial and legal consequences for employees and organizations that engage in littering and poisonous gas emissions that degrade the environment. They are slapped with hefty fines or closure of operations until they are fully compliant. The study, therefore, recommends ways to avoid these consequences.

The study aimed to highlight the challenges faced in ensuring that training and education that the degradation of the environment has necessitated are impactful and influence a positive change in pro-environmental behavior among employees of various organizations. Improving environmental performance in organizations and their employees is a complex process that involves suitable training, relevant initiatives, and government policy. Therefore, it should include bringing together all stakeholders since no single entity can achieve this alone. Consequently, combined efforts involving employees, society, organizations, and the government are necessary for formulating and implementing a practical course of action. This is to end the ongoing environmental degradation and foster positive behavioral change that involves activities and initiatives that will improve environmental performance for current and future generations.

The eco-friendly strategies are essential to ensure that the environment is protected against issues that may affect the future. In this research, the data reflects on different aspects, including sociocultural, economic, policy improvement, cultural and practical management of the environment to endure that the environment is protected against any harm. In this case, the data also involves the effective distribution of the information to ensure that people and employees are trained and effectively advanced their skills to master different aspects of the environment and the importance of sustainability in reducing environmental issues (Oláh, Aburumman, Popp, Khan, Haddad, & Kitukutha,

2020). The qualitative and quantitative data collection methodologies present adequate information concerning the current and future sustainability and the effects of pollution on the environment. This affects how sustainability influences the environment and how people perceive aspects and policies meant to protect the surrounding (Moon et al., 2016). The information provided by the qualitative and quantitative strategies of environmental sustainability helps the HRM and other employment partners to develop positivity in creating and generating proper management of the environment. Through benchmarks and individuals' interventions, the environment will be effective and transformational to change the different aspects of the surroundings and enhance sustainability (Arushanyan, Ekener, & Moberg, 2017). In this case, people will have a positive mindset to perceive their environment using proper methods and ensure that all activities are meant to protect the environment. By such aspects, sustainability will be achieved and effectively improve sustainability and environmental improvement. Through the qualitative methodology, the researchers understand different aspects of environmental sustainability and ensure that all economic, social, and political efforts are dedicated to restoring the environment and envisioning a new era that sustains proper management of the surroundings.

The eco-friendly terms are essential for society. The conditions determine how the workers and others in the community perceive their surroundings. When the environment is safer, the workers get the morale of improving their working culture and perceiving different aspects of society (Gill, Ahmad, & Kazmi, 2021). It influences behavior and sustainability, which is essential for adopting sustainable methods of environmental protection. Through such interventions, most firms have also adopted the new model of employment where the workers are expected to be the forerunners of environment protectionism strategies. This has encompassed all aspects ranging from policy issues to sustainability and ensures that people conserve the eco-friendly zone. The importance of such a factor is to protect the surroundings and ensure that all aspects of environmental sustainability help restore global conditions. All the workers are a delineated duty to protect and prevent pollution issues that tend to affect sustainability. In such instances, the workers remain vigilant and own the environment to enhance performance. In the process, they influence the community through benchmarks and groups to improve the employees and other people (Wang, Yang, Qin, & Yang, 2021). Such strategies allow different policing authorities and organizational interventions to retain the surroundings and ensure that all the aspects of the environment are protected to enhance the performance and sustainability of the surrounding in the future.

Finally, when the climate is effective, it improves how people perceive their surrounding and change how different people engage their immediate policing towards protecting living things. Through such methods, people, including the workers and community members, will create a positive way of addressing the environmental issues to create a clean environment for the future. According to the literature, the current conditions are devastating, and non-renewable energy systems have affected the normal distribution of resources and the immediate environment's management. Therefore, creating sustainability will advance collective duties meant to sustain the surroundings and ensure that all the environmental aspects are safe (Hwang, Cho, & Kim, 2019). Sustainability helps people adjust to different environmental conditions and prevent other issues that may affect the positivity of the surrounding. Since such matters are influential, it positively advances how individuals decide to protect the surroundings and effectively manage the environmental issues to create a practical surrounding. Since the employees and the HRM can develop a favorable ecosystem, it will improve all aspects of the surroundings. It sustains the current and future management of environmental issues to build better skills and impact knowledge of the importance of the surrounding.

## **6. Limitation and Recommendation**

Over the past decades, environmental challenges experienced worldwide have attracted keen attention and concern from all stakeholders. Adverse outcomes as a result of environmental degradation have led to severe consequences to human health and life. The increase in population and the resulting diversity has been the main threat to environmental protection and conservation. Based on this realization, many organizations have come up with measures to ensure that there is sustainable environmental conduct among various staff. This has brought about various challenges due to the complexity of human behavior and that ecological system. This study aimed to uncover these challenges to ensure mechanisms are put in place to counter them. Scientific research has a significant role to play in terms of environmental conservation. It is one of the approaches that can help policymakers and implementers bring about lasting solutions to the challenges faced by the environment. However, as much as research helps generate viable recommendations that bring about a viable course of action, it is also prone to limitations.

There is a need for consistent and regular research on environmental challenges. This is because although the current studies have achieved significant accomplishments, environmental problems are too static. The solutions to today's environmental problems may not necessarily apply in the future. Due to human activity, many problems are still unresolved while others emerge every passing day. Decisions or future plans made out of invalid, incorrect, or

incomplete research on pro-environmental behavior often lead to incorrect findings and consequently cause more environmental problems. Therefore, to solve current and future challenges, the government has to put in place measures to carry out regular research to ascertain the progress made and establish what remains to be done. Collaboration between public and private entities is the way to go to set up a vibrant framework that will ensure future problems are avoided, and the current ones are solved.

The study heavily relies on the data and findings from previous research and primary data sources. It also makes recommendations based on previous relevant studies. It is, therefore, necessary for future research to take a comprehensive approach that will involve the collection, storage analysis, interpretation, and presentation. The findings are mainly based on a pilot study. It, therefore, doesn't take to account the wider environment. Future research should involve participants of diverse demographics like age, gender, social and economic classes. This will guarantee accurate findings which apply to all situations and circumstances. Since behavior varies between different people based on interests, priorities, beliefs, and values, the criterion used to study such should also be dynamic enough to account for all those factors to develop viable recommendations.

Future studies should also focus on different sizes of organizations since this is also a factor that affects the implementation of training and education about the environment in organizations. Focusing on one type of organization denies the study of the diversity of findings relevant to other types and sizes of organizations. Furthermore, focusing on diverse organizations will help provide comparisons to what is happening in different companies and environments. Therefore, a more comprehensive research study in the future will significantly contribute to making better descriptions, informed explanations, and precise predictions of various efforts organizations put in place to dispatch knowledge and skills to help them encourage the pro-environment culture among their employees individually and collectively. This research also provides an excellent foundation as essential research material for any researchers who further explore the topic. It offers sufficient insights for managers and management educators insights to know where to target in the awareness of environmental issues.

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