



A Study on Impact of Green Organization Climate on Environmental Performance

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Abstract

In recent years, the concept of a Green Organizational Climate (GOC) has gained significant attention as organizations strive to balance economic performance with environmental sustainability. This study examines the impact of a green organizational climate on overall organizational performance, considering dimensions such as environmental policies, employee eco-friendly behaviour, sustainable resource management, and corporate social responsibility. The research explores how organizations adopting green practices experience improvements in green organizational performance. The study employs an empirical approach, integrating survey-based quantitative analysis. Findings suggest that a strong green organizational climate fosters a culture of sustainability, leading to enhanced innovation, regulatory compliance, cost savings, and stakeholder trust. The research concludes by emphasizing the need for organizations to develop structured green policies and leadership initiatives to optimize both environmental impact and business success.

Keywords: Green Organizational Climate, Organizational Performance, Employee Engagement.

1. Introduction

In recent years, environmental sustainability has become a crucial issue for organizations worldwide. Companies are increasingly being called upon to synchronize their plans with environmentally friendly values. One such strategy is creating a Green Organizational Climate (GOC)—an office culture that nurtures and encourages environmentally friendly habits. The IT industry, famous for its explosive growth and technological innovation, directly impacts ecological imprints through power consumption and e-waste. Adopting green initiatives in this industry is critical to harmonizing development with accountability. A positive GOC can boost employee morale, lower operational expenses, and increase regulatory compliance.

2. Review of Literature

Wang and Hu (2025) conducted a study on Chinese e-commerce companies, demonstrating that strong ESG (Environmental, Social, and Governance) standards significantly promote environmentally responsible behavior among employees. Their findings highlight the importance of a supportive

organizational climate and transparent ESG reporting in fostering green practices, with employee-inclusive ESG initiatives linked to higher organizational performance. Similarly, Radassao and Zappalà proposed a sequential mediation model showing that employee environmental behavior is shaped not only by formal organizational environmental policies but also by the green behavior of co-workers, emphasizing the influence of both organizational and peer climates. Orsini, Landi, Leardini, and Veronesi (2024) focused on hospitals, revealing that institutions implementing eco-friendly measures—such as energy conservation and green procurement—achieve superior sustainability performance. Opazo-Basáez, Monroy-Osorio, and Marić (2024) explored how green technological innovations across product, process, and administrative domains improve both environmental and business outcomes, noting that a green organizational climate plays a vital role in enabling innovation adoption. Al-Romeedy and Alharethi (2024) studied the tourism sector and found that

green talent management practices—including eco-conscious hiring and training—significantly enhance sustainability, especially when combined with a green organizational climate that fosters eco-entrepreneurial thinking. Etse and Adu-Aboagye (2024) examined the link between green organizational climate and green purchasing behavior, identifying green behavioral intentions and transparent corporate environmental communication as key mediators. Ahmed, Akbar, Aijaz, Channar, Ahmed, and Parmar (2023) investigated the effects of green innovation on organizational and environmental performance, with human resource practices and management commitment serving as crucial moderators. Huo, Li, and Liu (2023) assessed how uncertainty in climate policy impacts corporate green innovation, relying on organizational inertia and managerial characteristics to explain variability in performance and Yu (2023) explored the role of green transformational leadership in encouraging organizational citizenship behavior for the environment, demonstrating that such leadership fosters pro-environmental attitudes through a supportive green climate. Iqbal and Piwowar-Sulej (2023) also addressed environmental citizenship behaviors, showing that alignment between employees and their organization's green values—mediated by person-organization fit—drives voluntary green actions. Lastly, Younis and Hussain (2023) examined the mediating role of green

psychological climate in linking green HRM practices and environmental performance, emphasizing that transformational leadership shapes employees' perceptions and contributes to better environment

3. Methodology

This study adopts a quantitative, descriptive-analytical approach to examine the relationship between Green Organizational Climate (GOC), Environmental Performance (EP), and Mindfulness Awareness in IT sector firms. Using convenience sampling, data were collected from 124 IT professionals via a structured questionnaire with validated Likert-scale items adapted for the Indian IT context. The data were analyzed using SPSS. Descriptive statistics summarized respondent profiles, while reliability (Cronbach's Alpha), correlation, and regression analyses assessed the strength and direction of relationships among variables. T-tests and ANOVA were used to examine group differences based on demographics. [1]

4. Results & Discussions

This research investigates the Impact of Green organization on Environmental performance. A standardized questionnaire using a five-point rating scale was developed in order to measure critical factors in finding impact that green practices shows on environmental performance (Table 1)

Table 1 Descriptive Statistics for Green Organization Climate

Statements	Mean	Std.Deviation
Photocell lamps and/or taps are used	4.46	.823
Energy saving light bulbs are used.	4.28	.750
Manual adjustment of the ambient temperature is possible	4.42	.678
Environmentally friendly products are preferred in the supply of inputs	4.41	.746
The use of environmentally friendly vehicles is preferred	4.42	.701
Renewable energy is used or planned to be used	4.39	.622
The use of public transport is encouraged (eg. giving free transportation cards for bus, tram, metrobus or offering staff shuttles	4.32	.813

Membership to environmental clubs is encouraged and/or this kind of organizations are supported	4.37	.645
Paper, glass, metal, plastics battery, etc. waste materials are separated in recycling bins.	4.33	.732
Leftovers are not thrown away	4.12	.795
Where possible, afforestation and greening activities are carried out.	4.40	.710
Digital media is used in intra-organizational communication	4.38	.696
Personnel follow-ups are done electronically	4.37	.704
E-archive, e-invoice or e-signature systems are used	4.31	.714
Internet and electronic-based materials are used in promotions instead of paper-derived materials such as brochures	4.35	.799
Environmentally friendly programs are organized for employees	4.30	.701
When a written output is required, the use of scrap paper is encouraged.	4.37	.802
The use of tobacco and tobacco products is prohibited	4.31	.770
There is at least one warning assembly	4.37	.782
Employees who exhibit environmentally friendly behaviours are preferred.	4.33	.661

4.1. Interpretation

The Descriptive Statistics for Green Organization climate result indicate that most respondents concur that their organizations adopt environmentally conscious and digitally aware practices. A high percentage regularly affirms the statements, which implies extensive implementation of such measures. The trend as a whole indicates little deviation, which implies consistency in adopting these practices

among the group. This uniformity indicates a collective effort towards sustainability and digital awareness. The high degree of agreement indicates a positive organizational culture for these themes. Overall, the findings indicate that these practices are not only identified but positively supported within the surveyed organizations. [2]

Table 2 Descriptive Statistics for Environmental Performance

Statements	Mean	Std. Deviation
Our organization has effective policies and measures in place to minimize environmental pollution.	4.46	.738
We have implemented comprehensive waste reduction, reuse, and recycling initiatives.	4.23	.687
Our business operations focus on maximizing energy and water efficiency to reduce our ecological footprint.	4.27	.811
We consistently meet or exceed all legal and regulatory requirements for environmental protection.	4.18	.747

Our organization actively engages in environmental sustainability projects (e.g., using green technologies, reducing emissions).	4.33	.752
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4.2. Interpretation

The survey results show strong agreement with the organization's eco-friendly practices, with mean scores between 4.12 and 4.46. High ratings were given to photocell lamps/taps, energy-saving bulbs, and green vehicles. The lowest score was for

avoiding food waste (4.12). Low standard deviations indicate general consensus among respondents. Overall, the data reflects a strong organizational commitment to sustainability and a positive attitude toward green practices. [3]

Table 3 Descriptive Statistics for Mindfulness and Awareness

Statements	Mean	Std.Deviation
I could be experiencing some emotion and not be conscious of it until sometime later.	2.79	1.288
I break or spill things because of carelessness, not paying attention, or thinking of something else.	2.40	1.436
I tend to walk quickly to get where I'm going without paying attention to what I experience along the way	2.56	1.380
I tend not to notice feelings of physical tension or discomfort until they really grab my attention.	2.53	1.428
I find it difficult to stay focused on what's happening in the present.	2.48	1.410
I forget a person's name almost as soon as I've been told it for the first time.	2.63	1.416
It seems I am "running on automatic," without much awareness of what I'm doing get so focused on the goal I want to achieve that I lose touch with what I'm doing	2.71	1.335
I rush through activities without being really attentive to them.	2.57	1.362
I get so focused on the goal I want to achieve that I lose touch with what I'm doing right now to get there	2.54	1.439
I do jobs or tasks automatically, without being aware of what I'm doing.	2.49	1.339
I find myself listening to someone with one ear, doing something else at the same time.	2.55	1.467
I drive places on 'automatic pilot' and then wonder why I went there	2.46	1.375
I find myself preoccupied with the future or the past.	2.54	1.433
I find myself doing things without paying attention.	2.51	1.462
I snack without being aware that I'm eating	2.51	1.381

4.3. Interpretation

(Table 3) shows the descriptive Statistics for Mindfulness and Awareness reflect a general trend towards mindlessness or lower present-moment awareness among the participants. The respondents seem to struggle with maintaining attention, awareness of emotions and bodily sensations, and engagement in daily activities. The comparatively high standard deviations imply large individual

differences in mindfulness within the group. These results indicate a diverse but overall limited presence of mindfulness within the sample. and the overall research aim of the study. This would enable a richer and more precise examination of the findings. Ho: There is no significant relationship between green organization climate and environmental performance. (Table 4) [3]

Table 4 Relationship between Environmental performance (EP) and Green organization climate (GOC) Correlations

Statements		Mean EP	Mean GOC
Pearson Correlation	Mean EP	1.000	.422
	Mean GOC	.422	1.000
Sig. (1-tailed)	Mean EP	.	<.001
	MeanGOC	.000	.
N	Mean EP	123	123
	Mean_GOC	123	123

Table 5 Relationship Between Green Organization Climate and Environmental Performance

Ho: There is no significant relationship between green organization climate and environmental performance.
H1: There is a significant relationship between green organization climate and environmental performance [4]
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	180.843	1	180.843	26.248	<.001 ^b
	Residual	833.661	121	6.890		
	Total	1014.504	122			

- **Dependent Variable:** Mean environment performance
- **Predictors:** (Constant), Mean Green organization climate

Group Statistic

	Gender:	N	Mean	Std. Deviation	Std. Error Mean
Epx	1	74	21.4189	3.33108	.38723
	0	49	21.5102	2.06279	.29468

Independent sample t test Table 6 Gender respondents with Environmental performance

- **H0:** There is no significant difference in the perception of green organizational climate between genders. [5]
- **H1:** There is a significant difference in the perception of green organizational climate between genders. (Figure 1) [6]

○ Interpretation

Table 6 shows that women respond more favorably to pollution control and sustainability efforts, while men agree slightly more on waste reduction and legal compliance. Energy and water conservation views are similar across genders. Women showed lower means on mindfulness-related items, possibly indicating greater emotional and environmental awareness. However, these insights are based on averages only. Without statistical tests like t-tests and p-values, we cannot confirm if these differences are

significant. Further analysis is needed for accurate conclusions. [7]

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
					One-Sided p	Two-Sided p			
Epx	Equal variances assumed	1.622	.205	-.171	121	.432	-.09129	.53324	-1.14697 .96440
	Equal variances not assumed			-.188	120.548	.426	-.09129	.48661	-1.05469 .87212

Figure 1 Independent Sample

Group Statistics					
	Gender:	N	Mean	Std. Deviation	Std. Error Mean
Goc1	1	74	87.3243	9.94933	1.15659
	0	49	86.5510	7.41918	1.05988

Table 6 Independent Sample Test of Gender respondents on Green Organization Climate

- **H0:** There is no significant difference in the perception of green organizational climate between genders. [8-9]
- **H1:** There is a significant difference in the perception of green organizational climate between genders

Independent Samples Test								
	Levene's Test for Equality of Variances		t-test for Equality of Means					
	F	Sig.	t	df	Significance	Mean Difference	Std.	95% Confidence Interval of the Difference

						One- Sided p	Two- Sided p	ce	Error Differen ce	Lower	Upper
Goc 1	Equal variances assumed	.450	.504	.465	121	.321	.643	.77330	1.66329	-2.51962	4.06623
	Equal not variances assumed			.493	119.2 21	.311	.623	.77330	1.56877	-2.33296	3.87957

Table 7 Group Statistics Gender respondents on Mindfulness Awareness

Group					
	Gend	N	Me	Std.	StdError
Mmeal		7	40.17	19.754	2.296
C		4	35.38	17.881	2.554

Table 8 Independent Sample Test of Gender Respondents on Green Organization Climate

H0: There is no significant difference in the perception of Mindfulness between genders. [10]

H1: There is a significant difference in the perception of green organizational climate between genders

Independent Samples Test											
		Levine's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One- Sided p	Two- Sided p			Lower	Upper
Mme anx	Equal variances assumed	2.801	.097	1.366	121	.087	.175	4.78792	3.50553	-2.15219	11.72803

Equal variances not assumed				1.394	109.785	.083	.166	4.78792	3.43493	-2.01945	11.59529
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Conclusion

The research discovers a positive influence of green organizational climate (GOC) on environmental performance in the IT sector. Organizations with green policies, environmental practices, and green leadership experience improved environmental performances and higher employee motivation. Regression and correlation tests verify that the integration of green values in organizational culture strengthens sustainability initiatives, employee awareness, and commitment to worldwide standards. Green HRM practices such as eco-training and energy-efficient installations also promote pro-environmental behavior. Whereas such challenges as low level of awareness among new employees and diverging perceptions between functions persist, the study highlights GOC as a major innovation, engagement, and sustainable development driver.

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