

Examining the Connection between Organizational Identification and Employee Green Behaviour in the IT Sector in Uttar Pradesh

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ABSTRACT- The study aims at revealing the relationship between Employee Green Behaviour (EGB) and Organisational Identification (OI) in the information technology (IT) sector in Uttar Pradesh, India. The determination of what drives green behaviour at a staff level is of great significance as environmental sustainability continues to gain increased relevance as a business strategy. Organisational identification or the degree to which workers identify with organisational values and goals is one potential predictor of environmentally conscious workplace behaviour. The quantitative and cross-sectional study method was applied to collect data of 330 IT employees in locations such as Noida, Lucknow, and Kanpur. Regression analysis shows that OI explains over 40 per cent of the variability in the green behaviour and the results imply large positive relationship between OI and EGB. Some other studies have shown that demographic factors such as gender and experience could influence the strength of this association. The study illustrates that the promotion of voluntary environmental behaviour among the workers can be done through the development of a strong sense of belonging to the organisation. The ramification of these results is the existence of the organisational culture, sustainable leadership, and HRM development in the IT business. Companies can also promote long-term sustainable behaviour internally by making environmental ideals a part of the organisational identity.

KEYWORDS- Organizational Identification, Employee Green Behaviour, IT Sector, Sustainability, Uttar Pradesh, Green HRM, Organizational Culture

I. INTRODUCTION

Over the past few decades, sustainability has been a major concern among companies across the world and this has made industries review their responsibility towards the environment. The information technology (IT) industry may not be the first industry that comes to mind when one considers large polluters, but the industry is increasingly facing greater and greater criticism regarding its effect on the environment. Data centres, electronic waste, power consumption, and carbon emissions related to company operations and employee commuting are piling the pressure on IT firms to incorporate the concept of green practices into their core strategy. Human factor and especially the

behaviour of the employees have become one of the areas of critical focus as the companies in the emerging economies such as India move along their sustainability paths.

Environmental sustainability in the business context sometimes needs more than merely laws and technical developments. The behaviour of the employees is among the most significant levers that can be used to achieve the organisational sustainability goals. These behaviours, dubbed as Employee Green Behaviour (EGB), may involve recycling, waste reduction, energy conservation and promotion of environmental initiatives, and aligning of daily tasks with organizational broader sustainability goals. Although many of them are voluntary, these measures can enormously enhance the impact of formal green plans which companies adopt [1]. The psychological concept of Organisational Identification (OI), which is likely to determine and predict the involvement of the individual in green workplace practices, has become popular in this field of behaviour. The organisational identity shows the degree of fit between the self-concept of employees and the principles and aims of the organisation. It involves emotional sense of commitment and identification with the company and as such group interests tend to override their personal comfort. OI can be powerful incentive with respect to environmental responsibility. When employees perceive that their firm is environmentally conscious and they believe that they form part of that identity, they are more likely to engage in behaviors that are helpful to the environmental mission of the organization [2].

The theoretical background to this conceptual linking of identification and behaviour is social identity theory, the idea that individuals derive partly their sense of identity and self-worth through the groups they belong to. As long as the ideals of the environment are embedded into the very identity of an organization, it is likely to manipulate employee behaviour [3].

The Indian IT industry with millions of highly skilled employees and a prominent share in economic development is one of the quickly developing branches of the economy. Cities such as Kanpur, Noida and Lucknow in Uttar Pradesh are the new major IT centres in Northern India. However, as IT businesses expand, the level of the significance of incorporating sustainability in their operations is becoming increasingly obvious. The attitudes and behaviours of the

staff should align with these sustainability goals to guarantee long-term environmental performance and business accountability [4].

Although the importance of EGB is obviously significant, promoting these behaviours among all the employees of a company is a challenge that firms frequently face. Long-term behavioural change may not be achieved through traditional methods such as implementation of rules or incentive-based programs. Internal motivators, such as OI on the other hand, offer a longer lasting and intrinsically motivated path. By creating a shared environmental identity, businesses can create an internal culture in which green behaviour becomes self-reinforcing and appears to be normal [5].

Also, the study is enriched with the understanding of OI and EGB dynamism in the regional and cultural setting of Uttar Pradesh. Factors like the regional environmental awareness levels, communication techniques, leadership styles and organisational culture may determine the strength of the OI-EGB link [6]. The demography of Uttar Pradesh IT workforce is very specific as it constitutes of young, educated and urban population having access to digital tools and information. This demographical cohort is likely to be conscious of the sustainability narratives, and responsive to them, so long as the organisation promotes them in a credible manner.[7].

This work is of interest both in theory and practice. In theory, it attempts to contribute to the growing literature on green organisational behaviour by exploring the ways in which pro-environmental activity in the workplace is brought about by identification processes. Practically, it presents IT companies considering the addition of sustainability to their staff practices and the organisational culture with valuable information. When it is demonstrated to be a noteworthy forecaster of green behaviour, then managers and legislators could focus on strategies that raise organisational identification, which may consist of inclusive communication, shared values, staff engagement programmes and environmentally responsible leadership [8]. The study is also carried out when India is endeavoring to achieve ambitious national sustainability and climate goals. Corporate India is increasingly being asked to contributing towards these goals through innovative and inclusive tactics. Accordingly, the effectiveness of these bigger programs can be enhanced through the understanding of the psychological variables at micro level that influences the sustainability outcomes [9]. The primary objective of the proposed research is to examine the relationship between employee green behaviour and organisational identity in the IT industry of Uttar Pradesh. The analysis will assess the strength of the workers belonging to the company and whether this relationship correlates with their tendency to be green. Also, it will examine the influence that managerial communication and organisation culture have on both OI and EGB. By analysing survey data of IT professionals working in key cities of Uttar Pradesh, the study is expected to give evidence based advice that may guide organisational policy and human resource strategies [10]. In conclusion, this paper introduces the organisational identity as a possibly important driver of green behaviour among workers in the Indian IT sector. It also recognises that workers are not inanimate implementers of sustainable efforts but a group whose identity and perceptions are important. Minimising

employee behaviour through maximum organisational identification may be the clue to creating long-term change as businesses navigate the delicate challenge of creating a balance between growth and environmental responsibility [11].

II. LITERATURE REVIEWS

Research on the relationship between employee green behaviour (EGB) and organisational identity (OI) has attracted a great deal of attention over the last several years in terms of strategic management, sustainability, and organisational psychology. Several studies have reviewed this relationship through the lenses of leadership, environmental innovation, organisational culture, and green organisational identity (GOI). In the examination of the green marketing orientation within the hotel industry, Chung [1] claims that firms, which are strongly committed to the concept of sustainability, ought to foster the internal green alignment, as it influences staff behaviour. This alignment is necessary in order to be able to create a sense of shared identity formed on the principles of the environment. To advocate this concept, Muisyo et al. [2] presented the empirical evidence of the mediating role of green organisational identity in the relationship between green competitive advantage and green human resource management (GHRM). Based on their findings, the HRM processes that contribute to a shared green identity and align with the sustainability principles increase the predisposition of workers to engage in pro-environmental behaviours. On the same note, Soewarno et al. [3] have emphasised the part that green innovation strategy plays to promote environmental behaviour among businesses. The capability of the company to innovate, according to their research, is significantly influenced by GOI and environmental legitimacy, and this creativity is directly associated with the perceptions of the staff members and green projects. Davis et al. [4] provided a psychological perspective by publishing a model whereby organisational values-based commitment to the environment is the predictor of ecological behaviour and willingness to sacrifice individual comfort. This psychological commitment is the notion that shared identity and organisational standards are important sources of support in the belief that identity alignment with the organisation plays a key role in the formation of environmentally conscious behaviour.

In his discussion of the macro-level connection between institutional influence and environmental behaviour in the tourist industry, Buckley [5] pointed out that employee participation in sustainable practices is not only motivated by policy but also closely relates to the organisational narrative and its perceived legitimacy. Xing et al. [6] went into additional detail about how environmental commitment and regulatory pressure drive innovation in both exploration and extraction, eventually bolstering firm-level sustainability results. The research emphasises that companies that are internally dedicated to sustainability often demonstrate these values externally via creative goods and services, which are partially made feasible by the proactive involvement of staff members who share those values. By examining the relationship between green product development, GOI, green shared vision, and Organisational Citizenship Behaviour for the Environment

(OCBE), Chang et al. [7] broadened our knowledge of EGB. The authors came to the conclusion that green behaviours are the result of an internalised identity that inspires workers to go above and beyond the call of duty and actively support environmental performance and innovation. In his previous seminal work, Sharma [8] investigated how organisational context and management interpretations affect the choice of environmental measures. Employee perceptions of their duties and responsibilities in relation to sustainability are shaped by these interpretations, which are a component of the organization's identity and culture. The foundation for the idea of organisational identity was established by Albert and Whetten [9], who maintained that an organization's core, lasting, and unique qualities constitute its identity. These traits, which include green values, serve as the foundation of GOI and have an impact on everything from human behaviour to business strategy. Chen [10] expanded on this basis by examining the causes and effects of green organisational identity. According to his study, sustainability policies, green communication, and leadership all influence an organization's identity, which in turn influences how its people react to environmental efforts. The function of GOI in connecting corporate social responsibility (CSR) and the success of new green products was investigated by Song et al. [11]. They found that businesses that effectively integrate corporate social responsibility (CSR) into their identity and culture are more likely to create cutting-edge green goods, a process that greatly depends on employee involvement and commitment to the company's sustainability objective. The notion that organisational context and problem interpretation influence response to environmental concerns was reaffirmed by Sharma et al. [12], who came to the conclusion that internal identity is more important than previously believed.

Chen et al. [13] looked at the relationship between green competitive advantage and organisational flexibility and green ambidextrous innovation (exploration and exploitation). According to their research, GOI encourages staff members to adopt and implement dual innovation techniques, which improves the company's capacity for both innovation and sustainability.

Chang and Hung [14] showed that green organisational identity affects not only individual behaviour but also group performance and knowledge exchange. They discovered that GOI had a cascading effect on the entire organization, which facilitates shared accountability for environmental performance, better cooperation and permanent knowledge transfer. Together, these studies highlight that organizational identity plays a significant arbitration and moderate role in affecting the employee attitude and behavior towards stability. They confirm that EGB is essentially a psychological and cultural result impacted by how workers see, absorb, and align with their organization's values rather than just being a result of regulations or organisational policy. The fundamental theoretical concepts are applicable in a variety of organisational situations, including the rapidly expanding IT industry, even though these studies cover a wide range of industries, including manufacturing, tourism, hospitality, and energy.

These observations are especially helpful in the context of Uttar Pradesh, where the IT sector is becoming a significant economic force. Workers in IT companies often work in very flexible but structured settings where organisational

identity and culture have a big impact on how they behave at work. Research on how these processes appear in sector-specific and regional settings in India is still lacking, however. In particular, not much research has been done on the relationship between green behaviour and organisational identity among IT workers in Tier-II cities like Kanpur, Noida, and Lucknow. Since employee involvement often determines how well sustainability initiatives work, closing this gap is essential. IT organisations may create more effective environmental plans and cultivate a more dedicated, responsible staff by comprehending the link between OI and EGB in this context. This corpus of work offers the theoretical underpinnings and empirical support for investigating the relationship between organisational identity and green behaviour among employees in Uttar Pradesh's IT industry.

III. RESEARCH METHODOLOGY

A. Research Design

The research design used in this study is quantitative, cross-sectional, and correlational. To statistically investigate the connection between Organisational Identification (OI) and Employee Green Behaviour (EGB), a quantitative technique was used. Data from several IT organisations may be gathered at one time due to the cross-sectional nature of the study. The direction and intensity of the association between the two main variables were ascertained with the use of correlational analysis.

B. Objectives

- To measure the level of organizational identification among IT employees.
- To assess employee engagement in green behavior in the workplace.
- To determine the strength and direction of the relationship between OI and EGB.
- To analyze demographic influences (e.g., gender, experience, city) on OI and EGB.

C. Population and Sample

Employees in the IT industry who work in Uttar Pradesh's major cities—Nauja, Lucknow, and Kanpur—make up the study's population. These cities were chosen because of their large concentration of IT firms and highly qualified labour force.

- **Sampling Technique:** Stratified random sampling was employed to ensure diversity across different companies, experience levels, and job roles.
- **Sample Size:** A total of 350 questionnaires were distributed; 330 valid responses were obtained and used for analysis.
- **Inclusion Criteria:** Full-time IT employees with at least 1 year of work experience in their current organization.
- **Exclusion Criteria:** Interns, part-time workers, and freelance IT professionals.

D. Data Collection Method

Primary data was collected through a **self-administered structured questionnaire** using both:

- **Online mode** (Google Forms)
- **Offline mode** (printed questionnaires in IT parks)

Participation was entirely **voluntary**, and respondents were informed about the confidentiality and purpose of the research.

E. Research Instruments

• Demographic Section

This included information on gender, age, years of experience, and location of the respondent's organization.

• Organizational Identification Scale

➤ Adapted from **Mael & Ashforth (1992)**

➤ 7 items measuring the psychological attachment of employees to their organization.

➤ Example: *"When someone criticizes my organization, it feels like a personal insult."*

➤ Measured on a **5-point Likert scale** (1 = Strongly Disagree to 5 = Strongly Agree)

• Employee Green Behaviour Scale

➤ Adapted from **Gu, F., & Liu, J. (2022)**.

➤ 8 items assessing eco-friendly behavior at work (e.g., turning off equipment, reducing waste).

➤ Example: *"I encourage others to be environmentally responsible."*

➤ Also measured on a **5-point Likert scale**

IV. RESULTS AND DATA ANALYSIS

A. Overview of Data Collection

A total of 350 responses were collected from IT sector employees in cities such as Lucknow, Noida, and Kanpur. After data screening, 330 valid responses were analyzed using SPSS.

B. Descriptive Statistics

Table 1: Demographic Profile of Respondents (N = 330)

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	192	58.2
	Female	138	41.8
Age	20–29	132	40.0
	30–39	144	43.6
	40 and above	54	16.4
Experience	Less than 5 years	102	30.9
	5–10 years	153	46.4
	Above 10 years	75	22.7
City	Lucknow	115	34.8
	Noida	128	38.8
	Kanpur	87	26.4

As shown in Table 1, the demographic characteristic of the respondents will also offer meaningful insight on the profile of the IT workers in Uttar Pradesh. The statistics indicate a moderate gender diversity, 58.2 percent of the respondents were male and 41.8 percent were female, which shows that the gender gap in the IT sector is slowly closing. Regarding age distribution, most of the employees are aged between 30–39 (43.6 percent) and 20–29 (40 percent), indicating that the staff profile mainly consists of young to middle-career professionals, as one would expect of a dynamic and changing industry. The respondents are also skewed towards the younger side with only 16.4 percent representing the age groups of 40 and older; there are few old professionals or long-serving employees. In terms of work experience, 46.4 percent of them have 5–10 years

experience, which reflects a mature work force that is probably occupying mid-level jobs in the organizations with lot of exposure to organizations. In the meantime, 30.9% have fewer than 5 years of experience, indicating the attractiveness of the sector to those professionals at the beginning of their careers. The proportion of employees who have more than 10 years experience is 22.7 % and they bring inexperienced knowledge on how organizations should operate. Geographically, the maximum respondents are based out of Noida (38.8%), Lucknow (34.8%), and Kanpur (26.4%) due to the IT hubs and economic activity being concentrated in these Uttar Pradesh urban centers.

C. Descriptive Analysis of Key Constructs

Table 2: Descriptive Statistics of OI and EGB

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Organizational Identification (OI)	330	3.91	0.68	2.1	5.0
Employee Green Behaviour (EGB)	330	3.87	0.73	2.0	5.0

The Descriptive statistics for the two core variables (as shown in Table 2) - Organizational Identification (OI) and Employees Green Behavior (EGB), offer meaningful insight into the employee approach within the IT sector in Uttar Pradesh. It is evident that the employees of the organization have emotional attachment, strong sense of identification which align with the organizational values which is depicted with the score of 3.91 for OI and a standard deviation of 0.68. Similarly, average score of 3.87 for Employee Green Behavior (EGB) with a standard deviation of 0.73, signifies that employees strongly identify themselves with organization and indulge in sustainable practices like going green, conservation of energy, recycling, support green practices. With much importance it can be said that the scores are above neutral middle point of 3.0, which means that the respondents are very much aware of environmental goals and also practice sustainability or contribute towards green personally. The minimum and maximum values (about 2.0 to 5.0 for both variables) indicate some variability in the reactions, which is specific in behavior studies, but confirms a positive organizational culture in relation to the overall tendency stability and identity.

D. Reliability Testing

Table 3: Cronbach's Alpha for Measurement Scales

Scale	Items	Cronbach's Alpha
Organizational Identification	7	0.84
Employee Green Behaviour	8	0.86

The reliability analysis using the Cronbach alpha (as shown in Table 3) displays strong interior stability for both measurements used in the study. Organizational identification scale, which includes 7 items, received alpha of alpha of Cronbach 0.84, while the employee with 8 items showed the employee green behavior scale showed a slightly greater credibility score of 0.86. Since the two values are usually higher than the accepted range of 0.70,

the results confirm that the equipment used is statistically reliable and consistent to measure the desired constructions in the context of the IT sector.

E. Correlation Analysis

Table 4: Pearson Correlation Between OI and EGB

Variables	OI	EGB
Organizational Identification (OI)	1.000	0.642**

The Pearson correlation analysis in Table 4 reveals a strong positive relationship between organizational identity (OI) and employee green behavior (EGB) ($R = 0.642$), which is statistically important at 0.01 level. This indicates that as the identity of employees with their organization increases, their engagement in environmentally responsible behavior also increases. The strength and importance of this correlation suggests that OI is a major psychological factor that affects green functions in the workplace within the IT region in Uttar Pradesh.

There is a **strong, positive correlation between OI and EGB ($R = 0.642$)**, which means that employees who identify more with their organization are more attached to green behavior.

F. Regression Analysis

Table 5: Simple Linear Regression (OI → EGB)

Model	Unstandardized B	Std. Error	t	Sig.
Constant	1.172	0.219	5.35	0.000
OI (Predictor)	0.685	0.054	12.68	0.000
$R^2 = 0.412$	Adjusted $R^2 = 0.410$	$F = 160.8$		

As shown in Table 5, simple linear regression analysis confirms that organizational identity (OI) is an important prophet of employee green behavior (EGB). The unstandardised beta coefficient of 0.685 indicates that the EGB increases with 0.685 units, for an increase in each one-unit in OI. The model is highly important ($P < 0.001$), with R^2 value of 0.412, meaning that 41.2% variance in EGB can be explained by OI alone. This displays a sufficient and meaningful effect, which highlights the important role of organizational identity in promoting green behavior among IT employees.

G. Group Differences (t-test)

Table 6: Independent Samples t-test (Gender and EGB)

Gender	Mean EGB	Std. Dev	t	Sig. (2-tailed)
Male	3.79	0.71	-2.23	0.026
Female	3.96	0.75		

In Table 6, independent samples based on the T-Test ($P = 0.026$) reveal the statistically significant difference in green behavior (EGB). Female employees reported a high medium EGB score (3.96) compared to male employees (3.79), suggesting that women in the IT sector have a slightly higher work in the workplace behavior. This discovery highlights the attitude related to stability and the potential effect of the gender in shaping the functions.

Female employees reported slightly higher green behavior scores than male employees, and the difference is statistically significant ($p < 0.05$).

Female employees reported a little more green behavior score than male employees, and the difference is statistically important ($P < 0.05$).

H. One-Way ANOVA (Experience and OI)

Table 7: ANOVA – Work Experience and Organizational Identification

ANOVA Table	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.812	2	2.406	5.71	0.004
Within Groups	135.88	327	0.415		

The one-way Anova analysis shown in Table 7 shows a significant difference in the organizational identity (OI) in various levels of the work Experience ($P = 0.004$). The F-value of 5.71 indicates that at least one experience differs meaningfully in terms of their identity with a group organization. This suggests that employees with different years of experience align with their organization differently, there is more likely to have more experience with those who are developing a strong sense of identity over time.

I. Hypothesis Testing

Table 8: Summary of Hypothesis Testing

Hypothesis	Statistical Test	Result	Decision
H1: There is a significant relationship between Organizational Identification (OI) and Employee Green Behaviour (EGB).	Pearson Correlation & Regression	Strong positive correlation ($r = 0.642$, $p < 0.01$); Regression $R^2 = 0.412$, $p < 0.001$	Accepted
H2: There is a significant difference in EGB based on gender.	Independent t-test	$p = 0.026$ (significant)	Accepted
H3: Organizational Identification differs significantly based on years of experience.	One-way ANOVA	$F = 5.71$, $p = 0.004$ (significant)	Accepted

As given in Table 8, the hypothesis test results indicate that the Employees' Employees significantly affect the green behavior (EGB), confirming a strong positive relationship between the organizational identity (OI). Additionally, gender differences were found to be significant, in which female employees were displayed higher green behavior than men. Analysis has also shown that the work experience

plays a role in shaping OI, as employees with more experience showed strong identity with their organization. These results validate all proposed hypotheses and emphasize the importance of psychological and demographic factors in promoting permanent workplace behavior.

The findings of this study explore a clear and meaningful relationship between organizational identity (OI) and employee green behavior (EGB) within the IT region of Uttar Pradesh. Strong positive correlation and significant regression results indicate that employees who feel a strong psychological bond with their organization are more likely to engage in environmentally responsible tasks. Additionally, demographic factors such as gender and work experience were found to influence both identity and green behavior, showing high levels of engagement with women employees and more and more experience. These results support existing principles that are internal organizational values, when employed with employee identity, voluntary supporters can run environmental behavior. Overall, the study emphasizes the importance of promoting a strong organizational identity and inclusive culture to promote sustainable practices at the employee level.

V. CONCLUSION

The findings of this study confirm an important and positive relationship between organizational identity (OI) and employees Green Behavior (EGB) among IT region employees in Uttar Pradesh, suggests that when individuals firmly identify with their organization, they are more likely to engage in environmentally responsible tasks at work. This psychological attachment promotes a common sense of responsibility and alignment with the stability goals of the organization, which has increased voluntary green behavior such as resource protection, waste deficiency and colleague incentive. Studies have also shown that demographic variables such as gender and experience affect the degree of OI and EGB, which highlights the need for stability communication and corresponding strategies in employee engagement. These insight outlines the strategic value of a green organizational identity as a means of increasing both environmental performance and workforce alignment. As it strives for permanent development of firms in emerging economies, promoting the culture of organizational identity can be served as a powerful liver to embed environmental consciousness at all levels of the workforce.

CONFLICTS OF INTEREST

The authors declare that they have no conflicts of interest

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