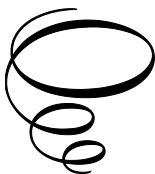# Management Decisions for Advancing Sustainability Entrepreneurship

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Edited by

Sanjay Taneja, Pawan Kumar, Rajesh Tiwari and Ercan Özen

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PREFACE

DR SANJAY TANEJA[1], DR RAJESH TIWARI[1], DR PAWAN KUMAR[2] AND DR ERCAN ÖZEN[3]

We are thrilled to present our extensive work on "sustainable entrepreneurship" which takes you through decision making for managing innovation, challenges and impact of the sustainable entrepreneurship. Entrepreneurial ventures have emerged as the potential avenue for advancing innovation, problem solving, economic growth and improving the quality of life. The failures of entrepreneurial ventures highlight the gap in understanding the challenges and management of entrepreneurial ventures for viability and sustainability.

This book provides a guide on the management of entrepreneurial ventures to manage innovation, technology, challenges and inclusiveness for enhancing sustainability. The book provides insights on the impact of sustainable entrepreneurship on society by utilizing technology, fostering collaboration, and challenging traditional norms. The challenges faced by marginalized entrepreneurs have been explored to understand the struggle with the existing ecosystem to prove their worth.

Encompassing the theoretical frameworks, case studies, empirical studies the book presents the comprehensive discussion on sustainability of entrepreneurship addressing key issues such as;

- Influence of organizational citizenship behavior on sustainable business practices
- Role of technology for optimum work life for sustainable entrepreneurship
- Role of monetary policy for sustainable economic development
- Factors affecting work performance & growth of female entrepreneurs
- Social media marketing for business growth

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- Sustainability entrepreneurship in education
- Dynamic nexus of entrepreneurship and evolving investment behavior
- AI-driven recommendations and their influence on consumers' purchase decision
- Venture creation by marginalized entrepreneur
- Mobile smartphones' effect on rural entrepreneurs
- Green marketing strategies for sustainability
- Artisanal entrepreneurship
- Sustainable Growth of Financial Institution.

We thank all the authors and contributors who have shared their insights and led to exploration of relevant issues encompassing sustainability of entrepreneurship. We wish readers and stakeholders success in the quest for decision making to manage the innovations, challenges of sustainable entrepreneurship. We are hopeful that this book will serve as a guide for stakeholders to navigate the sustainability issues of entrepreneurship in the volatile, uncertain, complex and ambiguous (VUCA) world characterised by disruptions.

FOREWORD

DR AMAR JOHRI[1]

In an era where the harmonization of economic prosperity and environmental stewardship is imperative for global sustainability, the role of entrepreneurship emerges as both a beacon of innovation and a driver of change. "Management Decisions for Advancing Sustainability Entrepreneurship: Innovations, Challenges, and Impact" is a testament to the critical nexus between entrepreneurial endeavors and the pursuit of sustainable practices.

This book encapsulates a compendium of insightful chapters authored by esteemed scholars and practitioners from various corners of the globe. It traverses through diverse dimensions of sustainable entrepreneurship, delving into the intricate interplay between organizational dynamics, technological advancements, economic policies, social media marketing, education, investment behavior, and more.

At its core, this volume serves as a comprehensive roadmap, elucidating the multifaceted landscape of sustainable entrepreneurship. Each chapter offers profound insights, drawn from empirical research, theoretical frameworks, and real-world case studies, to unravel the complexities and nuances inherent in fostering sustainable business practices.

From exploring the influence of organizational citizenship behavior on sustainable business practices to deciphering the impact of AI-driven social commerce recommendations on consumer behavior, the chapters encapsulate a rich tapestry of knowledge. Whether it's unraveling the entrepreneurial advantage in India's sustainable economic development or examining the implications of sustainable entrepreneurship on feminine hygiene products, each contribution contributes to a holistic understanding of the subject matter.

Moreover, this anthology reflects a global perspective, with contributions from scholars hailing from India, Oman, Turkey, Saudi Arabia, South Africa, Canada and beyond. It underscores the universality of the challenges and

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opportunities presented by sustainable entrepreneurship and the imperative for collaborative action on a global scale.

As we stand at the cusp of a transformative era, where the choices we make today will shape the trajectory of generations to come, "Management Decisions for Advancing Sustainability Entrepreneurship" serves as a beacon of knowledge, inspiration, and guidance for aspiring entrepreneurs, seasoned practitioners, policymakers, and academics alike.

CHAPTER ONE

DRIVING SUSTAINABILITY: UNVEILING THE INFLUENCE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR ON SUSTAINABLE BUSINESS PRACTICES [1]

NILESH ARORA[1]*, SUDHIR RANA[2] DR. SHAINA ARORA[3] AND AZMAWANI ABD REHMAN[4]

Abstract

This paper explores the crucial role of Organizational Citizenship Behavior (OCB) in advancing sustainability within organizations. Globally, sustainable development is now a necessity that calls for coordinated efforts from an assortment of industries, including business. Employee discretionary and voluntary behavior, or OCB, can have an immense impact on the sustainability of a firm. This review provides a thorough grasp of how OCB contributes to sustainability initiatives by synthesizing previous literature. It then explores the relationship between OCB and sustainability, explaining how OCB promotes an environment within the company that is conducive to sustainable practices. OCB becomes a catalyst for organizational sustainability by emphasizing ethical behavior, environmental consciousness, and teamwork. Moreover, it

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discusses practical implications for organizations seeking to leverage OCB as a strategic tool for sustainability. The findings offer practical insights for organizations aiming to strategically influence OCB for sustainable development.

Keywords: Organizational Citizenship Behaviour, Organizational Culture, Sustainability, Ethical Behaviour, Environment Consciousness and Teamwork.

Introduction

An organization's sustainable growth is mostly reliant on its organizational citizenship behavior. Thus. it is critical to explore the state of the field's research as well as its hotspots and developments in order to backing this development (Yang et al., 2023). CSR and green initiatives offer businesses a competitive edge and expand long-term profitability. Green initiatives support businesses in attracting in a bright, motivated staff; CSR recovers a company's reputation amid stakeholders and builds stakeholder trust; and social responsibility addresses societal issues (Malik et al., 2021).

Recently, there has been a noticeable change in the global business landscape with a growing tendency toward the adoption of sustainable practices (Kopnina et al., 2014). According to G. R. Jones and George (2008), companies were beginning to see the benefits of incorporating ESG considerations into their regular operations. The main objective of this study is to govern how organizational citizenship behavior (OCB) impacts the adoption of sustainable business practices. Podsakoff et al., 2018 stated that when employees participate in organizational citizenship behavior (OCB), which is well-defined as intended actions beyond what is obligatory by law in the workplace, businesses may noticeably benefit from a culture of sustainability. A robust database is necessary to establish a connection between corporate citizenship conduct and sustainable business practices (Stephen P. & Timothy A., 2017). Organizations in all sectors realise how significant it is to include sustainability in their approach (Jackson & Ruderman, 1995). G. Jones & George (2022) supported that sustainability is becoming more than just a fad and is essential for businesses to prosper in the long run. This study looked at how OCB inspires sustainable business practices in the sector. Businesses may adapt their management performance to maximize the beneficial impact of employee behaviors on these objectives by having a full understanding of the role that organizational citizenship behavior (OCB) plays in the formation and execution of sustainability initiatives (Stephen P. & Timothy A., 2017).

The resolution of this study is to discover the result of supportive leadership on workers' OCB. Second, this study sight sees the impact of organizational citizenship behavior on sustainable business performance by considering employees' environmental behaviors on the job. This is a fresh study that tries to investigate said link. The study's results and findings are discussed in length in the part that follows, followed by a discussion of the practical implications and limits.

Literature Review

Background

Leaders who are supportive help their employees with their voluntary actions that help the world in emotional, intellectual, and practical ways. Staff members are more dedicated to the company and its eco-friendly actions because they feel emotionally and psychologically supported (Ali et al., 2022).

Schema theory says that the way people see and think about situations, act, and solve problems is based on their cognitive schemas. These are made up of different types of knowledge structures and ways of organizing thoughts about events or social experiences that shape and define a subject (Cooper & Shallice, 2006). Schemas are a way of thinking that helps us understand and react to what managers do. The cognitive maps that employees get from these relational models help them make sense of what's going on. "Relationships with others" is what (Weick, 2012) means by "human relationships." Subordinates use these schemas to organize and evaluate new information about what their supervisors are doing to help them. People who work for companies with supportive bosses are more likely to stick with them and their green programs. Metaverse platforms allow users to explore virtual 3D worlds and engage with other users in these settings; social commerce platforms are used for a number of activities, such as networking, shopping, and buying products and services from others (Grover et al., 2023).

Components of OCB

Altruism, conscientiousness, sportsmanship, civility, and civic virtue are the five primary characteristics into which OCB is commonly divided. (Organ, 1988). Helping others with work-related issues is a sign of altruism, whereas individuals who are conscientious go above and above the call of duty. Sportsmanship is the ability to tolerate setbacks without raising a fuss,

civility is the use of manners, and civic virtue is the active involvement in organizational matters (Organ & Ryan, 1995).

OCB and Employee Engagement

Studies show that there is a favorable relationship between OCB and employee engagement. Increased organizational commitment, job satisfaction, and generally favorable workplace attitudes have all been linked to organizational citizenship behaviour (Podsakoff et al., 2000). This implies that workers who participate in OCB are more likely to be dedicated to the mission and core principles of the company.

OCB and Organizational Performance

Research on how OCB affects corporate results has shown promising patterns of higher productivity and efficiency. Bolino et al., 2010 observed that OCB favorably affected both team performance and organizational citizenship performance, which serves as an example of how it helps the attainment of organizational goals. Job performance refers to all the actions a person does to fulfill his desires for self-actualization and to succeed. Performance shall be regarded as a forward-looking factor in and of itself. An organization always anticipates that its workers will perform well, particularly in the service industry (Shaina & Bhanupriya, 2022). Definitive Culture and Organizational Citizenship Behaviour (OCB) are the parts of various leveled advancements and improvements that have gained the uncommonly considered supervisors, subject matter experts, and researchers. Organizational Culture is a significant benefit when it derives fascinating talent and outstripping the competition. Every establishment's culture is different, so it's imperative to hold what makes the organization exclusive (Khatri et al., 2022).

OCB and Sustainability

Corporate social responsibility: The rate of expansion of a business is highly dependent on the individual's activities (Barkat et al., 2023). Organizational citizenship behavior (OCB) and sustainability should be prioritized by enterprises to increase employee performance (Zhang et al., 2023). In order to achieve long-term sustainability, it is crucial to align the strategic environmental goals of HRM practices with social responsibility and corporate citizenship conduct. This coordination ensures that employees have a voice in the operation of the company's policies and strategies,

according to (Zhang et al., 2023). Environmental Thought Leaders (ETLs) are individuals in an organization who have the capacity to inspire and instruct their colleagues about the need for environmental protection (Althnayan et al., 2022; Kumar & Mundi, 2022; Kumar et al., 2021). When managers were truthful with their employees, it enhanced their level of engagement with their work and their efforts to be good commercial citizens. In addition, when workers believed their CEO was trustworthy, the company was more responsible (Jung et al., 2020).

The influence of Total Quality Management (TQM) methods on employee engagement has not been quantified despite the prosperity of research on the subject, predominantly in Indian manufacturing organizations. This study scrutinizes how TQM methods affect employee engagement in a north Indian automaker.

Cognitive Schemas and OCB

Nickerson (2023) claimed that schema theory provides perceptive information on how people assess and understand their organizational environment, which effects their behavior, mostly Organizational Citizenship Behaviour (OCB). Nowadays, a lot of businesses view environmental sustainability as a critical strategic and moral need. Zhang et al., 2023; reported that more and more employees are being urged, reinforced, or even mandated to engage in eco-friendly activities.

Gaps in the Literature

Though there is a mounting body of evidence representing the benefits of organizational citizenship behaviour, the specific effects of OCB on ecologically responsible company processes remain mostly unknown. To further comprehend how OCB supports sustainability and how businesses may use it to attain their sustainability goals, further research is required. A scrutiny of the literature on organizational citizenship behavior and its possible effects on environmentally responsible company operations is presented here.

Theoretical Framework

Social Exchange Theory

A theoretical framework for understanding the association between OCB and sustainable business practices is offered by Social Exchange Theory

(SET). According to SET (Blau, 1964), individuals contribute to social exchanges because they hope to get something from them. Workers participate in additional activities in the framework of organizational citizenship behavior (OCB) with the expectation of earning paybacks like more organizational support or a more satisfying work experience (Organ, 1988). If more employees engage in organizational citizenship behavior (OCB), an ecologically and communally responsible organization may benefit all parties.

Psychological Contract Theory

The concept of psychological contracts clarifies the implicit commitments and expectations that exist between employers and employees (Rousseau, 1989). In company settings with open-ended contracts, discretionary employees may form a good psychological bond with their employer in the expectation of being compensated for overtime worked (Coyle-Shapiro & Conway, 2005). Employees who follow the company's social and environmental responsibility policies may feel that their psychological duties have been met when businesses place a high priority on corporate social responsibility (CSR) initiatives and environmentally friendly operations.

Organizational Support Theory

The Organizational Support Theory directly contributes to workers' positive attitudes and behaviors (Eisenberger et al., 1986). Employers who provide an optimistic work atmosphere may motivate staff members to engage in additional OCB activities, such as those that accentuate environmental responsibility. If employees are skilled to feel that their employer is vigorous in sustainability projects, they may be more likely to act in a way that brings into line with the company's values.

Gaps in the Theoretical Framework

These ideas provide a foundation for understanding the connection between OCB and sustainable business practices. However, additional study and the incorporation of these concepts are necessary to explain completely the mechanisms by which OCB impacts sustainability. Future research should focus on addressing these theoretical gaps in order to achieve a more comprehensive understanding of the complex processes at play. In addition to establishing a basis for future empirical inquiry and analysis in this study,

these theoretical frameworks assist in conceptualizing the potential impacts of OCB on sustainable business practices.

Research Methodology

Research Design

The objective of this qualitative study was to examine the many aspects of Organisational Citizenship Behaviour (OCB) and its correlation with environmentally sustainable business practices. A qualitative study design has been demonstrated as the most efficient method for comprehensively capturing the range and intricacy of the participants' viewpoints, actions, and encounters within the organizational context. Aligned with the constructivist perspective, the qualitative approach prioritizes the recognition of various realities and the acceptance of varied interpretations of social processes. This courageous action allows us to acknowledge the social side of organizational phenomena and begin exploring the intricate web of connections between OCB and environmentally responsible business practices.

This study employed a phenomenological approach to examine the extent to which Organizational Citizenship Behaviour (OCB) influenced the participants' daily lives and, consequently, the sustainable practices adopted by their organizations. The utilization of the phenomenological method facilitated comprehension of individuals' perceptions and justifications of their own behaviors. Researchers employed a phenomenological approach to discern themes, patterns, and parallels from the authentic experiences of individuals. This facilitated a more profound understanding of the subject matter under investigation. By prioritizing participant viewpoints, this study effectively captured the intricate and multifaceted nature of organizational citizenship Behaviour (OCB) and its impact on sustainability, as perceived by individuals directly engaged in organizational processes. Due to the fluid and changeable nature of data collecting in a qualitative study, researchers were able to explore new topics and adjust their study designs based on fresh understandings of the phenomenon. The adaptability was crucial as organizational protocols and sustainability initiatives are subject to change.

Sample Selection and Participants

The participants in this qualitative study were selected from various positions within the selected companies and had diverse backgrounds. This study sought to collect diverse perspectives on organisational citizenship

behaviour (OCB) and its impact on environmentally responsible company operations by interviewing CEOs, managers, and staff members from multiple departments. The target population encompassed individuals with diverse occupations and responsibilities within the organization, actively participating in its day-to-day functioning. The objective of this approach was to showcase the integration of OCB (Organisational Citizenship Behaviour) and sustainability within the broader framework of the business. The study was thorough and valuable, and participants were selected based on pre-established criteria. The study sample consisted of both newly hired employees and long-term workers to examine the impact of job duration on attitudes towards sustainability and organisational citizenship behaviour (OCB).

The research included participants from different levels of the company's hierarchy, such as entry-level workers, middle managers, and executives. The objective of this division is to emphasise the variation in viewpoints based on an individual's position within the organisation. To examine the impact of different roles on the display of organisational citizenship behaviour (OCB) in the context of sustainable business practices, we included participants with different levels of responsibility and decision-making power. The researchers employed a combination of purposive and snowball sampling strategies to identify individuals. Initial communications were established simultaneously with the HR department and corporate management. The selection of follow-up participants was driven by recommendations from the initial respondents, which ensured a wide range of perspectives.

Prior to their participation, all individuals were provided with information regarding the objectives, structure, and potential outcomes of the study. Every participant confirmed their familiarity with and acceptance of the study's confidentiality protocols by filling out an informed consent document, which explicitly indicated that their involvement was entirely optional. The researchers adhered to the saturation principle, which dictates that data collection should persist until further focus groups and interviews fail to provide any novel themes or insights, while deciding on the sample size. To guarantee a robust and varied dataset, three focus group sessions and twenty one-on-one interviews were conducted.

Data Collection

A variety of qualitative data collection techniques were used to look at the relationship between OCB and sustainable business practices. The most

common ones were semi-structured interviews, focus groups, and document analysis.

Conversations

Twenty participants were chosen for the study, comprising managers, executives, and staff members from various departments within the chosen companies. Semi-structured interviews were conducted. The major objective of the interview guide was to understand the participants' viewpoints on overconsumption of business (OCB) and its possible effects on sustainability. One example of the type of queries that were sampled was asking staff members to go above and above for the good of the business or its stakeholders. How, in your opinion, does the company's declared objective of putting sustainable practices into place connect to the individual efforts of its employees? Before each sixty- to ninety-minute interview was recorded and transcribed, the subjects provided their informed consent.

Focus Groups

With a total of fifteen participants, three focus group sessions were arranged to complement individual insights and promote group debate. Participants were carefully chosen to reflect different departments and organizational levels. The goal of the talks was to identify common views and create a group knowledge of how OCB and sustainable business practices are related. By using open-ended questions, the facilitator encouraged a lively discussion among the attendees. In order to document non-verbal clues and contextual subtleties, focus group meetings were videotaped and meticulous notes were collected.

Comparative / Document Analysis

Comprehensive analysis was conducted on organizational papers, including mission statements, sustainability reports, and internal communications. This phase's objectives were to triangulate the qualitative findings and provide further context for the conversation about the relationship between OCB and sustainable habits. The main themes and patterns that surfaced from the papers were compared with the outcomes of the focus groups and interviews. Using software intended for qualitative data analysis, relevant information was methodically coded to guarantee efficiency and accuracy in the document analysis process.

Ethical Considerations

Ensuring the safety, privacy, and overall welfare of each participant was of utmost importance during the study. All aspects of the research, including planning and execution, adhered to widely acknowledged standards of conduct. Prior to commencing the study, all potential volunteers were provided with a thorough informed consent document that encompassed the objectives, methodologies, potential risks, and benefits of the research. Participants adhered to this stipulation after being told of their option to withdraw from the study at any time without experiencing any consequences. Every participant provided written consent, with a specific focus on maintaining confidentiality and guaranteeing anonymity. Participants' privacy by applying all necessary precautions were ensured. Before undergoing processing and reporting, all personally identifying information, such as names and exact work titles, was rendered anonymous. The acquired data, comprising focus group and interview transcripts, was securely maintained, and restricted to the study team members' access. All participants in this study can be assured that their opinions will be treated with confidentiality in any subsequent presentation or publication.

Throughout the whole investigation, the participants' autonomy was consistently preserved. Participants had the option to exclude questions they found uncomfortable or to completely withdraw from the poll without incurring any repercussions. Researchers ensured that individuals felt sufficiently comfortable to freely articulate their viewpoints without concern about any repercussions. The objective of the study was to address a lack of information regarding ecologically sustainable company practices and corporate social responsibility. Participant risk was minimized to the maximum extent feasible during the data collection and dissemination of findings. The study team implemented necessary measures to ensure the safety of the participants and mitigate any unintended consequences.

Data Analysis

The qualitative data analysis utilized a thematic analysis technique to find important patterns and themes from the extensive dataset collected from focus groups, interviews, and document analysis. This study aims to elucidate the intricacies of Organizational Citizenship Behaviour (OCB) and its impact on environmentally sustainable business practices.

The Coding Process

The coded organizational papers, interview transcripts, and focus group recordings were systematically coded during the initial phase of data processing. Since the first codes were produced by an inductive process, other subjects naturally emerged from the information. A priori codes were taken from the body of existing literature, and in vivo codes were employed to reflect the participants' real speech in the development of a coding scheme. Two coders worked together to create the initial coding process in order to guarantee dependability. The coding method was refined and everyone was in agreement at regular sessions. Disagreements were settled by talk until a high degree of consensus was reached.

Development of the Theme

Following the coding process, the codes were organised into overarching themes and further categorised into more detailed sub-themes. This required a continuous process of comparing codes, meticulously analyzing their similarities and differences, to uncover overarching patterns. The themes underwent multiple iterations to ensure they precisely encapsulated the participants' perspectives and encounters with OCB and sustainable business practices. Triangulation is a method that enhances the accuracy and reliability of research findings by comparing topics from multiple data sources, including documents, focus groups, and interviews. Investigator self-awareness and prejudice: During the analytical process, the researcher adopted a reflective position, recognizing their own preconceived notions and biases. Reflexivity was attained by engaging in regular introspective writing, participating in peer debriefing sessions, and consciously setting aside preconceived notions during the analysis. The implementation of transparency reduced the likelihood of bias and enhanced the robustness of the study.

Limitations of the Research

It is important to note that this study has specific constraints, even if its objective is to offer a thorough examination of the impact of organisational citizenship behaviour (OCB) on sustainable business practices. The applicability of the research's conclusions beyond the sampled organizations is uncertain. Given the study's narrow scope on a particular industry and region, it is important to note that organizational cultures and practices may vary in different industries or locations. Exercising prudence

is recommended when applying these findings to organisations with unique organisational structures or cultural environments.

Bias in Selection

Selection bias may be introduced by the purposive sample technique used in participant selection. Individuals that willingly choose to participate in the research may have some traits that set them apart from non-participants. This can affect the sample's representativeness and hence have an effect on the study's findings. During focus groups and interviews, participants may display social desirability bias by giving answers that conform to preconceived notions rather than voicing their true ideas. The validity of the findings may be impacted by participants' tendency to depict their behaviours and attitudes in a more favourable light despite efforts to provide a relaxed and judgment-free setting.

Even if it offers useful context, organizational document analysis is by its very nature subjective. Researchers may have different interpretations of mission statements, sustainability reports, and internal communications. The study team attempted to reduce subjectivity by reaching an agreement, although some interpretive bias could still exist.

Time Constraint and Approach

Time restrictions limited the study's scope, which affected the breadth and depth of the data gathered. Perhaps there wasn't enough time to conduct a more thorough analysis of how OCB influences sustainable business practices throughout time and how it connects to other temporal factors. Longer-term studies in the future could be able to offer a more complex picture of these mechanisms. Despite using a multi-method approach, the study's heavy reliance on qualitative methodologies may restrict its capacity to quantify the links discovered. To gain a deeper understanding of the connections between OCB and sustainable practices, we can conduct a more thorough analysis utilizing quantitative measurements. Notwithstanding these criticisms, the study provides valuable qualitative information concerning the complex correlation between OCBC and ecologically sustainable business practices. Academics and practitioners who are assessing the study's findings should have these precautions in mind. Additional study utilising a broader range of methodologies is necessary to address these limitations and enhance the relevance of the results.

Results

Interview Thematic Analysis

Through a meticulous thematic analysis of the interview transcripts, numerous noteworthy topics about the impact of organizational Citizenship Behaviour (OCB) on sustainable business practices were discerned.

Theme 1: Initiatives to Foster Sustainability Through Voluntary Contributions

Participants frequently cited examples of employees willingly engaging in projects that promoted the organization's sustainability objectives. The endeavors encompassed the adoption of environmentally conscious operational methods and engagement in community outreach initiatives.

Theme 2: Enhancement of Company Culture in a Positive Manner

A prevalent theme discussed was the idea that Organizational Citizenship Behaviour (OCB) enhances business culture. Employees that demonstrated exemplary citizenship were perceived as advocates for sustainability, inspiring their colleagues and fostering an environmentally aware workplace.

Theme 3: Employee Ownership and Empowerment

The results suggested that organizations that support Organizational Citizenship Behaviour (OCB) tend to provide employees more authority to lead environmental projects. Participants noted that employees who experienced a sense of ownership were more inclined to actively endorse and participate in sustainable activities.

Insights from Focus Groups

The focus group talks yielded a wealth of information, supporting and elaborating on the themes found in the interview data.

First Insight: Interdepartmental cooperation

The significance of OCB-facilitated cross-departmental collaboration was underlined by the participants. Workers who demonstrated good citizenship frequently served as liaisons across divisions, encouraging cooperation in the execution of environmental projects.

Second Insight: Difficulties in Maintaining OCB

Although there was no denying the benefits of OCB, there were also issues with maintaining these behaviours that were brought up. Potential obstacles included things like workload, time limits, and the requirement for ongoing organizational support.

Findings / Results of Document Analysis

The contextual information and further validation of the discovered themes were obtained via the document analysis.

Finding 1: Consistency with Organizational Principles

Mission statements and sustainability reports have always emphasized how OCB operates in line with corporate principles. The company's purposeful approach to sustainability is evident in its focus on civic participation, which is considered a core component of its brand.

Finding 2: Incorporation into Performance Measures

Several establishments demonstrated their commitment to sustainability by including OCB-related factors into employee performance metrics. This integration highlighted the need of good citizenship in achieving broader environmental goals.

Discussion

The research findings are analyzed within the framework of the current literature, considering the implications for organizations, and acknowledging any limitations of the study in the discussion section.

Interpreting the Results

The examination of qualitative data uncovers an intricate correlation between sustainable business practices and organizational citizenship Behaviour (OCB). Many participants reported instances where staff members willingly aided the organization in attaining its broader goals, suggesting a positive relationship between organizational Citizenship Behaviour (OCB) and sustainability. This is consistent with research by Zhang et al., 2023, who contend that an organization's ability to adopt

sustainable practices is aided by a culture of shared responsibilities and values.

Integration with Existing Literature

The results of this study support the claims made by earlier research from Zhang et al., 2023, which found that sustainable company practices and employee civic behaviors are positively correlated. The theoretical framework, which is based on Social Exchange Theory, is consistent with the notion that when companies promote their workers' well-being and provide them opportunity to make significant contributions, those workers would respond by engaging in sustainable behaviours.

Our research, however, also contributes to this by clarifying the precise processes by which OCB affects sustainability and highlighting the significance of employee empowerment, organizational culture, and shared values. The findings have several useful ramifications for businesses using OCB to promote sustainability. First, creating a culture that values and promotes OCB can be a clever way to match personal actions with environmental objectives. Organizations can incorporate sustainability metrics into their systems of recognition and performance evaluation. The report highlights the essential role of leadership in establishing a conducive environment for organizational Citizenship Behaviour (OCB). Employees are more likely to engage in activities that align with the company's sustainability strategy when their leaders effectively communicate and consistently embody sustainable principles.

General Restriction & Future Research

This integration brought out how important good Behaviour is for reaching bigger environmental goals. Finally, the conversation section talks about the study's limitations, compares the research results to newer research, and thinks about what these results mean for organizations.

Interpreting the Findings

It was clear from looking at the qualitative data that the connection between sustainable business practices and organizational citizenship Behaviour (OCB) is not a simple one. Some respondents gave examples of employees who freely supported the organization's main goals, which supports the idea that OCB and sustainability go hand in hand. This fits with what that study

found, which says that companies that create a culture of shared beliefs and duties are better able to use environmentally friendly methods.

Leadership Development

Offer leadership development initiatives that stress the value of OCB and sustainability. Leaders have a significant influence on the culture of their organizations. They may encourage staff to take on responsible behaviours by teaching sustainability ideals. The main goal of training programmes needs to be to improve leaders' capacity to explain, model, and uphold sustainable practices (Brammer & Millington, 2008).

Including Sustainability Objectives in Performance Measures

Include sustainability objectives in the performance evaluations of staff members. Motivating staff members to act in ways that promote environmental, social, and economic sustainability may be achieved by coordinating individual and team goals with more general sustainability aims. By integrating them, the company highlights its dedication to sustainable practices and ensures that workers are held responsible for their contributions (Glavas, 2016).

Create Clear Communication Channels

Make sure there is open dialogue on the organization's sustainability programmes and the effects of OCB. Workers must be aware of how their actions fit into the larger picture of the sustainability plan. Fostering a feeling of purpose and strengthening the link between individual activities and the organization's bigger sustainability goals are two benefits of clear communication (Renwick et al., 2013).

Cooperation with Stakeholders

To make sustainability efforts more effective, work with outside groups like customers, suppliers, and people in the neighborhood. Jamali et al., (2018) said that OCB may have had a bigger impact and a fuller approach to sustainable business practices if they work together with other groups and form partnerships.

Ongoing Monitoring and Adaptation

Set up a way to keep an eye on and evaluate projects that are related to OCB. Through regular reviews, organizations can keep track of their progress, find areas where they can improve, and change their plans to take advantage of new opportunities and challenges that come up around sustainability (Renwick et al., 2013).

Recognition and Awards

Set up a way to thank staff members for their efforts to be more sustainable by using OCB to create a system of prizes and recognition. Public praise, awards, and other rewards are some ways that the link between OCB and environmentally friendly business practices can be strengthened (Podsakoff et al., 2009).

By putting these useful suggestions into their organizational plans, businesses can use OCB's positive effects to make the workplace more sustainable and socially responsible.

Conclusion

To sum up, this study aims to clarify the complicated link between OCB and environmentally friendly business practices. A qualitative review of employee opinions and actions, corporate records, and the possible impact of organizational citizenship behavior (OCB) on sustainability in work settings led to interesting findings for this study. The results of semi-structured interviews and focus groups showed that there was a strong link between workers' voluntary contributions and the growth of a sustainable organizational culture. Many of the people interviewed talked about times when people showed a strong desire to improve sustainability in all of its forms, including the environment, society, and the economy. These projects show that OCB might have good effects in the long run. Some examples of these projects are protecting resources, getting involved in the community, and making moral choices.

A combination of qualitative data and document analysis strengthens the study's results and makes sure they are true and complete. We were able to ascertain agreement between professed values, sustainability aims, and actual staff behaviors by looking through corporate documentation. This alignment demonstrates how important it is to cultivate an OCB culture to support an organization's commitment to sustainability. Nonetheless, it is important to recognize specific constraints that are intrinsic to this

qualitative investigation. Since the results are context-specific, they might not be generally applicable in a variety of organizational contexts. The interpretations offered here are susceptible to the subjectivity inherent in qualitative research, which also means that the opinions of the researchers and participants have an impact.

The practical consequences of this research for sustainability practitioners, politicians, and organizational leaders go beyond academic boundaries. Organisations may strategically use and nurture sustainable business practices by realizing the potential of OCB as a catalyst. Part of this endeavor must include initiatives that support social responsibility, employee involvement, and a strong organizational culture. Further investigation can be done into the precise processes via which OCB converts into long-term benefits. Cross-cultural comparisons and longitudinal research may offer a more thorough grasp of the dynamics at work. Furthermore, these qualitative results may be strengthened by quantitative research approaches, which would provide a more thorough evaluation of the causal connections this study suggests. Essentially, this study adds to the expanding corpus of research on organizational behavior and sustainability. It is anticipated that the ideas shared here will stimulate more research and promote an organizational strategy that prioritizes economic success while simultaneously making a significant contribution to the health of our planet and its inhabitants.

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