






“Employees’ perception of green corporate social responsibility and green behavior in nonprofit organizations: The case of Saudi Arabia”

AUTHORS	Sager Alharthi   Amirah Alghamdi  
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Sager Alharthi, Ph.D., Business
Administration Department, College of
Administrative and Financial Sciences,
Saudi Electronic University, Saudi
Arabia. (Corresponding author)

Amirah Alghamdi, Master, Business
Administration Department, College of
Administrative and Financial Sciences,
Saudi Electronic University, Saudi
Arabia.



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Sager Alharthi (Saudi Arabia), Amirah Alghamdi (Saudi Arabia)

EMPLOYEES' PERCEPTION OF GREEN CORPORATE SOCIAL RESPONSIBILITY AND GREEN BEHAVIOR IN NONPROFIT ORGANIZATIONS: THE CASE OF SAUDI ARABIA

Abstract

The purpose of this study is to investigate the perception of green corporate social responsibility (GCSR) among employees and its consequent effects on sustainability behaviors within nonprofit organizations (NPOs). Additionally, it examines how engagement in environmentally responsible behaviors influences organizational elements such as communication strategies, leadership support, and the implementation of sustainability initiatives. Through questionnaires, data were gathered from 355 NPO employees in Saudi Arabia to quantitatively survey their perceptions, attitudes, and engagement related to environmental sustainability practices within their organizations. The information was examined using exploratory factor analysis, confirmatory factor analysis, and structural equation modeling. Employee perception of GCSR was found to have a positive and significant impact on awareness of environmental sustainability, attitudes toward environmental sustainability, and engagement in environmentally responsible behaviors, with a high coefficient. Moreover, engagement in environmentally responsible behaviors was discovered to exert a positive and significant impact on communication strategies, leadership support, and implementation of sustainability behavior, with a high coefficient. These findings have practical implications for NPO managers aiming to enhance their GCSR strategies, promote environmental sustainability among employees, and integrate sustainability into their core operations.

Keywords

employees' perception, communication strategies,
leadership support, sustainability behavior, nonprofit
organizations

JEL Classification

D23, O15, M12, M14

INTRODUCTION

In today's dynamic landscape, corporate social responsibility (CSR) has emerged as an essential strategic approach to corporate development for both private and nonprofit organizations (NPOs) (Fatima & Elbanna, 2023; Tamvada, 2020). CSR initiatives foster various aspects of employee engagement and environmental stewardship (Bennett et al., 2018; Zhang & Hao, 2024). Employees who perceive their organization as socially responsible show higher levels of commitment, job satisfaction, and engagement (Loor-Zambrano et al., 2022; Miethlich et al., 2023; Nasir Ansari & Irfan, 2023; Raza et al., 2021). Understanding these relationships is crucial for organizations aiming to enhance employees' satisfaction and performance through CSR initiatives such as reducing carbon emissions and promoting renewable energy (Ahmed et al., 2020; Turker, 2009). Likewise, by integrating CSR into their core strategies, nonprofits can advance their environmental goals while also enhancing organizational effectiveness and employee retention (Fatima & Elbanna, 2023; Forsberg, 2023).

In recent times, the concept of CSR has evolved to include environmental concerns, known as green CSR (GCSR). It involves companies adopting practices to promote environmental sustainability and reduce their ecological footprint, such as reducing emissions, recycling, using sustainable materials, and supporting environmental initiatives. In the contemporary business environment, GCSR is driven by various factors, including regulatory requirements, consumer demand for sustainable products, and the desire to enhance corporate reputation. Nonprofits that effectively implement GCSR can benefit from cost savings, increased brand loyalty, and a positive environmental impact (Paruzel et al., 2021; Raza et al., 2021). Consequently, GCSR has become a strategic imperative for these organizations to remain competitive and relevant (Hameed & Shoaib, 2020). Understanding the impact of GCSR on employee perception and behavior is crucial for nonprofits seeking to enhance sustainability efforts and achieve environmental objectives (Guo et al., 2015; Raza et al., 2021; Su & Swanson, 2019). Nevertheless, the academic literature in this context needs to be better developed, considering the scarcity of empirical studies analyzing these associations (Ahmed et al., 2020; Paruzel et al., 2021; Raza et al., 2021). Therefore, the current study seeks to close this gap by investigating how employees perceive GCSR and how it affects employee behavior. The investigation is warranted because NPOs can ascertain how well-informed and receptive personnel are to these activities (Suganthi, 2019), which could help them align organizational values with environmental sustainability objectives (Paruzel et al., 2021; Su & Swanson, 2019), thereby enhancing NPO comprehension of how to enhance employees' green behavior. This is especially relevant for NPOs in developing countries like Saudi Arabia, where NPOs are undergoing significant transformation due to increasing government and stakeholder pressures for driving sustainability as part of Vision-2030 (Satar et al., 2024).

Theoretically, the relationship between GCSR and employee conduct inside NPOs could be explained by theories such as psychological contract theory (Aselage & Eisenberger, 2003), social identity theory (Brown, 2000), and stakeholder theory (Aguinis & Glavas, 2012). These ideas offer a strong foundation for comprehending how organizations might affect employee perception and behavior in favor of more sustainable paradigms.

1. LITERATURE REVIEW AND HYPOTHESES

The literature review dives into the multifaceted landscape of CSR and its implications for organizational behavior, particularly within the context of NPOs. Initially tracing the evolution of CSR from philanthropy to a comprehensive framework integrating social, environmental, and ethical considerations, it underscores a pivotal shift toward environmental sustainability initiatives, known as GCSR (Mosca & Civera, 2017).

Le (2022) developed various guidelines to improve GCSR strategies and promote sustainability in NPOs. These include strengthening communication to ensure clear and consistent messaging about GCSR initiatives through channels like newsletters and meetings and demonstrating strong leadership support for environmental sustainability by integrating green goals into strategic priorities. Additionally, fostering employee involvement in

green initiatives, alongside implementing recognition and reward systems, can acknowledge and incentivize green behavior, thereby motivating others. By adopting these strategies, NPOs can cultivate a culture of environmental responsibility that aligns with their mission, builds stakeholder trust, and positively impacts the planet (Brown, 2000; Macassa et al., 2020; Su & Swanson, 2019).

Within the realm of GCSR, growing emphasis has been placed on environmental sustainability, driven by concerns over climate change, resource depletion, and pollution. Green CSR encompasses a broad spectrum of initiatives focused on minimizing environmental impact, promoting eco-friendly practices, and supporting conservation efforts (Li et al., 2023). Nonprofit organizations are pivotal in advancing social and environmental causes, leveraging their resources and networks to advocate, educate, and implement sustainable solutions (Kallmuenzer et al., 2023; Nordin et al., 2024). These mission-driven entities operate

across various sectors, aiming to address societal issues such as climate change and inequality. In an NPO, where societal impact is paramount, GCSR initiatives often align closely with the organization's mission and values, reflecting a commitment to both social welfare and environmental stewardship (Shahzad et al., 2020). By strategically integrating GCSR into their operations, NPOs can build stakeholder trust and foster a culture of environmental responsibility that positively impacts the planet.

This review thoroughly examines the various dimensions of CSR, including environmental stewardship, social responsibility, ethical governance, and stakeholder engagement, illustrating their interconnectedness in promoting organizational sustainability (Bhattacharya et al., 2009; Fatima & Elbanna, 2023). Moreover, by exploring existing literature on the link between CSR and employee behavior, the review unveils the transformative potential of GCSR initiatives in shaping employee attitudes, motivations, and actions (Wang et al., 2017). Furthermore, it identifies pertinent theoretical frameworks and models, such as social identity theory and stakeholder theory, that offer valuable insights into the mechanisms underlying the relationship between GCSR and employee behavior (Su & Swanson, 2019). This comprehensive literature review sets the stage for the empirical investigation, which aims to unravel how the employee perception of GCSR influences green behavior within NPOs, thereby contributing to a deeper understanding of CSR's role in fostering sustainability (Li et al., 2023; Manika et al., 2015; Mostepaniuk et al., 2022; Paruzel et al., 2021).

Several theoretical frameworks and models are relevant to understanding the relationship between GCSR and employee behavior within NPOs (Su & Swanson, 2019). Social identity theory suggests that employees can identify with their organization's environmental values and initiatives, leading to a stronger sense of belonging and commitment to engagement in environmentally responsible behaviors (Xu, 2024). Stakeholder theory suggests that organizations have a responsibility to consider the interests of all stakeholders, thereby engaging employees in green initiatives to meet these expectations (Aguinis & Glavas, 2012). Psychological contract theory highlights

the unwritten expectations between employees and their organization, with green CSR initiatives fostering mutual trust and reciprocity (Aselage & Eisenberger, 2003; Bellou, 2009). Organizational behavior models and the theory of planned behavior can provide insights into the attitudes, beliefs, and social norms that shape employee engagement in environmentally sustainable practices (Guan & Wang, 2019). Additionally, employee engagement frameworks, such as the Gallup Q12 Engagement Survey, can be adapted to assess the level of employee engagement with GCSR initiatives. These frameworks identify key drivers of engagement, such as communication, leadership, and organizational support, which may influence employee participation in green initiatives (Emeka-Okoli et al., 2024; Schaufeli et al., 2002).

Existing research indicates that GCSR initiatives have a significant impact on both employee perception and employee behavior. When employees perceive their organization as environmentally responsible, they are more likely to feel proud of their affiliation with the organization and experience higher levels of job satisfaction and organizational commitment (Loor-Zambrano et al., 2022). This positive perception of GCSR may enhance their morale and motivation, leading to increased productivity and performance (Afsar & Umrani, 2020). Moreover, studies suggest that GCSR initiatives can influence green employee behavior by fostering a sense of environmental responsibility and encouraging environmentally sustainable practices both at work and in one's personal life (Li et al., 2023). Employees who are engaged with GCSR initiatives are more likely to adopt eco-friendly behaviors, such as conserving energy, reducing waste, and supporting environmental conservation efforts (Ahmed et al., 2020; Manika et al., 2015; Su & Swanson, 2019). Analyzing existing research on GCSR and its effects on employee perception and employee behavior provides valuable insights into the relationship between environmental sustainability initiatives and employee engagement within organizational contexts (Afsar & Umrani, 2020; Nasir Ansari & Irfan, 2023; Raza et al., 2021).

Additionally, the literature underscores the role of organizational culture in promoting GCSR and shaping employee attitudes and behaviors.

Organizations with a strong culture of environmental stewardship and sustainability tend to have employees who are more committed to GCSR initiatives and exhibit higher levels of engagement in environmentally responsible behaviors (Choi & Yu, 2014; Suganthi, 2019). An examination of research works exploring the link between CSR and green employee behavior may reveal valuable insights into how CSR initiatives impact employees within organizational settings (Ahmed, 2020; Li et al., 2023; Nasir Ansari & Irfan, 2023). Numerous studies have investigated the relationship between CSR and various aspects of employee behavior, including job satisfaction, organizational commitment, engagement, and performance (Looz-Zambrano et al., 2022; Miethlich et al., 2023; Nasir Ansari & Irfan, 2023). The research consistently suggests that when employees perceive their organization as socially responsible, they tend to exhibit more positive behaviors and attitudes toward their work (Paruzel et al., 2021; Raza et al., 2021).

Employees working in organizations with strong CSR initiatives often report higher levels of job satisfaction, as they feel a sense of pride and fulfillment in contributing to socially and environmentally responsible practices. Moreover, CSR can enhance organizational commitment, with employees feeling more connected to the company's mission and values, leading to increased loyalty and retention (Macassa et al., 2020). Moreover, studies have found that CSR initiatives can positively impact employee engagement by providing opportunities for involvement in meaningful activities aligned with social and

environmental causes. Employees who feel engaged are more likely to be motivated, productive, and committed to achieving organizational goals (Anass et al., 2024; Nasir Ansari & Irfan, 2023; Slack et al., 2015). Furthermore, research highlights the importance of effective communication and organizational support in shaping employee perception and employee behavior regarding GCSR initiatives. Employees who receive clear communication about the organization's environmental sustainability efforts and feel supported by their leaders are more likely to perceive GCSR positively and actively participate in green initiatives (Emeka-Okoli et al., 2024; Manika et al., 2015). Importantly, research also suggests that the relationship between CSR and employee behavior is mediated by factors such as perceived organizational support, ethical leadership, and organizational culture. When employees perceive strong support for CSR initiatives from leadership and experience a positive organizational culture that values social responsibility, they are more likely to exhibit favorable behaviors toward their organization (Anass et al., 2024; Glavas & Kelley, 2014). By understanding and leveraging these factors, organizations can enhance the effectiveness of their CSR initiatives and foster a more engaged, committed workforce.

In summary, by incorporating these theoretical frameworks and models into the research, this literature review has provided a thorough grasp of how GCSR initiatives impact employee behavior within NPOs. Elucidating these relationships, organizational strategies can promote environmental sustainability and foster a culture

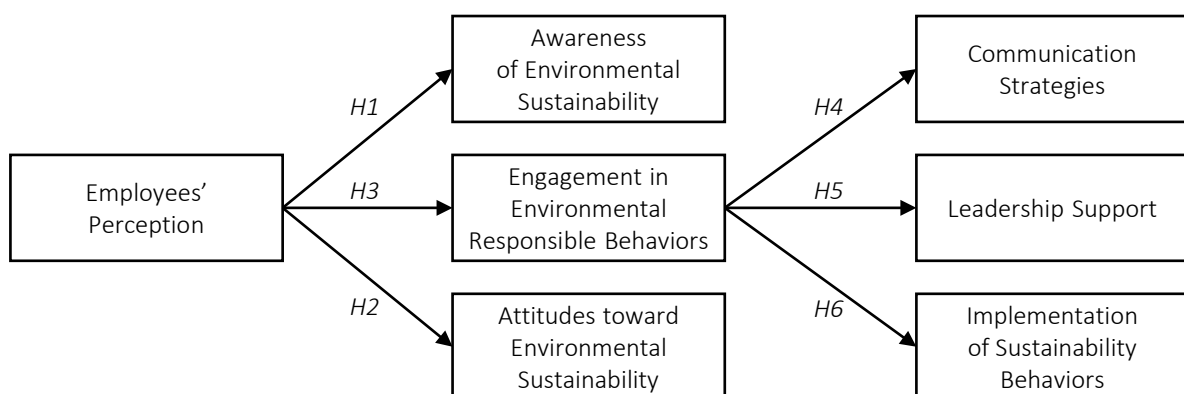


Figure 1. Research model

of green behavior among employees that aligns with their mission, builds stakeholder trust, and positively impacts the planet. This understanding underscores the transformative potential of GCSR in fostering a committed and motivated workforce dedicated to achieving sustainable organizational goals.

Building on the preceding discussion, this study aims to examine how the employee perception of GCSR initiatives impacts green behavior in NPOs. Specifically, the study attempts to understand employees' awareness of, engagement in, and attitudes regarding environmental sustainability practices within their organization. Additionally, the study investigates how engagement in environmentally responsible behaviors affects communication strategies, leadership support, and implementation of sustainability behavior in NPOs.

The research model (Figure 1) and several hypotheses are proposed based on theoretical and empirical relationships between the variables:

- H1: Employee perception of GCSR initiatives positively influences awareness of environmental sustainability practices within NPOs.*
- H2: Employee perception of GCSR initiatives positively influences attitudes toward environmental sustainability practices within NPOs.*
- H3: Employee perception of GCSR initiatives positively influences their engagement in environmentally responsible behaviors within NPOs.*
- H4: Engagement in environmentally responsible behaviors positively influences communication strategies for GCSR initiatives within NPOs.*
- H5: Engagement in environmentally responsible behaviors positively influences leadership support for GCSR initiatives within NPOs.*
- H6: Engagement in environmentally responsible behaviors positively influences the implementation of sustainability behaviors for GCSR initiatives within NPOs.*

2. METHODS

This study implemented a quantitative research approach to examine the relationship between GCSR initiatives and green employees' behavior in NPOs. A questionnaire was administered to 355 NPO employees in Saudi Arabia to gather quantitative data on their perceptions, attitudes, and engagement related to environmental sustainability practices within their organizations. By targeting this specific group of participants, the study aimed to collect relevant and meaningful data to provide insights into the influence of the employee perception of GCSR on environmental behaviors in NPOs and identify the factors influencing the effectiveness of engagement in environmentally responsible behaviors. Statistical techniques, such as factor analysis, were then used to identify correlations, predictors, and patterns within the data.

Given the diverse nature of NPOs, the non-probability sampling method was employed, allowing for the targeted inclusion of specific groups, such as departments or teams involved in green initiatives. The target population of NPO employees included frontline staff, middle management, and senior executives from environmental conservation groups, social welfare organizations, and community development agencies committed to sustainability practices. A sample size of 355 respondents was acceptable for this study because it provided a sufficiently wide and varied sample and allowed for effective and efficient data collection and analysis.

Frequencies and percentages were utilized to offer a comprehensive overview of the respondent characteristics. The sample consisted of primarily men (55.8%) versus women (44.2%). Approximately 42.8% of the sample fell within the age range of 25–34 years, and only about 5.9% of the participants belonged to the age group of 18–24 years. Participants with a doctoral degree constituted 2.3%. Conversely, 62% held a bachelor's degree. Regarding years of experience in the NPOs, 10.7% of respondents had worked at their organization for less than one year, while 40.6% had worked there for 1–5 years (Table 1).

Table 1. Demographic characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	198	55.8
	Female	157	44.2
Age	18–24 years	21	5.9
	25–34 years	152	42.8
	35–44 years	118	33.2
	45–54 years	30	8.5
	55–64 years	34	9.6
Employee Experience	Less than 1 year	38	10.7
	1–5 years	144	40.6
	6–10 years	93	26.2
	More than 10 years	80	22.5
Education Level	High School or Below	19	5.4
	Some College or Associate's Degree	55	15.4
	Bachelor's Degree	220	62
	Master's Degree	53	14.9
	Doctoral Degree	8	2.3

The research methodology focused on different key factors, including employee perception of GCSR initiatives, awareness of environmental sustainability, attitudes toward environmental sustainability, engagement in environmentally responsible behaviors, communication strategies, leadership support, and implementation of sustainability behaviors. A purposive sampling method with a cross-sectional design was suitable, as it facilitated the collection of data, provided the researchers with a comprehensive picture, served a crucial function in formulating the hypotheses, and established the groundwork for a more extensive research endeavor (Mweshi & Sakyi, 2020).

The research instrument consisted of a structured questionnaire designed to collect quantitative data to assess various dimensions related to employee perception of GCSR initiatives and employee behavioral outcomes and to capture a comprehensive understanding of employees' awareness, attitude, and engagement regarding environmental sustainability practices. The structured questionnaire was carefully designed to align with the research objectives and ensure that the data were both relevant and insightful (Crane et al., 2017). It was electronically distributed via the WhatsApp application to designated individuals within selected NPOs.

Each questionnaire section contained a series of statements related to each variable, and the participants were asked to indicate their level of agreement with each statement on a five-point Likert

scale, ranging from one (strongly disagree) to five (strongly agree). The questionnaire was carefully designed to be consistent with the research objectives and hypotheses. The questions were meant to elicit answers that illuminated current practices and perceptions regarding the context of GCSR initiatives and their impact on employee behavior within NPOs. A five-item employee perception measurement scale developed by Paruzel et al. (2021) was adapted to this study, as were a five-item awareness of environmental sustainability measurement scale created by Afsar and Umrani (2020) and a five-item attitudes toward environmental sustainability measurement scale conceived by Choi and Yu (2014). Furthermore, this paper used a five-item engagement in environmentally responsible behaviors measurement scale crafted by Slack et al. (2015), a four-item communication strategies measurement scale established by Brown (2000), a five-item leadership support measurement scale developed by Su and Swanson (2019), and a five-item implementation of sustainability behaviors measurement scale created by Macassa et al. (2020).

The aim of this paper was to investigate the influence of employee perception of GCSR initiatives on the adoption of green behavior within NPOs. To achieve this goal, rigorous statistical analysis was employed using the SPSS version 23 and AMOS version 23 software. Here, exploratory factor analysis (EFA) provided the factors with specific variance extracted (Sürücü et al., 2024), after which confirmatory factor analysis (CFA) was run for a Saudi individual sample to revalidate the EFA (Dash & Paul, 2021).

Reliability, normality, and discriminant validity were also used in this paper (Dash & Paul, 2021), and a key component of this analysis was the use of structural equation modeling (SEM), which is an advanced second-generation statistical technique. It enables researchers to explore correlations among variables in a measurement model and examine causal relationships among constructs, providing a comprehensive understanding of the complex relationships within the study framework (Dash & Paul, 2021; Dash et al., 2023).

Reliability ensures that measurements produce consistent results across various conditions (Dash

et al., 2023). Thus, the reliability of test outcomes is evaluated by examining consistency, typically assessed via Cronbach's alpha (α). Construct validity gauges how well a measurement or test aligns with the intended construct or concept (Johnson et al., 2020). To assess the tool construct validity in this study, (r) was computed between the score of each item and its respective construct's total score (Atmanspacher & Martin, 2019).

3. RESULTS

In total, 355 respondents affiliated with NPOs in Saudi Arabia responded to the questionnaire. Employee perception had a reliability of 0.971, engagement in environmentally responsible behaviors 0.979, attitudes toward environmental sustainability 0.974, and implementation of sustainability behaviors 0.973. The communication strategies construct demonstrated the highest Cronbach's

alpha value at 0.982, also falling within the "excellent" range. While both the awareness of environmental sustainability and leadership support constructs exhibited the lowest Cronbach's alpha value at 0.966, this was still considered excellent as well. These values offered further compelling evidence of the questionnaire's reliability.

Moreover, all correlations (r) were found to be statistically significant ($\alpha = 0.01$), indicating a robust positive association between each item in the tool and its respective construct. The strength of these associations was underscored by the range of coefficients, spanning from 0.893 to 0.987. These results indicated that the study tool accurately captured the intended constructs, thereby confirming its validity as an assessment instrument (Table 2).

All items were provided in a pool format. An EFA was conducted to generate factors using AMOS version 23, providing seven factors with 83% vari-

Table 2. Correlation between study constructs and corresponding items

Employee Perception (EP)			
Item		r	
EP1		0.974**	
EP2		0.963**	
EP3		0.935**	
EP4		0.968**	
EP5		0.931**	
Awareness of Environmental Sustainability Practices (AES)		Engagement in Environmentally Responsible Behaviors (EER)	
Item	r	Item	r
AES1	0.913**	EER1	0.962**
AES2	0.978**	EER2	0.972**
AES3	0.963**	EER3	0.946**
AES4	0.921**	EER4	0.957**
AES5	0.921**	EER5	0.974**
Attitudes toward Environmental Sustainability Practices (ATES)		Communication Strategies (CS)	
Item	r	Item	r
ATES1	0.977**	CS1	0.976**
ATES2	0.963**	CS2	0.984**
ATES3	0.972**	CS3	0.974**
ATES4	0.955**	CS4	0.963**
ATES5	0.900**		
Leadership Support (LS)		Implementation of Sustainability Behaviors (IS)	
Item	r	Item	r
LS1	0.853**	IS1	0.976**
LS2	0.985**	IS2	0.961**
LS3	0.987**	IS3	0.926**
LS4	0.975**	IS4	0.961**
LS5	0.893**	IS5	0.927**

Note: ** Statistically significant at level ($\alpha = 0.01$).

ance extracted (Sürücü et al., 2024). Then, a CFA was run for the study sample to revalidate the EFA. All items had loading factors greater than 0.7, signaling the good validity of the measures and satisfying the fit indices (Dash & Paul, 2021; Dash et al., 2023; Hair et al., 2019) (Table 3). In addition, reliability, normality, convergent, and discriminant validity measurements were conducted (Tables 4, 5, and 6; Dash et al., 2023).

Table 3. Measurement model summary (item factor loading)

Construct/factor	Item (statement)/ finally used	Factor loading > 0.5*
Employee Perception (EP)	EP1	0.983
	EP2	0.921
	EP3	0.867
	EP4	0.887
	EP5	0.954
Awareness of Environmental Sustainability (AES)	AES1	0.890
	AES2	0.914
	AES3	0.887
	AES4	0.899
	AES5	0.934
Engagement in Environmentally Responsible Behaviors (EER)	EER1	0.917
	EER2	0.890
	EER3	0.922
	EER4	0.906
	EER5	0.886
Attitudes toward Environmental Sustainability (ATES)	ATES1	0.960
	ATES2	0.909
	ATES3	0.941
	ATES4	0.916
	ATES5	0.887
Communication Strategies (CS)	CS1	0.940
	CS2	0.930
	CS3	0.896
	CS4	0.893
Leadership Support (LS)	LS1	0.909
	LS2	0.927
	LS3	0.933
	LS4	0.929
	LS5	0.915
Implementation of Sustainability Behaviors (IS)	IS1	0.944
	IS2	0.936
	IS3	0.876
	IS4	0.899
	IS5	0.891

Note: CMIN/DF: 3.458; Goodness-of-fit index (GFI): 0.91; Adjusted goodness-of-fit Index (AGFI): 0.90; Standardized Root mean square residual (SRMR): 0.021; Root mean square error of approximation (RMSEA): 0.083; Tucker–Lewis index (TLI): 0.941; Normed fit index (NFI): 0.933; comparative fit index: 0.951; (CFI): 0.951.

The CFA was utilized to evaluate the reliability and validity of the measurement instruments in assessing the respective variables’ effect within Saudi NPOs. The model was evaluated based on cutoff criteria for goodness of fit from the work of Dash and Paul (2021).

Table 4. Cutoff criteria for goodness of fit

Measure	Estimate	Threshold	Interpretation
CMIN/DF	3.458	>3	Acceptable
CFI	0.951	>0.95	Excellent
SRMR	0.021	<0.08	Excellent
RMSEA	0.083	>0.08	Acceptable

The goodness-of-fit measures obtained from the SEM analysis were crucial to assess the adequacy of the proposed model in explaining the observed data. The ratio of the chi-square statistic to its degrees of freedom was 3.458, slightly exceeding the recommended threshold of 3 but remaining within an acceptable range, thereby indicating a reasonable fit between the hypothesized model and the observed data. The comparative fit index exceeded the conventional threshold of 0.95 with a value of 0.951, indicating an excellent fit between the model and data. The standardized root mean square residual was 0.021, well below the recommended threshold of 0.08, suggesting an excellent fit where residuals were small and the model fit the data well. Moreover, the root mean square error of approximation value of 0.083 was higher than the threshold of 0.08, indicating an acceptable fit of the data. Overall, the CFA model had a loading coefficient greater than 0.8. Therefore, the results suggested that the proposed model adequately captured the relationships among the variables, enhancing its fit to the data (Dash & Paul, 2021; Dash et al., 2023; Hair et al., 2017).

The model was also assessed for reliability, convergent validity, and discriminant validity (Table 5). The analysis first evaluated the composite reliability, a statistical metric utilized to gauge the internal consistency of a scale or measurement instrument. According to Hair et al. (2017), a value of 0.60 or higher is considered acceptable. Thus, in this study, the resulting values ranging from 0.949 to 0.966 signified a high level of composite reliability.

Additionally, convergent validity – often measured as the average variance extracted (AVE) – is a crucial indicator in assessing the correlation be-

tween different measures of the same construct. As per Hair et al. (2019), an AVE value exceeding 0.50 indicates satisfactory convergent validity. In this study, the AVE ranged from 0.818 to 0.852, surpassing the 0.50 threshold, thus indicating a robust correlation between the constructs under investigation.

Table 5. Assessment of the measurement model

Construct/ Factor	Composite Reliability > 0.6 *	Cronbach's Alpha > 0.7 **	Average Variance Extracted > 0.5 *
EP	0.965	0.955	0.850
AES	0.958	0.963	0.819
EER	0.957	0.954	0.818
ATES	0.966	0.968	0.852
CS	0.949	0.954	0.823
LS	0.966	0.967	0.851
IS	0.961	0.959	0.827

Note: EP = Employee Perception; AES = Awareness of Environmental Sustainability; EER = Engagement in Environmentally Responsible Behaviors; ATES = Attitudes toward Environmental Sustainability; CS = Communication Strategies; LS = Leadership Support; IS = Implementation of Sustainability Behaviors.

Discriminant validity seeks to determine whether a measure adequately discriminates between distinct constructs. It is affirmed when measures intended to represent different constructs exhibit minimal correlations with each other. Various statistical techniques, such as CFA or multitrait-multimethod analysis, are utilized to assess this metric (Ameen et al., 2022; DiStefano & Zhang, 2022). As presented in Table 6, discriminant validity was upheld in this study, as the values along the diagonal exceeded all values within the same column (Hair et al., 2017, 2019).

Table 6. Discriminant validity (Fornell–Larcker criterion)

	EP	AES	EER	ATES	CS	LS	IS
EP	0.983						
AES	0.974	0.985					
EER	0.985	0.980	0.994				
ATES	0.946	0.951	0.967	0.993			
CS	0.968	0.975	0.992	0.990	0.997		
LS	0.974	0.962	0.980	0.967	0.996	0.963	
IS	0.982	0.958	0.961	0.962	0.981	0.961	0.980

Note: EP = Employee Perception; AES = Awareness of Environmental Sustainability; EER = Engagement in Environmentally Responsible Behaviors; ATES = Attitudes toward Environmental Sustainability; CS = Communication Strategies; LS = Leadership Support; IS = Implementation of Sustainability Behaviors.

Path analysis was employed to investigate the causal relationships among the study constructs (i.e., employee perception, awareness of environmental sustainability, engagement in environmentally responsible behaviors, attitudes toward environmental sustainability, communication strategies, leadership support, and implementation of sustainability behaviors) (Figure 2 and Table 7).

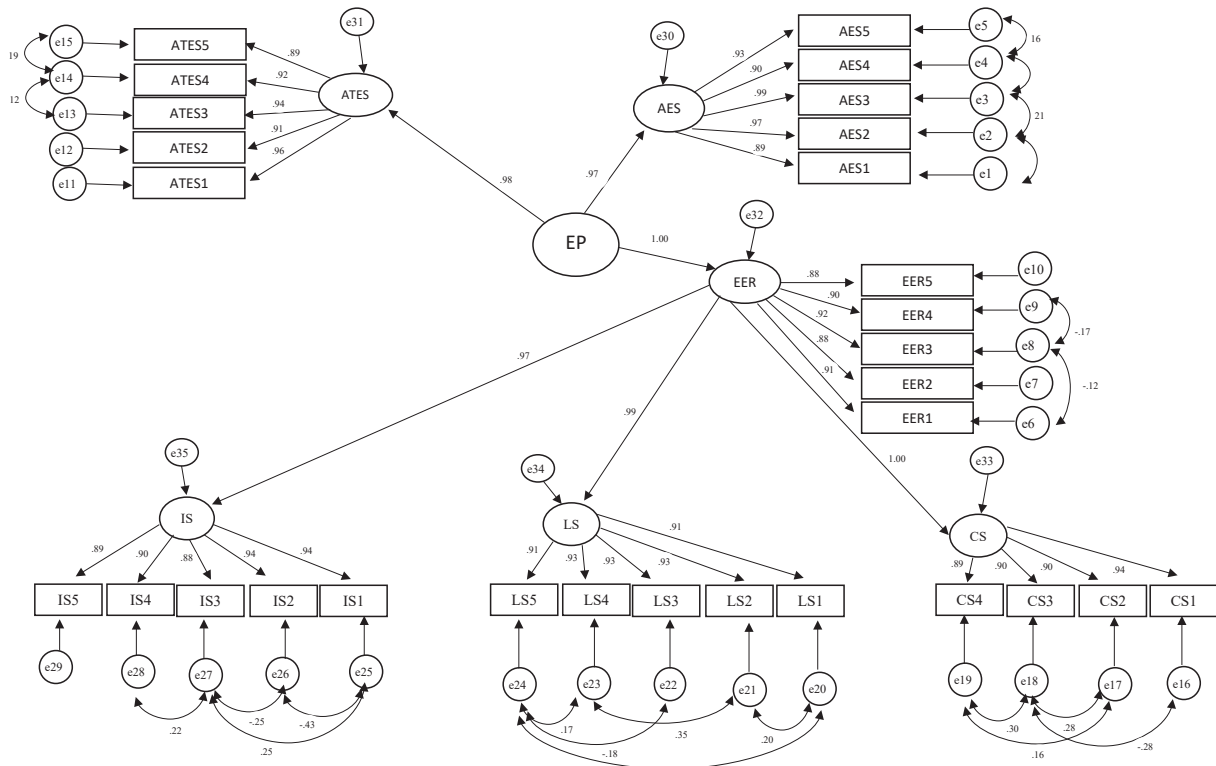
Table 7. Summary of the hypothesis testing (direct effects)

H. No.	Paths (Hypothesis Relationship)	Estimate	S.C.*	Accepted \ Rejected
H ₁	EP → AES	0.975**		Accepted
H ₂	EP → ATES	0.976**		Accepted
H ₃	EP → EER	1.000**		Accepted
H ₄	EER → CS	1.000**		Accepted
H ₅	EER → LS	0.988**		Accepted
H ₆	EER → IS	0.975**		Accepted

Note: *S.C.: standardized coefficients; ** Statistically significant at ($\alpha < 0.001$). EP = Employee Perception; AES = Awareness of Environmental Sustainability; EER = Engagement in Environmentally Responsible Behaviors; ATES = Attitudes toward Environmental Sustainability; CS = Communication Strategies; LS = Leadership Support; IS = Implementation of Sustainability Behaviors.

The results indicated that all six hypotheses were satisfied as follows:

- (H1): The path from employee perception to awareness of environmental sustainability had a coefficient estimate of 0.975, suggesting a strong positive relationship and indicating that higher levels of employee perception are associated with increased awareness of environmental sustainability. As the coefficient was statistically significant at $\alpha < 0.001$, Hypothesis 1 was accepted.
- (H2): The path from employee perception to attitudes toward environmental sustainability yielded a coefficient estimate of 0.976, implying a strong positive relationship and suggesting that higher levels of employee perception correspond to more favorable attitudes toward environmental sustainability. Given the statistically significant coefficient at $\alpha < 0.001$, Hypothesis 2 was accepted.
- (H3): The path from employee perception to engagement in environmentally responsible behaviors exhibited a coefficient estimate of



Note: EP = Employee Perception; AES = Awareness of Environmental Sustainability; EER = Engagement in Environmentally Responsible Behaviors; ATES = Attitudes toward Environmental Sustainability; CS = Communication Strategies; LS = Leadership Support; IS = Implementation of Sustainability Behaviors.

Figure 2. Path analysis

1.000, indicating a perfect positive relationship and suggesting that higher levels of employee perception are directly associated with increased engagement in environmentally responsible behaviors. As the coefficient was statistically significant at $\alpha < 0.001$, Hypothesis 3 was accepted.

- (H4): The path from engagement in environmentally responsible behaviors to communication strategies had a coefficient estimate of 1.000, suggesting a perfect positive relationship and showing that higher levels of engagement in environmentally responsible behaviors are directly associated with increased corporate support. Given the statistically significant coefficient at $\alpha < 0.001$, Hypothesis 4 was accepted.
- (H5): The path from engagement in environmentally responsible behaviors to leadership support yielded a coefficient estimate of 0.988,

implying a strong positive relationship and indicating that higher levels of engagement in environmentally responsible behaviors are associated with increased leadership support. As the coefficient was statistically significant at $\alpha < 0.001$, Hypothesis 5 was accepted.

- (H6): The path from engagement in environmentally responsible behaviors to implementation of sustainability behaviors had a coefficient estimate of 0.975, suggesting a strong positive relationship and indicating that higher levels of engagement in environmentally responsible behaviors are associated with increased implementation of sustainability behaviors. Given the statistically significant coefficient at $\alpha < 0.001$, Hypothesis 6 was accepted.

4. DISCUSSION

The results displayed a strong positive relationship, indicating that higher levels of employee percep-

tion are associated with increased awareness of environmental sustainability, attitudes toward environmental sustainability, and engagement in environmentally responsible behaviors.

As determined via the first hypothesis, the employee perception of GCSR initiatives positively influences awareness of environmental sustainability practices within NPOs. This is consistent with the results of Afsar and Umrani (2020) and Manika et al. (2015), who found that GCSR initiatives significantly impact employee perception and employee behavior. Employees are more likely to be proud to work for an organization that practices environmental responsibility, and they are also more likely to feel committed to that organization and experience higher levels of job satisfaction. Employee motivation and morale may rise as a result of this favorable impression of GCSR, which could boost output and performance, consistent with the research findings. This follows Choi and Yu's (2014) discovery that corporate culture influences employee attitudes and behaviors and fosters GCSR, as they found that employees in companies with a strong culture of environmental stewardship and sustainability are typically more dedicated to GCSR initiatives and demonstrate higher levels of environmentally conscious behavior.

The second hypothesis discussed the relationship between the employee perception of GCSR initiatives and attitudes toward environmental sustainability. The results found a strong positive relationship, suggesting that higher levels of employee perception correspond to more favorable attitudes toward environmental sustainability. This is consistent with Afsar and Umrani (2020), Paruzel et al. (2021), and Wang et al. (2017), who found that employees are more likely to behave positively and exhibit attitudes toward their work when they believe that their company is socially conscious.

The third hypothesis discussed the relationship between employee perception and engagement in environmentally responsible behaviors. The findings uncovered a positive relationship indicating that higher levels of employee perception are directly associated with increased engagement in environmentally responsible behaviors at work. This is consistent with Nasir Ansari and Irfan (2023), Raza et al. (2021), Aselage and Eisenberger

(2003), and Schaufeli et al. (2002). They illustrated that GCSR initiatives can have an impact on the psychological contract by demonstrating the company's dedication to environmental sustainability and encouraging reciprocity and mutual trust between staff members and the organization (Nasir Ansari & Irfan, 2023).

The fourth hypothesis discussed the relationship between engagement in environmentally responsible behaviors and communication strategies. The research results demonstrated a positive relationship, implying that higher levels of engagement in environmentally responsible behaviors are directly associated with increased communication strategies. Nonprofit organizations with effective communication strategies for GCSR initiatives will have higher levels of employee engagement in environmentally responsible behaviors compared to organizations with ineffective communication strategies. This is consistent with the results of Emeka-Okoli et al. (2024) and Brown (2000), which hold that belonging to social groups, such as organizations, contributes significantly to an individual's sense of self. Therefore, employee identification with the environmental values and initiatives of their company may occur in the context of GCSR, strengthening employee commitment to performing environmentally conscious behavior.

The fifth hypothesis discussed the relationship between engagement in environmentally responsible behaviors and leadership support. The results uncovered a strong positive relationship, suggesting that higher levels of engagement in environmentally responsible behaviors are associated with increased leadership support. Nonprofit organizations with visible leadership support for GCSR initiatives will have higher levels of employee engagement in environmentally responsible behaviors compared to organizations with less visible leadership support. This is consistent with Su and Swanson (2019) and Guo et al. (2015), who uncovered that understanding the connection between GCSR and employee behavior in NPOs requires an awareness of several theoretical frameworks and models.

The sixth and last hypothesis discussed the relationship between engagement in environmentally responsible behaviors and implementation of sustainability behaviors. The results illustrated a

strong positive relationship, indicating that higher levels of engagement in environmentally responsible behaviors are associated with increased implementation of sustainability behaviors. Implementing the outlined actionable steps to enhance CSR strategies in nonprofits will significantly improve employee engagement with GCSR initiatives and foster the adoption of sustainable behaviors within the organization. This is consistent with the results of Macassa et al. (2020), Slack et al. (2015), and Glavas and Kelley (2014), who found that employees who experience a positive organizational culture that prioritizes social responsibility and who perceive strong support for CSR initiatives from leadership are more likely to display positive behaviors toward their organization.

Through the integration of theoretical frameworks and research models, this study obtained a thorough understanding of the mechanisms by which GCSR initiatives impact green employee behavior in NPOs. The goal was to shed light on these relationships to help organizations develop strategies to encourage environmental sustainability and foster a green workplace culture (Ahmed et al., 2020; Suganthi, 2019).

CONCLUSION

The study aimed to investigate the link between employee perception of GCSR initiatives and green behavior in NPOs to uncover factors influencing the effectiveness of such initiatives. To determine what influences employees' engagement in their firms' environmental sustainability practices, dependent elements, including communication strategies, leadership support, and implementation of sustainability behavior, were investigated.

The research findings uncovered a positive relationship between employee perception of GCSR initiatives and awareness of environmental sustainability, attitudes toward environmental sustainability, and engagement in environmentally responsible behaviors. Moreover, engagement in these behaviors has a positive impact on communication strategies, leadership support, and implementation of sustainability behavior. These correlate with the existing scholarly claims about the potential of GCSR in facilitating the nuanced sustainability concerns of organizations. The GCSR is emerging as a strategic imperative for NPOs to remain competitive and relevant. As such, exploring the effects of GCSR on employee perception and behavior is argued to be beneficial for nonprofits aiming to enhance sustainability efforts and achieve environmental objectives.

Leadership in NPOs could utilize the study outcomes to inform strategic decision-making and enhance their GCSR initiatives. By understanding the drivers of employee engagement with green initiatives, managers could tailor communication strategies, leadership practices, and organizational policies to foster a culture of environmental responsibility among employees. Moreover, the practical recommendations could help managers design and implement effective GCSR initiatives, efficiently allocate resources, and evaluate the impact of sustainability initiatives on organizational performance and employee well-being.

Although this study contributes to the existing literature, there are still limitations that could be addressed in future research. The study's generalizability may be restricted due to the limited sample size utilized. Recruiting a large and diverse group of participants from green NPOs may prove challenging, potentially diminishing the statistical power and applicability of the findings to the populations of other NPOs. Therefore, to improve the applicability of the results, future studies could increase the sample size while considering the possible differences in the application of CSR principles and practices across organizations and expand the research sample to include the Gulf countries, which may be influenced by their own unique characteristics. Additionally, the participants of this survey primarily worked in NPOs, while many other types of organizations, such as cultural, educational, socio-political, and profit entities, were not surveyed. Future studies could survey such organizations across Saudi Arabia or even worldwide for better data generalization.

AUTHOR CONTRIBUTIONS

Conceptualization: Sager Alharthi.
 Data curation: Sager Alharthi, Amirah Alghamdi.
 Formal analysis: Amirah Alghamdi.
 Investigation: Sager Alharthi, Amirah Alghamdi.
 Methodology: Sager Alharthi, Amirah Alghamdi.
 Project administration: Sager Alharthi, Amirah Alghamdi.
 Resources: Sager Alharthi, Amirah Alghamdi.
 Supervision: Sager Alharthi.
 Validation: Sager Alharthi, Amirah Alghamdi.
 Writing – original draft: Amirah Alghamdi.
 Writing – review & editing: Sager Alharthi.

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