

Green organizational culture and employee commitment in ISO certified manufacturing companies

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Abstract

Environmental concerns are becoming increasingly important and are receiving greater attention in developed countries as well as developing countries. Manufacturing companies are driven by these significant environmental challenges to adhere to eco-friendly practices. In particular, manufacturing companies have been putting a lot of effort into eliminating waste and improving the cleanliness and environmental friendliness of their production processes, which improves organizational performance and employee commitment towards the company. The principal aim of the paper was to assess the green organizational culture and employee commitment in ISO Certified Manufacturing Companies. Specifically, demographic's profile, green organizational culture in terms of values and principles, behaviors and practices, communication and transparency, and leadership and support; employee commitment in terms of affective commitment, continuance commitment and normative commitment. A questionnaire was used to collect data from the 219 employees of ISO Certified Manufacturing Companies. Descriptive method was utilized to illustrate the significant relationship between green organizational culture and employee commitment. Based on the results, green practices in ISO certified manufacturing companies are always implementing green practices specifically when it comes to values and principles, and less implementation in terms of behaviors and practices, communication and transparency and leadership and support. On the other hand, employees in ISO certified manufacturing companies are highly committed in all given variables such as affective commitment, normative commitment and continuance commitment. The result of the study accentuates that green organizational culture of ISO certified manufacturing companies can still be enhance through high commitment of the employees through different training that could improve their contribution to sustainable practices of the organization.

Keywords: green organizational culture, employee commitment

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1. Introduction

One of the most highly debated issues in society, among both the general public and those who are wealthy, is green organizational culture. The realization and attainment of ecological balance are at the center of the green culture idea. Green culture is important because it fosters ecological progress and sustainable economic growth grounded on politics, science, and aesthetics. It incorporates both the environment and people. The majority of companies are changing their cultures to take into account new environmental elements as well as behavior and attitudes that are connected to environmental challenges. Sustainability in manufacturing improves the community, the product, and worker security. In order to increase growth and competitiveness in the global market, expanding firms see sustainability as an essential goal for their operations and strategy. The movement has grown far beyond the handful of businesses that have traditionally classified themselves as "green," and it now includes a big number of well-known businesses across varied market sectors. In the United Nations Sustainable Development's report in 2020, the Philippines ranks at 99 with a score of 65.5. The nation can make more progress in accomplishing its Sustainable Development Goals (SDGs), particularly in the areas of renewable energy, creating sustainable cities and communities, and responsible production, consumption, and policy-making. These are set in place to reroute the nation's trajectory and enhance its overall performance. Industry EMEA (2024) stated that in recent years, there has been a significant increase in the focus on sustainability in manufacturing, driven by a greater awareness of climate change, resource depletion, and the need for social responsibility. It is an essential response to the global crises we face, not merely an occasional trend.

Nowadays, a lot of businesses and sectors are integrating sustainable practices into their everyday operations in an effort to lessen their negative effects on the environment and improve society. Different environmental challenges are recognized as the main reason why employees and organizations consider implementing actions to protect and save the environment. Companies have never had a stronger argument to become more environmentally responsible, given the growing global concern over climate change. Organizations can take several different steps to become more ecologically conscious. They can concentrate on their investments, labor policies, marketing initiatives, supply chain, or any combination of these. Whatever business model an organization decides on, it is important that, if it has not already, its management philosophy is modified to reflect an environmentally conscious mindset. Businesses are encouraged to prioritize sustainable development in the current environmental era for a number of reasons. First off, sustainability is a global issue that is being widely considered by nations worldwide. This makes it important for the current globalized economies, which rely heavily on trade, foreign investments, and international alliances. It is neither a regional nor a domestic phenomenon. Second, because governments impose strict regulations, modern businesses are forced to embrace eco-friendly methods and reduce operations that are deemed hazardous to the environment. Third, incorporating green practices into modern enterprises is sometimes referred to as a strategic move that gives the company a customer-driven perspective, given the growing demand from customers for sustainable goods and services. Furthermore, the idea of going green emerged from an organization's self-consciousness about holding itself accountable for improving environmental performance.

The Plan-Do-Check-Act (PDCA) cycle, which offers companies a systematic approach to manage and enhance their environmental performance, is the foundation of the ISO 14001 framework. This cyclical model contributes to the efficient implementation of an Environmental Management System (EMS) and ongoing improvement. The organization creates its environmental policy, identifies important environmental aspects, and establishes goals and plans during the Plan phase. The Do phase is dedicated to putting these strategies into practice, including training for employees, operational controls, and resource allocation. In order to find any

non-conformities, the organization audits and monitors its environmental performance during the Check phase. Lastly, the Act phase involves making necessary corrections and reviewing and improving the EMS to guarantee continuous improvement.

Universal Robina Corporation (URC) has its purpose of why they are existing. It is to delight everyone with a good food choices. They also had their values on how they show up. They put people first, dare to do, move forward fast, and own it. Their company has also its ambition to be a sustainable global enterprise of world class talent, giving everyone access to high quality planet- friendly products and enhancing the lives of the employees, customers and communities. The company's dedication to environmental management is demonstrated by their ISO 14001 certification. Through effective resource management, waste reduction, and adherence to environmental regulations, this standard supports the business in systematically reducing its environmental impact. This is in line with the principles of a green organizational culture, in which the company places a high value on sustainability at every level of its operations.

Sorosoro Ibaba Development Cooperative demonstrates its dedication to environmental management with its ISO Certification, which is an important factor in developing a green organizational culture. The company uses sustainable practices like waste reduction, energy efficiency, and preventing pollution. These programs show SIDC's commitment to incorporating environmental concerns into its business operations while also minimizing the negative effects on the environment. By conforming to ISO standards and integrating sustainability into its business operations, the company improves not only its environmental performance but also develops a strong, dedicated workforce.

Midtown Printing Co. ensures that all of its activities adhere to international standards for sustainability, environmental management, and quality. The company's dedication to continual improvement, resource efficiency, and lessening its environmental impact is demonstrated. The company also provides sustainability-focused training courses so that employees to have the knowledge to contribute to the company's environmental objectives. This strengthens their dedication to the company and raises their level of competence. The company also prioritized the transparency and effective communication, both internally and externally. Regular updates on sustainability goals and progress are probably part of Midtown Printing's communication strategies. These updates can increase employee engagement and promote an environment of accountability and continuous improvement.

Responding to environmental problems has always been a no-win proposition for managers. And in today's emerging environment, both business and the environment can win. As previously mentioned, organizations having sustainability strategies attract top talents. Thus, the researcher, as a graduate of a college degree of Bachelor of Science in Entrepreneurship and a business administration instructor at a Higher Education Institution in Batangas City, is interested in knowing the impact of having a green culture to the manufacturing companies in Batangas City and also how it impacts the employees' organizational commitment. This study will understand how employee commitment encompasses elements and is impacted by a green culture in terms of values and principles, behaviors and practices, communication and transparency, and leadership and support, which supports sustainable practices and the environment in the manufacturing industry. Through investigating this relationship, the study aims to offer insights into how companies might improve their environmental practices to encourage more employee loyalty.

Objectives of the Study - This research study assessed the green organizational culture and employee commitment in ISO Certified Manufacturing Company. Specifically, the green organizational culture in manufacturing companies in terms of: values and principles, behaviors and practices, communication and transparency, and leadership and support was being determined; the employee commitment in green manufacturing companies in terms of: affective commitment, continuance commitment and normative commitments being assessed; lastly, the significant relationship between green organizational culture and employee commitment is tested in the study; the researcher proposed an action plan to enhance Green

2. Methods

Research Design - This research study determined the green organizational culture and employee commitment in ISO Certified Manufacturing Companies. The study employed a descriptive approach to demonstrate the noteworthy correlation between the respondents' profile and their degree of employee commitment. It was used to simplify interpretation, elaborate on explanations, and improve comprehension of the study. Descriptive method aimed to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions A survey questionnaire is being distributed to the respondents o gathered information. The accurate gathering of respondent data was made possible by this descriptive study design.

Participants of the Study - The participants of this study are employees from manufacturing companies with a total number of 219 respondents. A sample of these respondents was drawn by availability sampling.

Research Instruments - The survey questionnaire consists of three parts. Part I includes the respondents' demographic profile such as age, sex, civil status and years of service in the company. While Part II of the questionnaire assessed the green organizational culture in terms of values and principles, behaviors and practices, communication and transparency and leadership and support. And the last part of the questionnaire determined the employees' commitment in terms of affective commitment, continuance commitment and normative commitment. The research instrument underwent validation through researcher's adviser and three experts in the related industry. The researcher, together with three specialists, validated the study instrument. Prior to distributing the survey to the respondents, reliability and pilot testing were carried out. 21 of respondents were involved in the pilot testing.

Table 1

Reliability Test Result

Indicators	Cronbach Alpha	Remarks
Values and Principles	0.968	Excellent
Behaviors and Practices	0.922	Excellent
Communication and Transparency	0.922	Excellent
Leadership and Support	0.897	Good
Affective Commitment	0.950	Excellent
Continuance Commitment	0.959	Excellent
Normative Commitment	0.974	Excellent

Data Gathering Procedures - In light of the protocols and guidelines for conducting research and collecting data, the researcher asked the dean of the Graduate School of Lyceum of the Philippines - Batangas for permission to carry out the study. The questionnaire was distributed through a hard copy questionnaire and through Google Form and Facebook Messenger if necessary. The researcher waited for a couple of weeks for responses to be able to collect the data. Upon receiving, the result was tabulated, and subjected to frequency distribution, weighted means and Spearman rho that tested the significant difference of green organizational culture and employee commitment of manufacturing companies in Batangas City.

Data Analysis - Weighted mean and rank were used to determine the green organizational culture in manufacturing companies in terms of values and principles, behaviors and practices, communication and transparency, and leadership and support; and to assess the employee commitment green manufacturing companies in terms of: affective commitment, continuance commitment and normative commitment. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. All analyses were performed using SPSS version 28.

Ethical Considerations - The researcher considered several ethical considerations when conducting the study. Participants' privacy and personal interests are respected throughout the survey process. This is ensured by the participants' agreement to participate in the research project. Informed consent should be the basis for respondents' participation. In order for people to fully understand the implications of participating and make an informed decision about whether or not to do so, without the use of pressure or coercion, the researcher provided them with enough information and assurances about taking part. This is known as the principle of informed consent. The participant's information will be kept private and anonymous.

3. Results and discussion

Table 2

Summary Table on Green Organization Culture in Manufacturing Companies

Key Result Areas	Composite Mean	VI	Rank
Values and Principles	3.79	Always	1
Behaviors and Practices	3.72	Always	2
Communication and Transparency	3.64	Always	3
Leadership and Support	3.62	Always	4
Grand Composite Mean	3.69	Always	

Legend: 3.50-4.00=Always; 2.50-3.49=Often; 1.50-2.49=Sometimes; 1.00-1.49=Never

Table 2 presents the summarized green organizational culture in ISO certified manufacturing companies with a grand composite mean of 3.69 and interpreted as always. Among the four areas, values and principles was the most asserted with a mean of 3.79, followed by behaviors and practices with 3.72, then communication and transparency with 3.64 and leadership and support with 3.62.

Values and Principles ranked first. The environmental effect of manufacturing operations may be diminished by implementing environmentally friendly practices, which would be made easier by focused employee training and adherence to green performance standards. In addition to being morally required, this commitment to environmental stewardship may support a sustainable development model and resonate with the worldwide movement of businesses to become more environmentally sensitive. In light of this, a lot of businesses deliberately use cleaner production in addition to other cutting-edge and environmentally responsible techniques.

Behaviors and practices also play a significant role in the green organizational culture in manufacturing companies. An organization's environmental performance is significantly influenced by the development of a green organizational culture, which is a collection of attitudes, convictions, and behaviors focused on environmental sustainability. This culture directs both daily operations and strategic decision-making, with an emphasis on the industrial sector. Its goal is to promote sustainable practices, primarily via highlighting waste reduction and resource efficiency.

On the other hand, communication and transparency ranked number three. Companies need to focus more on its manufacturing process to reduce greenhouse gas emissions in order to protect the environment, boost local economies, and create employment. This is the ideal example of a sustainable business culture that maintains a balance between the environment, the economy, and society, creating a platform for effective sustainability communication, as supported by Sobaih, et al. (2022).

Leadership and support, while still important, are often ranked last among the four categories. This may be due to the fact that employees are not given a chance to appraise their performance. Moreover, performance management, assessment systems, and green rewards are effective ways to increase employee engagement. Leadership plays a crucial role in this process, as supported by Chaudhary, (2020).

Table 3*Summary Table on Employee Commitment of Green Manufacturing Companies*

Key Result Areas	Composite Mean	VI	Rank
Affective Commitment	3.71	Highly Committed	1
Continuance Commitment	3.60	Highly Committed	3
Normative Commitment	3.62	Highly Committed	2
Grand Composite Mean	3.64	Highly Committed	

Legend: 3.50-4.00=Highly Committed; 2.50-3.49=Moderately Committed; 1.50-2.49=Slightly Committed; 1.00-1.49=Not Committed at All

Table 3 presents the summarized assessment of employee commitment of green manufacturing companies with a grand composite mean of 3.64 with verbal interpretation of highly committed. The assessment of employee commitment in green manufacturing companies prioritizes the affective commitment, followed by normative commitment, and then continuance commitment with a weighted mean of 3.71, 3.62 and 3.60, respectively. Affective commitment is the type of commitment that manufacturing organizations value the most since it is linked to improved performance, reduced turnover rates, and more work satisfaction. On the other hand, although a normative commitment has advantages, it is more driven by a sense of obligation than by sentiment. It is the employees feeling of staying in the organization. Employees may choose to commit to their employing organizations due to a sense of moral duty, in addition to the desire to commit and the consequences of leaving.

Continuance commitment, while still important, got the last rank with the grand composite mean of 3.60. Although it helps in retaining employees, it might not still have a beneficial effect on engagement and work performance of an employee. On the other hand, it might still consider important by employees that are already committed to the company for so long. A continuance commitment was perceived by an employee because of the nontransferable investment such as retirement investments as well as career investment. Therefore, manufacturing companies should aim to enhance affective commitment among employees by implementing programs that support a strong organizational culture, provide opportunities for personal growth, and align personal beliefs with the company goals. A key component of any successful organization is its employees, which affects a range of factors like output, retention rates, and overall performance. Employee commitment, according to Kim and Beehr (2019), is the psychological connection that workers have with their company that motivates them to stick with it and actively support its objectives. In a time when sustainability is becoming more and more significant, it is critical to comprehend the elements that increase employee commitment, especially in companies that place a strong emphasis on environmental responsibility.

Table 4*Relationship Between Green Organizational Culture and Employee Commitment*

Variables	rho	p-value	Interpretation
Values and Principles			
Affective Commitment	0.565**	< .001	Highly Significant
Continuance Commitment	0.416**	< .001	Highly Significant
Normative Commitment	0.452**	< .001	Highly Significant
Behaviors and Practices			
Affective Commitment	0.611**	< .001	Highly Significant
Continuance Commitment	0.520**	< .001	Highly Significant
Normative Commitment	0.499**	< .001	Highly Significant
Communication and Transparency			
Affective Commitment	0.571**	< .001	Highly Significant
Continuance Commitment	0.581**	< .001	Highly Significant
Normative Commitment	0.560**	< .001	Highly Significant
Leadership and Support			
Affective Commitment	0.526**	< .001	Highly Significant
Continuance Commitment	0.641**	< .001	Highly Significant
Normative Commitment	0.642**	< .001	Highly Significant

***. Correlation is significant at the 0.01 level*

Table 4 presents the relationship between green organizational culture in terms of values and principles,

behaviors and practices, communication and transparency and leadership and support to employee commitment in terms of affective commitment, continuance commitment and normative commitment. As presented to the result of the relationship between green organizational culture and employee commitment, it was clearly stated that all of the sub- variables of employee commitment is highly significant to the sub-variables of green organizational culture. It was observed that the computed rho-values indicates a moderate direct correlation, and the resulted p-values were all at .001. This means that a significant relationship exists and implies that the higher the green organizational culture of the company, the higher the commitment of the employees are. The results accentuate that employee commitment can be enhanced through a more committed organization in endorsing and implementing green practices towards their operations. Therefore, the proactive strategic role of hiring process is crucial to formulate environmental strategies and monitoring the workforce's activities at the workplace, whether these are environmentally friendly or not.

The results accentuate that employee commitment can be enhanced through a more committed organization in endorsing and implementing green practices towards their operations. In relation to the findings, Mahmood et al. (2021), stated that responsible workforce behavior leads to positive outcomes that reflect pro-environmental behavior. Therefore, the proactive strategic role of hiring process is crucial to formulate environmental strategies and monitoring the workforce's activities at the workplace, whether these are environmentally friendly or not.

Table 5

Proposed Action Plan for Green Organizational Culture and Employee Commitment in ISO Certified Manufacturing Companies

Key Results Area	Strategy/Action	Objectives	Expected Outcomes	Persons/Work Units Involved
Green Organizational Culture Leadership and Support Recognition and rewards are given to employees who champion environmental responsibility (with lowest mean)	Recognition Programs -Setting in place procedures to recognize and honor their accomplishments in environmental responsibility and developing various forms of recognition including awards, certificates, and public acknowledgements in company meetings.	To establish a structured process to consistently recognize and honor employees' accomplishments in environmental responsibility by developing a diverse range of recognition methods, including awards, certificates, and public acknowledgement in company meetings, thereby fostering a culture of sustainability and motivating continued eco-friendly practices.	Highly motivated and engaged workforce that actively participates in and supports environmental initiatives, leading to significant improvements in the company's overall environmental performance and a deeply ingrained culture of sustainability throughout the organization.	CEO President Human Resource Department Team Leaders Communication Teams Employees
2. Employee Commitment Continuance Commitment Leaving this organization would mean losing the opportunity to contribute to a company with a positive environmental impact. (with lowest mean)	Clear Communication of Impact Ensure employees understand how their roles directly or indirectly contribute to the company's environmental goals.	To increase understanding of the significance of environmental sustainability and the particular objectives of the business.	Increased awareness facilitates the more efficient use of sustainability programs, which yields observable environmental advantages including decreased carbon emissions, resource conservation, and enhanced environmental performance.	Training and Development Manager Human Resource Manager Consultants and Advisors Employees

4. Conclusions and recommendations

The study's findings led to the following conclusions being made: Employees of ISO Certified

manufacturing companies have all agreed that values and principles, behaviors and practices, communication and transparency and leadership and support are the factors that gives the employees' commitment to the company. Employees have all agreed that they consider the three sub- variables of employee commitment in assessing the green organizational culture of ISO Certified manufacturing companies. The results show a highly significant relationship between all dimensions of green organizational culture and employee commitment in ISO Certified manufacturing companies. An action plan for Green Organizational and Employee Commitment in ISO Certified Manufacturing Companies will then be proposed by the researcher. In light of the results obtained, the following suggestions and recommendations are made: Since employees' value communication and transparency, strengthen these areas to further boost employee commitment. Implement regular feedback mechanisms and transparent communication channels to reinforce trust and alignment with organizational goals. Given the importance of leadership and support in employee commitment, investing in leadership development programs that emphasize the role of leaders in promoting sustaining a green organizational culture. Future researchers may use qualitative research method to explore how the dimensions of green organizational culture will contribute to employee commitment. By using a contextual and rich approach, it will be possible to uncover factors and dynamics that are not easily recognized through quantitative methods alone. This will ultimately improve strategies for cultivating a strong green culture and raising employee engagement.

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