Employees' Commitment to Sustainable Development Goals Approach

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Abstract

Sustainable development is a goal that every citizen, every organization, and every government must consider. Therefore, an SDG12: Responsible Consumption and Production analysis must be carried out at the individual and organizational levels. The main objective of our article is to evaluate how employees perceive the contribution of the organization in which they work to the fulfillment of goal 12. The research methodology is quantitative, based on the questionnaire, and we used SEM-PLS to highlight the relationship between the variables. The research results demonstrated that employees' affective commitment is influenced, on the one hand, by the organization's green behavior, and on the other hand, by their green behavior.

Key words: employees' affective commitment, sustainable development goals, SDG12: responsible consumption and production, organization green behavior
J.E.L. classification: M12, M14, Q01

1. Introduction

Sustainable development has become an essential concern of all governments and organizations; in this sense, the United Nations developed the 2015 17 Sustainable Development Goals to hold governments and large corporations accountable for a pragmatic approach to climate and environmental issues.

One of the 17 Sustainable Development Goals (SDGs) is Goal 12: Responsible consumption and production, which refers to the need to use resources efficiently to increase energy efficiency to create a sustainable infrastructure that contributes to the creation of green jobs aimed at ensuring a better quality of life for all the inhabitants of the planet.

Tremblay et al. (2020), as a result of the literature review, divided the 17 SDG2 into five pillars of sustainable development. The five pillars of sustainable development are the following: People (1. No poverty, 2. Zero hunger, 3. Good health and well-being, 4. Quality education, 5. Gender equality, 6. Clean water and sanitation, 10. Reducing inequalities), Planet (6. Clean water and sanitation, 7. Affordable and clean energy, 8. Decent work and economic growth, 12. Responsible consumption and production, 13. Climate action, 14. Life below water, 15. Life on land), Prosperity (7. Affordable and clean energy, 8. Decent work and economic growth, 9. Industry, innovation and infrastructure, 10. Reducing inequalities, 11. Sustainable cities and communities), Peace (16. Peace, justice, and strong institutions) and Partnership (17. Partnerships for the goals).

People and the planet are allocated the most SDGs (seven per pillar), but peace and partnership are assigned only one pillar each. Therefore, we believe that in the context of the negative events of recent years (the COVID-19 pandemic crisis, the refugees' crisis, and the Russian-Ukrainian war), it would be advisable to add other SDGs that become viable as soon as possible so that they actively contribute to the establishment of peace on the entire planet and to encourage partnership between all stakeholders of the earth (Sachs et al., 2022).

Regardless of the pillar in which each SDG falls, people's emotional commitment is decisive in achieving the proposed targets and for the planet's sustainable development.

Therefore, we considered that SDG 12, under the umbrella of responsible consumption and production, brings together the three elements of our research: employees' affective commitment related to the organization's green behavior (EAC), employees' green attitude (EGA), and organization green behavior (OGB).

2. Literature review and hypotheses development

Cohen (2007) observed a direct relationship between organizational and employee commitment. Therefore, organizations must promote socialization strategies to increase employees' commitment and encourage responsible production and consumption. Thus, according to Rhoades et al. (2001), a high level of employee commitment will lead to active engagement in the organization's activities, especially those aimed at sustainable development.

Jyoti (2019) believes that any organization's role is to ensure its employees' well-being. Well-being is a result of green practices that actively contribute to improving organizational performance.

Therefore, employees' green attitude (EGA) is a result of their affective commitment related to the organization's green behavior (EAC), and it is promoted by a responsible organization's green behavior (OGB).

Burlea-Schiopoiu and Balan (2018) established a relationship between irresponsible organizational behavior and individuals' low commitment to promote and develop organizations.

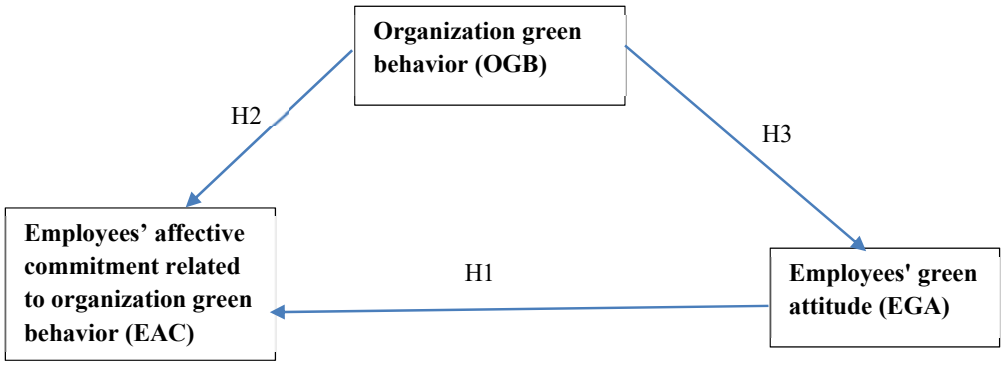
As a result of the analysis of the literature, we elaborated the following hypotheses presented in Figure 1 as a theoretical model:

H1: Employees' green attitude (EGA) directly and positively influences employees' affective commitment related to the organization's green behavior (EAC).

H2: Organization green behavior (OGB) directly and positively influences employees' affective commitment to organization green behavior (EAC).

H3: Organization green behavior (OGB) directly and positively influences employees' green attitude (EGA).

Figure no. 1 Theoretical model



Source: Authors' contribution

3. Research methodology

The questionnaire consisted of three variables as follows: The green organization behavior – adapted from Fawehinmi et al. (2022), Employees' affective commitment related to green organization behavior adapted from Meyer and Allen (1990), and Employees' green attitude – adapted from Fawehinmi et al. (2022). The 11 multiple-choice items, including two demographic ones (gender and age), were measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Table 1 presents the construct's variables and items.

Table no. 1 Construct and items of the model

Constructs	Items	Code	Source
Employees' affective commitment related to organization green behavior (EAC)	Considering its green behavior, would you be happy to spend the rest of your career in this organization?	EAC1	Allen and Meyer (1990)
	Do you enjoy sharing knowledge about responsible consumption and production with your colleagues?	EAC2	
	Do you feel emotionally attached and have a strong sense of belonging to the green organization?	EAC3	
Employees' green attitude (EGA)	I am in favor of behaving pro-environmentally in my organization.	EGA1:	Fawehinmi et al. (2022)
	I think it is a good idea for my organization to support responsible consumption and production behavior in the workplace	EGA2	
	Responsible consumption and production behavior in my organization is essential to me	EGA3	
Organization green behavior (OGB)	In my organization, all employees ensure that air-conditioning is switched off when not in the office.	OCB1	Fawehinmi et al. (2022)
	My organization requires that all print and photocopy be realized double-sided.	OCB2	
	My organization established a rule that all computers/notebooks to be switched off when employees leave their office for a considerable period.	OCB3	
	My organization continuously verifies that all the lights are switched off when employees leave their office for a considerable period and when there is no one else.	OCB4	
	In my organization, all resources are recyclable carefully (i.e., plastic, glass)	*OCB5*	

Source: Authors' contribution

The sample consists of 236 respondents (36.4% were between 22 and 30 years of age, 18.7% were between 31 and 40 years of age, 29,6% were between 41 and 50 years of age, and 15.3% were between 51 and 57 years of age). The gender composition was (54.2% female, 45.8% male).

4. Results and Discussion

The descriptive statistics, outer loadings, and Variance Inflation Factor (VIF) are presented in Table 2.

Table no. 2 The Descriptive statistics, outer loadings and Variance Inflation Factor (VIF) *of the items of the three variables*

	Cronbach Alpha	Mean	Std. Deviation	Outer Loadings	VIF
EAC	0.830				
EAC1		3.78	.641	0.871	1.916
EAC2		3.80	.698	0.845	1.768
EAC3		3.77	.670	0.875	2.150
EGA	0.764				
EGA1		4.10	.638	0.799	1.150
EGA2		3.85	.540	0.788	1.608
EGA3		3.93	.785	0.704	1.509
OCB	0.904				
OCB1		4.21	.601	0.810	2.095
OCB2		4.06	.561	0.746	1.914
OCB3		4.07	.583	0.897	1.797
OCB4		4.05	.574	0.901	1.596
OCB5		4.13	.547	0.887	2.351

Source: SPSS20 and SMART-PLS4 software

We observe that all mean scores are above 3.77, which suggests the agreement of the respondents with the survey's statements.

The highest mean scores were reported for OBC1 (M = 4.21), OBC5 (M = 4.13) and ECA1 (M = 4.10). The lowest mean score was reported for EAC3 (M = 3.77). The values of the standard deviation (SD) varied from 0.540 (for EGA2) to 0.785 (for EGA3).

The SEM-PLS confirmatory composite analysis (CCA) was used to assess this research model (Hair et al., 2020). Therefore, the composite reliability values were between 0.808 and 0.929, and it is confirmed that the values for AVE (EAC: 0.746; EAG: 0.585, and OBC: 0.723) were higher than 0.5.

Henseler et al. (2015) consider that if HTMT values are lower than the 0.9 threshold and our values are under this threshold, in this case, the values of heterotrait-monotrait (HTMT) ratio of the correlations re-confirmed the presence of discriminant validity.

Table 3 and Figure 2 present details related to the status of the three hypotheses.

Table no. 3 The status of the three hypotheses

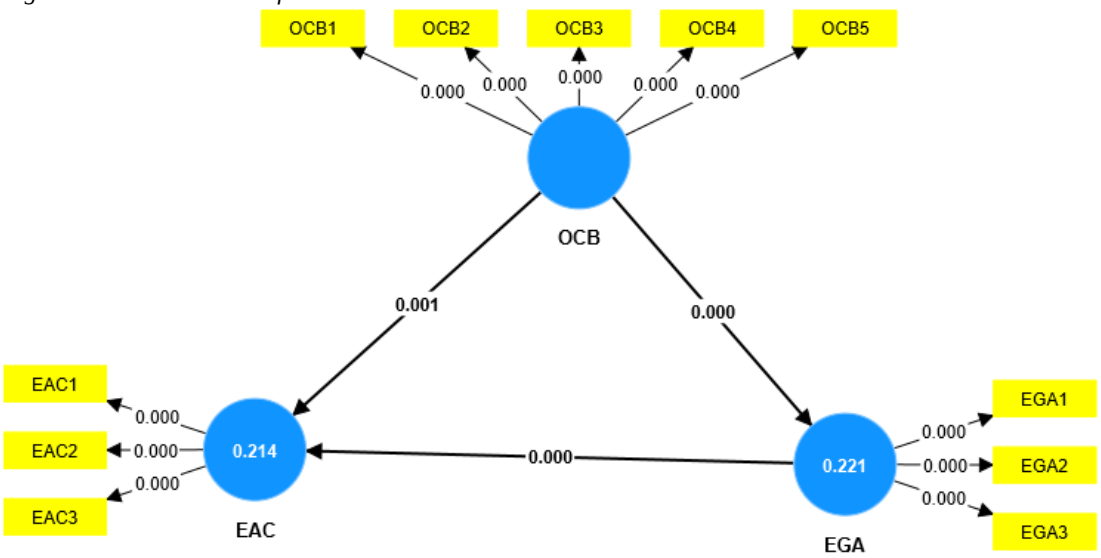
Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	P values	Hypothesis status
EGA -> EAC	0.311	0.317	0.069	0.000	Supported
OCB -> EAC	0.226	0.224	0.069	0.001	Supported
OCB -> EGA	0.471	0.476	0.067	0.000	Supported

Source: SMART-PLS4 software

The employees' green attitude (EGA) manifested by their responsible consumption and production behavior is strongly related to SDG 12 and proves their high affective commitment to the organization's green behavior (EAC).

The achievement of the SDG 12 targets and indicators is based on individuals' pro-environmentally behavior (Burlea-Schiopoiu, 2009; Burlea-Schiopoiu et al., 2022). Moreover, the employees' affective commitment is strongly influenced by the rules and organizational resources used to promote responsible consumption and production (OCB).

Figure no. 2 An overview of the results



Source: SMART-PLS4 software

The employees manifest responsible behavior only if the organization is characterized by a work climate governed by rules oriented towards recycling and saving resources.

5. Conclusions

We concluded that an approach from individuals to organizations of the SDGs, especially SDG 12, is beneficial for understanding the mutual relationship between employee responsibility and organizational accountability. Therefore, the organization must create and implement rules to promote responsible consumption and production to ensure the employees develop an affective commitment to it. On the other hand, if the employees do not show a green attitude, the organization's rules are not successfully implemented either.

From a theoretical point of view, the importance of our research is reflected in an approach to goal 12 from the individual's perspective but in an organizational context. The practical significance of our study is that, regardless of the size of the organization (small, medium, or large enterprise), managers must be concerned, on the one hand, with the promotion of the goals of the 2030 Agenda and on the other hand with carrying out concrete actions reducing the consumption of resources of any kind and achieving sustainable production.

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