International Conference on Rural Development and Entrepreneurship (CORE 2026)
Proceedings
Vol. 08 Year 2026, 172 – 181

GREEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ANALYSIS OF THE ROLE OF GREEN MINDFULNESS ON GREEN PERFORMANCE

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Abstract

This study aims to explore the impact of *Green Mindfulness* on *Green Performance* mediated by *Green Organizational Citizenship Behavior.* This study adopted a quantitative associative methodology, where every employee of PT. Pelindo Multi Terminal Branch Belawan became the sample population. To determine the sample size using saturated sampling so that a sample of 98 employees was obtained to participate in filling out an online questionnaire with a Likert scale. The collected data were then analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the SmartPLS tool through outer model testing, inner model testing and hypothesis testing. The research findings revealed that *Green Mindfulness* significantly influenced *Green Performance, Green Organizational Citizenship Behavior* significantly influenced *Green Performance, Green Mindfulness* significantly influenced *Green Organizational Citizenship Behavior,* and *Green Organizational Citizenship Behavior* mediated *Green Mindfulness* with *Green Performance.* The results of this study confirm that the increase in green performance is not only determined by green mindfulness as an individual cognitive factor, but is significantly strengthened through the mediating role of Green Organizational Citizenship Behavior (GOCB) as a manifestation of voluntary pro-environmental behavior.

Keywords: Green Mindfulness Green Performance mediated by Green Organizational Citizenship Behavior

INTRODUCTION

In the context of increasing global attention to environmental issues, more and more companies are focusing on enhancing their competitiveness by reducing the environmental impact of their manufacturing and service activities, addressing their customers' environmental concerns, and achieving improved environmental performance. Many companies consider environmental commitment a crucial variable in today's competitive landscape and engage in environmental management in response to increasing environmental legislation and public concern about environmental degradation (Zhao & Chen, 2022) . Environmental management has received sustained research interest over time due to the numerous factors that can influence environmental efforts. Many researchers have used various theories, including institutional theory, the resource-based view, stakeholder theory, the diffusion of innovation theory, and others, to propose various explanations for the implementation of environmental management by companies.

Engaging in environmental management is generally believed to provide competitive advantages for companies. Companies can achieve significant environmental performance by successfully implementing green practices into their work systems (Zhang et al., 2019) . However, these practices may not achieve widespread adoption beyond initial adoption because engaging in environmental management is often a complex technology and process, requiring significant investment of organizational resources. Corporate greening can begin with top management awareness of the need for a response to environmental issues and ideally, can culminate in successful implementation across the company. Successful environmental management implementation relies on full engagement when developing operational responses to environmental issues (Zhang et al., 2019) .

The implementation of environmental management involves complex information processing and decision-making, including understanding innovative green concepts or practices that are unfamiliar to the company, and are usually perceived as uncertain and ambiguous regarding the outcomes of the implementation process (A & Sharma, 2003) . Therefore, supervisors face the task of analyzing the consequences of their company's green concepts or practices (Wals & Schwarzin, 2012) . Under these circumstances, deciding whether a particular green practice is beneficial to the company, whether its implementation is appropriate, and how its implementation can be carried out well, requires companies to be careful in engaging in environmental management with reasoning based on facts and their specifics (Jenkin et al., 2011) . In organizational decision-making, awareness means a state of alertness and awareness. According to the resource-based view, awareness can be considered an important resource for strengthening competitive advantage (Bayraktar & Ndubisi, 2014) . This disposition is believed to support the interpretation of contextually differentiated situations and information scenarios (Ndubisi & Al-Shuridah, 2019) .

Although the application of environmental criteria to business operations requires exploring new resource combinations and utilizing existing resources in new ways (Mulaessa & Lin, 2021) , the implementation of environmental management can be considered an organizational innovation process. In an effort to understand how companies implement new technologies or processes, the concept of mindfulness was introduced to investigate differences in innovative behavior across organizations (Fiol & O'Connor, 2003) . In the context of organizational innovation implementation, mindfulness relates to engaging with innovation based on facts unique to the company (Lin et al., 2019) . Mindfulness will reduce the likelihood of failure when implementing innovation because it can generate decisions based on contextually relevant understanding of specific conditions (Swanson & Ramiller, 2004) . Because mindfulness is desirable in the innovation implementation process, companies also need mindful thinking in the implementation of environmental management.

The mindfulness approach identifies the value of management flexibility in formulating and timing investment decisions when facing uncertain conditions, thus varying the risk of investment proposals at various stages (Ndubisi & Al-Shuridah, 2019) . Therefore, mindfulness theory is suitable for application in investigating the implementation of environmental management in companies. Companies must continue to apply mindfulness thinking when implementing environmental management (Wals & Schwarzin, 2012) . Therefore, it is important to understand the issues of mindfulness in the implementation of environmental management in companies.

Based on a literature review related to mindfulness theory and environmental management, the concept of mindfulness is still rarely used in environmental management research (Lin et al., 2019) , although the concept of mindfulness has been discussed in several studies across disciplines or subjects. To fill this research gap, this study considers the importance of maintaining mindfulness in the implementation of environmental management in companies and proposes the concept of green mindfulness. Therefore, this study attempts to explore the application of the mindfulness concept in environmental management because understanding the predictors of green mindfulness can help companies understand potential drivers and barriers in implementing environmental management. Analyzing the impact of green mindfulness can help companies study the influence of green mindfulness on company performance. Mindfulness has been introduced into organizational studies through investigations of individual and organizational mindfulness within an organization. Organizational mindfulness is the connection and sharing of individual mindfulness to help individuals and organizations achieve greater alignment between their intentions and outcomes (Errmann et al., 2021) . Therefore, green mindfulness in this study is divided into individual green mindfulness and organizational green mindfulness. Both the antecedents and consequences of green mindfulness are also analyzed at the individual and organizational levels. Recognizing that the phenomenon of organizational mindfulness is inherently multilevel, analyzing the antecedents and consequences of green mindfulness should be from a multilevel perspective.

In addition to green mindfulness, *green behavior* also plays a significant role. Green behavior involves actions and decisions taken to reduce negative impacts on the environment, such as energy conservation, proper waste management, sustainable resource use, and participation in environmental initiatives (Ghouri et al., 2020) . Green behavior encompasses individual employee actions and behaviors that support sustainable and environmentally friendly practices in the workplace (Tirno et al., 2023) .

Green OCB encompasses employee actions or behaviors that go beyond their formal duties and responsibilities, specifically related to environmentally friendly practices (C. Chen et al., 2023) . Research on the influence of green OCB on organizational performance can provide important insights into the role of employees in creating more sustainable and effective organizations (Meng et al., 2023) . Green OCB can positively contribute to employee performance by increasing motivation, engagement, creativity, team collaboration, and organizational reputation. Organizations that encourage and support green OCB tend to create a positive work climate.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

Mindfulness in environmental management, here referred to as green mindfulness, is a way of working during environmental management characterized by a willingness to consider alternative perspectives, focus on the present, pay attention to operational details, and have an interest in exploring and understanding failures (Ho et al., 2022) .

Mindfulness can train employees to focus on the tasks they are working on without being distracted by distracting thoughts or emotions. This can reduce employee stress and anxiety, which can hinder the employee's performance process, making it difficult for employees to generate or produce creative and innovative ideas. Research findings (Abdillah et al., 2024) , employees who are able to bring out mindfulness in themselves will be able to bring out higher levels of employee performance, if mindfulness in employees is low it will reduce the level of *Green Performance* .

Hypothesis 1: Green Mindfulness* Affects *Green Performance.

A concept known as "green OCB" (Organizational Citizenship Behavior) refers to voluntary actions taken by staff members to support and contribute to environmental sustainability within an organization (Hooi et al., 2022) . Employees' actions or behaviors that go beyond their formal obligations and responsibilities, especially those related to environmentally friendly practices, are referred to as "green OCB" (C. Chen et al., 2023) . Research on how Green OCB affects employee performance can highlight the role of employees in building more sustainable and productive companies. Companies will benefit, as will the environment if more people adopt environmentally friendly practices. Green OCB can improve employee performance by fostering motivation, engagement, innovation, teamwork, and a better reputation. Organizations that support and promote Green OCB tend to create a healthy work environment (X. Liu & Yu, 2023) .

Hypothesis 2: Green Organizational Citizenship Behavior* Influences *Green Performance.

G-OCB refers to “individual discretionary behaviors, not formally rewarded, that collectively promote effective organizational environmental management” (Hooi et al., 2021) . Previous research has demonstrated substantial reports of OCB in individuals, groups, and organizations pursuing creative and innovative endeavors (Clarke, 2012) . “In most organizations where employees are not always given clear guidelines about routines, and in uncertain work situations, employees often need to identify problems (which often occur dynamically and repeatedly), encode them, and find solutions that best fit the context. This allows individuals to carry out their tasks under certain circumstances and helps them utilize new and unique ideas that may be useful for problem solving and completing tasks (Martz et al., 2017) .

The findings of the study (C. Chen et al., 2023) indicate that green awareness is a substantial contributor to G-OCB for companies in the hospitality industry, appropriate organizational interventions need to be carried out to increase employee green awareness.

Hypothesis 3: Green Mindfulness* Influences *Green Organizational Citizenship Behavior.

Mindful individuals do not ruminate, fantasize, or worry about the future due to their ability to monitor their internal and external environments. Mindfulness allows people to observe their experiences without analyzing, evaluating, reflecting, or judging them; therefore, they use these experiences to become less susceptible to negative feelings related to status and conflict, rewards, failure, and the opinions of others. Furthermore, mindful individuals develop the capacity to distinguish positive aspects of life. High levels of mindfulness are positively associated with positive affect, while low levels of mindfulness are negatively associated with negative affect. Furthermore, mindful individuals are more likely to notice drives arising from their basic needs and regulate their behavior in ways that meet those needs while maintaining their intrinsic motivation. Several early studies that aggregated assessments of mindfulness and intrinsic motivation have found a positive correlation between the two.

Hypothesis 4: Green Organizational Citizenship Behavior* Mediates the Effect of *Green Mindfulness* on *Green Performance.

RESEARCH METHODS

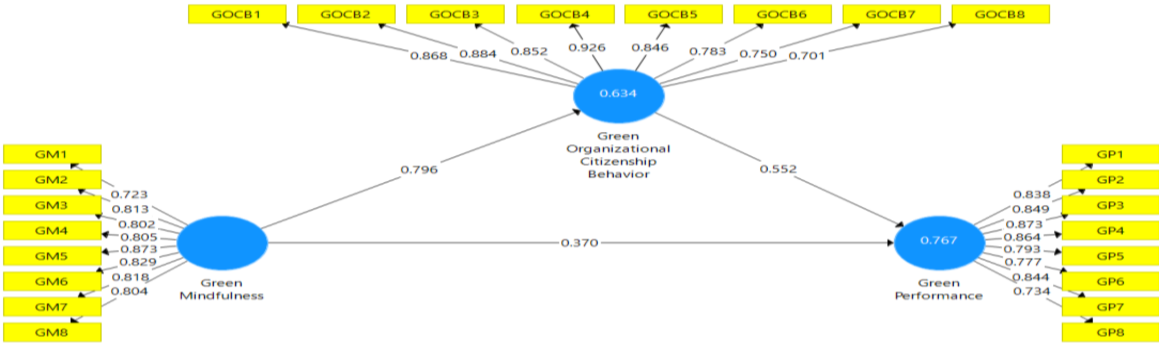
This study applies quantitative methods, collecting primary data through distributing questionnaires to 98 employees of PT. Pelindo Multi Terminal Branch Belawan , using saturated samples for sampling. The questionnaires were given *online* via google formular using a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree". Data analysis was carried out using SmartPLS, using *Partial Least Squares* (PLS) analysis and *Partial Least Squares-Structural Equation Modeling (PLS-SEM). The hypothesis will be evaluated through the Outer Model* Analysis test, *Inner Model* Analysis , and Hypothesis Testing, to ensure robustness in testing the relationship between these variables.

RESULTS AND DISCUSSION

Outer Loading Test

Validity Test

Item reliability, or what we commonly call indicator validity. Testing *item reliability* (indicator validity) can be seen from *the loading factor value (standardized loading).* This factor loading value represents the magnitude of the correlation between each indicator and its construct. A *loading factor value* above 0.7 is considered ideal, meaning that the indicator can be considered valid as an indicator to measure the construct. However, a *standardized loading factor value* above 0.5 is acceptable. Meanwhile, a *standardized loading factor value* below 0.5 can be excluded from Chin's (1998) model. The following are the *item reliability values* , which can be seen in the *standardized loading column:*



Source: 2026 Data Processing Results

Figure 1. *Standardized Loading Factor* Inner and Outer Model

From the image above, it can be seen that all loadings are greater than 0.7, so they do not need to be set aside. Thus, each indicator is valid for explaining its respective latent variables, namely *Green Organizational Citizenship Behavior, Green Mindfulness* and *Green Performance.*

Then used to measure how much variance can be attributed to measurement error relative to the variance explained by the items in the construct. Convergent validity scores exceeding 0.5 indicate adequate convergent validity. In some situations, latent variables account for more than fifty percent of the observed variation in the associated indicators.

Table 1. Average Variance Extracted

	Average Variance Extracted (AVE)
Green Mindfulness	**0.655**
Green Organizational Citizenship Behavior	**0.688**
Green Performance	**0.677**

Source: 2026 Data Processing Results

All AVE values, including those for *Green Mindfulness* (0.655), *Green Organizational Citizenship Behavior* (0.688), and *Green Performance* (0.738), were shown to exceed 0.5, according to the analysis results. Substantial convergent validity of the model is demonstrated by the contribution of latent variables exceeding fifty percent of the variation in the related indicators.

Reliability Test

In assessing the level of understanding, both Cronbach's Alpha and Composite Reliability are standard methods used to evaluate construct consistency. Cronbach's alpha indicates the minimum reliability value of a construct, while composite reliability is a measure of the construct's actual reliability . The composite reliability score and Cronbach's alpha value should exceed 0.6, according to the recommended threshold. A value above 0.60 indicates good construct reliability.

Table 2. Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Green Mindfulness	**0.924**	**0.938**
Green Organizational Citizenship Behavior	**0.934**	**0.946**
Green Performance	**0.931**	**0.944**

Source: 2026 Data Processing Results

The results of data processing show composite reliability values for *Green Mindfulness* (0.938), *Green Organizational Citizenship Behavior* (0.946), and *Green Performance* (0.944). Meanwhile, the Cronbach's Alpha reliability values for *Green Mindfulness* (0.924), *Green Organizational Citizenship Behavior* (0.934), and *Green Performance* (0.931). All of these values are within the adequate threshold range, indicating that all items in the measurement instrument can be relied upon as consistent measuring tools.

Inner Model Test

The R-squared statistic is an indicator that measures how much of the variability in a dependent variable can be explained by the independent variables in a model. It is very useful for evaluating a model's effectiveness. According to (Juliandi, 2018) , the R-squared value classifies a model as good (0.75), moderate (0.50), or poor (0.25) depending on its value.

Table 3 R-Aquare Results

	R Square	R Square Adjusted
Green Organizational Citizenship Behavior	0.634	0.629
Green Performance	0.767	0.761

Source: 2026 Data Processing Results

The R-squared value of 0.767 indicates that 76.7% of the variation in *Green Performance* can be explained by *Green Organizational Citizenship Behavior and Green Mindfulness* . This strong relationship underscores the effectiveness of the model in describing the dynamics between variables. In addition, *Green Mindfulness* has a significant influence on *Green Organizational Citizenship Behavior* (r=0.634), indicating that 63.4% of the variation in *Green Organizational Citizenship Behavior* can be attributed to *Green Mindfulness* while the remaining 36.4% can be caused by other contributing factors.

Hypothesis Testing

In addition to R-squared, the path coefficients of the structural model are also an important part of this evaluation. The goal is to assess the relevance of each path or to test existing hypotheses. Based on research findings, hypothesis testing can be classified as having a direct or indirect impact on the related variables. Hypothesis evaluations can be grouped into different categories based on the results of the data analysis obtained.

Table 4 Path Coefficients and Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Green Mindfulness -> Green Organizational Citizenship Behavior	0.796	0.798	0.041	19,458	**0.000**
Green Mindfulness -> Green Performance	0.370	0.372	0.126	2,943	**0.003**
Green Organizational Citizenship Behavior -> Green Performance	0.552	0.548	0.129	4,272	**0.000**
Green Mindfulness -> Green Organizational Citizenship Behavior -> Green Performance	0.439	0.438	0.108	4,085	**0.000**

Source: 2026 Data Processing Results

Based on the results of data processing, it can be interpreted as follows:

1. Analytical findings prove the acceptance of Hypothesis 1 *Green Mindfulness* with *Green Performance* . The P-value (0.003 < 0.05) and T-statistic (2.943 > 1.96) provide clear evidence of a substantial and positive relationship between *Green Mindfulness* and *Green Performance* . This indicates that the level of individual environmental awareness plays an important role in

improving environmental performance in the port environment. In the operational context at the Belawan Branch, employees with high green mindfulness will pay more attention to the use of resources such as energy, heavy equipment fuel, and waste management from loading and unloading activities. Considering that terminal activities include handling large-scale commodities such as CPO, coal, and other bulk materials, individual awareness is a key factor in minimizing environmental impacts. In addition, empirically, the increase in green mindfulness at PT Pelindo Multi Terminal Belawan Branch is also supported by operational transformations that include HSSE (Health, Safety, Security, and Environment) aspects, facility modernization, and human resource strengthening. These efforts indirectly shape employee environmental awareness and encourage improvements in the organization's environmental performance.

2. Analysis of Hypothesis 2 shows a significant and positive influence *of Green Organizational Citizenship Behavior* on *Green Performance* . This is supported by the P value (0.000 < 0.05) and the T statistic value (4.272> 1.96) providing clear evidence of a substantial and positive relationship between *Green Organizational Citizenship Behavior* and *Green Performance*. This indicates that the higher the level of voluntary pro-environmental behavior possessed by employees, the higher the resulting environmental performance. In the operational context at PT Pelindo Multi Terminal Belawan Branch, the role of GOCB is very important considering that loading and unloading activities have the potential to cause environmental impacts such as waste, emissions, and high energy use. Employees who demonstrate GOCB will voluntarily take actions such as saving operational equipment energy, reducing the use of environmentally unfriendly materials, and reminding coworkers to comply with environmental procedures. This behavior directly contributes to improving the organization's green performance. Empirically, the relationship between GOCB and green performance can be explained through social and behavioral mechanisms. Employees who are active in GOCB tend to create a work culture that cares about the environment, thereby influencing collective behavior within the organization. In a work environment like Belawan port, collaboration and mutual reminders between employees are important factors in maintaining environmentally friendly operational standards.
3. Analysis of Hypothesis 3 shows a significant and positive influence *of Green Mindfulness* on *Green Organizational Citizenship Behavior* . This is supported by the P value (0.000 < 0.05) and the T statistic value (19.458 > 1.96) providing clear evidence of a substantial and positive relationship between *Green Mindfulness* and *Green Organizational Citizenship Behavior* . This indicates that the higher the environmental awareness of employees, the greater their tendency to demonstrate voluntary behavior that supports the organization's environmental sustainability. In the operational context at PT Pelindo Multi Terminal Belawan Branch, this relationship is very relevant. Loading and unloading activities that involve the use of heavy equipment, high energy consumption, and potential waste require a high environmental awareness from each individual. Employees who have green mindfulness not only understand the impact of these activities, but are also encouraged to take extra actions such as helping coworkers in implementing environmentally friendly practices, providing suggestions for improvements, and actively participating in the company's environmental programs. Empirically, this relationship can also be explained through the mechanism of value internalization. Employees who are mindful of the environment will internalize sustainability values into their daily behavior. As a result, they not only comply with formal rules, but also voluntarily undertake additional actions that support the organization's environmental performance.
4. Hypothesis 4 analysis states that *Green Organizational Citizenship Behavior* mediates *Green Mindfulness* with *Green Performance* . This is strengthened by P-Values of 0.000 which is below the significance level of 0.05 and T-statistic of 4.085 which exceeds the critical value of 1.96.

This means that increasing green mindfulness does not directly fully improve green performance, but also through increasing employee pro-environmental voluntary behavior. In the operational context at PT Pelindo Multi Terminal Belawan Branch, this finding is very relevant considering the complexity of loading and unloading activities that have the potential for high environmental impacts. Employees who have high green mindfulness will be more aware of the importance of protecting the environment, but this awareness will be more effective when manifested in the form of real behavior through GOCB, such as initiatives to reduce waste, efficient energy use, and active participation in company environmental programs. Empirically, this finding shows that the relationship between green mindfulness and green performance becomes stronger when mediated by GOCB. This indicates that without such voluntary behavior, employee environmental awareness may not necessarily optimally improve environmental performance. Thus, GOCB acts as an important mechanism that transforms awareness into concrete action.

CONCLUSION

Overall, the research findings indicate that *Green Mindfulness* has a significant effect on *Green Performance, Green Organizational Citizenship Behavior* has a significant effect on *Green Performance, Green Mindfulness* has a significant effect on *Green Organizational Citizenship Behavior,* and *Green Organizational Citizenship Behavior* mediates *Green Mindfulness* with *Green Performance.* The results of this study confirm that increasing green performance is not only determined by green mindfulness as an individual cognitive factor, but is significantly strengthened through the mediating role of Green Organizational Citizenship Behavior (GOCB) as a manifestation of voluntary pro-environmental behavior. In the operational context of PT Pelindo Multi Terminal Belawan Branch, the main managerial implication lies in the need to transform environmental awareness into real work practices through the integration of sustainability values in the organizational system, strengthening an environmentally-based work culture, and aligning green-oriented policies, incentives, and leadership. Thus, the organization not only increases compliance with environmental standards, but also encourages the internalization of proactive employee behavior that is continuously able to improve environmental performance collectively.

This study has several limitations that need to be considered in interpreting the results. First, the use of self-reported questionnaire-based data has the potential to introduce perceptual bias and social desirability bias. Second, the cross-sectional research design limits the ability to explain strong causal relationships between variables. Third, the study's focus on PT Pelindo Multi Terminal Belawan Branch limits the generalizability of the findings to other organizational contexts and industrial sectors. Fourth, the research model is still limited to the variables of green mindfulness, Green Organizational Citizenship Behavior, and green performance, thus not fully capturing the complexity of other factors such as leadership, organizational culture, and environmental management systems. Finally, the absence of a qualitative approach prevents this study from deeply exploring the dynamics of employee behavior in a complex operational context.

Future research is recommended to develop the research model by adding other variables that could potentially influence green performance, such as green leadership, an environmentally-based organizational culture, and an environmental management system. The addition of these variables is expected to provide a more comprehensive picture of the factors influencing environmental performance. Furthermore, future research can expand the research object beyond PT Pelindo Multi Terminal Belawan Branch to include other industrial sectors such as manufacturing, energy, or services, so that the research results have a higher level of generalizability.

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