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Internal green marketing orientation and business performance: The role of employee environmental commitment and green organizational identity

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Abstract

The research examines the idea that Internal Green Marketing Orientation (IGMO) is a strategic approach within the tourism and hospitality industries that focuses on integrating environmentally friendly practices into the organizational culture. It encompasses how a business perceives, values, and prioritizes environmental concerns as part of its internal operations. IGMO, as a fundamental aspect of a company's strategy, plays a significant role in shaping Business Performance (BP) in this sector. How does IGMO influence Business Performance (BP) in the tourism and hospitality industries, and what is the role of Employee Environmental Commitment (EEC) and Green Organizational Identity (GOI) in this relationship? The purpose of this study is to find the answers to the previous questions. The study randomly gathered data via time-lagged surveys distributed among workers with at least two years of experience in hotels and tourism companies in Egypt. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to analyze the perceptions of 338 employees working in hotels and tourism companies in Egypt. The study's results showed that IGMO is positively associated with BP. Furthermore, IGMO is positively associated with EEC. In addition, EEC is positively associated with BP. EEC succeeded in mediating the association between IGMO and BP. Finally, the study proved that GOI moderates the association between IGMO and EEC. Practical implications include prioritizing IGMO, fostering employee environmental commitment, recognizing the impact of employee commitment on business performance, leveraging employee commitment as a mediator, and understanding the role of green organizational identity in shaping employee commitment.

Keywords: Business performance, Environmental performance, Green management, Green organizational identity, Hotel industry, Internal green marketing, Tourism industry.

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1. Introduction

Existing research has illustrated the growing significance of human resource management in the service sector as a key contributor to achieving effective business performance. Within service organizations, human resources are recognized as valuable assets that necessitate efficient management [1]. As the industry continues to grow, there is an increasing recognition of the importance of business performance in achieving long-term sustainability and competitiveness [2]. In this context, internal green marketing [3], employee environmental commitment [4], and green organizational identity [5], emerge as critical factors that can enhance business performance within the tourism and hospitality organizations.

Internal green marketing orientation (IGMO) is a strategic approach that focuses on fostering environmentally friendly practices and behaviors within an organization [6]. It involves integrating employees' environmental initiatives into recruitment and promotional procedures, encouraging the utilization of eco-friendly products and services by employees, and enhancing environmental awareness among staff members [7]. By implementing IGM, organizations can contribute to the achievement of sustainable development goals and corporate environmental responsibility, which can lead to improved business performance [8]. The importance of IGMOs in the tourism and hospitality industries can be seen in their potential to attract environmentally conscious customers. A study by Yue, et al. [9] found that individuals who prioritize environmental concerns are more inclined to use products that are environmentally friendly. One of the ways that IGMO can achieve its aims is by incorporating employees' environmental commitment into recruitment and promotional processes [10].

Their commitment to the firm is intertwined with their attachment to the corporation and, more especially, their identification with its values and endorsement of its goals and targets, as underlined by Suleman, et al. [11]. When individuals dedicate themselves to environmental goals, it leads to a significant shift in attitudes and behaviors that align with the organization's green values. Furthermore, their belief in the inherent benefits of environmental commitment becomes strengthened, resulting in a willingness to exert additional effort to achieve the organization's green objectives, as suggested by Ahmad, et al. [12]. Moreover, employee environmental commitment (EEC) is a vital aspect of overall business environmental commitment, which significantly contributes to enhancing the sustainable performance of the firm, as emphasized by Abbas, et al. [13].

Furthermore, various factors can impact the commitment of employees towards the environment, including organizational identity. Organizational identity is widely discussed in contemporary organizational research [14], with extensive studies aiming to understand how individuals perceive themselves as members of their organizations Nag, et al. [15]. Haldorai, et al. [16] defined organizational identity as the extent to which an organization and its employees share similar beliefs, values, aspirations, and goals. Chen [17] introduced the concept of "green organizational identification," referring to a collective interpretive framework developed by members of an organization for environmental management and protection. Embracing a green organizational identity is crucial for enhancing environmental performance [18]. Prior studies have confirmed the connection between the environmental performance of hotels and organizational elements, such as the implementation of green human resource management practices [19], transformational leadership [20], and higher management's orientation towards green commitment and orientation for green intellectual capital [21]. This study aims to complement this perspective by investigating the link between internal green marketing orientation (IGMO) and business performance (BP). Additionally, it seeks to examine the correlation between IGMO and employee environmental commitment (EEC), while exploring EEC as a mediating variable in the association between IGMO and BP. Furthermore, the study will investigate the moderating role of green organizational identity (GOI) between IGMO and EEC in Egypt's tourism and hospitality industries.

2. Review of Literature and Theoretical Framework

2.1. Internal Green Marketing Orientation (IGMO) and Business Performance (BP)

Environmental protection is a matter of utmost importance on a global scale [22]. Green marketing is an activity that distinguishes a company by aiming to enhance the well-being of both society and the company itself [23]. Individuals who prioritize environmental concerns are more inclined to use environmentally friendly products [22]. IGMO refers to a series of activities within an organization that aim to foster environmental values throughout the entire company, establishing a broader

culture of environmental consciousness [8]. These activities include incorporating employees' environmental initiatives into recruitment and promotional processes, promoting the use of eco-friendly products and services among employees, and raising environmental awareness among staff members [7]. The initiatives of IGM seek to create a supportive organizational culture, provide resources and training, and align employees' values with environmental goals.

IGMO involves a range of activities within an organization that promote environmentally friendly practices and behaviors. These initiatives encompass several key aspects. Firstly, environmental training and education programs raise awareness among employees about environmental issues, sustainability practices, and the significance of eco-friendly behaviors [8]. Secondly, employee engagement programs actively encourage participation in environmental initiatives such as recycling programs, energy-saving campaigns, and volunteering for environmental causes [7]. Additionally, green procurement policies prioritize the use of environmentally friendly products and services, including sourcing eco-friendly materials, reducing waste, and supporting sustainable suppliers [24]. Furthermore, incentives or rewards are provided to employees who exhibit eco-friendly behaviors, such as reducing energy consumption, utilizing public transportation, or adopting sustainable practices in their work [25]. Lastly, effective communication and awareness efforts regularly disseminate the organization's environmental goals, achievements, and progress to employees through newsletters, intranet portals, and internal campaigns, fostering a culture of environmental responsibility and ensuring employees remain engaged and informed [8]. By implementing IGMO strategies, companies can create an organizational culture that values sustainability and improves BP [3]. BP refers to the overall success and effectiveness of a business in achieving its goals and objectives [26]. It involves various key performance indicators (KPIs) that measure a company's achievements [27]. Measuring BP is crucial for managing any business, as it helps identify areas that need improvement, align strategies with the company's vision, and achieve goals and objectives [28]. Regarding the direct relationship between IGMO and BP in the tourism and hospitality sectors, there is a lack of specific studies on this topic. However, some studies indirectly highlight the potential connection. For instance, *Fatoki* [29] found that green marketing orientation positively impacts environmental and social performance, which can subsequently improve BP in the hospitality industry. *Vlad, et al.* [6] identified the pro-environmental behavior of hotel managers and employees as a key factor influencing the adoption of green marketing practices, which can also contribute to enhanced BP. These studies suggest that IGMO practices, including those in the hospitality industry, can indirectly influence BP by promoting sustainable development goals and corporate environmental responsibility. By fostering environmentally friendly practices and behaviors within the organization, IGMO may contribute to improved BP. Depending on these arguments; we can propose the following hypothesis.

Hypothesis 1 (H1). IGMO is positively associated with BP.

2.2. Internal Green Marketing Orientation (IGMO) and Employee Environmental Commitment (EEC)

Chang [30] indicated that executive management may urge each staff member to embrace green practices and reap the rewards by using IGMO. Similarly, *Song and Yu* [31] argued that IGMO aims to develop a more widespread business green culture by promoting environmental values within an organization. On the other hand, IGMO promotes organizations to match the behavior of the staff members who are expected to support and implement green marketing initiatives [32]. As a result, this might lead to employee's satisfaction, who will then be more satisfied customers [33]. According to *Pham, et al.* [34], an organization's environmental policy may influence employee's subsequent behavior, such as their environmental commitment at work. *Shoab, et al.* [35] argued that organizational commitment is a psychological condition that ties an employee to an organization, and in this vein, *Zaid, et al.* [36] indicated that engagement of green employees and the development of skills improve employees satisfaction and assist them see the value and significance of their work, as a result, *Afsar, et al.* [37] proved that employees' attitudes toward the value of environmental commitment are strengthened, which encourages them to exert more effort to meet the organization's green objectives. Similar to this, Employees commitment is related to their connection to the company; it particularly demonstrates their acceptance of the company's aims and objectives as well as their identification with its values [38]. This represents the internal drive and responsibility of the employee and is unmentioned in the job specifications for the business [34]. EEC was discussed in the context of going green by *Perez, et al.* [39], who defined it as "an internal, obligation-based, motivation" towards the environment. In a similar vein, *Raineri and Paillé* [40] indicated that employees had a sense of duty and commitment to environmental challenges. As a result, this concept reflects employees' intrinsic motivation and is seen as their independent feeling of dedication to the environmental aspect *Luu* [41]. *Yu, et al.* [42] indicated that EEC is an individual dedication to the environment that means using environmentally friendly products, reducing waste, and being prepared to follow environmental regulations set out by the government. Consequently, when employees are committed to environmental goals, their attitudes and actions change suitably in order to pursue the green value of the organization [43]. Additionally, their perception of the value of environmental commitment is strengthened, which makes them more willing to exert extra effort to meet the organization's green objectives [44]. Furthermore, a key component of a firm's environmental commitment is the employee's environmental commitment, which significantly raises the performance of the organization in terms of sustainability [13].

According to *Perez, et al.* [39], exerting effort into creating an environmental management system can enhance EEC at work. This occurs as a result of employees' need to adjust their norms, beliefs, and attitudes to the organization's green culture and aims when working in green-oriented organizations [45]. Additionally, their regular participation in environmental initiatives within the organization helps them comprehend business environmental goals and policies, which in turn increases their commitment to environmental issues and their sense of attachment and responsibility *Jabbour and Santos* [46]. *Ren, et al.* [47] argued that green training may boost environmental commitment and create a sense of connection in the employee toward the environment. Based on this discussion, the following hypothesis was proposed:

Hypothesis 2 (H2). IGMO is positively associated with EEC.

2.3. Employee Environmental Commitment (EEC) and Business Performance (BP)

Sustainability depends on EEC at all organizational levels [42]. According to Abbas, et al. [13], an organization's performance in terms of sustainability is considerably improved by its employees commitment to the environment. EEC is fundamentally a reflection of each person's inner motivation [39]. According to Raineri and Paillé [40], EEC is an attachment to and responsibility for the environment at work. Pham, et al. [34] described it as an employee made by an employee to protect the environment through waste reduction, use of ecologically friendly products, and a commitment to follow environmental regulations. Employees who are committed to protecting the environment at work are encouraged to engage in environmentally friendly behavior [44]. Accordingly, they do more than is required of them and take environmental initiatives [37]. As a result, their attitudes and behaviors adjust appropriately to seek the organization's green value [48]. Additionally, their conviction regarding the inherent value of environmental commitment is strengthened, and as a result, they are prepared to put forth additional effort to achieve the organization's green goals [45]. Furthermore, EEC is a crucial part of the overall organization commitment to environmental sustainability, which in turn considerably improves the organization's sustainable performance [34]. Due to increasing pressure to implement environmentally friendly practices and specific environmental regulations promote sustainability, the BP of organizations in developing nations has significantly changed in recent years [49]. With regard to Wu and Lin [50], an organizations must implement environmentally friendly practices if it wishes to improve its BP. BP includes a variety of performance indicators at different organizational levels, including those for processes, markets, and finances [51]. It thus includes profits, costs, reliability, organizational image, and compliance with market expectations Setyaningrum and Muafi [52]. Zhang and Walton [53] mentioned that organizations can develop skills that enhance their financial and non-financial performance (BP) by using environmentally conscious processes. Consequently, it makes organizations more competitive and improves their BP [54]. Additionally, Green market orientation has an impact on how well BP does because it raises consumer awareness of environmental preservation and motivates businesses to embrace green practices [55]. These arguments directly support the below hypothesis:

Hypothesis 3 (H3). EEC is positively associated with BP.

2.4. Employee Environmental Commitment (EEC) Mediates the relationship between Internal Green Marketing Orientation (IGMO) and BP (BP)

Employee commitment is closely linked to their organizational attachment, signifying their acceptance of its corporate culture [34]. A robust environmental culture is instrumental in enabling organizations to refine their environmental marketing strategies for improved business outcomes [7]. Internal Green Marketing Orientation (IGMO) emphasizes the importance of aligning green marketing strategies with the behaviors of employees who are entrusted to endorse and implement them [32]. As a consequence, when individuals commit to environmental goals, their attitudes and actions adapt to reflect the organization's green values [40]. Moreover, their belief in the intrinsic value of environmental commitment is further fortified [44], leading them to exert extra effort in achieving the organization's environmental objectives, as noted by Tariq, et al. [43]. In a similar vein, Shoaib, et al. [35] introduce the concept of "green human capital," which comprises employee skills, expertise, creativity, and the capability to pursue the organization's environmental preservation goals. Organizations that appreciate the significance of internal marketing strategies cultivate an organizational culture that takes into account employee interests across all facets of their operations [33]. Employee Environmental Commitment (EEC) signifies an individual's internal drive [34]. Internal green initiatives empower the management team to inspire all employees to embrace eco-friendly behaviors and reap the associated benefits [30]. Widespread benefits for the organization can be realized through the implementation of environmental awareness, education, and training at all levels [36]. Furthermore, EEC constitutes an integral component of the organization's environmental commitment, which, in turn, significantly enhances the organization's sustainable performance, as affirmed by Tariq, et al. [43].

Pham, et al. [34] defined environmental commitment as a promise taken on an individual basis to protect the environment by reducing waste, using environmentally friendly products, and being committed to following environmental regulations. Abbas, et al. [13] indicated that sustainability depends on EEC at all organizational levels. How organizations strike a balance between social, economic, and environmental concerns is what determines BP, according to sustainability theory [56]. Organizations that implement green initiatives will be more competitive, enhancing their BP [57]. This was confirmed by Papadas, et al. [58], who proved that an organization must use environmentally friendly practices if it wants to improve its BP. According to Raineri and Paillé [40], EEC is an attachment to and responsibility for the environment at work. Cop, et al. [44] indicated that employees who are committed to protecting the environment at work are encouraged to engage in environmentally friendly behavior. Zhang and Berhe [51] argued that environmental behavior is a part of sustainable programs and essential for enhancing environmental, social, and economic performance. Consequently, an organization will make more money if it creates, produces, and sells environmentally conscious products that have a beneficial impact on society and the environment [54]. Based on this argument, the study hypothesis that:

Hypothesis 4 (H4).EEC mandates the positive association between IGMO and BP.

2.5. Green Organizational Identity (GOI) Moderate the influence of Internal Green Marketing Orientation (IGMO) towards words Employee Environmental Commitment (EEC)

According to social identity theory, organizational information (such as values, policies, and management) is transferred both inside and outside of the organization, this information affects how employees see the organization and its goals [59]. When employees identify with their organization, they will exert more effort in voluntary actions, helping the

organization realize its long-term goals [41]. Based on the organizational identity theory, Organizational identity is a description of how an organization evaluates its management and how it wants to be seen by its stakeholders, especially customers and investors [60]. It can improve members' identification and commitment to the organizational objectives, help them better understand the organization and their jobs, and help employees keep in sync with the organization's goals [61]. By using the organization's identities, employees are better able to comprehend how their behaviour relates to their knowledge of what their organization is [62]. The concept of GOI was first used to describe a new interpretive framework for environmental management and protection that members had developed to provide significance to their efforts [17]. If environmental challenges provide a positive meaning in the identity of the organization, they will create feelings in the management interpretations and encourage the pursuit of opportunities in their behavior rather than resistance to a threat [59]. GOI is an incomparable resource that encourages organizations to establish sustainable competitive advantages [61], it aids members in comprehending the relationship between organizational green innovation goals and actions, and creates a shared interpretive framework based on comprehending and discovering the hidden importance of outer behavior [5]. Employees who have high levels of GOI show greater care for environmental goals and sustainable development and feel psychologically tied to their firms [59]. Therefore, they are more inclined to engage in voluntary green activities that are advantageous to their companies [63]. The perception of an organization's green identity among its employees affects how employees interpret important strategic environmental concerns, as those interpretations have an impact on how the company's members behave [64]. Organizations with a green identity will develop environmentally friendly innovations when conducting their activities that may reduce the waste and pollution produced by their operations [31]. Green employee involvement and skill development strengthen employees' ties to the organization, help them find their work more important and useful, and thus improve their GOI [60]. Additionally, when environmental concerns become the main purpose of organizational identity, it encourages individuals to make extra green efforts [5]. Managers are crucial for achieving the amazing outcomes of environmental development because they may support an environmental vision to become a part of a GOI and direct the actions of the employees [63].

According to Xing, et al. [61], organizational identity can enhance members' identification with and commitment to the organization's objectives and provide them with a better understanding of the organization and their tasks. Employee commitment to the organization is a result of human resources management inside the same organization, demonstrating an employee's positive attitude, shared values, acceptance of its goals, and significant efforts performed at work [43]. This shows the internal drive and accountability of the employee and is not specified in the job specifications for the organization [44]. EEC is fundamentally a reflection of each person's inner motivation [34]. Employee commitment to the organization is closely linked to their strong affiliation with the company. It signifies their wholehearted endorsement of the organization's goals, objectives, and values [37]. Consequently, when employees dedicate themselves to environmental objectives, they naturally align their attitudes and behaviors with the organization's green principles [35]. Moreover, their unwavering belief in the intrinsic value of environmental commitment is reinforced, motivating them to invest extra effort in pursuing the organization's green initiatives [60]. Additionally, Employee Environmental Commitment (EEC) plays a pivotal role in the organization's comprehensive commitment to environmental sustainability, resulting in a substantial enhancement of the organization's overall sustainable performance [44]. According to Chang [30], a GOI results in an environmental competitive advantage, and it requires an effective environmental organizational culture. In order to accomplish sustainable development, an effective organizational culture is represented by organizations environmental values [40]. IGMO is the cross-pollination of environmental values within an organization in order to establish a more prevalent organizational green culture [31]. It is based on the notion that customers' attitudes toward an organization are affected by both the organization's overall environmental practices and the products or services it offers [33]. Based on this argument, the study hypothesis that:

Hypothesis 4 (H4). GOI moderates the positive association between IGMO with EEC.

Based on the literature review and hypotheses, we propose the research model in Figure 1. The current study used a model containing moderated mediation, where EEC was used as a mediator between IGMO and BP, and GOI was used as a moderator of the relationship between IGMO and EEC. In addition, the model contains green and non-green variables, which differs from previous studies and meets the recommendations of the previous research regarding the necessity of revealing the effects of green variables on non-green variables [65, 66].

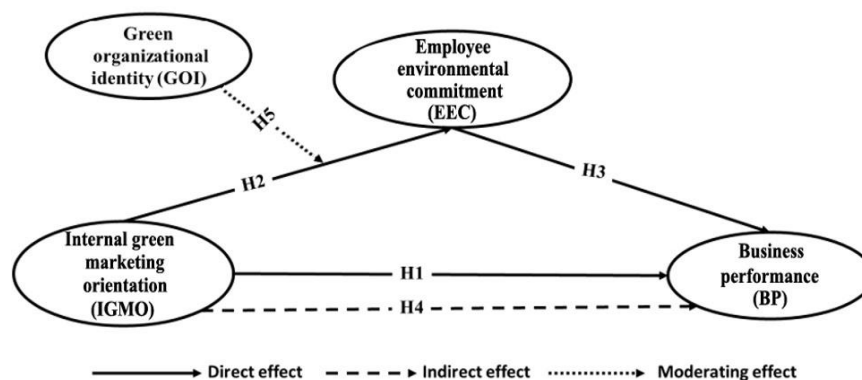


Figure 1. The study models.

3. Materials and Methods

3.1. Measures

The study adopted 7-items from Papadas, et al. [58] after rephrasing to measure IGMO by employees. Sample items include: “My organization organizes presentations to inform us about our green marketing strategy.” The BP was scaled by a 5-item scale proposed by Samiee and Roth [67]. Sample items include: “Our return on investment has increased.” Regarding EEC, 7- items were used in the study by Raineri and Paillé [40]. Sample items include: “I would feel guilty about not supporting the environmental efforts of my company.” Additionally, Chen [17] suggested six items for evaluating the GOI. “The company's top managers, middle managers, and employees feel that the company has carved out a significant position with respect to environmental management and protection.” The questionnaire was presented to 13 academics and 11 professional experts to test its validity and suitability for employees to respond. The content of the survey remained the same during these operations.

3.2. Data collection

The study randomly gathered data via time-lagged surveys distributed among workers with at least two years of experience in hotels and tourism companies in Egypt. Employees voluntarily responded to the questionnaire, and the responses were kept confidential. The surveys were carried out with the assistance of HRMs, based on the support of our postgraduate students employed by hospitality and tourism businesses. Five hundred copies of our questionnaires were distributed concerning the first survey, and 379 were received, i.e., a comeback rate of 75.8%. After excluding 37 unqualified copies, 338 copies were approved. The second survey was done a month after the previous one. 342 out of the 379 employees who received questionnaires returned them. After eliminating 23 unqualified copies, 317 surveys were utilized for the final analysis, with a response rate of 63.4%. The employee sample included 234 males (73.8%) and 83 females (26.2%) aged between 21 and 53. In the first distribution stage, the study collected data on the independent variables of IGMO, GOI's moderating variable, demographic information, and dependent variables of BP in the second survey, and the mediating variable of EEC. All items were evaluated using five-point Likert-type scales, with the exception of those pertaining to demographic information.

3.3. Data Analysis

The hypothesized model was tested in the current study using SEM-PLS path modeling of the Smart PLS 4 program, and SPSS 24.0 was used for primary descriptive analysis. The PLS is appropriate for the current study for several reasons. First, this approach makes it easier for the researcher to simultaneously assess the links between constructs in the inner model and the associations between constructs and their related latent indicators in the outer model. Second, PLS-SEM is suitable for complicated research models, specifically for those applying mediation and moderation. Third, PLS offers a more user-friendly graphical user interface compared to other path modeling applications like AMOS. Fourth, this method is a reliable component-based method that has been used extensively in earlier studies [68]. This technique is a two-step analysis approach; in the first stage, the validity and reliability of the measurement (outer) model are investigated, while the structural (inner) model is evaluated in the second step to test the suggested hypotheses [68].

4. Results

4.1. Psychometric Characteristics of the Measurement Model

Before the hypotheses were tested, a measuring (outer) model was developed and assessed. Because PLS-SEM uses a different SEM method than CB-SEM, fit indices that are frequently used in CB-SEM are either unavailable or not recommended [68]. Based on Hair, et al. [69], a model fit in PLS-SEM can be evaluated by operating the ensuing standards: “factor loadings” (λ), “Cronbach’s alpha” (α), and “composite reliability” (CR) should all be greater than 0.70 for “internal reliability,” and “average variance extracted” (AVE) should exceed 0.50 for “convergent validity” (CV). As for “discriminant validity” (DV), each factor's AVE must be greater than its “squared inter-construct correlations” [70].

As portrayed in Table 1, the CV of our outer model is good. Similarly, AVEs in Table 3 reinforce the model's DV. Furthermore, in response to several criticisms of "Fornell and Lacker's" criterion, researchers investigated the "Heterotrait-Monotriat ratio" of correlation (HTMT) to estimate the DV. As displayed in Table 4, the DV is fitting because all HTMTs are < 0.90 [71]. Also, Table 2 displays that an item loading within its construct is larger than any of its cross-loadings with other constructs, validating the DV.

Table 1.
The measurement model statistics.

Items	λ	Mean	SD
IGMO ($\alpha=0.909$, CR = 0.928, AVE = 0.647)			
IGMO_1	0.741	3.028	1.286
IGMO_2	0.827	3.129	1.250
IGMO_3	0.817	3.290	1.090
IGMO_4	0.817	3.158	1.201
IGMO_5	0.853	3.142	1.134
IGMO_6	0.769	3.079	1.162
IGMO_7	0.801	3.259	1.377
BP (BP) ($\alpha=0.879$, CR = 0.912, AVE = 0.674)			

Items	λ	Mean	SD
BP_1	0.843	3.369	1.204
BP_2	0.828	3.473	1.254
BP_3	0.841	3.678	1.224
BP_4	0.832	3.732	1.170
BP_5	0.758	3.568	1.034
EEC (a=0.928, CR = 0.942, AVE = 0.700)			
EEC_1	0.841	2.770	1.336
EEC_2	0.840	3.009	1.254
EEC_3	0.869	2.987	1.164
EEC_4	0.868	2.997	1.257
EEC_5	0.859	2.950	1.192
EEC_6	0.843	3.054	1.209
EEC_7	0.728	3.315	1.332
GOI (a=0.904, CR = 0.926, AVE = 0.676)			
GOI_1	0.765	3.495	1.282
GOI_2	0.805	3.442	1.336
GOI_3	0.796	3.511	1.216
GOI_4	0.849	3.593	1.256
GOI_5	0.853	3.672	1.225
GOI_6	0.862	3.625	1.172

Note: a= "Cronbach's alpha"; λ = "Factor loading"; CR = "Composite reliability"; AVE = "Average variance extracted".

Table 2.
Cross loadings.

Abbreviation	IGMO	BF	EEC	GOI
IGMO_1	0.741	0.452	0.478	0.357
IGMO_2	0.827	0.404	0.543	0.364
IGMO_3	0.817	0.372	0.576	0.418
IGMO_4	0.817	0.353	0.531	0.369
IGMO_5	0.853	0.396	0.561	0.395
IGMO_6	0.769	0.370	0.492	0.338
IGMO_7	0.801	0.485	0.524	0.470
BP_1	0.362	0.843	0.522	0.372
BP_2	0.347	0.828	0.494	0.403
BP_3	0.539	0.841	0.504	0.353
BP_4	0.445	0.832	0.500	0.339
BP_5	0.361	0.758	0.446	0.295
EEC_1	0.545	0.585	0.841	0.475
EEC_2	0.565	0.510	0.840	0.376
EEC_3	0.549	0.448	0.869	0.428
EEC_4	0.517	0.470	0.868	0.401
EEC_5	0.527	0.510	0.859	0.410
EEC_6	0.616	0.456	0.843	0.430
EEC_7	0.527	0.520	0.728	0.657
GOI_1	0.461	0.349	0.456	0.765
GOI_2	0.479	0.425	0.476	0.805
GOI_3	0.347	0.336	0.405	0.796
GOI_4	0.384	0.329	0.453	0.849
GOI_5	0.364	0.372	0.462	0.853
GOI_6	0.338	0.300	0.448	0.862

Table 3.
Fornell–Larcker criterion matrix.

Variables	BP	EEC	GOI	IGMO
BP	0.821			
EEC	0.602	0.837		
GOI	0.429	0.549	0.822	
IGMO	0.504	0.659	0.483	0.804

Note: Values off the diagonal-line are squared inter-construct-correlations, while values on the diagonal-line are AVEs.

Table 4.
HTMT matrix.

Variables	BP	EEC	GOI	IGMO
BP				
EEC	0.662			
GOI	0.480	0.592		
IGMO	0.559	0.715	0.530	

Note: For appropriate DV, all HTMT values need to be < 0.90.

4.2. Structural Model and Hypothesis Tests

A structural model must be assessed using the VIF, R2, Q2, and path coefficients because PLS-SEM does not have the global fit indices that CB-SEM provides, such as the comparative fit index (CFI), Tucker-Lewis index (TLI), and root-mean-squared error associated (RMSEA) [69]. For the possibility of “multi-collinearity” among constructs to be avoided, inner VIFs should be < 3.0, outer VIFs should be <5.0 for items, R2 of 0.20 or more is a highly suitable cut-off in behavioral research, and similarly, the Q2 should also meet the recommended point of 0.0 [69]. All criteria in Table 5 prove that the structural model fits the data.

Table 5.
VIF, R², and Q² results.

Titles	VIF	Titles	VIF	Titles	VIF	Titles	VIF	Titles	VIF
IGMO_1	1.953	IGMO_6	2.138	BP_4	2.554	EEC_4	4.087	GOI_2	2.634
IGMO_2	2.437	IGMO_7	2.156	BP_5	1.787	EEC_5	3.444	GOI_3	2.241
IGMO_3	2.432	BP_1	3.297	EEC_1	3.137	EEC_6	2.848	GOI_4	2.697
IGMO_4	2.686	BP_2	3.113	EEC_2	3.135	EEC_7	1.806	GOI_5	3.236
IGMO_5	3.069	BP_3	2.474	EEC_3	3.364	GOI_1	2.358	GOI_6	3.183
BP				R2	0.383	Q2	0.255	Inner VIF	1.768
EEC				R2	0.526	Q2	0.356	Inner VIF	1.309

Further, Tenenhaus, et al. [72] indicated that the ensuing equation was employed to assess the Goodness of Fit (GoF) of the PLS-SEM model, and values of 0.1, 0.25, and 0.36, respectively, represent a low, medium, and high GoF. The GoF of the suggested model is 0.554, indicating a high GoF index.

$$GoF = \sqrt{AVE_{avg} \times R^2_{avg}}$$

The "Standardized Root Mean Square Residual" (SRMR) was also tested to prove the structure model's validity. SRMR > 0.1 is acceptable [73]. Our model's SRMR value is 0.081, representing a good model fit.

We tested the provided hypotheses for the study, as indicated in Table 6, after demonstrating the validity of the outer and inner model.

The findings in Table 6 and Figure 2 demonstrate that the IGMO had an impact on BP ($\beta = 0.191$, $t = 2.397$, $p < 0.017$) and EEC ($\beta = 0.523$, $t = 9.973$, $p < 0.000$), thus, H1 and H2 were supported. The results also showed that EEC affected BP at $\beta = 0.476$, $t = 5.751$, and $p < 0.000$, confirming H3. Additionally, the EEC mediated the influence of IGMO on BP at $\beta = 0.249$, $t = 5.428$, $p < 0.000$, suggesting that H4 could be presumed.

Table 6.
Hypothesis results by bootstrapping.

Hypotheses	Beta (β)	T statistics	P values	Decision
Direct paths				
H1- IGMO → BP	0.191	2.397	0.017	“Supported”
H2- IGMO → EEC	0.523	9.973	0.000	“Supported”
H3- EEC → BP	0.476	5.751	0.000	“Supported”
Indirect mediating paths				
H4- IGMO → EEC → BP	0.249	5.428	0.000	“Supported”
Moderating effects				
H5- IGMO * GOI → EEC	0.158	2.820	0.005	“Supported”

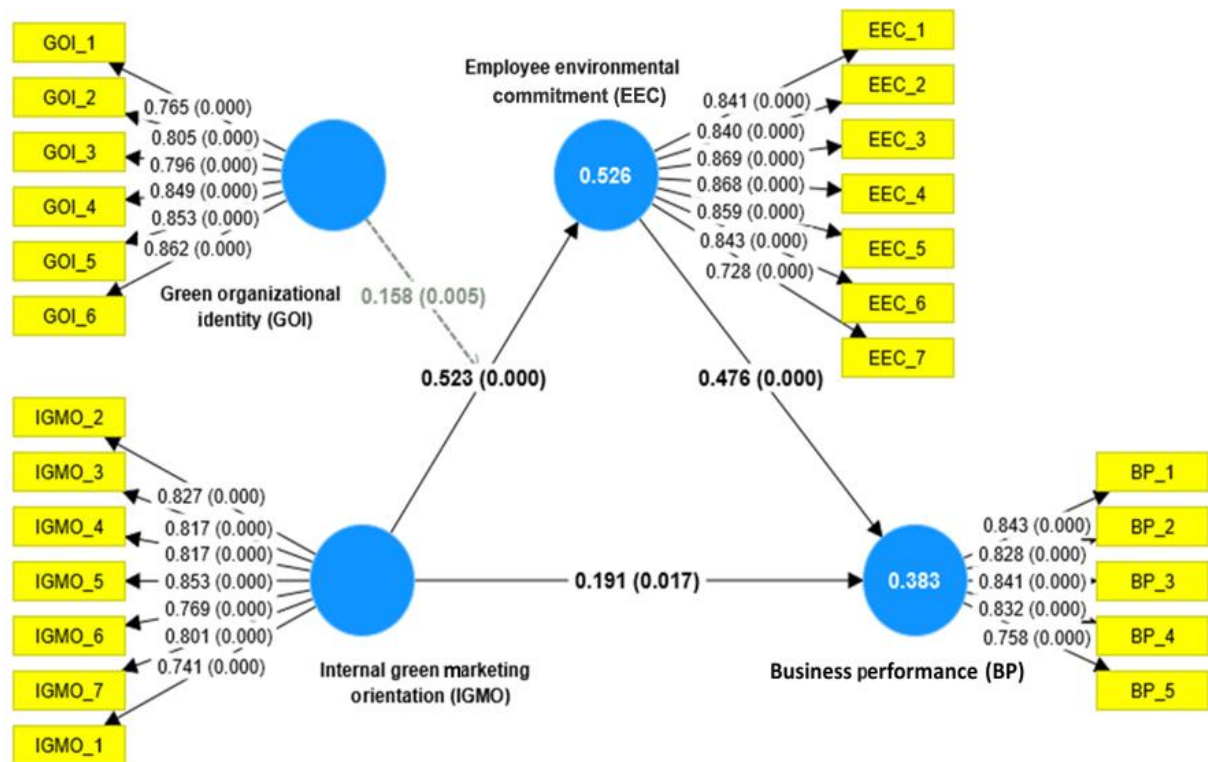


Figure 2. Estimation of structure model.

Concerning moderation analysis, Figure 3 proves that GOI strengthened the positive impact of IGMO on EEC ($\beta = 0.158$, $t = 2.820$, and $p = 0.005$), proving H5.

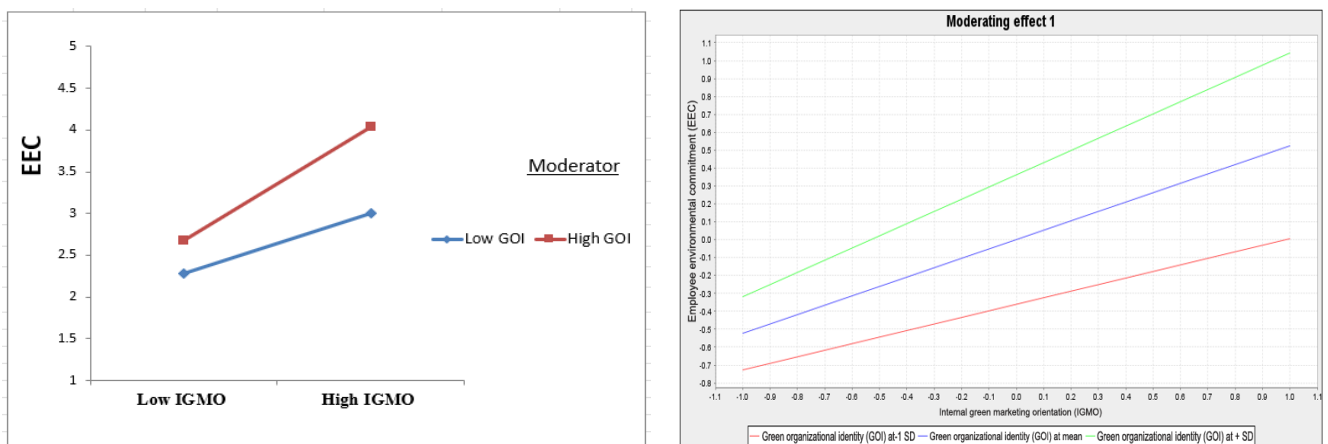


Figure 3. The moderating influence of GOI on IGMO towards EEC.

5. Discussion

Organizations that implement green initiatives will be more competitive, enhancing their BP [57]. Green initiatives provide opportunities for improved outcomes in different organizational activities, including management and marketing, when they become embedded in the organization's culture [58]. When employees help organizations implement green initiatives and achieve green goals, organizations show their degree of commitment [74]. These green initiatives helped organizations gain a competitive advantage and sustainable performance [75].

The study's results displayed that IGMO is positively associated with BP (H1). BP includes a variety of performance indicators at different organizational levels, including those for processes, markets, and finances [51]. It thus includes profits, costs, reliability, organizational image, and compliance with market expectations [54]. Green market orientation has an impact on BP because it raises environmental protection awareness among consumers, which motivates organizations to implement green practices [55]. Additionally, implementing green practices enables organizations to acquire abilities that improve both the financial and non-financial performance of the business [76]. As well, environmentally responsible marketing initiatives aim to establish a long-lasting relationship with customers and other stakeholders [51]. As a result, in the era of environmental consciousness, a focus on the green market is crucial to the success of BP Tjahjadi, et al. [55] and

Mukonza and Swarts [76] indicated that organizations have embraced green marketing to boost sales, revenues (BP), and therefore their reputation.

Organizations that understand the value of IGMO develop an organizational culture that takes employee preferences into account in all aspects of their operations McDonagh and Prothero [77]. Therefore, organizational environmental ethics are a better corporate culture to achieve sustainable development, as they are one of the primary resources to provide sustainable competitive advantages [40]. Furthermore, a strong environmental culture can help organizations strengthen their environmental marketing strategies as a way to achieve better environmental performance outcomes [78]. According to Zaid, et al. [36], IGMO encourages environmental values in order to create a more widespread organizational green culture within the organization. Moreover, IGMO assists the top management in encouraging each employee to adopt green behaviors and gain the rewards of such adoptions in the form of higher revenues from lower expenses [7]. As it turns out, the growing demand to adopt green practices leads to significant changes in how organizations operate. As a result, organizations are taking steps to implement green practices that will improve their BP [52].

Furthermore, the study results found that IGMO is positively associated with EEC (H2). Managers create their organization's culture in order to communicate the values that guide the company and its employees [77]. According to Raineri and Paillé [40], an employee's attitudes and actions change appropriately to pursue the organization's green value when they commit to environmental goals. Moreover, IGMO encourages organizations to align their green marketing strategies with the behavior of the employees who are expected to support and implement them [32]. Consequently, organizations that have a strong environmental culture are better able to improve their environmental marketing strategies and increase their profitability [7]. IGMO helps the executive management encourage each employee to adopt green practices and get the benefits from doing it, Chang [30]. Hence, this might lead to greater employee satisfaction, which will improve consumer satisfaction [33]. According to Shoab, et al. [35], organizational commitment is a psychological condition that ties a person to an organization, and in this vein, Zaid, et al. [36] indicated that engagement of green employees and the development of skills improve employee satisfaction and help them see the value and significance of their work. As a result, Afsar, et al. [37] proved that employees' attitudes toward the value of environmental commitment are strengthened, which encourages them to exert more effort to meet the organization's green objectives.

Concerning (H3), the study findings proved that EEC is positively associated with BP. According to Pham, et al. [34], environmental commitment is a pledge made on an employee basis to safeguard the environment through waste reduction, utilization of environmentally friendly products, and a commitment to abide by environmental laws. Cop, et al. [44] proposed that employees who are committed to protecting the environment at work are encouraged to engage in environmentally friendly behavior. Additionally, they go beyond their obligation to duties because they care more about stakeholders' environmental concerns and are more committed to the organization's green goal [37]. Due to increasing pressure to implement environmentally friendly practices and specific environmental regulations, the BP of organizations in developing nations has significantly changed in recent years [52]. With regard to Wu and Lin [50], an organization must implement environmentally friendly practices if it wishes to improve its financial performance. Zhang and Walton [53] mentioned that organizations can develop skills that enhance their financial and non-financial performance (BP) by using environmentally conscious processes. Consequently, it makes organizations more competitive and improves their BP [54].

One of our study's primary targets was to test the mediating role of EEC in the relationship between IGMO and BP (H4). IGMO increases employee knowledge of environmental preservation, which encourages organizations to embrace environmentally friendly policies [55]. On the other hand, adopting environmental practices helps organizations to develop skills that enhance their overall performance—both financially and non-financially Mukonza and Swarts [76]. Zhang and Berhe [51] argued organizations use green marketing to strengthen their reputation through increasing BP, which includes sales and revenues. According to Raineri and Paillé [40], when an employee commits to environmental goals, their attitudes and behaviors adapt accordingly to promote the organization's green value. Additionally, IGMO encourages organizations to match the behavior of employees who are required to support and implement them with their green marketing strategies [32]. As a result, organizations with strong environmental cultures are more successful at enhancing their environmental marketing strategies and increasing their profitability Papadas, et al. [7]. Cop, et al. [44] argued that organizations should support their staff members' efforts to practice environmentally responsible behavior. According to Wu and Lin [50], if an organization wants to strengthen its financial performance, it must implement environmentally friendly practices. Zhang and Walton [53] noted that by implementing environmentally friendly procedures, organizations may acquire knowledge that improves both their financial and non-financial performance. Consequently, it increases the competitiveness of businesses and enhances their operational performance [54]. Therefore, EEC succeeded in mediating the association between IGMO and BP, as an organization increases its BP by encouraging its employees to adopt green practices, which increases their commitment to protecting the environment and implementing green environmental practices like reducing waste and producing environmentally friendly products.

Regarding the last hypothesis, the study results proved that GOI mediates the association between IGMO and EEC (H5). IGMO encourages environmental values in order to create a more widespread organizational green culture within the organization [36]. When organizations implement green initiatives, managers and employees quickly use organizational resources to reduce the risks associated with the operation processes on the environment; as a result, this kind of behavior can strengthen an organizational identity [31]. According to Chang [30], a GOI results in an environmental competitive advantage, and it requires an effective environmental organizational culture. In order to accomplish sustainable development, an effective organizational culture is represented by organizations environmental values [40]. Therefore, employees are more likely than others to identify with organizations that practice strong environmental responsibility.

Additionally, as an organization gains prestige, employees' self-concept and self-esteem are strengthened, which in turn increases their sense of identification with the organization [79].

Employee commitment to the organization is the outcome of human resources management inside the same organization, exhibiting an employee's beneficial attitude, shared values, acceptance of its aims, and considerable efforts committed at work [43]. This demonstrates the employee's internal motivation and accountability and is not included in the organization's job description Cop, et al. [44]. Pham, et al. [34] argued that the EEC is essentially a reflection of every individual's inner motivation. According to Xing, et al. [61], organizational identity may help members better understand the organization and their responsibilities while also increasing their identification with and commitment to the organization's goals. On the other hand, Afsar, et al. [37] indicated that employee commitment is related to an employee's attachment to the organization, and it especially displays their acceptance of its goals and objectives as well as their identification with its values. Consequently, when employees commit to environmental goals, their attitudes and behaviors adjust appropriately to seek the organization's green value [35]. Additionally, their belief in the significance of environmental commitment has increased, making them more willing to exert extra effort to accomplish the organization's green goals [80]. Therefore, GOI succeeded in mediating the association between IGMO and EEC.

5.1. Practical Implications

Emphasizing IGMO is crucial based on the study's findings, which demonstrate a positive association between IGMO and BP. Therefore, organizations should prioritize implementing IGMO strategies and practices to enhance their overall business performance. Additionally, fostering EEC is essential, as the study reveals a positive correlation between IGMO and EEC. To strengthen employee commitment to environmental goals, organizations should invest in initiatives that raise environmental awareness, provide training programs, and encourage employee participation in environmental initiatives. It is vital for organizations to recognize the link between EEC and BP, as the study establishes a positive association between EEC and BP. Efforts to enhance employee commitment to environmental practices can lead to improved business outcomes. Leveraging EEC as a mediator is recommended, as the study supports EEC's mediating role in the relationship between IGMO and BP. Organizations can boost their business performance by promoting IGMO practices, which subsequently enhance employee commitment to environmental practices like waste reduction and the production of eco-friendly products. Finally, the study's findings suggest that it is crucial to comprehend the moderating role of GOI. Organizations should acknowledge the significance of cultivating a strong GOI, as it facilitates the development of employee environmental commitment.

6. Conclusions

The study found that IGM has a positive association with both BP and EEC. This suggests that organizations that prioritize green marketing practices are likely to experience improved business performance and higher levels of employee commitment to environmental sustainability. Furthermore, the study revealed that EEC positively influences BP. This highlights the importance of fostering a strong environmental commitment among employees, as it can contribute to enhanced business outcomes. The study also examined the mediating roles of EEC and GOI. The findings suggested that EEC mediates the relationship between IGMO and BP, indicating that employees' increased environmental commitment is a contributing factor in the positive impact of IGMO on business performance. Additionally, the study found that GOI mediates the association between IGMO and EEC. This suggests that when organizations emphasize green values and identity, it positively influences employees' environmental commitment. Taken together, these findings indicate that IGMO plays a crucial role in driving both business performance and employee environmental commitment. By promoting green practices, organizations can enhance their performance outcomes while simultaneously fostering a sense of environmental responsibility among their employees. Emphasizing a green organizational identity further reinforces this relationship.

7. Limitations and Future Research

The limitations of the study can be identified as follows: Firstly, limited sample size and industry focus: The study collected data from workers in hotels and tourism companies in Egypt. The sample size of 338 employees may not be representative of the entire population, and the narrow focus on a specific industry limits the generalizability of the findings. Including a more diverse sample from various industries and geographical locations would enhance the external validity of the study. Moreover, reliance on a single statistical analysis technique: The study utilized PLS-SEM (Partial Least Squares Structural Equation Modeling) as the sole data analysis technique. While PLS-SEM is suitable for complex models and small sample sizes, utilizing multiple analysis approaches or conducting robustness checks with alternative methods would strengthen the reliability of the findings.

Concerning future studies, which can contribute to a deeper understanding of the relationships between IGMO, EEC, and BP and provide valuable insights for organizations seeking to enhance their sustainability efforts and business outcomes? Further research can delve into the underlying mechanisms through which IGMO influences EEC and BP. Exploring the specific factors or processes that mediate these relationships, such as organizational culture, leadership styles, or employee motivation, can provide a more comprehensive understanding of the dynamics at play. On the other hand, examining the potential moderating factors that influence the relationship between IGMO, EEC, and BP is essential. Factors such as organizational size, industry type, or regulatory context may impact the strength or direction of these associations. Identifying these moderating factors can guide organizations in tailoring their strategies to specific contexts.

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