



THE INFLUENCE OF ENVIRONMENTAL AWARENESS, ORGANIZATIONAL COMMITMENT, AND GREEN SELF EFFICACY ON EMPLOYEE ENGAGEMENT IN ECO-INITIATIVES

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ABSTRACT

The hospitality industry places considerable pressure on the environment due to intensive energy and water consumption, alongside substantial waste generation. In response, many organizations have adopted eco-initiatives to promote sustainable operations; however, their effectiveness largely depends on active employee engagement, which translates environmental policies into consistent workplace practices. Despite increasing scholarly attention to sustainability in hospitality, limited research has examined how environmental awareness, organizational commitment, and green self-efficacy collectively influence employee engagement, particularly in resort settings within developing regions. This study was employed descriptive-correlational research design and was participated in by 105 employees who were taken using standardized survey instruments, and close compliance to the ethical standards. Findings revealed generally very high levels of environmental awareness, organizational commitment, and green self-efficacy, all of which significantly predicted employee engagement in eco-initiatives, with environmental awareness emerging as the strongest predictor. These results highlight the critical role of cognitive and motivational factors in sustaining environmentally responsible workplace behaviors. The study offers practical implications for hospitality managers and policymakers seeking to strengthen employee participation in sustainability programs through awareness-building, organizational support, and capability development. Future research may explore additional determinants of engagement, including digital sustainability tools, leadership support, workplace motivation, and incentive systems, and conduct comparative or mixed-method studies

across diverse hospitality contexts to generate deeper insights into sustainable employee engagement.

Keywords: *Eco-Initiatives, Environmental Awareness, Employee Engagement, Green Self-Efficacy, Hospitality Industry, Organizational Commitment*

INTRODUCTION

The hospitality industry exerts substantial pressure on the environment due to its high consumption of energy and water resources and the generation of significant waste, resulting in a considerable ecological footprint. In response, many hospitality organizations have implemented eco-initiatives to reduce environmental impact and promote sustainability. However, the effectiveness of these initiatives largely depends on employee engagement, as employees are the ones who translate environmental policies into consistent workplace practices. Studies show that employees with greater environmental awareness and stronger organizational commitment are more likely to actively participate in eco-friendly practices, enhancing overall organizational sustainability performance (Demir et al., 2021).

Despite growing attention to sustainability in hospitality, limited research has examined how environmental awareness, organizational commitment, and green self-efficacy collectively influence employee engagement, particularly within resort settings in developing regions. Understanding these interactions is crucial for designing effective management strategies and policy interventions. By investigating these relationships, this study provides insights to guide managers and Local Government Units (LGUs) in institutionalizing green programs, enhancing employee environmental competencies, and fostering public–private partnerships to support long-term sustainability in the hospitality sector (Kim, Lee et al. 2022).

Theoretical and Conceptual Framework

This study assumes that environmental awareness, organizational commitment, and green self-efficacy have a significant influence on employee engagement in eco-initiatives. This research employed three key theoretical foundations to explain the factors influencing employee engagement in eco-initiatives: the New Ecological Paradigm for environmental awareness, the Three Components Model of Organizational Commitment, and the concept of green entrepreneurial self-efficacy. Employees with higher levels of these attributes are also more likely to actively participate in and positively impact their company's environmental initiatives. Furthermore, the study assumes that these factors work together to improve overall involvement and ensure the success of workplace eco-friendly initiatives.

This study adopts the New Ecological Paradigm (NEP) as its theoretical framework to examine environmental awareness. The NEP is widely recognized for assessing individuals' ecological worldviews, including beliefs about humanity's relationship with nature, limits to growth, and the necessity of environmental balance

(Dunlap et al., 2000). The questionnaire used in this research, adapted from common environmental awareness and sustainability frameworks used in hospitality research. The questionnaire used by Demir et al. measures environmental awareness through environmental knowledge and environmental concern. These two aspects help explain how people understand and care about environmental issues. The instrument allows researchers to clearly measure environmental awareness using reliable survey items. It also makes it easier to compare results across different studies and groups. Therefore, the questionnaire is useful for examining how environmental awareness influences sustainable intentions and behaviors (Demir et al., 2021).

Organizational Commitment to Eco-Initiatives is conceptualized by the Three-Component Model (TCM) of Commitment developed by Meyer and Allen (1991), which posits that commitment comprises three distinct dimensions: affective commitment, continuance commitment, and normative commitment (a sense of obligation to remain). Building on this theoretical foundation, the study employs the Environmental Commitment Scale (ECS) developed by Raineri and Paillé (2016), which adapts the TCM to the environmental context. The ECS operationalizes ecological commitment as a multidimensional construct reflecting employees' affective, continuance, and normative attachment to their organization's ecological values and initiatives. This theoretical alignment enables the present study to investigate how employees' psychological commitment to ecological practices, grounded in the TCM framework, influences their engagement in eco-initiatives and sustainability efforts within the workplace (Meyer & Allen, 1991; Raineri & Paillé, 2016).

Green Self-Efficacy is conceptualized by Social Cognitive Theory (SCT), developed by Bandura (1986), which helps explain how environmental factors, behavior, and personal ideologies interact to help people adopt and embrace green practices. Having the knowledge to live sustainably, feeling encouraged by one's surroundings, and witnessing others act sustainably all contribute to green self-efficacy, or an understanding that one can perform environmentally responsible acts. The idea underscores the importance of having confidence in one's ability to address environmental degradation while exerting a beneficial influence on green innovation and organizational performance (Guo, 2022).

By integrating these theories—the New Ecological Paradigm by Dunlap and Van Liere (1978), the Three Component Model by Meyer and Allen, and Social Cognitive Theory by Bandura- this study builds a comprehensive framework to understand the drivers of employee engagement in eco-initiatives.

Overall, this study integrates the New Ecological Paradigm, the Three-Component Model of Organizational Commitment, and Social Cognitive Theory to explain employee engagement in eco-initiatives. These theories support the assumption that environmental awareness, organizational commitment, and green self-efficacy significantly influence employees' involvement in workplace environmental activities. Based on these assumptions, the study presents a research schema that illustrates the proposed

relationships among the variables and serves as a guide for the study's research process and analysis.

Research Question

1. What is the participants' assessment of their environmental awareness?
2. What is the participants' evaluation of the organization's commitment to eco-initiatives?
3. What is the participants' self-report of their green self-efficacy?
4. What is the participants' assessment of their engagement with eco-initiatives?
5. Do the participants' environmental awareness, organizational commitment, and green self-efficacy influence their engagement in eco-initiatives?
6. On the basis of the findings, what eco-friendly workplace recognition policy may be proposed?

METHODOLOGY

Research Design

This study used a descriptive correlation. This design is appropriate since the study aims to determine how three independent variables—green self-efficacy, organizational commitment, and environmental awareness—relate to and influence a dependent variable, primarily employee engagement in eco-initiatives. Using multiple regression analysis, a set of statistical methods used for estimating relationships between dependent variables and independent variables.

Using a tool such as multiple regression analysis, a researcher could quantitatively measure, adopting a correlational design, the strength and direction of relationships among variables (Creswell & Creswell, 2018). The quantitative technique ensures objectivity and accuracy in assessing the predictive value of each factor, as data will be collected using standardized questionnaires and analyzed quantitatively. Having been considered, this design would contribute to a solid understanding of how these organizational and psychological components affect workers' involvement in workplace environmental activities.

Participants and Sampling Procedure

To ensure appropriate coverage, Taro Yamane's formula (1967) was used with a 95% confidence level and a 5% margin of error. Out of the 140 workers in selected resorts in Initao-Libertad, Misamis Oriental, 105 participants were calculated and included. To be eligible, participants must be at least eighteen years old and working in a hospitality establishment at the time of the study, and have been working in the established resort for at least six months. Participants who have never worked in a hospitality facility are excluded to ensure the accuracy of the data. All participants were provided with informed

consent, their private information is protected, and their participation was voluntary and free from coercion, carefully adhering to ethical rules.

Predetermined criteria were applied to ensure the resorts are relevant to the study. Resorts operating for at least 3 years and accredited with the Department of Tourism (DOT) were the only ones considered. Preference was given to establishments that actively engage in sustainable tourism practices, incorporate technology into their products, and provide experiential travel options to meet the study's goals. Through this methodology, a more comprehensive analysis of the manner in which various tourism endeavors impact visitor happiness and loyalty is produced.

By providing all eligible participants with an equal selection opportunity, regardless of age, gender, or educational background, the random sampling method further enhanced the research's validity by reducing bias and improving the generalizability of the findings.

Data Analysis

The statements of Research Question 1, 2, 3, and 4 have used descriptive statistics. Mean, standard deviation, frequency, and percentage distribution are used to describe the data. These would give participants an overview of how they assessed their understanding of environmental sustainability, their self-rated involvement in such activities, and their organizational commitment to eco-projects. Descriptive statistics enhanced the interpretation of the overall developments and trends in the participant responses.

The statement of the Research Question 5 utilized regression analysis to determine whether organizational commitment, environmental awareness, and green self-efficacy influence the employee involvement in eco-based projects. The cumulative impact of these independent variables on employee engagement can be examined, and the significance and strength of each predictor can be examined, thanks to this statistical method. Assumptions such as normality, linearity, and the absence of correlation was reviewed to ensure the regression results are valid.

Prior to conducting the multiple regression analysis, diagnostic tests were performed to ensure that the assumptions of regression were satisfied. The test for multicollinearity showed acceptable tolerance values for Environmental Awareness (.573), Organizational Commitment (.844), and Green Self-Efficacy (.610), all above the minimum threshold of .10, while the corresponding VIF values (1.745, 1.185, and 1.641) were well below the critical value of 5, indicating that multicollinearity was not a concern. The Normal Q–Q plot demonstrated that the residuals closely followed the diagonal line, confirming approximate normal distribution, and the boxplot of residuals revealed no significant outliers, with values symmetrically distributed around zero. These results confirm that the assumptions of normality, independence, and absence of multicollinearity were met, indicating that the data were suitable for multiple regression analysis and that the regression findings are valid and reliable.

RESULTS AND DISCUSSION

Research Question 1. What is the participants' assessment of their environmentally sustainable awareness?

Table 1 presents the frequency, percentage, and mean distribution of participants' assessment of their environmentally sustainable awareness. The overall mean is 4.67, interpreted as "Very High," with a standard deviation of 0.35, indicating that participants generally perceived themselves as highly aware of environmental sustainability in the hospitality sector, with low variability in responses. The distribution further supports this finding, as 74.29% of participants strongly agreed and 25.71% agreed with the statements, while none reported neutral or low responses.

Table 1
Frequency, Percentage, and Mean Distribution of Participants' Assessment of their Environmentally Sustainable Awareness

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very High	78	74.29
3.51-4.50	Agree	High	27	25.71
2.51-3.50	Neutral	Moderate	0	0.00
1.51-2.50	Disagree	Low	0	0.00
1.00-1.50	Strongly Disagree	Very Low	0	0.00
Total			105	100.0
Overall Mean				4.67
Interpretation				Very High
SD				0.35

Research Question 2. What is the participants' assessment of organizational commitment to eco initiatives?

Table 2 presents the frequency, percentage, and mean distribution of participants' assessment of organizational commitment to eco-initiatives. The overall mean is 4.63, interpreted as Very High, with a standard deviation of 0.60, indicating that participants generally perceived their organization as highly committed to environmental sustainability, with low variability in responses. This suggests that organizations in the hospitality sector are perceived as actively supporting eco-initiatives, reflecting a strong institutional emphasis on environmental responsibility. The distribution further supports this finding, as 62.86% of participants strongly agreed and 37.14% agreed with the statements, while none reported neutral or low responses.

Table 2

Frequency, Percentage, and Mean Distribution of Participants' Assessment of Organizational Commitment to Eco Initiatives

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very High	66	62.86
3.51-4.50	Agree	High	39	37.14
2.51-3.50	Neutral	Moderate	0	0.00
1.51-2.50	Disagree	Low	0	0.00
1.00-1.50	Strongly Disagree	Very Low	0	0.00
Total			105	100.0
Overall Mean				4.63
Interpretation				Very High
SD				0.60

Research Question 3. What is the participants' level of green self-efficacy in relation to their engagement in organizational environmental initiatives?

Table 3 presents the frequency, percentage, and mean distribution of participants' level of green self-efficacy in relation to their engagement in organizational environmental initiatives. The overall mean is 4.62, interpreted as "Very High," with a standard deviation of 0.45, indicating that participants generally perceive themselves as highly capable of contributing to environmental initiatives, with relatively low variability in their responses. The distribution further supports this finding, as 58.10% of participants strongly agreed and 39.05% agreed with the statements, while only 2.86% reported a neutral response and none reported low self-efficacy. This suggests that employees in the hospitality sector are confident in their ability to perform eco-friendly actions and actively participate in organizational sustainability efforts.

Table 3

Frequency, Percentage, and Mean Distribution of Participants' Level of Green Self-Efficacy in Relation to their Engagement in Organizational Environmental Initiatives

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very High	61	58.10
3.51-4.50	Agree	High	41	39.05
2.51-3.50	Neutral	Moderate	3	2.86
1.51-2.50	Disagree	Low	0	0.00
1.00-1.50	Strongly Disagree	Very Low	0	0.00
Total			105	100.0
Overall Mean				4.62
Interpretation				Very High
SD				0.45

Research Question 4. What is the participants' self-rating of their engagement in eco initiatives?

Table 4 presents the frequency, percentage, and mean distribution of participants' self-rating of their engagement in eco-initiatives. The overall mean is 4.63, interpreted as "Very High," with a standard deviation of 0.45, indicating that participants generally perceive themselves as highly engaged in environmental initiatives, with low variability in their responses. Suggesting that employees in the hospitality sector are actively participating in eco-friendly practices and are personally committed to organizational sustainability efforts. Most participants strongly agreed (62.86%) or agreed (36.19%) with the statements. In comparison, only 0.95% reported a neutral response, and none reported low engagement.

Table 4
Frequency, Percentage, and Mean Distribution of Participants' Self-Rating of Their Engagement in Eco-Initiatives.

Range	Description	Interpretation	Frequency	Percentage
4.51-5.00	Strongly Agree	Very High	66	62.86
3.51-4.50	Agree	High	38	36.19
2.51-3.50	Neutral	Moderate	1	0.95
1.51-2.50	Disagree	Low	0	0.00
1.00-1.50	Strongly Disagree	Very Low	0	0.00
Total			105	100.0
Overall Mean				4.63
Interpretation				Very High
SD				0.45

Research Question 5. Do environmental awareness, organizational commitment, and green self-efficacy influence employee engagement in eco-initiatives?

Ho₁: Environmental awareness, organizational commitment, and green self-efficacy do not significantly influence employee engagement in eco-initiatives.

Ho₂: Environmental awareness does not significantly influence employee engagement in eco-initiatives.

Ho₃: Organizational commitment does not significantly influence employee engagement in eco-initiatives.

Ho₄: Green self-efficacy does not significantly influence employee engagement in eco-initiatives.

Table 5 presents the regression analysis examining the influence of environmental awareness, organizational commitment, and green self-efficacy on employee engagement in eco-initiatives. The overall regression model was statistically significant, with $F = 17.088$, $p < .001$, and a moderate correlation coefficient ($R = 0.580$). The coefficient of determination ($R^2 = 0.337$) indicates that 33.7% of the variance in employee

engagement in eco-initiatives can be explained collectively by environmental awareness, organizational commitment, and green self-efficacy. This finding leads to the rejection of the null hypothesis H_01 , confirming that the three predictors, taken together, significantly influence employee engagement in eco-initiatives. This aligns with prior studies highlighting the combined role of environmental values, organizational attachment, and self-efficacy in promoting sustainable behaviors among employees (Ramayah et al., 2020; Zientara & Zamojska, 2022).

When examined individually, environmental awareness significantly predicted employee engagement in eco-initiatives ($\beta = 0.299$, $t = 2.794$, $p = .006$), resulting in the rejection of H_02 . This indicates that for every one-unit increase in environmental awareness, employee engagement in eco-initiatives is expected to increase by 0.299 units, suggesting that employees who are more aware of environmental issues are more likely to participate actively in organizational eco-initiatives. Recent research has shown that higher levels of environmental awareness within organizations are associated with increased pro-environmental behavior and engagement, particularly when supported by green human resource practices that emphasize environmental knowledge and awareness-building (Al-Swidi et al., 2021).

Organizational commitment also emerged as a significant predictor ($\beta = 0.220$, $t = 2.497$, $p = .014$), leading to the rejection of H_03 . This implies that for every one-unit increase in organizational commitment, employee engagement in eco-initiatives is expected to increase by 0.220 units. Employees who feel a stronger attachment to their organization are thus more likely to engage in eco-initiatives. Studies have shown that employees with higher organizational commitment tend to adopt eco-friendly practices more consistently, as commitment aligns personal values with organizational sustainability goals and reinforces voluntary environmental behaviors.

Similarly, green self-efficacy was found to influence employee engagement significantly ($\beta = 0.207$, $t = 1.996$, $p = .049$), resulting in the rejection of H_04 . This suggests that for every one-unit increase in green self-efficacy, employee engagement in eco-initiatives is expected to increase by 0.207 units. Employees who are confident in their ability to perform environmentally responsible actions are more likely to engage in eco-initiatives, a finding supported by contemporary research showing that employees with greater perceived green self-efficacy are more motivated and persistent in demonstrating environmentally sustainable behaviors in the workplace.

The findings align with recent literature indicating that employee engagement in eco initiatives is influenced by both individual psychological factors and organizational support systems. Studies have shown that environmental awareness significantly enhances employees' pro-environmental behavior by increasing their understanding of and commitment to sustainability goals (Al-Swidi et al., 2021; Zhang et al., 2022). Similarly, organizational commitment has been found to encourage voluntary eco-friendly behaviors, as employees who feel emotionally attached to their organization are more likely to support and participate in sustainability initiatives (Kim et al., 2021; Nazir et al., 2023). In addition, green self-efficacy plays a critical role in driving eco engagement, with

recent research confirming that employees who believe in their ability to perform environmentally responsible actions are more motivated and persistent in demonstrating green behaviors at work (Chen et al., 2021; Li et al., 2024). Collectively, these findings reinforce contemporary sustainability research suggesting that strengthening environmental awareness, organizational commitment, and green self-efficacy is essential for promoting sustained employee engagement in eco initiatives.

These findings emphasize that employee engagement in eco-initiatives is driven by the combined influence of environmental awareness, organizational commitment, and green self-efficacy. This supports contemporary sustainability research which argues that employees are more likely to engage in pro-environmental behaviors when they possess adequate environmental knowledge, feel emotionally attached to their organization, and believe in their capacity to perform green actions effectively. Al-Swidi et al. (2021) affirm that environmental awareness enhances employees' understanding of sustainability goals, making eco-friendly behaviors more intentional and consistent. Likewise, Kim et al. (2021) highlight that strong organizational commitment aligns employees' personal values with organizational sustainability objectives, encouraging voluntary participation in eco-initiatives. Furthermore, Chen et al. (2021) underscore that green self-efficacy strengthens employees' motivation and persistence in adopting environmentally responsible behaviors. Taken together, these insights suggest that organizations—particularly in the hospitality sector—must adopt integrated strategies that develop employees' environmental knowledge, foster commitment, and build confidence in green capabilities to achieve sustained engagement in eco-initiatives.

Overall, the results suggest that fostering environmental awareness, strengthening organizational commitment, and enhancing green self-efficacy are effective strategies for promoting employee engagement in eco-initiatives, reinforcing the contemporary view in sustainability and organizational behavior research that both individual psychological factors and organizational support systems play important roles in driving green engagement outcomes.

Table 5
Regression Analysis of the Influence of Environmental Awareness, Organizational Commitment, and Green Self-Efficacy on Employee Engagement in Eco-Initiatives

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.435	.601		0.724	.471
Environmental awareness	.425	.152	.299	2.794*	.006
Organizational commitment	.261	.104	.220	2.497*	.014
Green Self-efficacy	.225	.113	.207	1.996*	.049

Model Summary

R = 0.580 R² = 0.337 Adj. R² = 0.317 F = 17.088** p = .000

***significant at 0.01 level*

Research Question 6. On the basis of the findings, what eco-friendly workplace recognition policy may be proposed?

Based on the findings, an eco-friendly workplace recognition policy is proposed to institutionalize training, recognition, & incentives mechanisms that promote employee active engagement in sustainable workplace practices.

Conclusions

The study concludes that participants in the selected resorts demonstrate a very high level of environmental awareness, indicating a strong understanding of sustainable practices and the environmental impacts of hospitality operations. This high level of awareness reflects a proactive mindset toward environmental responsibility and provides a solid foundation for adopting eco-friendly practices within the workplace. The study confirms that employees' engagement in eco-initiatives is shaped by environmental awareness, organizational commitment, and green self-efficacy. Based on the New Ecological Paradigm (NEP), employees exhibit a strong ecological understanding and responsibility. Using the Three-Component Model (TCM), they demonstrate a deep attachment to organizational sustainability values. Through Social Cognitive Theory (SCT), high green self-efficacy reflects confidence in performing environmentally responsible actions. Together, these factors reinforce active participation in eco-friendly practices, underscoring the importance of combining individual awareness, psychological capability, and organizational support to promote effective and sustained sustainability initiatives in the hospitality sector.

The inferential analysis shows that organizational commitment, green self-efficacy, and environmental awareness significantly influence employee engagement in eco-initiatives. Strong affective commitment indicates that employees are driven by internalized sustainability values rather than simple compliance. High green self-efficacy highlights the importance of confidence in addressing environmental challenges to sustain proactive behavior. Engagement is strongest when sustainability is integrated into daily work roles. Overall, employee engagement in environmental initiatives is shaped by the combined effects of awareness, psychological capability, and organizational support, underscoring the need for holistic strategies in the hospitality industry.

Recommendations

Based on the findings and outcomes of this study, the following recommendations are provided to enhance environmental awareness, organizational commitment, and

green self-efficacy on employee engagement in eco-initiatives in the selected restaurants in Initao-Libertad, Misamis Oriental:

1. Resort Manager may:

- 1.1 Enhance employees' operational knowledge of environmental sustainability by conducting targeted training on waste disposal, chemical handling, energy and water conservation, and eco-friendly operational processes.
- 1.2 Foster a stronger organizational culture for sustainability by recognizing employees' contributions to eco-initiatives, integrating green practices into daily routines, and providing incentives for innovative solutions.
- 1.3 Empower employees' green self-efficacy through mentoring, hands-on guidance, and opportunities to propose and implement eco-solutions.
- 1.4 Foster Organizational Commitment by prioritizing sustainability and communicating the company's environmental goals and programs.
- 1.5 Boost Green Self-Efficacy by providing opportunities for employees to participate in eco-initiatives and offer resources to support environmentally friendly behaviors.

2. Tourism and Hospitality Students may

- 2.1 Actively learn about sustainable practices in resorts, including energy and water conservation, waste management, and eco-friendly operations.
- 2.2 Engage in practical environment-related eco-programs or student-led projects in order to implement knowledge and attain a high level of responsibility towards environmental sustainability.

3. Future Researchers may

- 3.1 Explore more aspects of employee engagement in eco-initiatives, including digital sustainability tools, leadership, workplace motivations, or incentives.
- 3.2 Compare cross-resort/hospitality facility studies in order to analyze the contextual variations in environmental awareness, organizational commitment, green self-efficacy, and engagement. Quantitative is recommended to be supplemented with mixed methods.

Compliance with Ethical Standards

The recognized ethical guidelines for research involving individuals were adhered to in this investigation. Before any data was collected, the Lourdes College Research Ethics Committee granted ethical clearance. All respondents gave their informed consent after being made aware of the study's objectives, the fact that participation was voluntary, and their freedom to discontinue participation at any moment without incurring any fees. No personally identifying information was gathered, anonymity and secrecy were rigorously

upheld, and all data was safely preserved in compliance with data privacy guidelines. The respondents' welfare was protected, guaranteeing that no harm was done while conducting the study. The researcher affirms that there was no conflict of interest and that all results were interpreted impartially and objectively. The results were only utilized for academic reasons, and plagiarism was completely avoided by properly citing sources. To achieve complete openness and maintain academic integrity, the usage of artificial intelligence (AI) tools was restricted to grammar and language refinement.

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