

EFFECTS OF ENVIRONMENTAL TRAINING ON PRO-ENVIRONMENTAL BEHAVIOR IN THE WORKPLACE

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Özet

Çevresel sürdürülebilirlik řimdilerde çok önemli ve önemi artan bir konu. İnsanlar bireysel ya da bir grup olarak Dünya'ya karşı zararlı olaylara karşı harekete geçiyorlar. İnsanların harekete geçmesi ya da çevreyle ilgili bilgi alması ve çevresel sürdürülebilirlikle ilgili koordinasyon yapması için birçok seçenek var. Bu bilgilerin birçok insan için ulaşılabilir olmasına rağmen insanlar bunun için bir efor harcamayı tercih etmiyorlar. Bu noktada insanların en çok zaman geçirdikleri yerleri olan çalışma alanlarında çalışanların hem çevre hakkında kendilerini eğitmelerini hem de çevreye ve organizasyona yararlı olmaları için anlam ifade ediyor. Farkındalık artmış olsa da, bilgiyi tutarlı çevre dostu davranışlara dönüřtürmek hala bir zorluk teşkil etmektedir. Çalışma ortamına sürdürülebilirlik eğitimi entegre etmek, çevre sorumluluğunu ortak bir hedef haline getiren bir kültür oluşturarak bu açığı kapatmaya yardımcı olabilir. Bu çalışma, bir organizasyonun 10 çalışanına verdiği çevresel sürdürülebilirlik eğitiminin, çalışanların çevre dostu davranışlarını nasıl etkilediğini ve eğitim sürecine etki eden bazı faktörleri incelemektedir. Bulgular, bu tür eğitimlerin çevre dostu davranışları desteklemede önemli bir rol oynadığını ve çalışanların harekete geçmesini sağlayan destekleyici durum faktörlerinin önemini vurgulamaktadır. Sonuçlar ayrıca, tutarlı davranış deęişikliğini teşvik etmek için organizasyonel desteğin ve yapılandırılmış sürdürülebilirlik girişimlerinin gerekliliğini hem çevre hem de genel işyeri refahı açısından vurgulamaktadır.

Anahtar Kelimeler: Çevresel sürdürülebilirlik, çevre eğitimi, çevre yanlısı davranış, durumsal faktörler, deęerler ve normlar.

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Effects on environmental training on pro-environmental behavior in the workplace

Abstract

Environmental sustainability has become a crucial topic currently. People are taking actions individually or as a group against harmful actions toward the earth. There are many options for people to act or get some knowledge about the environment and ways to coordinate with environmental sustainability behaviors. Although this information is accessible for many people, they are not preferred to earn nor even putting an effort for that. At this point, providing this information to people where they spend most of their time (their workplace) means creating an environment for employees to both educate themselves and contribute to the environment while also contributing to their organization. Although awareness is increasing, turning knowledge into consistent pro-environmental behaviors remains a challenge. Integrating sustainability training into the workplace can help bridge this gap by fostering a culture where environmental responsibility becomes a shared goal. The paper discusses environmental sustainability training provided to 10 employees and its impact on their pro-environmental behavior, while also exploring factors that influence both the training and the employees' behavior. The findings suggest that these kinds of training play a crucial role in supporting pro-environmental behaviors and highlight the importance of supportive situational factors that enable employees to act. The results also underscore the necessity of organizational support and structured sustainability initiatives to promote consistent behavioral change, benefiting both the environment and overall workplace well-being.

Keywords: Environmental sustainability, environmental training, pro environmental behavior, situational factors, values and norms.

1. Introduction

Sustainability has become a rising topic for the planet. People started to notice more of the environmental problems which leads to enhanced environmental awareness all over the world. Many individuals raise their awareness and knowledge about environmental sustainability by their own efforts. However, training programs and other external factors which can contribute to raising more awareness about environmental issues might help and speed up the process of contributing to the environment. In this point we can mention about organizations' contributions to training programs since many individuals are part of an organization, training programs which supplied by the organizations will bring to the employees information without additional effort. Environmental sustainability training is not a contribution only for the employee but also for the organization. Environmental sensitivity of the population helps the organizations become more environmentally sustainable and make some actions about this area (Amrutha et al., 2020). While sustainability can make some gain in the short period, this affects the future actions and can lead to bigger gains for the organization. According to Boley and Uysal (2013), sustainability of an organization engaged with short term profit, long term social,

economic and environmental profits. While sustainability can make some gain in the short period, this affects the future actions and can lead to bigger gains for the organization. According to Boley and Uysal (2013), sustainability of an organization engaged with short term profit, long term social, economic and environmental profits. From this perspective environmental sustainability training for employees supplied from the organization will be beneficial for the organization in many different paths while providing an important training for their employees which can help to engage with their organization in a higher level of motivation. In this article, the effects of environmental sustainability training on pro environmental behavior and other variables that affect this model will be described.

2. Literature review

Sustainability of environment is a growing issue for our planet and directly effecting people by its impacts and consequences. Sustainability creates an important concern and emerges the needs of interference by the members of the planet and the operations that affect the circumstance. Organizations and individuals are two concepts to be focused on that matter. Creating a positive impact on the effects of individuals and organizations on the environment is a significant factor to reach to environmental sustainability (Hui et al., 2019). Research indicate that pro environmental behavior has positive relations with the environmental sustainability training (Blok et al., 2015).

Environmental sustainability trainings include topics such as reduce of waste, energy management, offering alternative energy and technology sources (Perron et al., 2006). These trainings propose alternatives while increase the knowledge and attitudes towards environment (Perron et al., 2006). Effectiveness of environmental sustainability trainings are linked with some situational factors and supports (Hui et al., 2019). These includes leader support, colleague support or resource accesses. Employers who are more engaged with environmental sustainability behaviors and offers more sustainable sources to their employees are often result with increased environmentally sustainable behaviors by their employees (Zaki & Norazman, 2019). Organization offers more sustainable resources and with supportive behaviors will meet more sustainable behaviors by their members than other organizations which does not offer the same opportunities (Dilek & zer, 2020).

Values and norms are influential for the effectiveness of environmentally sustainable behaviors (Farrow et al., 2017). Individuals who engaged with higher values with nature shows more environmentally sustainable behaviors on their personal and professional lives than other individuals who does not engage enough with these behaviors; norms that individuals exposed more natural and sustainability by their environment also shows more environmentally sustainable behaviors than others (Farrow et al., 2017). Organizations that adopt environmental values and norms lead their members to engage in more sustainable behaviors likewise. If organizations embed environmental attitudes into their policies and practices it will affect their programs or trainings similarly and lead their employees accordingly (Batista & Francisco, 2018).

The literature provides important information about existing knowledge and guide to new approaches for the possible outcomes by environmentally sustainable training (Singh et al., 2019). It underlines the importance of situational factors, values and norms with individual and organizational inputs.

2.1. Environmental sustainability training

Environmental training is a very important and fertile practice for the environmental behavior of the employee. Employees' small behaviors lead the organization's overall environmental behavior according to Perron et al. (2006) and that is a reason for the organizations to give training to their employees; therefore this can bring the organization closer to an environmentally sustainable level. Environmental training will contribute to the knowledge of organization's management plan and impacts while having positive effects on employees' performance in the organization (Miller, 1996; Burleigh, 1997). Organizational environmental behavior is employees' actions that contribute to sustainability of the environment according to Cooper et al. (2017). Therefore, investing and contributing to Pro-Environmental Behavior (PEB) of employees will affect the organization's sustainability directly. For that matter training the employee is linked with a successful practice of human resource management for employees' environmental sustainability behavior (Zibarras, 2015; Saeed, 2019; Paille, 2020). Training focuses on raising awareness towards environment and increasing the number of PEB in the workplace (Sammalisto, 2008), thus organizations' sustainability proceeds directly proportional with that. According to some researcher environmental training benefits can be listed

as follow: higher level of employee satisfaction and motivation, lower level of turnover, improvement of qualified members in the organization and higher level of belongingness to the organization by employees (Hui et al. 2001; Cramer & Roes 1993; North & Daig, 1996; Reinhardt, 2000). Jackson and others (2011) supported training that focuses on environmental sustainability training which involves technical skills and awareness. Environmental awareness and its expression with technical skills can contribute to successful PEB training and its outcome.

Workplace environmental sustainability training is an important implementation for increase the awareness of environmental conscious behaviors and development of sustainability. Training brings to the workforce more knowledge, ability and practice to perform and promote environmental consciousness and impacts. These trainings can benefit into different areas such as; raising awareness among employees who takes environmental sustainability trainings where help them to reason and understand about the consequences of their actions towards the environment, increase the behavior of these employees' environmental behaviors both in their personal and work lives, organizations who have more employees with pro-environmental behaviors can decrease their carbon footprint on the planet and their negative impacts on the earth. Indeed, according to Bar Am et al. (2023), if customers, investors or stakeholders have to choose between, organizations who engaged with more environmental and social impacts are preferred more by the customers than other organizations who are not engaged with these activities which also increase the competitive advantage for the environmental conscious organizations. Another effect of implementation of environmental behaviors in the workplace is cost savings (Saratun, 2016). Being more aware about the usage and wastes by the employees can save organizations' costs in some areas. For instance, using the electricity more consciously, decrease the water consumption and derive heat control by avoiding over usage and control the waste output of the organization will be beneficial for the organization. These outputs and effects will benefit for the organization and for the employees, both in their work lives and personal lives, yet these are also very beneficial actions and contribution for the environment. By adopting these pro-environmental behaviors, effects of people on the environment can be controlled to a certain extend and gives the opportunity for more sustainable future.

Environmental sustainability trainings can be offered in some different forms. Providing some seminars and workshops for related organizations where focused on similar environmental sustainability effects or offering online educational practices for employees with wide time period where they can take individually and in their self-determined time zones, also on-the-job trainings can be offered by the organizations for employees in the workplaces. Organizations can determine these training formations according to their needs and schedules with the proper orchestration for their goal and employee expectations.

2.2. Situational factors

Situational factors refer to external factors which affect the employees' environmental sustainability behavior. Employees can be affected by many factors especially when they spend most of their time in the workplace and got exposed by others' thoughts and behaviors, similar or related reflections can be observed. In a cultural manner identification with the organization influences pro-environmental behavior of an employee (Zientara and Zamojska, 2018). Since the human resources department is focusing on employees in the organization this department's management focuses will affect the employee directly. Mashala (2018) mentions the relation of motivation and loyalty of employees with environmental human resources as an important factor for the organization where employee's high environmental awareness. Managers relevance and involvement to the training programs of environmental sustainability is an important factor to motivate employees and indicate themselves within the competitors so that they can distinguish with the sustainability notion (Boiral et al. 2015). As Tariq et al. (2016) mentioned satisfaction of the employee is a big and important factor for the organization's success and empowerment the employee about environment will bring the organization to contribute both the employee and the organization itself. For the satisfaction of the employee, money from the organization is not the only necessity but the personal contributions are also a big factor for employees and green empowerment for the employee is playing a significant role for that satisfaction according to Tariq et al. (2016). Some research shows that environmental Human Resource Management supports and motivates employees' environmental behavior (Dumont et al. 2017; Cop et al. 2020). Also, environmental training in the workplace is the most fertile

implementation of Human Resource Management for the green behavior of the employee (Zibarras, 2015; Paillé et al. 2020). Chaudhary (2017) suggests that employees who have positive perspective to environmental sustainability are linked with less turnovers. Leaders in the organizations also have direct relationship with the PEB in the workplace because their behaviors motivate the employees in their workplaces (Gao, He, 2017). The harmony between the employee and the leader is important for that situation (Shao et al., 2017); more coherent between these two brings high level of sustainability behavior in the workplace.

Situational factors can affect the environmental sustainability behaviors in different ways in the organizations. Leader support is an important and one of the leading factors which affects the pro-environmental behavior of the employee. Organizational leadership that second-ers to environmental sustainability and indicates this through consistent actions and communication will significantly enhance employees' engagement in environmental behaviors (Unsworth et al., 2021). This indorsement can lead to more committed and durable outcomes from the environmental sustainability training by the employees. Being able to receive training and access to the practices of sustainability is another situational factor that affects sustainability behavior. Having the opportunity in a workplace which can offer recycling bins, energy control panels or giving the opportunity to use public transportation or remote working option to reduce the emission does impacts employees' environmental sustainability behavior positively (Batista & Francisco, 2018). Motivational support plays a crucial role in environmental behaviors. For instance, rewards for environmentally conscious behaviors, opportunities for online or offline contributions sustainability activities, or receiving positive feedback from colleagues or employers. Besides, organizational traditions and culture can affect the environmental behavior of an employee to a considerable extent (Farrow et al., 2017). If an organization had internalized environmental sustainability deeply and shaped their values accordingly, they can offer related incentives and motivate their employees to that extent. Therefore, organizations can offer some activities, programs, opportunities, and motivational support while also embedding environmental sustainability behaviors themselves which will encourage employees and benefit the organization itself.

2.3. Pro-environmental behavior

Pro-environmental behavior is defined as minimizing the action that negatively affects the environment in a conscious level (Kollmuss and Agyeman, 2002). Working takes so much time from people's lives so people spend so much time in their working places. People who work spend their lifetime's one in third in a workplace so expectations are in the way of Pro-Environmental Behavior in the organizations will affect the PEB of an employee (Blok et al., 2015). According to Blok and others (2015), there are internal and external factors which effects PEB, internal factors include social, cognitive and affective factors; affective factors are values or attitudes, cognitive factors are awareness and social factors including norms toward the environment. External factors that affect PEB are physical availability and the support from leaders (Blok et al., 2015); recycling bin, availability for sustainable goods are determinants for PEB. PEB basically means minimizing the negative impact of human behavior on the environment. (Blok et al., 2015).

Pro environmental behavior can also be referred as eco-friendly behavior which behavior of positively contribute and reduce the harmful effects to the environment by individuals or organizations. In terms of individual perspective, pro environmental behavior can be using public transportation, reduce the water or electricity consumption, conscious wasting like recycling or composting and conscious consumption of packaged shopping. These actions are considered as pro environmental behaviors if they are long term practices rather than one-time actions (Lange & Dewitte, 2019). In terms of organizational perspective, pro environmental behavior can be referred to waste reduction, taking eco-conscious actions in business practices, focusing on using and creating sustainable goods and services. Another implementation of environmental sustainability for organizations are corporate social responsibility (CSR) actions like planting of clean-up activities which impacts the environment positively while increasing the reputation of the organization for customers and stakeholders. Motivation for pro environmental behavior can be driven by people by their own values or learned behaviors from their own environment (Lange & Dewitte, 2019). Organizations can also be influential on people's pro environmental behaviors by some specific requirements, like separation of waste, or creating eco-friendly environment for their employees.

An action that reduces harm to the environment or even creates a positive impact can also be described as pro-environmental behavior (Steg & Vlek, 2009). As Geller (2002) states, encouraging behavioral change becomes more impactful when the targeted behaviors are identified to improve environmental quality. Understanding the underlying factors that drive these behaviors is essential, as it allows for the implementation of well-structured interventions that address both the behaviors and their root causes. Additionally, evaluating the impact of these interventions on behavioral change, environmental quality, and overall human well-being plays a crucial role in ensuring their effectiveness.

Performing pro environmental behaviors can be challenging sometimes. The outcomes are usually not visible and it might need a big changes in individual's lives such as changing a long term habit or spending more for the environmental options. This situation can be tempting for some people and organizations and can cause withdraw of their conscious behaviors. According to van Valkengoed (2022) common assumption is that people do not engage in pro environmental behaviors due to lack of awareness about the causes and effects of environmental problems, that are also known as the knowledge deficit model. The environmental sustainability training is taking the floor in this point. Learning and increasing the knowledge about environmental behaviors can influence people and organizations to become more conscious, initiate them with the environmental behaviors, and help them to understand the importance of environmental attitudes while being more aware of their actions and outcomes of their actions (Saratun, 2016). For this reason, it is important to be trained about environmental sustainability and understanding the importance of environmental effects and outcomes. By these trainings both organizations and individuals can increase and sustain their pro environmental behaviors in long durations.

2.4. Values and norms

The organization's values can affect and direct the external values and performance of the organization. Chang (2011) states that expectations and values of an organization can contribute positively to their ethical behavior which shapes and influences their performance. Being aware of the organization's performance and natural system by employees is necessary for en-

vironmental performance strategy according to Cohen-Rosenthal (2000) and Hale (1995). Likewise, people's personal values, beliefs and behaviors may influence their contribution to the environment; therefore there should be a reflection of people's personal values to their environmental behavior as an employee. Some research also found there is a relation between personality traits and environmental behavior. Unsworth et al. states that conscientiousness, openness and extroversion are three personality traits that have positive relation with employees' environmental behavior (2021). There are also some values and personality traits that are negatively related to environmental behavior. For instance according to Marcus and Roy (2019) economic values are not positively related to environmental behavior, indeed it is more likely to have harmful effect on environmental behavior of an employee. Even though an employee does not have the traits that have positively related with environmental behavior Unsworth et al. (2013) suggest that these employees still can be trained and motivated to behave environmentally positive.

Values and norms can play an influential role on the effectiveness of the training of environmental sustainability for both organizations and individuals. Individuals' values and norms are related with their pro environmental behavior as how they are sympathetic with them. People who engage with high concern towards natural environment are likely to show more environmentally conscious behaviors and receptive to sustainability trainings (Tariq et al., 2016). They are more likely to perform sustainability behaviors on their personal and professional lives. Study suggests that individuals who prioritize certain values tends to engage more in pro environmental behaviors through various contexts (Thøgersen & Ölander, 2003). Additionally, these behaviors are influenced by related values (Schwartz & Bilsky, 1990; Lindenberg & Steg, 2007).

Social norms are also related with increasing pro environmental behavior by observational learning (Lange & Dewitte, 2019). If individuals observe other people and performances by organizations or communities, their possibility of performing similar environmental behavior will increase accordingly. This strategy can be integrated into environmental sustainability

trainings. Incorporating examples of sustainable practices into training materials may encourage trainees to develop pro-environmental behaviors by providing them with concrete, relatable models of action (Tunçay & Çobanoğlu, 2024).

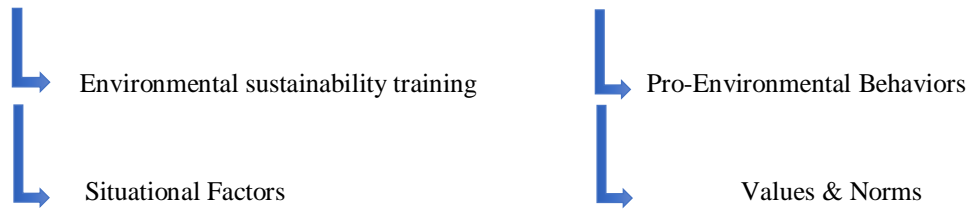
Organizations' values and norms are important factors on employees' environmentally sustainable behavior performances. Employees who are involved in organizations which offer sustainable equipment, adopt sustainable policies or vision are likely to engage in high environmentally sustainable behaviors (Batista & Francisco, 2018). These organizations' professional environment and customers are will also be affected and have positive impression about them. Besides, organizations which adapted environmental sustainability in their values and norms have higher possibility to get positive results by their employees from their environmental trainings (Perron et al., 2006). If they motivate and create an environment to support their employees' pro environmental behaviors, employee performances on this relation will increase accordingly. On the other hand, organizations who does not show any supportive actions or not provide related promoters might not receive affirmative results from environmental trainings (Singh et al., 2019).

As stated above, norms and values are significant factors to shape and progression of pro environmental behaviors. Individual values and norms are importantly influential on performing pro environmental behaviors while organizations' manners on this subject are crucial on implementation of pro environmental behaviors. Promoting a sustainable lifestyle can lead to long-term improvements in the quality of life for all living beings. To achieve this, raising awareness and implementing initiatives that encourage and facilitate sustainability are highly beneficial. One simple yet effective practice is the proper separation and disposal of waste in both workplaces and households (Tunçay & Çobanoğlu, 2024).

3. Research model

“Effects of environmental training on Pro-Environmental Behavior in the workplace”

Sustainability training	→	Pro-Environmental Behavior
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4. Methodology

This paper was designed as a case study focusing on the impacts of sustainable environmental training on employees who received offline training in the workplace. In this study the effects of environmental sustainability training effects on pro environmental behavior were studied. Total of 10 open-ended questions were posed to employees of a boutique hotel who had an hour of training together in their workplace.

The participants were specifically selected from a boutique hotel, as a smaller group setting allowed for a more in-depth focus and helped more controlled research environment compared to a larger organization. Participants had no prior training on environmental sustainability, which ensured that their responses provide more accurate insights than those who had with pre-existing knowledge on the topic.

5 questions were directed to employees pre-training and 5 questions were directed post-training. Employees were given 15 minutes to respond to the pre-training questions and 15 minutes for the post-training questions. Training took place in the hotel, and employees answered questions on hard copy materials. Following the pre-training responses, participants attended a one-hour presentation on sustainability training. After the session, post-training questions were distributed in the same hard-copy format.

Employees were expected to answer related questions privately, and their responses were evaluated by the researcher after training. The pre- and post-training questions were adapted from an existing study (Blok et al., 2015) and modified for the target group of this research. Questions, as follows, were ground on this study's aims and substances.

Pre-Training Questions

What is your attitude/perception towards environmental sustainability?

Do you perform environmental behaviors (recycling, waste reduction) in your workplace and can you provide some examples?

Does your organization have policies or values that related with environmental sustainability and can you provide some examples?

What are some challenges you have experienced to perform any sustainable practices in your workplace?

At what point do you see yourself to perform a sustainable behavior?

Post-Training Questions

Does your attitude and perception have changes towards sustainability after this training?

What are some examples of behaviors that you think that will be change with the knowledge you obtained in this training?

Do you think your organization provides enough/any sustainability practice opportunities?

Provide some examples of some challenges you have faced to perform in your organization.

Do you think you will perform (more) pro environmental behavior after training? Do you think your organization will have further improvements about the environmental sustainability inputs?

5. Results and discussions

This study comprised 10 participants of employees from the tourism sector. Participants were subjected to environmental sustainability training and directed total of 10 questions, 5 pre training questions and 5 post training questions. The results of participants' responses show a significantly positive impact on their attitudes towards the environment, pro environmental behaviors and their perceptions.

Participants reported some different levels of understanding and attitudes towards environmental sustainability on the results. The level of knowledge about environmental sustainability varied among participants, but a general lack of in-depth understanding was common. Most of the employees were showing a basic level of awareness but many of them had lack of deep knowledge about the environment. Many of environmental behaviors of participants were limited with occupational recycling behaviors. Some participants mentioned organizational policies that encouraged them to sustainability, such as recycling bins and energy efficiency brochures. However, they also highlighted some challenges, like lack of resources and lack of deep knowledge about sustainable practices. Most participants expressed willingness to perform sustainability behavior but also uncertainty about where to start to these practices. While workplace sustainability initiatives influenced participants' behaviors, these actions were often restricted to company policies rather than fostering broader personal engagement. Structural challenges, such as limited access to sustainability-related resources, further hindered participants' ability to engage in pro-environmental behaviors beyond workplace policies.

Evaluation of the participants' responses indicate a significant change on their attitudes and perceptions. All participants reported a deeper understanding of environmental sustainability and an increased motivation to perform sustainability behaviors. They stated some behaviors which they plan to change, including more conscious consumption of resources, waste reduc-

tion and supporting for sustainability in their organization. They expressed that their organization provided some opportunities for sustainability practices, but also saw topics for improvement. In general, participants reported a high possibility of performing more pro-environmental behaviors after training and show better understanding about environmental sustainability.

The positive impact of the environmental sustainability training observed in this study aligns with existing literature that highlights the effectiveness of such training in enhancing employees' understanding and motivation for pro-environmental behaviors (Jing, Keasey, & Xu, 2023). This training aimed to enhance participants' understanding of environmental sustainability and providing possible action alternatives they can adopt, encouraging them to become more active about environmental sustainability. Participants also identified some structural challenges that can restrict their ability to apply the new practices, focusing the need for organizational support and offers. The training showed results that strengthened participants' environmental values and increase their motivation to act sustainably. It also showed that it influenced their perception of organizational norms, with participants expressing positive feedbacks about their organization's commitment to environmental sustainability.

To sum up, this study provides important factors about the positive impact of environmental sustainability training on employees' attitudes, perceptions, and behaviors. It also highlights the importance of these kinds of training in supporting pro-environmental behaviors and highlights the importance for supportive situational factors. Inputs of organizations about sustainability, their training and improvement of individual participation on environmental sustainability can bring the sustainability topic to a place where it put more emphasis on by many more people. Providing employees with structured sustainability training can serve as a catalyst for long-term behavioral change, particularly when supported by organizational commitment and resources.

6. Conclusion

This article explores various types of environmental sustainability training and their positive correlation with employees' pro-environmental behavior. Organizations can have a different approach to the environmental behaviors of their employees. In this article organizations' training of environmental sustainability has been described and studied some factors which

effects both the training and employee's behavior. Researchers suggest that organization's environmental management and ethics will bring their performance and employee knowledge to a more successful and meaningful point as in environmental manner (Singh et al., 2019). Renwick, Redman & Maguire mention that organizations encourage and reward to support their employees' environmental behaviors (2013). As environmental training and pro-environmental behavior are positively correlated, increased motivation and support to employees' pro environmental behavior in the organization contribute also to the organization to become greater in environmental performance.

Environmental sustainability training plays a very significant and serviceable role for both individuals and organizations. Knowledge, values and abilities gained from environmental training can be fertile for their attitude towards nature and promote to their professional performances while promote individual's personal lives. This training might contribute to an extensive understanding of benefits and harm towards nature and the concept of natural cycle, while providing alternative options with promoting actions. Organizations have a big liability on shaping employee's behavior towards environmental sustainability (Tariq et al., 2016). Employees' knowledge gained through environmental training affects organizations directly (Zaki & Norazman, 2019). Employee green inputs and performances support the organization's reputation, their identity and value which are also directly related to expectances of stakeholders, customer relations and employee satisfaction (Benkarim & Imbeau, 2021).

Individual's pro environmental behavior is influenced by situational factors. For instance, leader support, organizational providers to engage with sustainability, encouragement from the organization and colleagues, incentives or rewarding systems to environmental sustainability behaviors will positively influence the pro environmental behavior of an employee.

Pro environmental behavior embodied from values, norms and environmental impact and learning (Hui et al., 2019). Organizations' input can be effective on shaping individual's green behaviors. Training that employees obtain from the organization can be very influential for organizations' performances also for employees' personal life while this can create chain effect like knowledge of employee can be transferred to their personal environment or can be encouraging motivation for other people.

The values and norms of individuals to environmental sustainability might have boosting effect on the environmental behavior with the organizations' input by environmental training. Likewise, an organization's values and norms can shape and contribute to individuals' green behavior (Steg & Vlek, 2009). Both these factors will support each other and promote pro environmental behavior of employees and organization's performance on environmental sustainability.

The subheadings and variables for this study were carefully selected and limited. Future research could explore broader influences on pro-environmental behavior and expand the participant pool, leading to more accurate results. These factors reinforce each other and contribute to a sustainable future. In this context, environmental sustainability training emerges as a necessary and beneficial practice for both organizations and individuals, helping to reduce environmental harm and promote a more sustainable world.

7. References

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