Measuring Sustainability Alignment: A Congruence Analysis of Organizational Green Compensation and Employee Green Conscientiousness

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Abstract: This article compares Organisational Green Compensation (OGC) and Employee Green Conscientiousness (EGC) to see if organisational sustainability practices match employees' eco-conscious conduct. Based on Person–Organisation Fit Theory and Social Exchange Theory, the study examines how HR systems with environmental incentives affect employees' voluntary pro-environmental conduct. Data from 200 private and semi-public employees were used in a quantitative, cross-sectional study. OGC and EGC were measured using methods from previously validated studies. Descriptive statistics, reliability testing, Pearson's correlation, and the Intraclass Correlation Coefficient (ICC) were used in IBM SPSS (Version 28) to assess organisational procedures and the congruence between organisational procedures and employee behaviour. Green HR practices were perceived as moderately to highly ($M = 3.44$, $SD = 0.57$), with good internal consistency ($\alpha = .861$), a substantial positive correlation ($r = .388$, $p < .001$), and strong congruence ($ICC = .861$) between OGC and EGC. These studies show that rewarding environmental achievement increases employee sustainability commitment. Cross-sectional studies limit causal inference, and self-reported data may be biased by social desirability. Future research should use longitudinal designs and include mediators such as green identity and emotional intelligence to understand the OGC–EGC link. This study introduces organisational–employee green congruence as a sustainability alignment diagnostic construct in Green Human Resource Management (GHRM). The study introduces statistical agreement (ICC) to operationalise congruence and assess organisational policy-employee consistency.

Keywords: Organizational Green Compensation; Employee Green Conscientiousness; Person–Organization Fit; Social Exchange Theory; Green HRM; Social Desirability.

1. Introduction

1.1. The Importance of Congruence in the Employer-Employee Relationship

The relationship between an individual and their organisation is foundational to organisational psychology, and at its core lies the concept of congruence, or Person-Organisation (P-O) fit. P-O fit is most broadly defined as the compatibility between an

individual's values, beliefs, and norms and the culture and values of their organization. When this alignment is high, the psychological contract is strong, leading to a cascade of positive outcomes. Research has consistently demonstrated that employees who feel a strong sense of value congruence report higher levels of organizational commitment, job satisfaction, and employee engagement. This fit not only motivates employees to perform but also significantly reduces turnover intentions, as the organizational environment is perceived as authentic and supportive of their own identity. Conversely, a perceived incongruence, or mismatch, between a person and an organisation can be a significant psychological stressor. When an employee's values clash with the organisation's stated policies or implicit culture, it can lead to cognitive dissonance, emotional exhaustion, and eventual burnout. This misalignment can also foster a sense of perceived injustice; as organizational actions may seem arbitrary or even immoral to employees. Thus, achieving and maintaining congruence is not merely a "nice to have" but a critical strategic imperative for fostering a healthy, productive, and stable workforce.

1.2. The Rise of Green Practices and Employee Environmental Behaviour

In recent decades, a new and powerful value has entered the organizational lexicon: environmental sustainability. Driven by escalating social, regulatory, and consumer pressures, organizations are increasingly embedding "green" objectives into their core strategies. To operationalise these goals, firms have turned to Green Human Resource Management (GHRM), which involves aligning all HRM functions—such as recruitment, training, performance management, and compensation—with the organisation's environmental objectives. GHRM is not a single action but a system of practices. The Green HRM scale developed by Tang et al. [15], for example, validly measures this system across five key dimensions: green recruitment, green training, green performance management, green compensation and rewards, and green involvement.

The ultimate aim of GHRM is to foster Employee Green Behaviour (EGB), often conceptualized as a form of Organizational Citizenship Behaviour for the Environment (OCBE). These are the voluntary, discretionary actions taken by employees that are not formally required but are critical for achieving tangible environmental results. The seminal OCBE scale by Boiral and Paillé [4] operationalises this behaviour through three key dimensions: eco-initiatives (e.g., suggesting eco-friendly solutions), eco-helping (e.g., encouraging colleagues to recycle), and eco-civic engagement (e.g., joining a corporate green committee). A growing body of evidence confirms a strong positive link; the presence of GHRM practices does, in fact, significantly predict an increase in these valuable employee green behaviours [19].

1.3. The Research Gap: From Perceived Policy to Actual Congruence

While the link between GHRM (as a policy) and EGB (as an outcome) is established, a significant and subtle gap remains in the literature. Most studies *assume* a direct path: the organisation implements a green policy, the employee perceives it, and their behaviour changes accordingly. However, this model overlooks the core principle of P-O fit. It fails to ask what happens when the organization's "green" signal is misaligned with the employee's own internal values. What if the organization's green compensation policy is perceived as merely symbolic? Or, what if an employee with high environmental conscientiousness finds themselves in an organization with weak or non-existent green practices? This points to a critical gap between policy perception and value congruence. The literature has identified a "level of separation... between the implementation of behaviour and policy making", suggesting that simply having a GHRM policy on the books is insufficient to guarantee behavioural change.

The true psychological mechanism may not be the policy itself, but the congruence between that policy and the employee's existing green attitudes. Research by Al-Sabi et al. [2] found that inconsistencies across different green signals (e.g., GHRM and leadership) create employee uncertainty and negative cognitive processing. This strongly implies that a lack of congruence is actively detrimental. Despite the theoretical importance, few studies have moved beyond measuring the mere presence of GHRM to quantitatively test the actual congruence between organizational green practices and employees' personal green attitudes. This study aims to fill this gap by proposing that the match or mismatch between an organization's specific green practices (such as the Green Compensation dimension from Tang et al. [15] and an employee's individual environmental attitudes (such as their eco-conscientiousness) is a critical, and thus far unmeasured, predictor of employee engagement, perceived organizational justice, and ultimately, authentic employee green behavior.

2. Literature Review

This review synthesises the theoretical and empirical literature at the intersection of strategic human resources, environmental psychology, and organisational behaviour. First, it defines the primary constructs of interest: organizational green compensation (OGC) and employee green conscientiousness (EGC). Second, it establishes the theoretical framework of this study by defining and differentiating the core concepts of congruence, fit, and alignment. Third, it provides a methodological review of quantitative approaches to measuring congruence, analyzing the strengths and weaknesses of correlations, difference scores, and inter-rater agreement. Finally, this review culminates in the development of the study's primary hypotheses.

2.1. Defining the Core Constructs

Organisational Green Compensation (OGC): The organisational-level variable OGC is a key dimension of Green Human Resource Management (GHRM). GHRM is a system of HRM practices intentionally designed to align with and promote an organization's environmental goals. Within this system, OGC refers to the specific, tangible policies and practices an organization uses to incentivise pro-environmental behaviour. As operationalized by Tang et al. [15], this includes financial rewards (e.g., bonuses, merit pay) and non-financial recognition (e.g., praise, awards) for employees who contribute to environmental goals. This practice is increasingly seen as a critical strategic tool for signalling an organization's authentic commitment to its Environmental, Social, and Governance (ESG) targets. Recent studies confirm that this "sustainability-based pay" is effective, as it translates broad corporate environmental strategy into tangible, individual-level incentives, thereby fostering a climate of environmental concern.

Employee Green Conscientiousness (EGC): An individual-level variable that captures an employee's enacted environmental values in the workplace. This concept is a specific form of Organizational Citizenship Behaviour (OCB), defined as individual, discretionary behaviour that is not explicitly recognized by the formal reward system but that promotes the effective functioning of the organization. When applied to the environment, this is termed Organisational Citizenship Behaviour for the Environment (OCBE), defined as "voluntary, discretionary actions taken by employees that are not formally required by their job description but contribute to the organization's overall environmental performance". The Boiral and Paillé [4] scale measures these constructs across three key behavioural dimensions:

- **Eco-Initiatives:** Proactive and self-starting environmental suggestions and solutions.
- **Eco-Helping:** Assisting and encouraging colleagues to be eco-friendlier.
- **Eco-Civic Engagement:** Voluntarily participating in corporate green initiatives.

Recent GHRM literature confirms that these employee-level actions are the micro-foundations of macro-level corporate environmental performance. For this study, EGC is operationally defined as this set of discretionary, pro-environmental actions undertaken by the employee.

2.2. The Theoretical Lens: Congruence, Fit, and Alignment

The relationship between GHRM practices and EGB is often modelled as a simple, direct cause-and-effect relationship in which organisational practices predict employee behaviour. This study adopts a more nuanced theoretical lens based on congruence. The terms congruence, fit, and alignment are often used interchangeably, but they possess subtle distinctions. Fit, particularly Person-Organization (P-O) fit, is the foundational concept in this domain. It is defined as the compatibility between an individual's characteristics (e.g., values, personality) and those of their organisation (e.g., culture, values). The theoretical basis for this is Chen and Wu's [9] Attraction-Selection-Attrition (ASA) framework, which posits that organizations naturally become more homogeneous over time as they attract, select, and retain people who "fit" their culture. High P-O fit is associated with a cascade of positive outcomes, including higher job satisfaction, stronger organisational commitment, and lower turnover intentions.

Congruence is a broader, more general term for a state of agreement, harmony, or "match" between two or more entities. While "fit" often implies a person-environment match, "congruence" can be used to compare any two constructs, such as a strategy and a practice, or in this case, an organization's stated value (OGC) and an employee's enacted value (EGC). Finally, alignment is a more strategic and active-state term. It implies that the two constructs are not merely similar (a state of congruence) but also moving in the same direction toward a shared goal. This study focuses on congruence because a mismatch between organizational green policies and employee green values can be highly detrimental. When employees perceive an organization's GHRM practices as merely symbolic or inauthentic ("greenwashing"), it can create cognitive dissonance, cynicism, and uncertainty. Therefore, it is not the presence of OGC that matters, but its congruence with EGC.

2.3. Review of Measurement Approaches

Measuring a "state of agreement" like congruence is methodologically complex. A quantitative test of congruence must go beyond simple prediction (e.g., OGC $\rightarrow$ EGC) and instead assess the level of agreement between two separate variables. The literature offers three primary approaches, each with distinct strengths and weaknesses.

- **Correlations (Testing for Association):** The most common method, the Pearson correlation coefficient (r), tests the association between two variables. It answers the question, "As OGC scores go up, do EGC scores also go up?" A significant positive correlation is a necessary precondition for congruence. However, correlation is insufficient on its

own. Two variables can be perfectly correlated ($r = 1.0$) but have vastly different means, indicating a systematic lack of agreement (e.g., all OGC scores are consistently 2 points lower than all EGC scores).

- **Difference Scores (Testing for Level):** To solve this "level" problem, researchers often turn to "difference scores" or a paired-samples t-test. This method assesses the magnitude of the difference between the two constructs' mean scores. It answers the question, "On average, is the level of OGC significantly different from the level of EGC?" In congruence research, the desired outcome is a non-significant difference ($p > .05$). However, this method is also flawed, as two variables can have identical means but be completely uncorrelated ($r = .00$). Furthermore, simple algebraic difference scores (e.g., OGC - EGC) have been heavily critiqued for decades as being statistically unreliable, confounded, and conceptually ambiguous.
- **Intraclass Correlation Coefficient (Testing for Agreement):** The most robust and "gold standard" approach for measuring congruence is the Intraclass Correlation Coefficient (ICC). The ICC is a sophisticated measure of agreement because both the pattern and the level influence it. Unlike Pearson's r, an ICC value will be high only if the scores are (a) highly correlated and (b) have similar mean levels. It simultaneously assesses both association and magnitude by comparing the variance between the two variables to the total variance in the data. A high, significant ICC is the strongest possible quantitative evidence for congruence.

2.4. Hypotheses Development

This study will test for congruence by assessing its parts (association and level) as separate, testable hypotheses, as informed by the methodological literature. First, based on the foundational theory of GHRM, organizational practices are designed to encourage and shape employee behaviour. We must first establish that a basic relationship exists. Therefore, we hypothesize a positive association between the organization's compensation strategy and employees' subsequent green behaviour. This "positive congruence" is the overarching hypothesis.

H1: There is a significant positive congruence between organizational green compensation and employee green conscientiousness.

Second, to explore the nature of this congruence, this study will specifically test the alignment of level or magnitude. A state of perfect alignment would mean that the organisation's level of incentive (OGC) is "in tune" with the employees' level of enacted behaviour (EGC), with neither side systematically higher or lower than the other. This represents an ideal state of equilibrium. This is tested statistically using a null hypothesis of no difference.

H2: There is no significant mean difference between the two constructs.

2.5. Conceptual Framework: A Model of Organizational–Employee Green Congruence

This study proposes a Model of Organisational–Employee Green Congruence that conceptualises alignment between perceived organisational practices and enacted employee behaviours (Figure 1). The framework consists of two primary constructs, measured separately and then compared to assess their level of congruence.

2.5.1. Construct 1: Organisational-Level Practice

- **Variable:** Organizational Green Compensation (OGC)
- **Definition:** The tangible, formal, and informal financial and non-financial rewards and recognitions an organization provides to signal its commitment to environmental goals.
- **Source:** Adapted from the Green Compensation & Rewards dimension of the Green Human Resource Management (GHRM) scale.

2.5.2. Construct 2: Individual-Level Behaviour

- **Variable:** Employee Green Conscientiousness (EGC)
- **Definition:** The voluntary, discretionary pro-environmental behaviours an employee exhibits at work, including eco-initiatives, eco-helping, and eco-civic engagement.
- **Source:** Based on the Organizational Citizenship Behaviour for the Environment (OCBE) scale.

2.5.3. The Relationship: Test of Congruence

The relationship between OGC and EGC is not causal but comparative—a bidirectional test of alignment that reflects how closely organisational practices and employee behaviours align. Following Person–Organization Fit theory and Social Exchange Theory, congruence is assessed both in terms of association (pattern similarity, via correlation) and level (magnitude of agreement, via intraclass correlation and mean-difference tests) [12]. Higher congruence indicates stronger alignment between what the organization promotes and what employees enact, signalling an embedded culture of environmental responsibility (Figure 1).
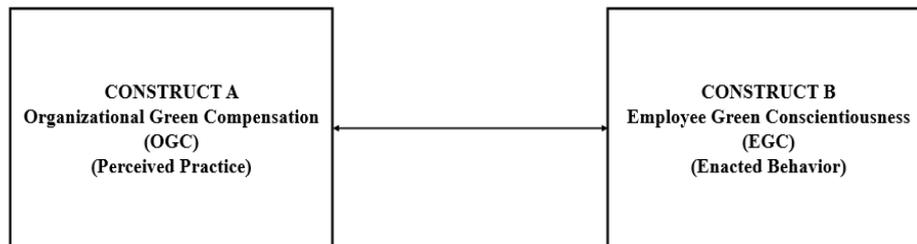

Figure 1: Conceptual framework

2.6. Research Gap

Evidence Gap: Despite the rapid development of Green Human Resource Management (GHRM) research, empirical studies examining the alignment between organisational green practices and employee behaviours remain limited. Most studies have focused on direct cause–and–effect relationships, such as how green HRM influences performance or engagement. However, the fit between Organisational Green Compensation (OGC) and Employee Green Conscientiousness (EGC)—the extent to which policies and employee actions are congruent—has received little empirical attention.

Knowledge Gap: Existing research typically analyses organisational systems and individual behaviours separately rather than exploring their congruence [1]. The literature lacks clarity on whether organisations with strong green compensation practices successfully cultivate correspondingly high levels of employee green conscientiousness. Moreover, the theoretical integration of the Person–Organization Fit and Social Exchange perspectives to explain this alignment is underdeveloped.

Practical Knowledge Gap: Organisations worldwide are investing in green incentives and recognition systems to enhance sustainability, yet managers rarely assess whether employees internalise these initiatives. Without such evaluation, there is a risk that sustainability policies remain symbolic rather than behavioural. This study addresses the practical need to measure policy–behaviour congruence to assess the real impact of green compensation practices.

Methodological Gap: Most prior studies adopt regression-based causal modelling, which measures associations but not agreement between organizational and individual variables. Few apply intraclass correlation or difference-score analyses to objectively quantify congruence. The present study fills this gap by utilizing correlational and intraclass methods to assess both pattern similarity and level agreement between OGC and EGC.

Empirical Gap: Empirical evidence on green congruence is scarce in emerging economies and diverse industry contexts. The present research contributes data from a developing-country context, expanding the understanding of green HRM congruence beyond Western-centric samples.

Theoretical Gap: Although Person–Organisation Fit theory and Social Exchange Theory are widely applied in HRM studies, few researchers have used them concurrently to explain green policy–behaviour alignment. Integrating these theories can clarify how organisational support through green compensation elicits reciprocal, conscientious green behaviour among employees.

3. Research Methodology

3.1. Research Design

This study adopted a quantitative, cross-sectional, and descriptive-correlational design to investigate the degree of congruence between Organizational Green Compensation (OGC) and Employee Green Conscientiousness (EGC). Quantitative designs are

appropriate for identifying statistical relationships between variables, allowing objective measurement and inferential analysis. The descriptive-correlational approach enabled the researcher to determine both the association and the agreement between organisational practices and employee behaviours without manipulating variables. The study's analytical framework was grounded in Person–Organization Fit Theory and Social Exchange Theory [3]. These theories suggest that when employees perceive alignment between their organisation's values and their environmental behaviours, mutual reinforcement occurs, thereby enhancing congruence and sustainability outcomes.

3.2. Population and Sampling Technique

The target population consisted of full-time employees from private and semi-public organizations that have integrated green or sustainability-related HR practices. Due to limited access to centralized employee databases, purposive sampling was employed. This non-probability technique is suitable when respondents must meet specific inclusion criteria—such as working in firms with formal environmental or HRM policies. A total of 200 valid responses were collected. This sample size met minimum statistical power requirements for correlational and reliability analyses, which typically recommend at least 10–15 respondents per variable [7].

3.3. Instrumentation and Measurement Scales

3.3.1. Organizational Green Compensation (OGC)

OGC was measured using items adapted from the Green Compensation and Rewards dimension of the Green HRM scale developed by Tang et al. [15]. This subscale captures how organizations integrate environmental goals into compensation, recognition, and reward systems. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) was applied. Example items include:

- "My organization provides rewards for achieving environmental performance goals."
- "Environmental responsibility is recognized in performance evaluations."

3.3.2. Employee Green Conscientiousness (EGC)

EGC was measured using the Organizational Citizenship Behaviour for the Environment (OCBE) scale developed by Boiral and Paillé [4]. This scale assesses employees' voluntary, responsible, and proactive pro-environmental behaviours, including eco-helping, eco-civic engagement, and eco-initiatives. Responses were captured using the same five-point Likert scale. Example items include:

- "I voluntarily participate in environmental programs at work."
- "I encourage coworkers to follow sustainable practices."

Both scales have been validated in prior GHRM and behavioural research, demonstrating good psychometric reliability and construct validity across multiple organizational contexts [10].

3.4. Data Collection Procedure

Data were collected using a structured, self-administered questionnaire, distributed both online and in print to reach diverse respondents. Before administration, the instrument underwent expert validation by two academic reviewers and one HR manager to ensure content clarity and contextual appropriateness. Participation was voluntary, and respondents were informed of the purpose, anonymity, and confidentiality of their data. Incomplete responses were removed during data screening, ensuring clean and consistent data for analysis [7]. The data collection process followed an ethical protocol consistent with the Declaration of Helsinki. Respondents gave informed consent before participation, and no identifiable information was collected.

3.5. Data Analysis Tools and Techniques

Data analysis was performed using IBM SPSS Statistics Version 28. Descriptive statistics (mean, standard deviation, and frequency) summarized respondents' demographic profiles. Reliability was assessed using Cronbach's alpha, while Intraclass Correlation Coefficient (ICC) and Pearson correlation were later employed (reported in the next section) to evaluate congruence between OGC and EGC. According to Field [6], SPSS provides robust functionality for measuring both internal consistency and inter-variable association, making it appropriate for behavioural congruence studies [18].

3.6. Frequency Distribution (Demographic Profile)

A descriptive frequency analysis was conducted to summarize respondents' demographic characteristics, including gender, age, educational qualifications, job positions, and work experience. Among the 200 participants, 58% were male and 42% female. The majority (46%) were between 25 and 34 years old, followed by 30% between 35 and 44 years old. Regarding education, 52% held a bachelor's degree and 28% a master's degree. Approximately 68.5% of respondents had one to six years of experience. These results indicate a diverse, well-experienced sample representing employees at different organizational levels (Table 1).

Table 1: Frequency

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	116	58.0
	Female	84	42.0
Age	18–24 years	16	8.0
	25–34 years	92	46.0
	35–44 years	60	30.0
	45 years and above	32	16.0
Education	Diploma	20	10.0
	Bachelor's Degree	104	52.0
	Master's Degree	56	28.0
	Others	20	10.0
Work Experience	< 1 year	24	12.0
	1–3 years	68	34.0
	4–6 years	69	34.5
	> 6 years	39	19.5

3.6.1. Reliability Analysis

Reliability analysis was conducted to examine the internal consistency of the study's scales. Li and Li [8] alpha (α) was computed for each construct, and values above 0.70 were considered acceptable for social science research [7] (Table 2).

Table 2: Reliability analysis

Construct	No. of Items	Cronbach's α	Interpretation
Organizational Green Compensation (OGC)	5	0.843	Reliable
Employee Green Conscientiousness (EGC)	5	0.879	Reliable
Overall Scale	10	0.861	Highly Reliable

The reliability coefficients for both variables exceeded 0.80, indicating excellent internal consistency. These findings confirm that the adapted scales from Tang et al. [15], Boiral and Paillé [4] were suitable for further analysis.

3.6.2. Ethical Considerations

Ethical approval was obtained prior to data collection. Participants were informed of their right to withdraw, and data were anonymized to ensure confidentiality. The study complied with international research ethics principles and institutional review board requirements.

4. Data Analysis and Findings

4.1. Overview of Data Analysis Procedure

The analysis aimed to evaluate the congruence between Organizational Green Compensation (OGC) and Employee Green Conscientiousness (EGC). Data were analyzed using IBM SPSS Statistics (Version 28). Following data screening and reliability testing, the analysis included three key stages:

- Descriptive statistics to summarize item-level responses,
- Reliability analysis to verify internal consistency, and

- Congruence assessment using the Intraclass Correlation Coefficient (ICC) and Pearson correlation to test the degree and pattern of alignment between the two constructs.

This combination of descriptive and inferential analyses aligns with best practices in organisational behaviour research [7]; [6].

4.2. Descriptive Statistics of Organizational Green Compensation and Employee Green Conscientiousness

Descriptive statistics were computed for each item to assess respondents' general perceptions of green compensation practices and self-reported green behaviours (Table 3).

Table 3: Descriptive statistics of scale items (N = 200)

Item	Mean	SD
My organization rewards employees who engage in environmentally friendly behaviours.	3.64	0.57
Environmental performance is considered when evaluating employees.	3.42	0.54
Bonuses or incentives are tied to achieving green or sustainability goals.	3.25	0.54
My organization recognizes and appreciates employees' efforts toward environmental protection.	3.50	0.60
Employees are encouraged to propose eco-friendly ideas through reward mechanisms.	3.34	0.54
I believe protecting the environment is part of my responsibility at work.	3.28	0.54
I make efforts to reduce waste and conserve resources at work.	3.57	0.60
I encourage my colleagues to adopt eco-friendly practices.	3.20	0.54
I feel guilty when I see resources being wasted at work.	3.52	0.59
I willingly participate in my company's green initiatives.	3.73	0.64

Overall Mean (OGC–EGC) = 3.44   Overall SD = 0.57

The mean scores (ranging from 3.20 to 3.73) indicate that employees generally agree that their organisations offer moderate green compensation practices and that they exhibit consistent environmentally responsible behaviours. The highest mean (M = 3.73, SD = 0.64) indicates that most respondents actively participate in company-organised green initiatives, reflecting strong behavioural alignment with sustainability goals. Conversely, the lowest mean (M = 3.20, SD = 0.54) indicates that peer-to-peer encouragement for eco-practices is less common, suggesting a weaker dimension of behavioural diffusion. These results are consistent with previous findings indicating that while formal green HRM practices are often present, employee-level enactment varies by individual initiative [14].

4.3. Reliability Analysis

Reliability was tested using Cronbach's alpha (α). As shown in Table 4, both OGC and EGC demonstrated high internal consistency (α > 0.80).

Table 4: Reliability of measurement scales

Construct	Items	Cronbach's α	Interpretation
Organizational Green Compensation (OGC)	5	0.843	Reliable
Employee Green Conscientiousness (EGC)	5	0.879	Reliable
Overall Scale	10	0.861	Highly Reliable

The reliability coefficients indicate that the adapted instruments consistently measure perceived organizational practices and enacted employee behaviours. These findings are consistent with prior research validating these scales [15]; [10].

4.4. Intraclass Correlation Coefficient (ICC) Analysis

To assess the level of agreement (congruence) between the two constructs, a two-way mixed-effects ICC model was computed. The average-measures ICC was .861 (p < .001), indicating a strong degree of agreement between perceived organisational green practices and enacted employee behaviour. According to Koo and Li [11], ICC values above .75 indicate excellent reliability or agreement. This result implies a high level of congruence, indicating that employees' green behaviours closely align with their perceptions of their organization's sustainability-driven reward systems. The high ICC value provides empirical support for the Person–Organization Fit framework, demonstrating that employees internalize environmental values when they perceive congruent organizational support mechanisms. This finding reinforces the notion that congruence between perceived practice and enacted behavior is central to building a sustainability-oriented culture (Table 5).

Table 5: Intraclass correlation coefficient

	Intraclass Correlation	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.383[a]	.329	.442	7.198	199	1791	.000
Average Measures	.861[c]	.830	.888	7.198	199	1791	.000
Two-way mixed effects model where people's effects are random, and measures effects are fixed.							
a. The estimator is the same, whether the interaction effect is present or not.							
b. Type C intraclass correlation coefficients using a consistency definition. The between-measure variance is excluded from the denominator variance.							
c. This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.							

4.5. Correlation Analysis

The Pearson correlation coefficient was computed to assess the strength and direction of association between OGC and EGC. Results revealed a moderate positive correlation ($r = .388$, $p < .001$), indicating that higher perceptions of green compensation were significantly associated with stronger employee green conscientiousness. This suggests that when organizations formally recognize and reward environmentally responsible actions, employees reciprocate by increasing their pro-environmental behaviour. The finding supports the Social Exchange Theory, which posits that employees mirror the organization's support with positive discretionary actions [3]; [5]. This correlation is consistent with previous research showing that green HRM practices enhance employee environmental commitment and behaviour (Table 6).

Table 6: Correlation

		Organizational Green Compensation	Employee Green Conscientiousness
Organizational Green Compensation	Pearson Correlation	1	.388[**]
	Sig. (2-tailed)		.000
	N	200	200
Employee Green Conscientiousness	Pearson Correlation	.388[**]	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).*			

4.6. Summary of Findings

- Descriptive analysis revealed moderate to high engagement in green behaviours (M = 3.44), particularly in formal initiatives.
- Reliability analysis confirmed excellent internal consistency (α = .861).
- Correlation analysis demonstrated a significant positive relationship between OGC and EGC ($r = .388$, $p < .001$).
- The intraclass correlation (ICC) of .861 indicated strong congruence between organisational practices and employee behaviours.

Overall, the findings indicate that when organizations integrate environmental criteria into compensation and recognition systems, employees exhibit stronger conscientious environmental actions, confirming alignment between policy and behaviour.

5. Discussion and Findings

The purpose of this study was to examine the level of congruence between Organizational Green Compensation (OGC)—a perceived organizational-level practice—and Employee Green Conscientiousness (EGC)—an enacted individual-level behavior. Drawing on Person–Organization Fit theory and Social Exchange Theory, the study proposed that alignment between organizational incentives for sustainability and employees' green behaviours reflects a strong sustainability-oriented culture. The results revealed high internal consistency (α = .861), a moderate positive correlation ($r = .388$, $p < .001$), and excellent agreement as indicated by the Intraclass Correlation Coefficient (ICC = .861). Together, these findings confirm a high degree of congruence between what organisations promote and what employees enact in terms of environmental responsibility.

Interpretation of Descriptive Findings: Descriptive statistics indicated that respondents generally agreed that their organizations integrate environmental performance into compensation and that they actively engage in eco-friendly behaviours.

The overall mean score (M = 3.44, SD = 0.57) signifies a moderate-to-high perception of green HRM integration. The highest-rated item— "I willingly participate in green initiatives organized by my company" (M = 3.73)—demonstrates that employees are receptive to collective sustainability programs, while the lowest-rated item— "I encourage my colleagues to adopt eco-friendly practices" (M = 3.20)—suggests that peer influence and informal reinforcement remain underdeveloped. This pattern aligns with Ren et al. [14], who noted that while organizational green initiatives often succeed structurally, the diffusion of environmentally responsible behaviour across teams remains inconsistent. Similarly, Bangwal et al. [13] found that employees respond more strongly to formal institutional cues than to informal behavioural expectations.

Correlation Findings and Theoretical Implications: The significant moderate correlation between OGC and EGC (r = .388, p < .001) indicates that employees who perceive strong organisational green compensation systems are more likely to exhibit conscientious green behaviour. This supports the Social Exchange Theory, which posits that employees reciprocate organizational support through positive discretionary behaviour. When organizations recognize environmental performance, employees feel obligated to respond through sustainable practices. The finding is consistent with recent empirical studies showing that GHRM practices positively influence employees' pro-environmental behaviour through psychological mechanisms, such as green identity and perceived organisational support. It reinforces the idea that green compensation serves as a social signal, communicating organisational priorities and shaping behavioural norms.

Congruence Findings (Intraclass Correlation Analysis): The Intraclass Correlation Coefficient (ICC = .861, p < .001) indicates strong agreement between perceived organisational green practices and enacted employee behaviours. According to Koo and Li [11], ICC values above .75 demonstrate excellent congruence. This high degree of alignment supports the Person–Organization Fit theory, which asserts that when employees' values and behaviours align with organizational priorities, psychological compatibility and performance outcomes improve. The result suggests that employees internalise the organisation's environmental objectives and translate them into consistent actions, thereby demonstrating a culture of shared environmental responsibility. This finding is consistent with Pal et al. [16], who observed that alignment between organisational green policies and employees' environmental values predicts greater green behavioural engagement.

Integration with Previous Literature: This study extends prior research by focusing not only on the presence of green HR practices but also on their alignment with employee behaviours—a dimension often overlooked in earlier GHRM studies. The findings echo those of Kim et al. [10], who reported that green HRM practices enhance eco-friendly behaviour when employees perceive authenticity and consistency in organizational messages. Similarly, Unsworth et al. [17] emphasized that linking HR policies to sustainability outcomes fosters stronger behavioral commitment. By empirically demonstrating OGC–EGC congruence, this study contributes to growing scholarship advocating for a "fit perspective" in green HRM research. Congruence offers an organizational diagnostic tool for assessing whether employees effectively internalize sustainability policies rather than merely implement them procedurally.

Practical Implications: The findings have several implications for HR managers and sustainability practitioners:

- **Reward Alignment:** Integrating environmental goals into compensation structures enhances employees' perception of fairness and reciprocity, leading to stronger green conscientiousness.
- **Behavioural Reinforcement:** Encouraging peer recognition and collaborative eco-initiatives may strengthen horizontal congruence among employees.
- **Policy Evaluation:** Measuring OGC–EGC alignment helps organisations assess whether environmental incentives achieve desired behavioural outcomes, supporting data-driven HRM decisions.

Theoretical Contributions: This study contributes to theory by demonstrating that congruence between organisational practice and individual behaviour operationalises Person–Organisation Fit within the GHRM domain. Furthermore, applying Social Exchange Theory elucidates the motivational mechanism by which perceived organizational support (via green compensation) stimulates employees' voluntary pro-environmental actions. The empirical evidence supports a two-level alignment model—organizational and individual—that advances understanding of sustainability integration in human resource systems.

Summary of Findings: Overall, the results affirm that Organizational Green Compensation and Employee Green Conscientiousness are significantly congruent, supporting the theoretical premise that sustainable HR systems promote eco-conscious employee behaviour through value alignment and social reciprocity (Table 7).

Table 7: Findings

Analysis Type	Result	Interpretation
Descriptive (M = 3.44, SD = 0.57)	Moderate–High Perceptions	Employees perceive active green initiatives and participate in sustainability practices.

Reliability (α = .861)	Excellent Internal Consistency	The instruments reliably measured both constructs.
Correlation (r = .388, p < .001)	Moderate Positive Relationship	Higher perceived OGC corresponds to higher EGC.
Intraclass Correlation (ICC = .861, p < .001)	High Agreement	Strong congruence between perceived organizational practice and enacted behavior.

6. Conclusion and Recommendations

6.1. Conclusion

This study aimed to examine the congruence between Organizational Green Compensation (OGC) and Employee Green Conscientiousness (EGC), with a focus on the alignment between organizational sustainability initiatives and employee-level behavioural outcomes. Grounded in Person–Organisation Fit Theory and Social Exchange Theory, the study explored how employees' perceptions of green compensation practices align with their enacted eco-conscious behaviours in the workplace [12]. The findings revealed a moderate positive correlation (r = .388, p < .001) and a high level of congruence (ICC = .861) between OGC and EGC, indicating that employees who perceive their organizations as environmentally supportive are more likely to engage in pro-environmental actions. This supports the argument that organisational reward systems that value environmental performance foster reciprocal, value-consistent behaviour among employees.

Moreover, descriptive results showed moderate-to-high engagement in green practices (M = 3.44), suggesting that, while formal green HRM structures exist, greater reinforcement of informal, peer-driven initiatives could further enhance the organizational sustainability culture. The results validate prior findings that authentic and consistent green HRM practices encourage employees to internalise the organisation's environmental values. The study, therefore, concludes that congruence between organisational green practices and employee green conscientiousness represents a critical pathway to achieving sustainability integration within HR systems. Organisations that align environmental incentives, communication, and recognition practices with employees' ecological values are more likely to sustain long-term behavioural commitment to environmental responsibility.

6.2. Theoretical Implications

The research makes several theoretical contributions to the evolving field of Green Human Resource Management (GHRM):

- **Advancing the P–O Fit Framework:** The study empirically validates the Person–Organisation Fit concept in the sustainability domain, demonstrating that fit extends beyond value congruence to include practice–behaviour alignment [12].
- **Expanding Social Exchange Theory:** By linking perceived organisational rewards to pro-environmental behaviour, this research extends Social Exchange Theory to demonstrate that environmental reciprocity—employees' behavioural return for organisational eco-support—serves as a mechanism for sustainable exchange [5].
- **Introducing Congruence as a Diagnostic Lens:** While prior GHRM studies focused primarily on outcomes of green HR practices (e.g., performance, satisfaction), this study shifts the focus to fit assessment, offering a measurable indicator (ICC) for evaluating the alignment between policy and behaviour.

6.3. Practical Implications

The findings provide meaningful implications for organizational leaders, HR practitioners, and sustainability strategists:

- **Integrate Environmental Goals into Compensation Systems:** Embedding sustainability metrics in performance appraisals, incentives, and recognition programs enhances employee motivation and behavioural alignment [15]; [10].
- **Foster Peer Reinforcement Mechanisms:** Encouraging eco-mentorship, employee-led green teams, and peer recognition can strengthen horizontal alignment, ensuring that sustainability behaviour becomes a shared social norm rather than a top-down directive.
- **Evaluate Congruence Regularly:** Periodic assessment of OGC–EGC alignment through surveys or HR analytics can help organisations detect policy–behaviour gaps and refine sustainability initiatives to ensure alignment between strategic goals and employee actions.
- **Leadership and Culture Development:** Managers should champion environmental values through visible behaviour and consistent messaging, as leadership modelling amplifies the perceived authenticity of the organisation's green practices.

6.4. Limitations and Future Research Directions

Despite robust findings, several limitations provide avenues for future research:

- **Cross-sectional design:** The present study captures relationships at a single time point; future longitudinal research could track how OGC–EGC congruence evolves.
- **Self-report bias:** Data were collected through self-administered questionnaires, which may introduce social desirability bias. Employing multi-source or behavioural observation data would strengthen validity.
- **Cultural and sectoral scope:** The study focused on selected organizations within a specific regional context. Future research could compare congruence across industries or cultural settings to identify contextual moderators such as collectivism or green leadership style.
- **Expanding the model:** Incorporating mediators such as emotional intelligence, green identity, or psychological climate could further explain how congruence influences individual and organizational outcomes.

6.5. Final Reflection

In conclusion, this study highlights that organisational–employee green congruence is a pivotal element of sustainable HRM success. When environmental goals are clearly integrated into organizational compensation systems, employees reciprocate by embodying those same values in their everyday actions. This reciprocal alignment forms the foundation for long-term environmental stewardship, advancing both corporate sustainability and employee engagement.

Data Availability Statement: The study makes use of a dataset that contains Measuring Sustainability Alignment: A Congruence Analysis of Organizational Green Compensation and Employee Green Conscientiousness

Conflicts of Interest Statement: The authors declare that they have no conflicts of interest related to this study.

Ethics and Consent Statement: Ethical approval and informed consent were obtained from the organisation and all participants.

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