DOES GREEN EMPLOYEE INVOLVEMENT CATALYSE PRO-ENVIRONMENTAL BEHAVIOUR? EMPIRICAL EVIDENCE FROM PUBLIC UNIVERSITIES IN KENYA

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ABSTRACT

Purpose of the study: The study sought to examine the influence of green employee involvement on employee pro-environmental behaviour in public universities in Kenya.

Statement of the Problem: Universities are vast entities with a diverse range of stakeholders. They require significant resource consumption for administrative tasks, teaching materials, and research activities. As a result, they generate substantial carbon emissions, waste, and pollution. These institutions have been described as microcosms of the environmental problems facing society today. Consequently, they are under pressure to adopt eco-friendly practices. However, the effectiveness of these practices largely depends on the people working within these universities. As such, the true power to achieve sustainability lies in effecting human behaviour change.

Methodology: The study utilized the correlational research design and combined quantitative and qualitative research approaches. From three purposively selected public universities in Kenya, a sample of 123 respondents was drawn using stratified random sampling. Primary data was collected using an online questionnaire and was analysed using descriptive and inferential statistical tools.

Findings: The study indicated a strong positive linear relationship between employee involvement and employee pro-environmental behaviour in public universities in Kenya. ANOVA results also revealed that the regression model was statistically significant. The null hypothesis was therefore rejected. Hence, green employee involvement has a significant influence on employee pro- environmental behaviour in Public Universities in Kenya.

Conclusion: Green employee involvement had a significant positive influence on employee pro-environmental behaviour in public universities in Kenya. A combination of strategies befitting each institution and the diverse employee preferences is necessary to enhance employee pro-environmental behaviour.

Recommendations: The study recommends that universities adopt consistent green engagement strategies, such as regular training and open forums on sustainability. Institutions should also amplify their green corporate social responsibility efforts and consider introducing roles like green champions to inspire active participation. Recognizing the varied responses of employees and the unique contexts of each university is crucial. Furthermore, establishing feedback mechanisms can foster a deeper sense of involvement, ensuring employees feel valued in their green efforts.

Keywords: *Climate change, green employee involvement, pro-environmental behaviour, green human resource management.*

INTRODUCTION

The turn of the 21st century introduced a new disease, a larger patient and a new infectious agent: climate change, planet earth and humankind, respectively. Climate change is a serious global issue threatening the planet's life support, environmental and human systems (Robertson & Barling, 2015). It bears potentially devastating risks to the earth and her population directly through storms, heat stress and floods; and indirectly through changes in pollution, food insecurity, under-nutrition and mental health (Watts et al., 2015; Zibarras, 2017). It is also rapidly affecting the business environment. In UK for instance, while industrial emissions have decreased significantly over the last 40 years owing to the demise in manufacturing and

industrial output, business and public sectors still remain responsible for more than a third of UK's carbon dioxide emissions (Cudmore, 2015). Africa on the other hand seems to be the greatest casualty and has been classified as the world's most vulnerable region to impacts of climate change. This is due to the continent's poor adaptive capacity (Awojobi, 2017). The devastating impacts to the continent have significantly affected economic sectors, natural resources, ecosystems, livelihoods, and human health. In 2008 for example, Zambezi River in Mozambique flooded displacing 90,000, with a million others having to live in flood-affected areas (IPCC, 2014). Likewise, East Africa faced its worst drought in 60 years between 2008 and 2011 (Kioko, 2013).

The need to address this state of affairs is critical since the natural environment is significant to the sustenance of economies and organizations alike (Zoogah, 2011). A peer-reviewed scientific literature examining 11,944 abstracts from 1991-2011 on climate change, revealed a 97.1% consensus that climate change is anthropogenic - caused by humans (Cook et al., 2014). In this regard, the key to environmental solutions, climate change mitigation and adaptation, squarely lies in human behaviour change (Beckage et al., 2018; Walton, 2016; Heberlein, 2012; FAO, 2008). Given that the role of organizations is enacted through the people working within them (Bartlett, 2011; Dumitru, 2015), the human resource management (HRM) function is critical in facilitating a comprehensive approach for promoting sustainability and environmental stewardship (Liebowitz, 2010).

The interface between HRM and environmental management (EM) however seems to be theoretically and practically scarce within the workplace, hence a dearth of literature for use by researchers, organizational leaders and practitioners alike (Brio et al., 2007; Jabbour et al., 2010). A survey of 214 UK organizations by Zibarras and Coan (2015), showed that HRM practices are seldomly used to promote employee pro-environmental behaviour, in spite of their potential in enhancing environmentally-friendly behaviour. Similarly, inadequate awareness of the concept of Green HRM still pervades the African continent, as revealed by a survey of four South African universities, where half of the HR practitioners interviewed were unfamiliar with the concept (Mtembu, 2017). Renwick et al. (2013) summarize three core components of the HRM aspects likely to complement technical aspects of environmental management: development of green abilities, motivation of green employees and stimulation of employee involvement; the focus of this study.

Employee involvement refers to the stimulation of a worker's interest and commitment to better employee participation in the workplace (Sanyal & Haddock-Millar, 2018). In the wake

of Green HRM, there is growing consensus that employees are among the most important sources of knowledge, expertise, and innovation in environmental sustainability (ES) initiatives (Sanyal & Haddock-Millar, 2018; Renwick, 2013). Tang et al., (2018) also agree that involving employees in greening initiatives is critical in enhancing the performance of an organization's environmental management efforts. This is because, most environmental initiatives such as efficient resource use, recycling waste material, turning off lights, or powering down electronics at the end of the day, rely on employees' goodwill and individual behaviours (Boiral et al., 2015). As such, there is need for management to win the 'hearts and minds' of employees towards the environmental cause, rather than seeking mere compliance (Renwick et al., 2013).

Research has singled out three core processes through which green employee involvement (GEI) affects ES initiatives: firstly, by tapping employees' tacit knowledge given their proximity to production processes; secondly, by empowering them to make contributions towards environmental improvements; and thirdly, by developing a culture in the workplace to support EM improvement efforts (Renwick et al., 2013). Renwick and colleagues highlight a wide range of GEI practices, both traditional: newsletters, suggestion schemes, and problem-solving groups; and more recent ones: low carbon champions, work-based recycling schemes, and green action teams. Building on Renwick and colleagues' view, Tang et al. (2018) identify the articulation of a clear green vision; instituting various formal and informal communication channels to disseminate and embed a green culture; and involving employees in diverse green activities such as writing sustainability-related articles in the organization's bulletin, proposing eco-initiatives and being part of green teams to craft solutions to environmental problems, among others.

Green teams refer to a group of workers whose sole aim is to identify and implement specific improvements to boost an organization's environmental performance (Labella-Fernández & Martínez-del-Río, 2019). They are presumed to act as vehicular conduits for green tacit knowledge, which resides in human minds hence unstructured, difficult to see, codify and formalize. It can therefore only be acquired or transferred by sharing experiences, through observation, imitation, and via face-to-face discussion (Mohajan & Mohajan, 2016). The teams may be functional or cross-functional, and may comprise top management tasked with environmental policy formulation; action-oriented to identify opportunities and areas of improvement; or, process-specific with the intention to improve environmental performance. Whatever their composition, these teams can champion ecological issues, generate new ideas,

and augment environmental learning (Sanyal & Haddock-Millar, 2018). Van Buskirk (2019) credits green teams with various benefits including improving sustainability efforts within an organization, providing environmental-centred education, increasing pro-environmental behaviours within the workplace, and developing ways to reduce costs through material conservation. Zibarras and Coan (2015) agree that green teams may boost the diffusion of environmental sustainability within organizations.

Information pertaining to green initiatives and organizational environmental objectives should be clearly disseminated to all employees throughout the organization (Russel & Hill, 2018). In line with this, various scholars (Tang et al., 2018; Zhang et al., 2019) have proposed communication of a clear green vision down the hierarchy. Defined by Tang et al. (2018) as a system of values and symbols that support and guide employee engagement in environmental management, a clear vision is believed to transmit green signals to the workforce, enhance environmental awareness, and also augment environmental protection knowledge (Zhang et al., 2019). Sanyal and Haddock-Millar (2018) concur that a shared understanding of the corporate strategic and operational goals, employee involvement within their areas of operation, and the consequent opportunity to contribute are critical in realizing the benefits of Green HRM.

Involving employees in EM initiatives yields key outcomes such as efficient resource use, waste and pollution reduction from workplaces (Renwick et al., 2013; citing Florida & Davidson, 2001; May & Flannery, 1995; Kitazawa & Sarkis, 2000 & Denton, 1999). Giving employees autonomy to present creative solutions to problems posed, develop environmental awareness, and implement EM knowledge, according to Brio et al. (2007), is likely to guarantee a greater level of environmental performance. This can be achieved through a suggestion programme where employees are engaged and empowered to make suggestions for environmental improvements. It may also be enhanced through competence-building, communication, rewarding, and recognizing employees. Moreover, developing a culture in the workplace to support EM improvement efforts can encourage employee suggestions and freedom to engage in EM activities, while keeping them well-informed about environmental issues affecting their workplace (Renwick et al., 2013).

The complexity, diversity, and interdisciplinary nature of environmental issues cannot be solely managed via formal management systems and practices but requires the active involvement of employees in problem-solving, innovation, and knowledge sharing (Boiral et al., 2015). Abdulghaffar (2017) concurs that environmental initiatives by management without employee

involvement are likely to be unsuccessful. Mandip (2012) agrees that a GEI approach to environmental management motivates workers and allows them to detect environmental problems at the source. Bratton and Bratton (2015) thus conclude that managers should seek environmental ideas from all employees and opportunities to provide feedback to encourage employee engagement in environmental sustainability.

STATEMENT OF THE PROBLEM

Universities, like any other organization, are increasingly experiencing pressure from regulatory, normative, and social sources to adopt eco-friendly practices (Norton, 2016). The vastness of these institutions, with a diverse range of stakeholders, requires significant resource consumption for administrative tasks, teaching materials, and research activities. They thus generate substantial carbon emissions, waste, and pollution, making them microcosms of the environmental challenges faced by society today (Thondhlana & Hlatshwayo, 2018). As knowledge dissemination institutions and shapers of the future workforce, they hold a special responsibility in addressing environmental challenges, particularly in Africa, which is quite vulnerable to the effects of climate change (Adelekan, 2016; IPCC, 2018). Realizing the critical role of these institutions, Kenya launched the Kenya Green University Network – KGUN, (UNEP, 2016) to help drive the country's sustainability agenda, through four work streams categorized by UNEP as: Behaviour Change, Greening Campuses, Greening Curricula and Community Engagement.

Research has shown that integrating HRM practices with environmental issues is critical for effectively implementing environmental management initiatives (Renwick et al., 2013; Zibarras & Coan, 2015). However, the role of these practices in influencing employee pro-environmental behaviour (PEB) is still significantly under-researched, especially in developing nations. Understanding how the practices can shape employee PEB within the university context is therefore crucial for fostering a culture of sustainability and advancing environmental management efforts (Renwick et al., 2013; Zibarras & Coan, 2015). Given that their role is enacted through the people working within them (Bartlett, 2011; Dumitru, 2015), exploring the influence of green employee involvement on employee pro-environmental behaviour in these intuitions becomes necessary. This study therefore examines the influence of green employee involvement on employee pro-environmental behaviour in public universities in Kenya.

RESEARCH OBJECTIVE

The main objective of the study was to examine the influence of green employee involvement on employee pro-environmental behaviour in public universities in Kenya.

RESEARCH HYPOTHESIS

H_0:   Green employee involvement has no significant influence on employee pro-environmental behaviour in Public Universities in Kenya.

THEORETICAL FRAMEWORK

Ability, Motivation and Opportunity (AMO) Theory

Ability, Motivation and Opportunity (AMO) theory was proposed by Appelbaum (2000). The theory states that a firm's performance is a function of employees' ability, motivation and opportunity to participate. According to Unsworth and Tian (2018), the AMO framework sees HRM systems as comprising bundles of HRM practices geared towards augmenting employees' ability, motivation and opportunity to perform. The "A" in AMO framework represents ability and proposes rigorous recruitment, selection and training as some of the HR practices likely to enhance employee skills. The "M" in the framework represents the bundle responsible for motivating discretionary employee effort and behaviour while "O" represents opportunity-enhancing HR practices such as employee participation in decision-making, information-sharing, teamwork and flexible job design, aimed at availing motivation-laden opportunities that ensure employee contribution towards achievement of organizational objectives.

The AMO theory can thus be said to facilitate employee PEB by increasing employees' ability through attracting and developing high performing employees; enhancing employees' motivation and commitment through practices such as contingent rewards and effective performance management; and providing employees the opportunity to engage in knowledge sharing and problem-solving activities via employee involvement programmes. The theory suggests that employees will perform well when they are able, motivated and have the opportunity to do so. This means that they should possess the required skills and knowledge, be rewarded for their behaviour and be facilitated and supported accordingly (Rayner & Morgan, 2018).

EMPIRICAL REVIEW

Empirical investigation has confirmed that the environmental performance of organizations largely relies on employees. This is due to the fact that most ES initiatives such as recycling, turning off lights, and switching off electronics when not in use depend solely on employees' goodwill and individual behaviours (Boiral et al., 2015). Abdulghaffar (2017), in his study on Green Workplace Behaviour in Saudi Arabia, established that employee involvement was ranked as one of the most important HR practices according to the respondents. The study sampled 147 respondents from EnviroCo, a government agency. A study by Brı´o et al. (2007) validated the necessity for employee involvement in environmental sustainability initiatives. Findings presented a statistically significant relationship between workers' involvement in a firm's environmental activity and the achievement of its environmental action-based competitive advantage. The study utilized a mixed-methods research design, sampled 110 firms, and conducted a regression analysis to test the research models. Mandip (2012) cites American Airlines' earnings of $40,000 a year resulting from the recycling of 616,000 pounds of aluminium cans by flight attendants as a result of the company's GEI initiatives. Similarly, a survey of 682 firms by Markey et al. (2019) revealed that Australian organizations are utilizing employee involvement to induce carbon emission reduction behaviour in employees.

A shared understanding of the corporate strategic and operational goals is critical in realizing the benefits of Green HRM. In their study of Mater Misericordiae Limited, Russell and Hill (2018) report how the healthcare provider's communication strategy targeted all staff across the organization. The Director responsible for ES, in liaison with the marketing department, developed a sustainability-focused communication strategy which resulted in the creation of various communication instruments: a sustainability-focused staff intranet webpage, a hospital internet page dedicated to ES, posters, sustainability-related articles in the staff newsletters and other pertinent publications. The strategy also took care of non-administrative employees without regular access to computers, by organizing 15-minute face-to-face presentations in clinical departments. Although time-consuming, it clearly demonstrated management's commitment to, and the importance of, environmental sustainability.

Suggestion schemes have been portrayed as effective mechanisms and major elements of the Green HRM strategy which gives employees autonomy to use their discretion to come up with eco-friendly initiatives. Findings of studies investigating sustainability and innovation at Interface, a global carpet manufacturer (Luqmani, 2017; Kennedy et al., 2015), revealed how employee involvement led to a suggestion by one of the sustainability ambassadors resulting

in 'Net-Works', an initiative for recovering discarded fishing nets in Danajon Bank, in the Philippines and recycling them into high-quality nylon used as an input into Interface's products – the carpet tiles. The Netherlands-based studies adopted a case approach, using a multi-source data collection strategy.

Various researchers have endorsed the formation of green teams as mechanisms for employee involvement in green management practices (Sanyal & Haddock-Millar, 2018; Roscoe et al., 2019; Jabbour, 2011). In their study of two subsidiaries (UK and Sweden) of McDonald's- a premier global brand in the 'informal eating out', - Sanyal and colleagues highlight how the global food giant had involved her employees through 'Planet Champions', a voluntary programme aimed at leveraging the environmental enthusiasm of restaurant teams. The programme was rolled out in 2011 and 2012 for UK and Sweden respectively. The nearly 1,100 Planet Champions in over 650 restaurants in UK, helped increase cardboard recycling and energy savings, in addition to winning the "Green Apple Award" for employee engagement. For 2020 and beyond, the food giant set out to manage energy, waste reduction and recycling; and efficient water use. This initiative is a clear indicator of the subsidiaries' commitment to employee involvement in ES.

Similarly, in his study on sustainability and innovation of Interface, Luqmani (2017) reports how the founder's (Ray Anderson) bold step to assemble a green team dubbed 'Eco Dream Team' in 1994, to address environmental concerns raised by customers, enabled the company to achieve unparalleled environmental sustainability. Another study by Kennedy et al. (2015) focusing on the same organization reported that by 2012, Interface had already achieved 80% of its targets. The findings further indicated that "Mission Zero", which was clearly understood by Interface employees, was able to effectively inspire and drive the behaviour of the European workforce. Likewise, Dangelico (2015), examining the role of green teams in improving a firm's environmental performance and reputation, concluded that green teams built to pursue environmental objectives positively affect both a firm's environmental performance and its environmental reputation. The study sampled 500 US-based companies from different industry sectors and analysed collected data through correlation and regression analyses.

CONCEPTUAL FRAMEWORK

The independent variable was operationalized using three indicators conceptualizing employee involvement opportunities. Employee pro-environmental behaviour formed the dependent variable operationalized with indicators depicting an array of pro-environmental behaviours.

It is from this model that the study derived its conceptual framework as presented in Figure 1.
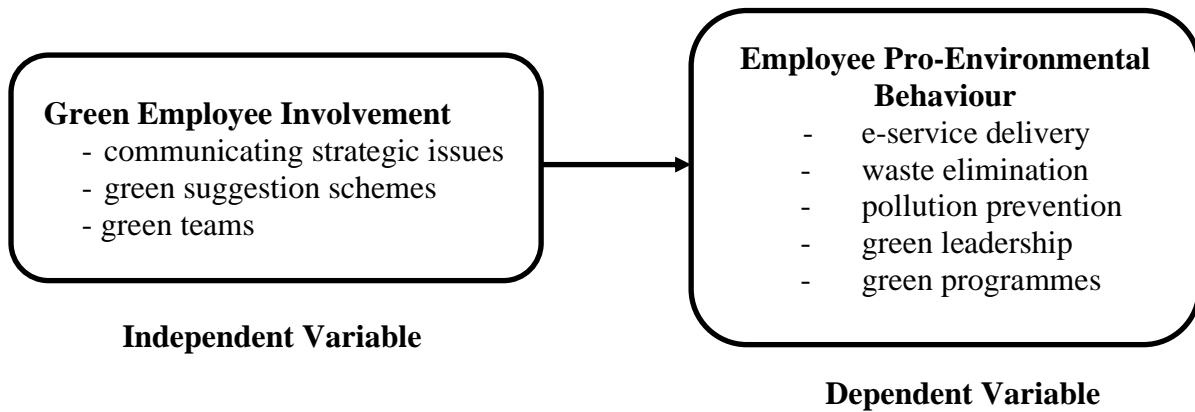
Green Employee Involvement
- communicating strategic issues
- green suggestion schemes
- green teams

Independent Variable

Employee Pro-Environmental Behaviour
- e-service delivery
- waste elimination
- pollution prevention
- green leadership
- green programmes

Dependent Variable

Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study adopted a correlational research design aimed at understanding the relationship between variables without controlling or manipulating them (Stangor, 2011; Meissner et al., 2011). Both quantitative and qualitative approaches were used in the study. Regarding research philosophy, the study embraced pragmatism, which focuses on addressing a problem and providing practical solutions. The research targeted employees from 31 accredited public universities in Kenya. For the sample size, a combination of probabilistic and non-probabilistic sampling was used. Specifically, multi-stage sampling was employed to select respondents from three purposively chosen universities out of the 31. The sample size of 123 respondents was determined using the Yamane (1967) formula as shown in Table 1. Additionally, stratification was applied within each university to ensure representative samples from different management levels and other staff categories.

Table 1: Sample Size

University	Top Level Management	Middle Level Management	Others (Teaching & Non-teaching Staff)	Total
University A	1	3	56	**60**
University B	1	3	50	**54**
University C	1	1	7	**9**
Total	**3**	**7**	**113**	**123**

RESULTS AND DISCUSSIONS

Descriptive Analysis Findings

To determine the influence of green employee involvement on EPEB, respondents were asked to react to six statements on the aspect. The overall mean score for GEI was 3.2907 (SD=.8916, N=90), an indication that green employee involvement could still be in its infancy in the institutions under study, but likely to get rooted. Results of individual statements are shown in Table 2.

Table 2: Descriptive Results on Green Employee Involvement

Green Employee Involvement	SD	D	N	A	SA	Mean	SDEV
	%	%	%	%	%		
GEI1: My university clearly communicates her environmental vision to all employees	7.8	30.0	22.2	30.0	10.0	3.04	.1.151
GEI2: In my university, environmental policy objectives are communicated in every meeting	7.8	34.4	35.6	20.0	2.2	3.01	1.156
GEI3: My university regularly sends us reminders on environmental policy objectives via email	0.0	20.0	32.2	34.4	13.3	3.42	.971
GEI4: In my university, employees are encouraged to make suggestions on environmental issues	0.0	18.9	30.0	40.0	11.1	3.41	.959
GEI5: My university uses environmental teams to identify environmental opportunities for exploitation	0.0	17.8	30.0	36.7	15.6	3.42	.971
GEI6: My university uses environmental teams to identify environmental problems and their appropriate solutions	0.0	17.8	35.6	32.2	14.4	3.43	.972
GEI						3.29	.892

SD-Strongly Disagree 1; *D-Disagree* 2; *N-Neither Agree nor Disagree* 3; *A-Agree* 4; *SA-Strongly Agree 5*

The mean scores across the three institutions were 2.6620 (SD=.6140, N=36), 3.6667 (SD=.8476, N=45) and 3.9259 (SD=.4648, N=9) for Universities A, B and C, respectively. From the results, it is evident that respondents of University A were more inclined towards disagreement on average, while University B and University C respondents leaned more on the agreement continuum. The results are summarized in Table 3.

Table 3: Green Employee Involvement across Institutions

Name of University	Mean	N	Std. Deviation
University A	2.6620	36	.61397
University B	3.6667	45	.84761
University C	3.9259	9	.46481
Total	**3.2907**	**90**	**.89162**

GEI7 required respondents to suggest other approaches their institutions could use to ensure employees were more involved in safeguarding the environment while working. Results are displayed in Table 4.

Table 4: Suggested Approaches for Green Employee Involvement

Theme	Frequency	Percentage
Continual Green Engagement	52	58%
Green Corporate Social Responsibility	20	22%
Green Champions	18	20%
Total	**90**	**100%**

From the results "Continual Green Engagement" emerged as the most preferred approach, followed by "Green Corporate Social Responsibility" and "Green Champions". This suggests continual engagement resonates more with a majority of the respondents and concurs with Renwick et al.'s (2013) findings supporting employee engagement as it facilitates tapping employees' tacit knowledge given their proximity to production processes; empowering them to make contributions towards environmental improvements and also developing a culture in the workplace to support EM improvement efforts.

Correlational Analysis Findings

The study sought to measure the strength and direction of the linear relationship between the predictor variable (GEI) and the response variable (EPEB). Results, shown in Table 5, revealed a significant positive correlation between EPEB and GEI ($r = .602$, $p<.001$), indicating a strong positive linear relationship between the two variables. This implies that, as green employee involvement increases, pro-environmental behaviour among employees also increases.

Table 5: Pearson Product-Moment Correlation between GEI and EPEB

	EPEB	GEI
EPEB	1	
GEI	.602**	1
	.000	

** Correlation is significant at the 0.01 level (2-tailed).

Findings for ANOVA between EPEB and GEI

Seeking to establish the effect of green employee involvement on employee pro-environmental behaviour in public universities in Kenya, the study hypothesized as follows:

H0: Green employee involvement has no significant influence on employee pro-environmental behaviour in Public Universities in Kenya.

OLS Model: $y = \beta_0 + \beta_1 X_1 + e$

A regression analysis was carried out to assess the influence of green employee involvement on employee pro-environmental behaviour. GEI, the predictor variable, was found to account for a significant proportion of the variance in EPEB (R = .602, R^2 = .363, Adjusted R^2 = .356, SE = .43286). Results in Table 6 indicate that GEI explains approximately 36.3% of variation in EPEB.

Table 6: Model Summary for Green Employee Involvement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602[a]	.363	.356	.43286

a. Predictors: (Constant), Green Employee Involvement

ANOVA conducted to assess the relationship between GEI and EPEB revealed that the regression model was statistically significant, F (1, 88) = 50.097, p<.001). The Regression sum of squares was 9.387, indicating the amount of variance explained by the predictor variable, while the Residual sum of squares was 16.488, representing the unexplained variance. Results are displayed in Table 7.

Table 7: ANOVA between EPEB and GEI

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	9.387	1	9.387	50.097	.000
	Residual	16.488	88	.187		
	Total	25.875	89			

a. Dependent Variable: Employee Pro-Environmental Behaviour
b. Predictors: (Constant), Green Employee Involvement

Green Employee Involvement also had a statistically significant positive coefficient (B = .364, SE = .051, β = .602, t = 7.078, p < .001), indicating that it made a significant unique contribution to the prediction of Employee Pro-Environmental Behaviour. The unstandardized coefficient (B) of .364 suggests that, for every one unit increase in Green Employee Involvement, there is an expected increase of .364 units in Employee Pro-Environmental Behaviour. From the results displayed in Table 8, H0 was not supported and hence rejected.

Table 8: Regression Coefficients between GEI and EPEB

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.051	.175		11.697	.000
	Green Employee Involvement	.364	.051	.602	7.078	.000

a. Dependent Variable: Employee Pro-Environmental Behaviour

CONCLUSION

The study concludes that implementation of green employee involvement is varied across Universities A, B and C. The standard deviations indicate the degree of variability in responses within each university, with University C having the lowest variability and University B having the highest. This calls for further investigations to gain insight on the factors responsible for these variations, with the aim of optimizing the impact of employee involvement approaches in order to promote pro-environmental behaviours among employees in these institutions. Based on the results obtained, the null hypothesis was rejected, suggesting that green employee involvement had a significant positive influence on employee pro-environmental behaviour in public universities in Kenya.

RECOMMENDATIONS

Given the importance of ongoing green engagement, institutions may consider establishing long-term programs that continually involve employees in green initiatives. This could include regular green training, awareness campaigns, and open forums where employees can discuss sustainable practices in order to implement viable proposals. Institutions should also strengthen their green corporate social responsibility initiatives, for instance by funding environmental projects, organizing volunteer opportunities, and communicating their sustainability commitments to the surrounding communities through green actions. Roles for "green champions" could also be created, as these are likely to increase employee ownership and leadership through the sharing of best practices and inspiring coworkers to actively participate in green initiatives. The suggested strategies should take into account the fact that different employees are likely to react differently to different approaches. Similarly, the strategies should acknowledge the distinctiveness of each institution, as no two establishments are identical. Finally, in order to win employees' hearts and minds, appropriate feedback mechanisms should be established to allow them to suggest ideas and voice concerns about green initiatives. This may make them feel more valued, consequently increasing their green engagement.

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