

Examining the Relationship between Green HR Practices and Green Performance: Mediating Effect of Employee Green Behavior and Moderating Effect of Supervisory Support

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Abstract

Environmental sustainability has grown increasingly important worldwide due to environmental issues such as global warming and pollution. This study examines the relationship between green human resource (GHR) practices, employee green behavior, supervisory support, and organizational green performance. It adopts a quantitative research approach, with regression analysis used to investigate the impact of GHRM practices on green performance, with employee green behavior as a mediator and supervisory support as a moderator. Data was collected from 168 hotel employees, and the findings show a positive relationship between Green HR practices, employee green behavior, supervisory support, and organizational green performance. Employee green behavior mediates the relationship between GHRP and green performance. Supervisory support moderates the relationship between GHR practices and green employee behavior. To gain a comprehensive understanding of sustainability practices, it is suggested that further research be conducted to investigate qualitative insights, additional mediating factors, and cross-industry comparisons, as well as to improve GHR practices, promote employee engagement, and provide managers with sustainability initiative training.

KEYWORDS

Green Human Resource Practices, Green Performance, Employee Green Behavior, Supervisory Support

1 INTRODUCTION

Environmental sustainability is now of the uttermost importance on a global scale as the severity of environmental problems such as global warming, water pollution, air pollution, and a variety of others is reaching previously unheard-of levels (Bansal & Song, 2017). Due to these problems, which are not separate occurrences but interconnected and present a variety of threats (Hochrainer-Stigler et al., 2023), the delicate balance of our ecosystems, the health of human civilizations, and the future of our planet are all at risk (Halonen et al., 2021). Researchers and policymakers have agreed that social production and enterprises are crucial in determining the course of sustainable development in the face of these growing environmental catastrophes (Sadiq et al., 2023).

This recognition results from the knowledge that companies, as engines of innovation and economic

activity, have the power to either exacerbate environmental issues or contribute to their resolution (Jiang & Shi, 2023). As a result, businesses' sustainability and dedication to environmentally friendly practices have become key components of the larger conversation about environmental sustainability. Employee cooperation and active participation are crucial for successfully implementing corporate green initiatives (Haldorai et al., 2022). To move an organization towards environmentally sustainable practices, employee green behavior (EGB) becomes increasingly important (Abadiyah et al., 2020). Employee green behavior refers to a range of behaviors that employees take in the workplace that are ecologically conscious (Yeşiltaş et al., 2022).

This relationship between employee behavior and organizational sustainability has wide-ranging effects on

both the business and its employees (Biswas et al., 2021). Research has shown that green HRM practices positively influence employees' green behavior, which in turn affects the green performance of an organization (Al-Ghazali & Afsar, 2021). This mediating effect of employee green behavior suggests that implementing green HR practices can lead to improved green performance through the positive green behaviors of employees. Also, the relationship between Green HR Practices and Green Organizational Performance can be moderated by supervisory support (Hameed et al., 2022). Supervisory support plays a crucial role in enhancing the impact of green HR practices on employee green behavior and, ultimately, on green organizational performance (Peng et al., 2020).

Studies have indicated that a supportive supervisory environment can strengthen the relationship between green HR practices and employee green behavior, enhancing organizational performance (Tang et al., 2023). Despite increased public concern, a large gap exists between public concern and effective environmental action. Organizations addressing environmental challenges frequently encounter a void—a gap between public awareness and genuine engagement (Hornsey & Pearson, 2022). A lack of public support can cause this emptiness, incentive to modify behavior, or difficulties in implementing ecologically friendly activities.

In today's corporate climate, the relationship between green HR practices and organizational performance is difficult and increasingly crucial (Heredia et al., 2022). Understanding how green HR practices affect overall green organizational performance is critical as firms face increasing demand to adopt sustainable practices (El-Kassar & Singh, 2019). While there is widespread agreement on the potential benefits of encouraging green HR practices, there is a paucity of extensive research that goes into the exact mechanisms and variables that drive this relationship (Roh & Yu, 2023). This knowledge gap is a significant problem for firms attempting to properly integrate sustainability into their corporate objectives. Furthermore, gaps in previous research suggest the need for more empirical studies to identify the mechanisms through which green HR practices influence green organizational performance. Additionally, there is a need for more research on the moderating role of employee green behavior and the moderating effect of supervisory support in the relationship between green HR and green organizational performance.

Investigating the dynamics of green HR practices in the context of organizational green performance is vital (Ahmed et al., 2023). It demands delving into the intricate web of numerous aspects that can affect organizational green performance positively or negatively, including employee green behavior and supervisory support. Addressing this research issue has

far-reaching consequences for developing a more sustainable and resilient environment (Wieczorek, 2018), as it may lead to developing evidence-based methods and interventions to catalyze the transition towards green HR practices. In contemporary organizational contexts, the implementation of green human resource practices has emerged as a pivotal strategy for fostering environmental sustainability (Al-Nakeeb & Ghadi, 2024).

These practices, ranging from eco-conscious training initiatives to the establishment of green policies, aim to enhance organizational green performance and cultivate environmentally responsible behaviors among employees. This relationship unfolds through a complex interplay, wherein employee green behavior is a crucial mediator between green HR practices and overall environmental performance. Moreover, the influence of green HR practices on employee behavior is not uniform across all contexts, as supervisory support plays a moderating role, shaping the extent to which employees embrace and enact environmentally friendly practices within the organization. Thus, understanding the intricate dynamics among green HR practices, employee behavior, and supervisory support is essential for organizations striving to achieve sustainable outcomes while nurturing a culture of environmental responsibility.

2 THEORY BUILDING AND HYPOTHESES DEVELOPMENT

2.1 AMO Theory

The ability-motivation-opportunity hypothesis, commonly known as the AMO theory, is a psychological framework used to analyze and understand human behavior (Sibian & Ispas, 2021). This theory is frequently employed in the context of performance and is used to investigate why individuals or groups achieve or fail to reach specific outcomes (Masa'deh et al., 2016). The theory discusses the relationship between human resource management practices and organizational green performance (Shayegan et al., 2023). According to the notion, HRM practices can improve organizational green performance by boosting employees' ability, motivation, and opportunity to perform their tasks effectively (Amjad et al., 2021).

HRM practices can improve employees' abilities to do their jobs by providing them with the required skills, information, and resources (Gu et al., 2023). In terms of job performance, for example, an individual's ability to excel is determined by elements such as their degree of education, the quality of training they have received, and the relevance of their applicable talents to the specific requirements of the position (Griffiths et al., 2024). These factors impact their capacity to operate effectively, emphasizing the importance of education, training, and skills in determining job performance.

GHRM practices in the context of EGB can provide employees with training and resources to engage in pro-environmental behavior, improving their ability to do their tasks in an environmentally responsible manner (Gyensare et al., 2023).

Employee green behavior is heavily influenced by motivation. It includes intrinsic and extrinsic motivations for employees to embrace sustainable practices (Kihombo et al., 2021). Employee motivation can be increased by giving incentives, awards, and recognition through HRM practices (Elrayah & Semlali, 2023). GHRM practices in the context of EGB can provide employees with incentives and recognition for engaging in pro-environmental behavior, which can increase their willingness to execute their tasks in an ecologically responsible manner. Opportunity, on the other hand, refers to the conditions and support offered by the business and its supervisors that enable employees to perform responsibly in the environment. Human resource management practices can improve employees' opportunities to execute tasks by providing a supportive work environment, clear expectations, and feedback. Supervisory assistance in the context of EGB can give employees a supportive work environment that promotes and empowers them to engage in pro-environmental behavior, increasing their opportunity to do their jobs in an ecologically responsible manner (Abdullah Kaid et al., 2021).

2.2 Green Human Resources Practices and Organizational Green Performance

The impact of Green HR practices on organizational green performance has developed as an important research topic, reflecting the rising realization that environmental sustainability is vital to long-term commercial success (Khan & Muktar, 2024). One important part is talent acquisition, in which organizations that use green recruitment tactics attract individuals who share environmental values, resulting in a staff organically dedicated to sustainability. Once deployed, GHR methods continue to impact through training and development programs that promote environmentally conscious skills and behaviors. Investing in employee knowledge improves productivity, innovation, and agility by aligning the workforce with changing environmental standards and regulations (De Silva et al., 2023).

Furthermore, GHR practices significantly impact organizational culture by instilling environmentally responsible attitudes. A green organizational culture promotes a shared commitment to sustainable practices, influencing decision-making and strategic objectives. Organizations prioritizing environmental responsibility through GHR practices are more likely to earn stakeholder trust, improve their reputation, and attract eco-conscious customers (El-Moffock). This

positive view creates a competitive advantage, as consumers increasingly prefer organizations that commit to environmental sustainability. In this sense, GHR practices help to improve market positioning and organizational resilience (Stephen & Daibes, 2010).

The impact of GHR practices on organizational success extends beyond internal operations and into external interactions (Shahzad, et al., 2023). As sustainability becomes a requirement for corporate partnerships and collaborations, organizations with strong GHR practices will be better able to recruit like-minded suppliers, investors, and partners (Shahzad, et al., 2023). Collaborations with environmentally responsible companies improve the organization's overall environmental footprint and help to build a broader ecosystem dedicated to sustainable business practices.

H1: Green Human Resources Practices have a positive relation with Organizational Green Performance

2.3 Green Human Resource Practices and Employee Green Behavior

The impact of Green Human Resource (GHR) practices on employee green behavior offers an important link between organizational environmental sustainability plans and individual employee behaviors (Shahzad et al., 2022). Green HR practices cover many activities that incorporate ecologically friendly ideas into human resource management, including recruitment, training, performance evaluation, and employee engagement (Mishra, 2017). According to scholars, a well-designed set of Green HR practices can substantially impact and shape employees' environmentally friendly behavior within the organization (Sabokro et al., 2021). For example, research has demonstrated that Green HRM policies can influence employee green behavior, employees' affective commitment, and work engagement, contributing to the organization's long-term performance and competitive advantage (Shahzad, et al., 2023).

First and foremost, green recruitment techniques are critical in attracting individuals who share the organization's environmental ideals, resulting in a pool of environmentally conscientious personnel (Abiwu & Nunoo, 2021). Once hired, ongoing training and development programs on environmental issues improve employees' understanding and create a sense of responsibility for sustainable behaviors. Green metric-based performance appraisals promote the relevance of environmental responsibility by linking individual and organizational goals (Ba & Cao, 2023). Employee engagement efforts, such as sustainability-themed events or recognition programs, foster a pleasant and supportive environment for green behavior.

Importantly, GHR practices help to integrate personal and organizational values, which fosters

employee identification with the organization (Li et al., 2020). When people believe their personal beliefs align with the organization's commitment to environmental sustainability, they are more likely to internalize these values and engage in green behavior (Qader et al., 2022). This congruence improves employee morale, job satisfaction, and organizational commitment. GHR practices can help to build a learning organization in which continual improvement in environmental practices is encouraged and rewarded. This dynamic strategy guarantees that staff are informed of current environmental issues while remaining adaptable to new challenges and possibilities (Li et al., 2023).

H2: Green human resource practices positively impact employee green behavior

2.4 Employee Green Behavior and Organizational Green Performance

Research has continuously shown that EGB positively impacts different aspects of organizational performance (Al-Swidi et al., 2021). First, EGB improves environmental performance by lowering resource use, waste output, and carbon emissions (Luo et al., 2023). Employees who practice environmentally friendly practices, such as energy saving and waste reduction, play a critical role in furthering an organization's sustainability goals and, eventually, lowering its environmental footprint. Second, EGB has been associated with enhanced organizational creativity (Li, et al., 2023). Employees who care about the environment frequently bring forth innovative ideas and ways to solve sustainability issues, establishing a culture of continual progress. These innovations can result in more efficient procedures, new products or services, and cost-cutting initiatives, further boosting the organization's competitiveness and long-term sustainability (Alzghoul et al., 2023).

Finally, EGB has a positive impact on financial outcomes. Environmentally responsible employee behaviors can translate into greater financial performance, contributing to the organization's bottom line by boosting resource efficiency, lowering operating expenses, reducing emissions, reducing energy consumption, and enhancing brand recognition (Li et al., 2020). EGB emerges as a dynamic force for environmental progress by promoting eco-friendly behavior, reducing resource usage, and actively engaging with sustainability concerns. Green employee behavior (EGB) plays an important role in enhancing an organization's environmental performance. Their findings show how EGB may be a potent motivator for environmental sustainability within a company. The study emphasizes that EGB is a tangible force for positive change in the actual world, not just a theoretical concept (Henderson & Loreau, 2023).

According to the findings, EGB encourages an eco-

friendly culture in the workplace. Employees actively engaging in ecologically responsible practices are more likely to inspire their peers, resulting in a domino effect in which environmentally responsible behavior becomes the norm (Ly & Pathak, 2024). EGB supports a community commitment to environmental responsibility by promoting eco-friendly behavior. This reduces resource use, an important part of improving environmental performance (Bendig et al., 2023). Organizations may considerably minimize their carbon footprint by conserving energy, reducing water consumption, and maximizing material resources. This corresponds with global sustainability goals and assists organizations in reducing their ecological footprint, which is becoming increasingly important in a world dealing with climate change and resource scarcity.

H3: Employee green behavior impacts positively on green performance

2.5 Supervisory Support as a Moderator

Supervisor support is important in any workplace to create an environment that increases employee productivity (Sekhar & Patwardhan, 2023). A supervisor must be a first-level manager and a leader in any organization. They must be skilled, role models, and able to resolve issues at the leader, employee, and company levels. The impact of supervisory support on employee green behavior is an important part of the organizational setting, with far-reaching consequences for environmental sustainability. According to Ashraf et al. (2021) emotional support is a critical variable affecting the social exchange framework, indicating how much employees appreciate their supervisors' opinions, ideas, and causes.

This acknowledgment of support helps to strengthen employees' social identities, promoting a sense of high regard from their bosses. The literature on environmental sustainability emphasizes the critical role of immediate supervisors in molding employees' sustainable behavior. Previous research has studied two approaches to understanding supervisory support: perceived supervisory support for the environment (PSS-E) and perceived supervisor support (Kyei-Frimpong et al., 2024). Based on environmental management, PSS-E assesses employees' belief that their supervisors care about environmental issues and give them the resources they need to participate in workplace environmental activities (Allen & Eby, 2003). Asif et al. (2023) elaborate on PSS-E, emphasizing its relationship with instrumental, informational, and emotional support sources.

This means that supervisory support extends beyond encouragement to providing vital resources. The second approach, perceived supervisor support, is based on organizational psychological research. It emphasizes the necessity of supervisors valuing

subordinates' ideas and values while caring for their well-being (Paillé & Boiral, 2013). This type of assistance encourages a strong social exchange relationship between bosses and subordinates, mostly explored through emotional channels.

In contrast, instrumental support, as defined by PSS-E, is the supply of resources required for employees to engage in environmentally responsible behavior. Together, these two supervisory support characteristics synergistically influence staff attitudes and behaviors toward environmental sustainability (Asif et al., 2023). Supervisors can help create a workforce that actively engages in sustainable practices by instilling shared responsibility and environmental care. Furthermore, the reciprocal nature of the social exchange paradigm implies that employees who perceive support from their managers are more inclined to respond with increased dedication to green projects within the organization.

H4: Supervisory support moderates the relationship between green HR Practices and employee green behavior

2.6 Mediating Effect of Green Behavior

The relationship between green (Norton et al., 2015) human resource practices (HRM) and organizational green performance have been hot topics in human resource management and environmental sustainability. Numerous studies have shown the critical impact of green HRM practices in developing employees' environmentally conscious behavior, potentially moderating organizational success. The study of Setiyani et al. (2020) concluded that green HRM helps to cultivate an eco-friendly culture by shaping employee behavior and fostering green activities through increased knowledge, skills, and competence.

According to the literature Nawangsari and Sutawijaya (2019), specialized green HRM practices

such as green recruiting, selection, training, performance management, and rewards play an important role in encouraging pro-environmental employee behaviors and building a sustainable climate. Green recruiting and selection methods guarantee that persons with a strong environmental ethic are brought into the organization (Jamil et al., 2023), establishing the groundwork for a staff naturally predisposed towards sustainable activities. Simultaneously, training activities provide employees with the knowledge and skills they need to engage in eco-friendly behaviors, building an environmentally responsible culture (Usman et al., 2023).

Performance management within the context of green HRM acts as a compass, directing employees' efforts toward aligning with the organization's sustainability goals (Ulrich & Beatty, 2001). Recognition and rewards for green activities reinforce positive behaviors, resulting in a cycle of continual progress. Organizations that deliberately integrate green HRM practices will gain not just from improved environmental performance but also from a workforce that is actively involved in promoting sustainability (Enste & Potthoff, 2023). The mediating role of green behavior emphasizes the importance of organizations considering the broader impact of their HRM practices, which should go beyond typical performance indicators and include environmental conscience and responsibility.

H5: Employee Green Behavior mediates the relationship between Green HR Practices and Green Performance.

2.7 Conceptual Framework

Fig. 1 shows the conceptual framework that illustrates how these aspects interact and influence each other in the context of employee green behavior (EGB), organizational green performance, green human resource management (GHRM), and supervisory support.

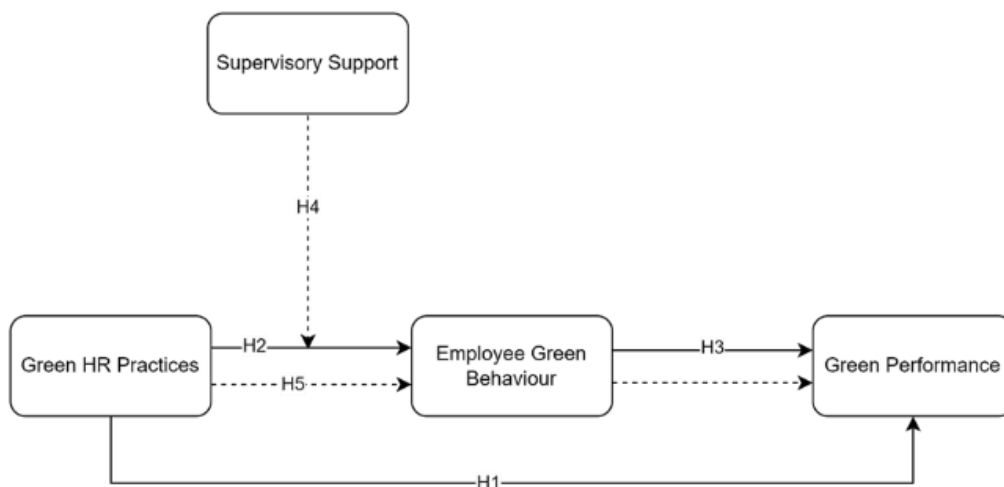


Fig. 1: Conceptual Framework

The major goal of this conceptual framework is to comprehend the relational dynamics of Green Human Resource (HR) Practices, organizational success, and the critical roles of employee green behavior and supervisory support. Green HR Practices are the independent variable, signifying eco-friendly and sustainable activities implemented by organizations to encourage environmental responsibility. Organizational green performance is the dependent variable that reflects the organization's overall success and effectiveness.

The framework contends that the relationship between Green HR Practices and organizational performance is mediated by employee green behavior, implying that the extent to which employees engage in environmentally responsible actions influences the impact of these practices on organizational outcomes. Furthermore, supervisory support is incorporated as a moderating variable, implying that the level of support and guidance from supervisors can improve the association between Green HR Practices, employee green behavior, and, ultimately, organizational performance. This comprehensive approach seeks to explain the complex interaction of factors contributing to successfully implementing environmentally friendly practices within an organizational context.

2 MATERIAL AND METHOD

3.1 Research Design

The study design is an important phase in conducting research because it decides what type of data will be collected, what instruments and procedures will be employed, and how the results will be analyzed and interpreted. This study will adopt a quantitative research design to gather numerical data that can be statistically analyzed. A cross-sectional study will be conducted to collect data at a single point in time.

3.2 Research Approach

The research approach adopted is a regression model that analyses the relationship between the dependent variable and one or more independent variables. Specifically, the regression model is used to examine the impact of these practices on organizational performance, with employee green behavior as a mediating variable and supervisory support as a moderating variable. The model measured the level of green HRM practices, employee green behavior, and supervisory support, then analyzed the relationship between these variables and organizational performance using regression analysis. The analysis results would provide insights into the extent to which green HRM practices, employee green behavior, and supervisory support impact organizational performance and how these variables interact.

3.3 Population and Sample

Employees from the hospitality industry made up the population of the study. Specifically, the population for the study was the total employees at Radisson Hotel in their Chad location. Radisson Hotel, Chad, has a total population of 350 employees. A sample of 200 employees were selected to respond to the questionnaire. Radisson Hotel was selected because the organization actively pursues green behaviors and encourages its workers to do the same. Out of the 200 employees selected to respond to the questionnaire, responses were received from one hundred and sixty-seven employees (167). This study's inclusion criterion was that respondents were full-time employees with the institutions for a year or more.

3.4 Data Collection Tool

A self-administered Likert-Scale questionnaire was used to collect the data. The scale ranged from 1 to 5, where 1 represented strongly disagree, 2 represented disagree, 3 represented not sure, 4 represented agree, and 5 represented strongly agree. The questionnaire was pretested to guarantee its validity and reliability. The questionnaire included 6 sections for gathering demographic information, assessing green performance, green HR practices, employee green behaviors, and the role of supervisory support.

3.5 Data Collection Process

Before traveling to the field, I made sure that all survey instruments were available and that the contact information for the respondents was up to date. I sent the questionnaires to respondents via email and WhatsApp, describing the objective of the poll and requesting them to participate. I spent four days in the field collecting data. We faced several problems on the field. Initially, recruiting institutions to participate in the study was difficult since most believed the research issue was sensitive. Second, issues with data collection: collecting honest replies from workers was also problematic since they believed their answers would be given to the upper management of the organizations.

3 RESULTS

This chapter presents the findings from the field survey of 167 respondents. These respondents provided their responses on a selected set of demographics and touched base on statements highlighting the ratings of their Green Human Resource Practices, their Employee Green Behavior, the extent of supervisory support, and overall, how organizational green performance is expressed in the workplace. The first is the demographics of respondents. The second is a

presentation on the impacts Green HR practices have on Employee Green Behavior in the organization. The last section is on the moderating effort of supervisory support concerning the relationship between green HR practices and employee green behavior.

4.1 Demographics of Respondents

Out of the 167 respondents sampled, 101 were males (%= 60.48), with the rest (n=66, %=39.52) being females. The majority of the age groupings were between 25 and 35 years old. Just a few were either below 20 years or 41 years or above. The most represented educational status was the Bachelor's and Master's degree qualifications. On the designations of these respondents at their workplaces, the majority had other positions aside from being a subordinate (n=31, %=51.50), being a Human resource manager (n=18, %=10.78), being a supervisor (n=17, %=10.18) and being an environmental sustainability manager (n=15, %=8.98). The table presented below indicates these findings.

Table 5.1: Demographics of Respondents

Demographics Measure		Frequency	%age
Gender	Male	101	60.48
	Female	66	39.52
Age bracket	Below 20 years	2	1.20
	21-25 years	51	30.54
	26-30 years	63	37.72
	31-35 years	37	22.16
	36-40 years	11	6.59
	41 and above years	3	1.80
Education	PhD	21	12.57
	Masters	72	43.11
	Bachelors	52	31.14
	Diploma	12	7.19
	Certificate	9	5.39
	Other	1	0.60
Designation	Environmental sustainability/compliance manager	15	8.98
	Human resource manager	18	10.78
	Others	86	51.50
	Subordinate	31	18.56
	Supervisor	17	10.18

4.2 Relationships between variables of interest

The respective measures of Green Performance are correlated for significant relationships, and the findings are presented in a correlation matrix, as represented in Table 5.2 below. Significantly, all the variables of interest, namely the Green HR practices, the Employee Green Behavior, the Mediator Employee Green Behavior, and the Moderator Supervisory Support, are positively correlated with the outcome variable, the Green Performance. Thus, there is a direct relationship such that when the Green HR practices, the Employee

Green Behavior, the Mediator Employee Green Behavior, and the Moderator Supervisory Support increases, there is a 99% likelihood of an increase in the Green Performance of the organization.

Table 5.2: Correlation Matrix

		GP	GHRP	EGB	EGB	SS
GP	Pearson Correlation	1	.580**	.578**	.483**	.525**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	167	167	167	167	167
GHRP	Pearson Correlation	.580**	1	.684**	.469**	.644**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	167	167	167	167	167
EGB	Pearson Correlation	.578**	.684**	1	.535**	.629**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	167	167	167	167	167
EGB	Pearson Correlation	.483**	.469**	.535**	1	.535**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	167	167	167	167	167
SS	Pearson Correlation	.525**	.644**	.629**	.535**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	167	167	167	167	167

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

4.3 Green HR Practices and Organizational Green Performance

A linear regression estimate is fitted for the relationship between the Green HR practices of the respondents and their Organizational Green Performance. From the model summary presented below, the model-independent variable, Green HR practices, explains 33.6% of the variation in Organizational Green Performance in the organization. The Analysis of variance within the model fit is significant. The same is true for the independent variable, which is significant at 95% confidence. Therefore, there is enough statistical evidence to conclude that Green HR practices significantly predict Organizational Green Performance. There is an estimated 0.405 unit increase in organizational green performance for a unit increase in green HR practice.

Table 5.3: Green HR Practices and Organizational Green Performance

Constant Un-stand		Stand	t-value	Sig.
Coefficients		Coefficients		
Beta	Std. Error	Beta		
17.329	1.200		14.441	.000
GHRP	.405	.580	9.146	.000

a. Dependent Variable: Green Performance

4.4 Green HR Practices and Employee Green Behavior

Green HR practices are also modeled as an independent variable on Employee green behavior. In the model estimation, the R-Square of 0.468 implies that the Green HR practices explain 46.8% of the

variations in Employee Green Behavior. The overall model variations, as presented in the Analysis of variance table, are significant at the 95% significance level. Again, based on the coefficient estimates, the constant term and the regressor, Green HR practices, are significant in predicting employee green behavior at the 95% significance level. Overall, when there is a unit increase in the Green HR practices, there is a 95% likely increase of 0.514 unit increase in Employee Green behavior.

Table 5.4: Green HR Practices and Employee Green Behavior

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta		
1 (Constant)	14.299	1.155		12.378	.000
Green Human resource practices	.514	.043	.684	12.048	.000

a. Dependent Variable: Employee Green Behavior

4.5 Employee Green Behavior and Organizational Green Performance

In the table below, the mediator Employee Green Behavior rightly predicts the Organizational Green Performance.

Table 5.5: Mediating Effect of Employee Green Behavior

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta		
1 (Constant)	16.268	1.694		9.601	.000
Mediator EGB	.596	.084	.483	7.077	.000

a. Dependent Variable: Green Performance

4.6 The Moderating Effect of Supervisory Support on the relationship between Green HR practices, Employee Green Behavior

In the findings, it was evidenced that the R-square has increased from the 39.8% to the 42.0%. The model predictors can now explain about 42.0% of the variation in Organizational green performance. This is a significant improvement and implies some impact influenced by the Supervisory support moderating effect. The overall model fit is significant at the 95% level, expressed in the coefficient table. Even though all the base variables, the Green HR practices, and Employee green behavior, are significant at the significance level of 95%, the moderating effect of supervisory support on Employee green behavior is not significant, unlike the moderating effect of supervisory support on the Green HR practices, which is significant. This result thus implies that the supervisory support of the Green HR practices

significantly predicts the outcomes of organizational green performance given the data under consideration. The moderating effect of the same on the Employee green behavior is thus inconclusive and might partly impact the outcomes on organizational green performance.

Table 5.6: Moderating effect of Supervisory support

Model	Unstandardized Coefficients		Standardized t Coefficients		Sig.
	B	Std. Error	Beta		
1 (Constant)	12.515	1.627		7.692	.000
GHRP	.286	.060	.410	4.763	.000
EGB	.281	.079	.302	3.564	.000
SS on GHRP	.512	.215	.249	2.379	.019
SS on EGB	-.356	.225	-.164	-1.582	.116

a. Dependent Variable: Green Performance

4 | DISCUSSION

The well-designed set of Green HR practices can significantly impact and shape the employees' environmentally friendly behavior within the organization. This is the same for Shahzad, et al. (2023), who adds that Green HRM policy can influence employee green behavior, affective commitment, and work engagement, contributing to the organization's long-term performance and competitive advantage. Green HR practices impact group dynamics, collaboration, and individual activities (Darvishmotevali & Altinay, 2022). The emphasis on teamwork in accomplishing environmental goals fosters a sense of purpose among employees, encouraging them to collaborate and share ideas for sustainable activities, yielding high levels of organizational green performance (Anwar et al., 2020). In that regard, Organizations may unlock their workforce's creative potential by implementing sustainability-focused initiatives such as green teams, recognition programs, and employee participation in eco-friendly projects.

On the moderating effect of supervisory support on employee green behavior and green HR behavior, Awan and Tahir (2015) call for supervisory support in the organization as creating a work environment that increases employee productivity is necessary. This is why the study results on the significance of employee green behavior are not met but met for the Green HR practices. This is so because according to Nisar et al. (2021) The impact of supervisory support on employee green behavior is an integral part of the organizational setting, which lies within the reach of HR practices. This makes it a necessary demand anytime green HR practices are considered in assessing organizational green performance. Supervisory support is thus significantly relevant in determining organizational green performance, as modeled in this study.

The findings from the study can be summarized as follows:

- i. Positive correlations exist between Green HR practices, Employee Green Behavior, Mediator Employee Green Behavior, and Moderator Supervisory Support with Green Performance, indicating that an increase in these factors corresponds to improved organizational Green Performance.
 - ii. Green HR practices significantly predict Organizational Green Performance, with an estimated increase of 0.405 units in Green Performance for every unit increase in Green HR practices.
 - iii. Green HR practices explain 46.8% of the variation in Employee Green Behavior, with a predicted increase of 0.514 units in Employee Green Behavior for every unit increase in Green HR practices.
 - iv. Employee Green Behavior partially mediates the relationship between Green HR practices and Organizational Green Performance, signifying a significant but partial mediation effect.
 - v. Supervisory support significantly moderates the relationship between Green HR practices and Organizational Green Performance, indicating its predictive power in influencing Green Performance.
 - vi. While the moderating effect of supervisory support on Green HR practices is significant, its impact on Employee Green Behavior is inconclusive, suggesting a need for further exploration.
- i. Green HR practices must be enhanced. This is necessary as organizations should prioritize adopting and enhancing Green HR practices. A select few will be an eco-friendly recruitment process, employee training, and proper performance management, which in the long run helps to foster a culture of sustainability among employees.
 - ii. Again, employee engagement must be actively encouraged. Some sustainable initiatives must be pursued through training programs, awareness-creation campaigns, and employee performance incentives. These initiatives should promote positive green behavior and be aligned with the organizational sustainability goals.
 - iii. Monitoring and evaluation must be continuous and unending to create synergy between organizational sustainability initiatives, such as regular assessments of employee engagement, behavior, and performance, while identifying areas of concern for improvement over time.
 - iv. Training must be extended to managers and supervisors as well. This is because the moderating effect observed can be harnessed when managerial training is bent on supporting sustainability initiatives within the organization. This will drive environmental stewardship and foster a green organizational culture.

5.1 Conclusion

In conclusion, it can be stated that there is a positive relationship between Green HR practices, Employee Green Behavior, Mediator Employee Green Behavior, and Moderator Supervisory Support with Organizational Green Performance, indicating the importance of these factors in driving sustainability initiatives within organizations. Again, Green HR practices emerge as a significant predictor of Organizational Green Performance, highlighting the crucial role of HR initiatives in fostering environmentally sustainable practices and outcomes within the workplace. Furthermore, Employee Green Behavior partially mediates the relationship between Green HR practices and Organizational Green Performance, suggesting that employee behaviors translate HR initiatives into tangible environmental outcomes and the desired organizational green performance indicators.

5.2 Implication for the Practice

The following recommendations are proffered in line with industry and policy implementation practice.

- i. Green HR practices must be enhanced. This is necessary as organizations should prioritize adopting and enhancing Green HR practices. A select few will be an eco-friendly recruitment process, employee training, and proper performance management, which in the long run helps to foster a culture of sustainability among employees.
- ii. Again, employee engagement must be actively encouraged. Some sustainable initiatives must be pursued through training programs, awareness-creation campaigns, and employee performance incentives. These initiatives should promote positive green behavior and be aligned with the organizational sustainability goals.
- iii. Monitoring and evaluation must be continuous and unending to create synergy between organizational sustainability initiatives, such as regular assessments of employee engagement, behavior, and performance, while identifying areas of concern for improvement over time.
- iv. Training must be extended to managers and supervisors as well. This is because the moderating effect observed can be harnessed when managerial training is bent on supporting sustainability initiatives within the organization. This will drive environmental stewardship and foster a green organizational culture.

5.3 Implication for Further Study

In making recommendations for further study as part of efforts to get a holistic outcome on the impacts of green HR practices, employee green behavior, supervisory support, and organizational green performance, the following are to be considered:

- i. The quantitative approach employed in this study can be enhanced or supplemented with qualitative research, such as interviews and focus group discussions, to gain insights into the underlying mechanisms observed and reported in this study. This will add some essence to the study and delve deep into the thinking behind these findings.
- ii. Some mediation analyses can be adapted to explore additional mediating factors that may influence the relationship between Green HR practices and Organizational Green Performance, providing a more comprehensive understanding of the pathways through which HR initiatives impact sustainability outcomes.
- iii. A cross-industry comparison study can be conducted to provide a more concrete result. Comparing the effectiveness of Green HR practices and sustainability initiatives across different industries or organizational contexts will help identify the best practices relevant to promoting and enhancing sustainability and green practices in different jurisdictions.

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Author Contributions

The author contributed to the preparation of the manuscript and reviewed and approved the final version for submission.

Conflict of Interest Statement

The author has declared that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data Availability Statement

Data has been collected from a primary data source using a self-administered Likert-Scale questionnaire. The data that support this study's findings are available from the corresponding author upon reasonable request.

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