Radical Green Strategy and Environmental Performance: A Mediation-Moderation Analysis

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Abstract

Despite extensive research on environmental sustainability, the relationship between a firm's strategy, such as a radical green strategy, and its environmental performance remains limited. To bridge this research gap, the current study tests these relationships by developing a conceptual framework which relates radical green strategy to environmental performance through competing mediators – green employee support and green induced job stress – with moderating influence of institutional pressures. Focusing on transport and logistics-related firms from both manufacturing and service sectors, the study conducted a survey which collected data from 227 firms using questionnaires as the research instrument. The informants for the firms were top level managers including CEOs, directors, operational managers, transport managers among others. The findings obtained using 2SLS estimator revealed that radical green strategy relates negatively and insignificantly with environmental performance. Also, the results indicate that the relationship between radical green strategy and environmental performance is positively mediated by green employee support. It was also found that the relationship between radical green strategy and environmental performance is negatively mediated by green induced job stress. Finally, the effect of radical green strategy on environmental performance through green employee support is conditioned by high levels of institutional pressure but the effect of radical green strategy on environmental performance through green induced job stress was not statistically significant. The study provided theoretical and managerial contributions and suggested areas for future research.

1.0 INTRODUCTION

According to Weng *et al.* (2015) "going green" has become an important environmental issue in contemporary business practice worldwide. For the past two decades, methods for developing green capabilities and executing green practices have gotten more attention and

sparked debate (Wang and Wang, 2017; Weng *et al.*, 2015; Schiederig *et al.*, 2012; Davis, 1995). As the environment deteriorates and natural resources become scarce, businesses are under increasing pressure to include environmental management practices into their daily operations management (Wang and Wang, 2017). The increasing concerns about environmental degradation, environmental issues and radical green strategy have been attracting constant attention and pressure from business sectors (Abdullah *et al.*, 2016). Gradually, companies are going beyond seeing environmental sustainability as an exercise in enforcement and cost reduction (Roscoe and Cousins, 2016). Instead, they are recognizing that competitive performance depends upon the health of the world and community (Bhupendra and Sangle, 2015; Luzzini *et al.* 2015; Wang *et al.* 2015). Organizations will interpret community investment as an investment in potential economies if they view sustainability as creating "shared value" (Porter and Kramer, 2011).

Radical green strategy in manufacturing necessitates the redesign of business models, goods, and supporting networks (e.g., supply chains) to allow companies to participate in the circular economy framework (Geissdoerfer et al., 2018). The provision of product-service programs to intensify product use and sustain its operation; circular procurement and manufacturing with an emphasis on the use of secondary raw materials and internal waste recycling are examples of Radical green strategy implementation by businesses; activities aimed at extending the life of goods and parts, such as maintenance and remanufacturing. All of these techniques seem to be driven by a mix of environmental and business factors in order to reduce resource use, waste, and increase profitability.

Recently, scholars have increasingly touted institutional theory as an important research perspective for studies on firms' environmental protection behaviour (Buysse and Verbeke, 2003; Berrone et al., 2013; Colwell and Joshi, 2013; Moon et al., 2014; Albertini, 2017). They think that institutional pressures can strongly affect firms' predispositions toward environmental protection issues. However, the findings of previous studies on how institutional factors affect firms' environmental performance are mixed.

For example, some studies find that institutional pressures have significant and positive effects on firms' intention to take measures to protect the environment (e.g., Roxas and Coetzer, 2012; Colwell and Joshi, 2013), while others reveal that they are insignificant (e.g., Nygaard and Biong, 2010). That is to say, firms will respond heterogeneously when they are subjected to a homogeneous level of institutional pressures (Berrone et al., 2013; Colwell and Joshi, 2013). Thus, it is necessary to investigate the moderating effects of institutional pressures on the relationship between employee green support and green induced job stress on environmental performance.

Therefore, understanding the mediating role of green employee support and green job-induced stress and moderating role of institutional pressures is now imperative. Second, the study's mediation and moderation framework seek to understand how the impact of institutional pressures on environmental performance is largely determined by the firm's willingness to respond based on their radical green innovativeness in developing green employee support or reducing green induced job stress. While green initiatives are well researched and argued to impact environmental performance, knowledge of how novelty associated with such practices affects environmental performance.

Green initiatives of the firm can exist in a continuum: incremental to radical; and then, paint a picture of how complex the relationship between radical green strategy and environmental performance could be. Next, mention how exploring such complexity is necessary for theory and practice. Institutional pressures on environmental performance have been studied, as well as how managers in similar fields have shaped their management practices to respond to institutional pressures and enhance environmental performance (Guerci et al., 2016). But the extent to which institutional pressures moderate the effects of green employee support and green job-induced stress on environmental performance has limited studies. The current research is expected to contribute to the literature and practitioners in three ways. To begin with, the current study adds to the body of information about radical green strategy. The logistics and transport industries have a number of negative effects, including pollution, habitat destruction, deforestation, and so on (Gürlek, Düzgün, & Meydan Uygur, 2017).

As a result, green practices in the transportation and hospitality industries have been extensively studied (Chan, Hon, Chan, & Okumus, 2014; Hsieh, 2012). However, studies show

that radical green policies receive less exposure (González & León, 2001; Jacob, Florido, & Aguiló, 2010). Furthermore, empirical studies in the logistics and transport industries (Fernández, Cala, & Domecq, 2011; Nicolau & Santa-Mara, 2013) show that product, method, marketing, and management innovation are prioritized over radical green strategy. According to the Natural Resource Based View (NRBV), businesses can gain a competitive edge by improving three environmental capabilities: pollution reduction, product stewardship, and clean technologies (Hart, 1995; 1997; Hart and Dowell, 2011).

Secondly, the present research seeks to examine the competing mediating effects of green employee support and green induced job stress on the relationship between radical green strategy and environmental performance. Extant literature reveals that radical strategies has positive effect on employee support whereas it has negative effect on job-induced stress and these concepts have an effect on performance (cf. Carmona-Lavadoa et al., 2020). However, the extent to which they mediate the relationship between radical green strategy and environmental performance has not been much explored in emerging economies. This study seeks to contribute to existing literature in this area.

Finally, the study seeks to examine the moderating effects of institutional pressures on the relationships between green employee support and environmental performance as well between green job-induced stress and environmental performance. Extant literature reveals that the relationship is negatively affected by institutional pressure for sustainability (Wijethilake and Lama, 2018) but this study seeks to examine the extent to which institutional pressure individually moderate the relationship between green employee support and environmental performance as well between green job-induced stress and environmental performance. It is this gap this study seeks to fill to contribute to theory and practice.

The above arguments motivated the researchers to explore the effect of radical green strategy, environmental performance through green employee support and green job-induced stress by determining the moderating roles of institutional pressures within the business sector in Ghana, an emerging economy, to test the relationship among the variables under study. The study seeks to make theoretical and practical implication on the relationships among radical green strategy, environmental performance, green employee support, green job-induced stress and environmental performance in an emerging economy such as Ghana.

2.0 MATERIALS AND METHODS

The need for adaptive, flexible and innovative organisational culture within organisations in response to the turbulence and uncertainty in the organisational environment has long been suggested (Rijal 2016). Pantouvakis and Bouranta (2016) and Vecchio, (2006) suggest that organisations' ability to respond to unpredictable, dynamic and constantly changing environments, demands behavioral or organic approach, which argues that in unpredictable, unstable and changing environments, less formal and less mechanistic structures should be apparent. Popper and Lipshitz (2000) are of the view that, leadership is the factor to affect organisational learning by creating organisational structure and shaping up the organisational culture. In view of all of the above, this chapter reviews relevant literature relating to the concept of Organisational Learning Culture (OLC), Market Performance (MP), Marketing Strategy Implementation (MSI), Supportive Leadership Style (SL), Competitive Intensity (CI) and the interrelationships among these constructs to identify gaps so as to appropriately situate this current study to fill the theoretical and empirical gaps relating to these phenomena.

2.1 Radical Green Strategy

Growing interest in radical green strategy has been found in both academia and industry (Linton *et al.*, 2007). According to Stoughton *et al.* (2012), there are two approaches to adopt radical green strategy, (1) top-down approach and (2) catalytic approach. A top-down approach is a long-term approach in which leaders "build momentum for change and promote coordinated movement on multiple fronts" (Mirvis and Manga, 2010). In this approach, leadership creates a precise definition of organisational radical green strategy values, which is consistently communicated and reinforced throughout the organisation. In the catalytic approach, radical green strategy is introduced and implemented by middle managers (Mirvis and Manga, 2010, Stoughton and Ludema, 2012). These middle managers often operate within different functional areas of the organisation and develop their own values and beliefs towards radical green strategy

based on their education and enculturation into their subculture (Linnenluecke et al., 2011). As a result, managers within a given subculture are expected to behave similarly to radical green strategy opportunities and challenges, while managers in differing subcultures are expected to behave differently. According to Gallotta *et al.* (2016), several authors have investigated the radical green strategy implementation through different perspectives, such as Human aspect (Robinson, 2006); radical green strategy Indexes/Reporting facet (Tan and Pedretti, 2010; and Ahmed & Sundaram, 2012); Project Management side (Silvius & Nedeski, 2011; Silvius, Schipper and Nedesky, 2012; Agyekum-Mensah *et al.*, 2012); Operations aspect (Thies *et al.*, 2012; Uddin & Rahman, 2012; and Tan *et al.*, 2008) and circular economy.

In this perspective, radical green strategy implementation can be considered the term to design the adoption of any radical green strategy, with direct or indirect effect. Examples of Radical green strategy projects are: Replacing outdated equipment with new energy-efficient ones; replacing outdated equipment with new water efficient ones; virtualising IT data centre devices; among others. Similarly, to the concept of radical green strategy, a few researchers consider the three aspects of the triple bottom line (such as Silvius and Nedeski, 2011; Thies *et al.*, 2012; and Sanchez, 2014) while others only consider only the environmental aspect (such as Uddin & Rahman, 2012, Houy *et al.*, 2012).

The local and global external contexts significantly affect the choices a corporation makes regarding the formulation and implementation of radical green strategy actions and product characteristics. For example, manufacturing companies may focus more on environmental and health issues, while service-oriented companies may emphasise the social aspects of radical green strategy (Epstein *et al.*, 2010). This can be justified since most manufacturing companies have a more significant carbon impact when compared with service-oriented organisations. More than that, regulations (such as ISO 14000 and ISO 9000 family standards) have a higher impact on manufacturers when compared with service-oriented organisations.

2.2 Environmental performance

The terms "environmental performance" and "environmental management systems" are often used interchangeably. Environmental management refers to a company's efforts to reduce its negative impact on the environment. "Environmental performance assesses a company's achievement in reducing and decreasing its environmental impact, usually in comparison to an industry average or peer group" (Klassen and McLaughlin, 1996). This section demonstrates that environmental management is a significant determinant, or component, of overall environmental performance (Klassen and McLaughlin, 1996). Environmental performance is a complex and multidimensional issue, and determining changes in performance (improvement) is difficult as a result. This is particularly true because different organisations have differing operations and regulatory environments, and each has inherent measures and values of performance (Bellesi *et al.*, 2005; Hertin *et al.*, 2008). Environmental performance may also be difficult to understand and determine if is interpreted differently by organisations.

Results of studies, such as Hamschmidt (2000), indicate that organisations' interpretation of environmental performance is influenced by their original motivations for adopting pro-environmental behaviour. Environmental performance may therefore only be completely defined in the light of individual organisations' motivations, be they purely 'environmental' or not. Continued investigation of causality between drivers, outcomes and environmental performance is necessary. Interpretation of results based on the investigation of causal relationships should be undertaken taking individual organisational views on environmental performance into consideration. Environmental performance can be defined based on three categories. The first category comprises environmental impacts on emissions and the usage of energy. Achievement of regulatory compliance is included as a second category; activities include installing a treatment and/or recycling plant The third category, environmental performance, can be seen from the perspective of organisational processes and capital expenditures (Delmas & Blass, 2010). Some stakeholders use a mixture of three categories to define environmental performance (Muhammad *et al.*, 2015).

In this current study, environmental performance has been defined as an improvement in environmental compliance, reduced solid/liquid wastes and greenhouse gas emissions, and improvement in recycling activities. More precisely, environmental performance in this current study refers to the organisational processes to achieve a firm's goals for environmental

improvement and gas emissions reduction. Radical green strategy can be used as a platform to improve firm environmental performance. The outcomes of the Radical green strategy will result in reduced solid/liquid wastes and greenhouse gas emissions that companies produce. To enhance environmental performance, companies must be aware of the importance of their role in sustainability. A company will survive in the green industry if that company successfully implements an eco-innovation strategy in its operations. In other words, a company will reap financial returns when it achieves lower production costs while preserving the environment.

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2.3 Green Employee Support

Academic researchers define employee support as converting employee potential into employee performance and business accomplishments (Shaw, 2005). Moreover, in engagement, people employ and express themselves physically, cognitively, and emotionally during performing the job (Kahn, 1990). Employee support differs from other constructions, such as employment, commitment to the organization, and intrinsic motivation (Lawler and Hall, 1970). Employees can be given a chance by the management to take part in the management of the environment, which make them work in favour of stopping pollution and find opportunities for the environment. In order to enhance the performance regarding systems of environmental management, the support of employee in such activities is very important. The systems of environment green systems include making full utilization of available resources, minimizing pollution and waste at the workplace (Tseng, Tan, & Siriban-Manalang, 2013). Green support encouragement includes providing opportunities to employees to be engaged in activities by which environmental problems can be solved, and quality of life can be improved (Saeed *et al.*, 2019). In order to implement any kind of shared vision within the organization, employees are the most important stakeholders (Felin, Foss, & Ployhart, 2015). Research has considered the support of employees to solve the issues regarding the environment to be very important.

Researchers have pointed out that the success of green strategies within the organization is dependent upon employees taking actions automatically regarding environmental issues. Directions regarding collective strategies are provided by green strategies which can impact the actions of the employees and turn them in the right direction. In the same context, green shared vision is defined as a common and clear direction in order to achieve collective organizational goals and objectives which are communicated by the organization internally (Chang, 2020). Researchers pointed out that employees who are involved in issues related to the environment have more knowledge regarding environmental issues.

Moreover, they have more capability to solve the problems related to the environment, which lead to improved environmental performance (Rothenberg, 2003). The five aspects were identified by Tang, Chen, Jiang, Paille, and Jia (2018), which plays an important role to encourage employees to be engaged in green activities. The first point is to have a very clear green vision. The second point is learning regarding green climate, whereas third include climate channels. Due to these two points, employees got concerned regarding environmental problems. Green culture can be created within a firm through informal and formal communication.

2.4 Green Induced Job Stress

Several studies concluded have shown that job stress negatively affect employee performance considering the various factors involved and especially employee job satisfaction. This has been confirmed by recent studies (Ahmed & Ramzan, 2013) shows that, there exist a negative correlation between job stress and employee performance. A study similar to this was conducted which reveals that factors such as workload, role conflict and inadequate monetary reward are prime source of stress that decreases employee performance. Furthermore, Jeyaraj (2013) investigated the impact of occupational stress among teachers and found out that, stress causes teachers to absent, increase tendency to quit and less likely to pursue teaching career, hence negatively correlated. The awareness of environmental issues is rising among employees, customers, investors, and businesses (Tahir *et al.*, 2020). Organizations are seeking ways to address rising environmental consciousness and awareness among stakeholders by making employee behaviours environmentally friendly (Cherian & Jacob, 2012; Yuriev *et al.*, 2020). The effect of green induced job stress (the misleading information by organizations to portray an environmentally responsible image to the public with false claims) (Francis *et al.*, 2007) on green employee behaviour has unclear findings in the literature (Wright & Nyberg, 2017) and the factors affecting their relationship indirectly (Deshwal, 2015).

Literature is reviewed and despite a limited number of empirical studies on the relationship of green induced job stress with green employee behaviour, the available empirical evidence shows green induced job stress (Walker & Wan, 2012) has a negative impact on employees being a stakeholder (Vos et al., 2009), green trust (Chang & Chen, 2012), and employee engagement (Pontefract, 2016), etc. The evolution of green thinking has a difficult-to-trace history as it has roots in ancient history, literature, and religious practices (Saha & Darnton, 2005). However, the popular and modern environmental movement started in the mid-to-late 1960s by rousing public awareness of high-profile environment-related events (e.g., Rachel Carson's book "Silent Spring"). Greening is a process of becoming environmentally friendly by reducing pollution, improving the efficiency of non-renewable and renewable resources, and conducting activities in environmentally sustainable manner (Gupta, 1995).

Green induced job stress, in contrast, is misleading information by organizations to portray an environmentally responsible image to the public with false claims (Francis *et al.*, 2007). On a strategical level, greening estimates the environmental footprint and its comparison to benchmark, life cycle evaluation considering environmental declarations of products, and financial assessment. On the implementation stage, greening refers to low cost or no cost projects (including environmental costs), data-centre reengineering, green IT, and renewable energy onsite. On the operational level, greening refers to employee engagement programs, environment-friendly procurement services and strategic pro-environmental communication modes. Companies that take the first step towards environmental friendliness through differentiation increase their market share (Ramus & Montiel, 2005).

2.5 Institutional Pressures

According to DiMaggio and Powell (1983), institutional pressures originate from the institutional environment and could affect firms' managerial decisions and practices. Additionally, Scott (2005) divides institutional pressures into regulatory, normative and mimetic pressures. These pressures mainly arise from firms' stakeholders, such as governments, non-governmental organizations, suppliers and customers (Oliver, 1997). Regulatory pressures are the pressures that originate from political influence exerted by the powerful stakeholders (e.g., governments) on which the focal firm depends. These powerful stakeholders provide explicit guidance to firms through rules, rewards and even sanctions (DiMaggio and Powell, 1983). Empirical evidence indicates that regulatory pressures could be the result of a government mandate (Bruton *et al.*, 2010). Normative pressures are the pressures that stem from collective expectations, values and standards within particular organizational context (DiMaggio and Powell, 1983). There is empirical evidence that normative pressures originate from nongovernmental organizations, customers and suppliers in the supply chain (Liu *et al.*, 2010). Mimetic pressures mainly arise from imitating other organizations' successful actions and practices to minimize cognitive uncertainty (DiMaggio and Powell, 1983).

Although institutional pressures include three kinds of pressure, Scott (2005) indicates that regulatory and normative pressures deserve special attention. Meanwhile, Berrone *et al.* (2013) note that these three pressures are at work simultaneously, but their role and relevance

is context specific. In the context of environmental management, most of the research considers that regulatory and normative pressures are crucial for firms (Kassinis and Vafeas, 2006; Brammer *et al.*, 2012; Colwell and Joshi, 2013). In addition, the environmental management initiatives are just beginning in most firms in China and the benefits obtained from implementing environmental management practices are unclear and long term. In this situation, most firms tend to hold a wait and see attitude and are unwilling to follow and imitate their partners or competitors to implement environmental management practices. The effect of mimetic pressures is limited and can be omitted. Hence, in this research, it is reasonable to merely explore the moderating role of institutional pressures in affecting firms to implement environmental performance.

2.6 Conceptual Model and Hypotheses Development

Having looked at the various theories underpinning this study, this section presents the procedures for the development of the conceptual model that seek to relate Radical green strategy to the performance of the supply chain. The conceptual model also seeks to establish the influencing roles of firm green employee support as well as green job-induced stress and socio-cultural orientation of these managers play in the relationship between the Radical green strategy and environmental performance of the SMEs in Ghana. The conceptual model of this study is presented in Figure 1.
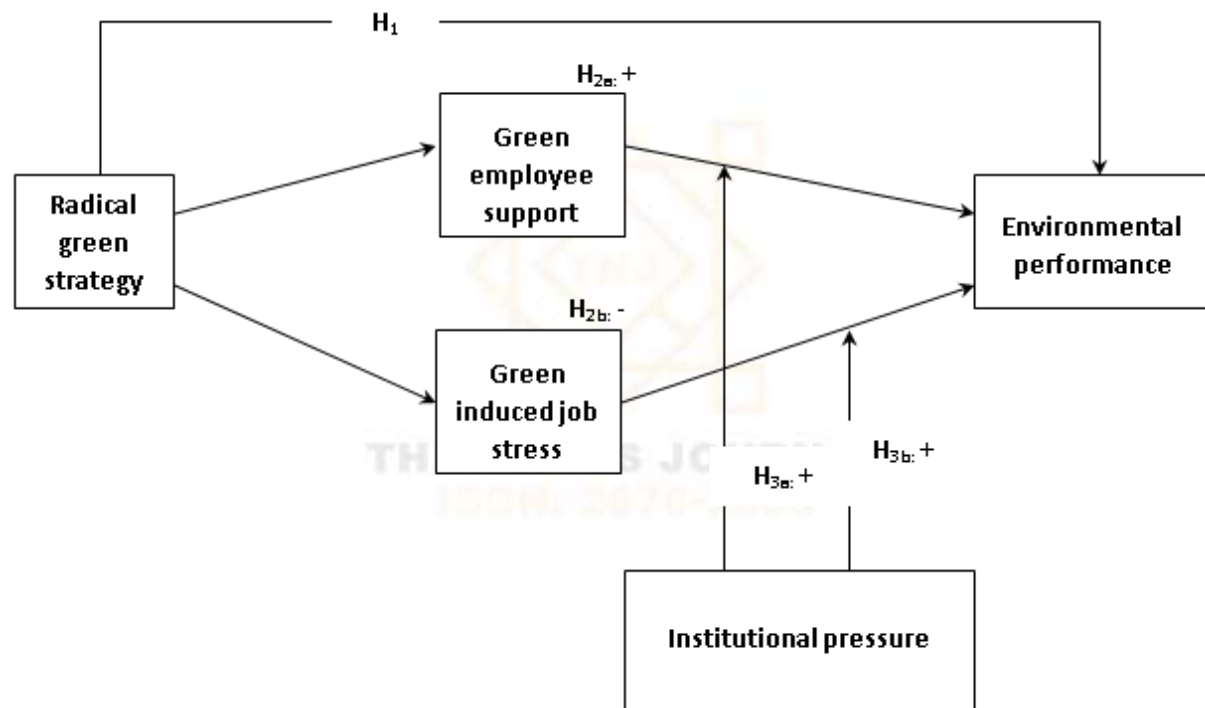

Figure 1 Conceptual Model of the study

2.6.1 Radical Green Strategy and Environmental Performance

This section discusses the relationship between radical green strategy and environmental performance. NRBV posits that organisations sustained competitive advantage is dependent on their ability to utilise their tacit, causally ambiguous and socially complex resources to develop three types of proactive environmental strategies namely pollution prevention, product stewardship and sustainable development. As such, it could be said that firms' radical green strategy could lead to environmental performance. This suffice for the NRBV theory to be an underlying theory to explain the first hypothesis of the study.

According to extant literature, radical strategy is an especially difficult process because it necessitates significant changes to established practice (Dewar and Dutton, 1986; Sandberg and Aarikka-Stenroos, 2014), such as a divergence from the current knowledge base and/or

consumer relations (Dewar and Dutton, 1986; Sandberg and Aarikka-Stenroos, 2014). By definition, radical strategy is more uncertain than incremental initiative, and it is more likely to be abandoned due to the longer period required for production and the need for high investment returns in short time frames (Green and Welsh, 2003). Furthermore, incumbent businesses are less likely to introduce processes for radical technologies, preferring instead to focus on less disruptive innovation that builds on existing capabilities (Bower and Christensen, 1995; Hall and Vredenburg, 2003; Hockerts and Wüstenhagen, 2010).

Radical green strategy is gaining traction as a critical component of the transition to a greener, more sustainable economy. Radical green strategy is a broad term that can be applied to a variety of dimensions (Kemp and Pontoglio 2011). The ability to integrate sustainability and competitiveness is dependent on the partnership between *radical green strategy* projects and their subsequent environmental impact (Costantini and Mazzanti 2012, 2013). On the one hand, Radical green strategy are valuable sources of sustainability because they can minimize firms' environmental effects; on the other hand, as the literature on the Porter hypothesis has emphasized since the early 1990s, Radical green strategy can have a significant economic impact (Van Leeuwen and Mohnen 2013).

Environmental performance relates to organizational initiatives to meet and exceed societal expectations vis-à-vis the natural environment (Chan, 2005) in a manner to go beyond mere compliances with rules and regulations (Chen *et al.*, 2015). It encompasses environmental effects of organizational processes, products, and resource consumption in a manner that best fit with legal environmental requirements (Dubey *et al.*, 2015). Previous studies suggest that environmental performance depends upon the quality of environment-friendly products, green process and product innovation, and incorporation of ecological sustainability matters into business operations and product development (Oliva *et al.*, 2019; Chen *et al.*, 2015; Dubey *et al.*, 2015; Darnall *et al.*, 2008).

Several studies have looked at the connection between economic, innovation, and environmental performance in different countries (see Gilli, Mazzanti, and Nicolli, 2013 for a survey). Cainelli, Mazzanti, and Zoboli (2011) investigated the productivity effects of firms' environmental strategies and green features in the Italian manufacturing and service sectors; Earnhart and Lizal (2010) investigated the environmental–economic performances of Czech firms; and Cainelli, Mazzanti, and Zoboli (2011) investigated the productivity effects of firms' environmental strategies and green features in the Italian manufacturing and service sectors, In the case of large German public firms, Oberndorfer *et al.* (2013) investigated the degree to which stock market valuation combines green firm characteristics.

Radical green strategy is associated with firm environmental management agenda and that the radical green strategy stimulates environmental performance (Adegbile *et al.*, 2017; Kammerer, 2009; Chen *et al.*, 2006). Furthermore, green product and process innovation not only reduce negative environmental impact of the business but they also increase firm's financial and social performance through waste & cost reduction (Weng *et al.*, 2015). Previous studies suggest that radical green strategy should not be perceived as firm's reactive measures towards institutional pressures though a proactive organizational intentions and practices to augment environmental performance to gain competitive advantage (Kratzer *et al.*, 2017; Lin, Tang, & Geng, 2013; de Burgos Jiménez *et al.*, 2013). Using the NRBV, it is predicted that radical green strategy are critical organizational resources that firm uses to enhance its environmental performance and earn goodwill amongst key stakeholders

The first hypothesis is thus posited as follows;

H1: Radical green strategy has a positive relationship with environmental performance.

2.6.2 The Mediating Role of Green Employee Support

Employees are likely to play a significant role in the implementation of positive environmental policies, which can help a company's environmental performance (Darnall *et al.*, 2010). Furthermore, workers with environmental responsibilities also provide knowledge and suggestions that can assist businesses in addressing environmental management issues and innovating (Ramus, 2001). Green employee support refers to the extent to green practices adopted by firms provide opportunities for employee development and involvement in decision-making (Liu *et al.*, 2020). Employees have previously been related to both the advancement of environmental policies (e.g., Florida, 1996; Darnall *et al.*, 2008a; Kitazawa and Sarkis, 2000;

Zutshi and Sohal, 2004) and environmental performance (e.g., Florida, 1996; Darnall *et al.*, 2008a; Kitazawa and Sarkis, 2000; Zutshi and Sohal, 2004). (e.g., Hanna *et al.*, 2000).

This Job-Demand Resource model (JDRM) states that work demands and resources have an effect on one another, as shown by their definitions: Resources are aspects of a job that are a) functional in achieving work goals, b) reduce job demands at their costs, or c) stimulate personal growth or development. In alternate way, radical green strategy also qualifies as a resource factor, which can motivate organizations to provide the necessary support for employee while pursuing novel green practices. In the context of environmental studies, researchers have placed a high value on employee environmental behaviour and the determinants that influence it (Bamberg & Möser, 2007). The subject of pro-environmental initiatives is a pressing one, and there are still few empirical studies on the activities associated with pollution control, green technologies, environmental performance, and effective environmental management systems (Ramus & Killmer, 2007; Junior *et al.*, 2020; Gil-Leon, 2020; Hernandez & Prieto, 2020; Maziriri, Mapuranga, Maramura, & Nzewi, 2019; Fatoki, 2019; Mazzoni, 2020). Employees may be given the opportunity to participate in environmental management by their bosses, motivating them to strive to reduce emissions and find opportunities for the environment.

Employee participation in environmental management programs is critical in order to improve environmental performance. Green systems for the environment include maximizing the use of available resources and reducing emissions and waste at work (Tseng, Tan, & Siriban-Manalang, 2013). Employees are the most critical players in implementing some sort of common vision within the company (Felin, Foss, & Ployhart, 2015). Employee interest in resolving environmental problems has been found to be very significant in research. According to researchers, the effectiveness of green policies within a company is contingent on workers automatically acting on environmental concerns (Felin, Foss, & Ployhart, 2015; Tseng *et al.*, 2013). Directions regarding collective strategies are provided by green strategies which can impact the actions of the employees and turn them in the right direction. In the same context, green shared vision is defined as a common and clear direction in order to achieve collective organizational goals and objectives which are communicated by the organization internally (Chang, 2020).

Environmental performance represents the end result, demonstrating how committed companies are to environmental protection. There are a variety of metrics that can be used to assess an organization's environmental performance. These metrics include recycling, waste minimization, emissions prevention, and the release of hazardous environmental material. The introduction of an environmental management system will improve performance in terms of the climate. In terms of environmental efficiency, organizations that adopted environmental-related policies at each stage of their HRM were competitive (Paillé, Chen, Boiral, & Jin, 2014). Employees interested in environmental problems have a greater understanding of environmental issues. Furthermore, they have greater capacity to address environmental issues, resulting in better environmental efficiency (Rothenberg, 2003). Based on the above analysis, this study proposes the following hypothesis:

H2a: Green employee support mediates positively and significantly the relationship between radical green strategy and environment performance.

2.6.3 The Mediating Role of Green Job-Induced Stress

The theoretical basis for explaining the link between radical green strategy and green job-induced stress is drawn from Demerouti and Bakker's (2011) job-demand resource model with insights from Hart's (1995) natural resource-based view (NRBV) theory. Demands are aspects of a job that involve sustained physical or mental effort and are associated with some physiological and psychological costs, while resources are aspects of a job that are a) functional in achieving work goals, b) reduce job demands at their costs, or c) stimulate personal growth or development (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). From the afore discussions, it can be explained that radical green strategy could be thought of as job related "demand" that could result in job-induced stress. New technology that opens new markets, according to Garcia and Calatone (2002), are examples of radical green strategy. They go on to say that radical green strategy can occur at both the macro and micro levels, but that radical green strategy at the macro level automatically affect radical green strategy at the micro level.

On a macro level, disruptive innovation has a significant impact on consumers and producers because the latest value proposition disrupts consumer behaviour and newly developed markets influence existing firms' competencies. Nonetheless, radical green strategy may occur in a variety of ways that are radically different from one another. A radical new business concept, technology, product, service, process, or management strategy may be at the root of the disruption. The study suggest that radical green strategy may first result in internal organizational disruptions, producing job-related stress.Employees should use their job tools to achieve their work-related goals every working day (Clegg & Spencer, 2007; Daniels, 2006; Totterdell, Wood, & Wall, 2006). Job demands are described as aspects of the job that can cause strain if the employee's adaptive capacity is exceeded (Rothmann *et al.*, 2006). Physical, social, and organizational aspects of a job that involve continued physical and/or psychological effort on the part of the employee are referred to as job demands. As a result, it is correlated with a psychological and/or physical expense (Schaufeli & Bakker, 2004). Based on the above analysis, this study proposes the following hypothesis:

H2b: Green induced job stress mediates negatively but significantly the relationship between radical green strategy and environment performance.

2.6.4 Moderating Role of Institutional Pressures

Politicians, regulators, customers, competitors, and local communities, they say, are the most likely to have a direct effect on facility environmental practices. Clarksson (1995) distinguished between primary and secondary stakeholders, defining primary stakeholders as those who affect and are affected by an organization but are not involved in its transactions (e.g., customers, suppliers), and secondary stakeholders as those who affect and are affected by an organization (e.g., employees) (e.g., media, NGOs) but are not involved in its transactions (e.g., employees). The former is more important to a company's existence and therefore have more control than the latter, which are less closely related to the company's activities or goals. Buysse and Verbeke (2003) distinguished internal primary stakeholders (employees, shareholders, and financial institutions) from external primary stakeholders (customers and suppliers), concluding that only the former group is driven to take environmental action. Stakeholders are the driving forces behind environmental management, as described by Freeman (1994) as "any group or individual who may influence or is influenced by the achievement of the organization's objectives".

As a consequence, stakeholders are the primary drivers of environmental performance. The most important stakeholders are consumers, government officials, the media, businesses, and environmental organizations (Rivera, 2004). Government and business organizations, in particular, have been found to play an important role in promoting voluntary environmental initiatives (King and Lenox, 2000; Delmas, 2002; Rivera, 2004). Cespedes-Lorente *et al.* (2003) described three main reasons why firms engage in environmental protection practices from the standpoint of stakeholders, namely to gain reputation, respond to institutional pressure, and respond to the various strategies used by stakeholders to influence firms' environmental protection activities, in a review of the literature. According to Alvarez Gil*et al.* (2001), environmental practices are typically adopted in response to increased institutional pressure.

Various stakeholders have varying impacts on organizations' environmental protection practices, according to reports (Clarksson,1995; Buysse and Verbeke, 2003; Delmas and Toffel, 2004). Delmas and Toffel listed institutional, government, consumer and competitive, community and environmental interest groups, and industry stakeholders (2003). It is argued that institutional pressure would moderate the relationships green employee support (or green induced job stress) and environmental performance, such that the relationships would be more positive and stronger at increasing levels of institutional pressure. The literature provides support for the link between employee support and environment performance and addressing the needs of multiple stakeholders such as employees (Pava and Krausz 1996, Margolis and Walsh 2003, Kotler and Lee 2004).

Employee support has a positive effect on product quality (Ahire and O'Shaughnessy 1998), which in turn improves environment performance. Employee support could be viewed by stakeholders (e.g., organizational structure, regulatory bodies, employees) as a safeguard and an insurance protection mechanism in order to protect shareholders' investment and wealth. As such, higher levels of institutional pressure would lead to positive consequences on employees,

which would eventually lead to increased environmental performance. This suffices for the next hypothesis as follows;

H3a: Institutional pressures moderates positively and significantly the relationship between green employee support and environmental performance.

On the other hand, job-induced stress would lower environmental performance is that, other things being equal, job stress adversely affects physical and psychological health of employees, which could result in job dissatisfaction, and lower employee motivation, all of which could undermine employee productivity. Therefore, a greater level of job-induced stress resulting from increases in radical green strategy, could undermine employees' capacity to help implement green strategies that achieve environmental performance objectives. Meanwhile, institutional literature suggests that the firms are likely to face negative consequences, even on employees, when they fail to address the interest of stakeholders. Given this, resentful employees could be a bit more considerate in demonstrating behaviours and attitudes the reduce the capacity of the firm to meet environment performance targets. This leads to the following hypotheses;

H3b: Institutional pressures moderates positively and significantly the relationship between green induced job stress and environmental performance.

3.0 METHODOLOGY

3.1 Design, Sample Size and Sampling Technique

Stratified sampling was used in selecting the various firms for the study. This sampling technique was used to capture the different types of firms namely: small, medium, and large firms. The second stage of the sampling was the use of purposive sampling technique in each of the organizations to administer questionnaires to managers. Newman (2005), suggests that purposive sampling allows researchers to use their flexibility in membership selection, which eventually helps them to address and achieve their study questions and goals. The implementation of purposive sampling is justifiable, as respondents used for the research were the primary informants who could provide the details required for the analysis to be performed. Also, within the context of management, it conveniently used respondents who were readily accessible and willing to participate.

Most researchers would recommend using sample sizes of at least 200, with 5 or 10 cases per parameter. Wolf et al., (2013) defined sample size criteria ranging from 30 (Simple CFA with four indicators and loads about. 80) to 450 cases (models of mediation). According to Kline (2011), a standard sample size in studies where SEM is used is around 200 cases, close to the one suggested by Hair et al (2010), a minimum of 200 observations. In addition, quantitative organizational learning studies have often employed sample size of 200 or more. The sample size used for this study was 550, far exceeding the minimum acceptable level for modelling structural equations.

3.3 Data Analysis

The research followed an explanatory deductive method, focused on quantitative evidence. The data were analyzed using SPSS 25 version and Lisrel 8.5 version. The statistical analysis used for the study was descriptive and multivariate analysis using the SEM. After the data was obtained, due to the sensitivity of SEM to the distributional characteristics of the data, it was appropriate to screen the data and perform some preliminary tests to check for data normality. Extreme and missing values were also identified and dealt with to ensure appropriateness of the data for further statistical analyses. Next, confirmatory factor analysis was used to evaluate the validity of the measurement scales for each build, and all the variables that fulfilled the criteria are implemented in the structural model analysis to determine the relation between the exogenous variable and the endogenous variables in the sample. Analysis of the correlation was also done to determine the degree and direction of associations among the variables observed.

The third step involved analyzing the data using SEM to determine the constructs that have a relationship with the dependent variable. Due to the nature of the paths found in this study's conceptual model, the key statistical technique used to check the relation among the constructs of this study is the SEM. While regression analysis may have been used, the SEM allows simultaneous estimation of a series of different regression equations, which would have had to be carried out separately under the regression analysis (Hair *et al.,* 2010). That implies

that under regression analysis, each direction would have to be calculated separately. Therefore, SEM provides a superior technique for doing the same. This approach is the combination of factor analysis and multiple regression analysis and is used to evaluate the structural relationship between measured variables and latent constructs (Hair et al 2010). Simply, through identification of the structure model, SEM estimates a series of separate but interdependent multiple regression equations at the same time (Hair et al. 2006).

4.0 RESULTS AND DISCUSSIONS

4.1 Measurement Model Analysis

This section presents the initial analysis of data obtained from the field. As discussed earlier in chapter four, various measurement analyses were conducted for model assessment, including measures of dimensionality of scales, scale validities including convergent validity and discriminant validity can be assessed in CFA (Ping 2004; Gerbing and Anderson 1988). Reliability of scale was assessed using the Cronbach's alpha, and through CFA, further scale reliability was evaluated in the form of composite reliability (CR) and average variance extracted (AVE) (Boso, 2010). There are several model testing and estimation approaches are available to researchers. Among these are maximum likelihood (ML), generalised least square (GLS), partial least square (PLS) and asymptotic distribution free (ADF) methods.

It was also proposed that model specification involving variables (or indicators) capturing each construct (or factor) was done a priori. Thus, the conceptual linkage between the measurement items and their respective latent constructs were specified beforehand (in chapter three). With respect to model assessment, a typical research practice is to examine chi-square (x2) statistic and five other fit heuristics including RMSEA, NNFI, CFI, IFI and GFI (Byrne 1998; Hu and Bentler 1995; Jaccard and Wan 1996; Cudeck and Browne 1983; Hoyler and Panter 1995). These fit indices are recommended in the literature as acceptable ways to evaluate the overall fit of measurement models (Byrne 1998). Based on theoretical justification, model re-specification was undertaken to further remove poor items from the scales (Boso 2010; Hair et al. 2010; MacCallum, Roznowski and Necowitz 1992).

4.2 Item descriptive statistics and normality results

Descriptive analysis of each variable was performed to be sure that each scale was truly ready for hypothesis testing. All the responses of the items of the study were rated on a 7-point Likert scale where 1 is 'Strongly Disagree' and 7 is 'Strongly Agree'. Environmental Performance was the endogenous variable and radical green strategy, green employee support, green induced job stress and institutional pressures were the exogenous constructs for the study. To determine the level of agreement of the constructs, the mean scores alongside minimum and maximum values, and the standard deviations were used. Scores of 3.99 and below were considered to signify general disagreement; scores from 4.00 to 4.99 were to mean indifferent (i.e., neither an agreement nor disagreement; and scores of 5.00 and above were considered to mean general agreement.

The items and their descriptive results are presented in Table 1. The results demonstrate that all of the items' scores were within the range of the scale lengths utilized to assess them. The mean results generally show that the substantive variables in the study (i.e., radical green strategy, green employee support, green-induced job stress, institutional pressures and environmental performance) sufficiently exist within the empirical setting of the study. When inference is a goal, checking metric variables for normality is an important early step in multivariate analysis (Tabachnick and Fidell, 2013). For this reason, most multivariate analyses generally assume multivariate normality of data (Tabachnick and Fidell, 2013; Hair *et al.*, 2014).

According to Kline (2011), multivariate normality is demonstrated when: (1) each variable's (or item's) distribution is normal, (2) any pair of variables' joint distribution is bivariate normal, and (3) each bivariate relationship between the variables is linear and the residual distribution is homoscedastic. Nonetheless, Kline (2011) and Tabachnick and Fidell (2013) point out that investigating the final two requirements required to assert multivariate normality is challenging in practice. This is especially true when a researcher is working with a large number of observed variables, as in this study (Tabachnick and Fidell, 2013).

According to Kline (2011), multivariate nonnormality can be detected by inspection of univariate distributions. As a result, the normality of the distributions of the individual

observable variables was solely examined in this study. The skewness and kurtosis indices obtained are well within the suggested thresholds of "less than |3|" and "less than |8|" respectively, as shown in Table 1 (Kline, 2011). The skewness and kurtosis indices with the greatest values were -1.058 and 1.507, respectively. The study finds that the nonnormality of the multi-scale items is not a major concern in the study based on these findings.

Table 1 Item Descriptive statistics

Item codes	Items
Radical green strategy[1]. Regarding the environmental preservation initiatives launched by your company in the previous 3 years, that…	
RGS1	they were completely new to our industry
RGS2	they exceeded the expressed expectations of our stakeholders (e.g., customers, suppliers, regulators)
RGS3	they were associated with radical changes to major aspects of our organization (e.g., mission statement, corporate organizational structure, human resources, routines)
Green employee support[1]. Regarding the environmental preservation initiatives launched by your company in the previous 3 years that…	
GES1	they offered more possibilities to our employees
GES2	they offered our employees lots of training opportunities
GES3	they offered employees more autonomy regarding how they perform their tasks
GES4	they boosted employee participation in major decision-making processes
Green-induced job stress[1]. Regarding the environmental preservation initiatives launched by your company in the previous 3 years that…	
GIJS1	our employees struggled to understand such initiatives
GIJS2	they led to several changes in job responsibilities
GIJS3	they significantly interrupted how our employees used to perform their tasks
Institutional pressure[2].	
NMP1	We feel much pressure from local/national environmental protection laws and regulatory institutions to be environ...
NMP2	We are pressured by international environmental protection laws and regulatory institutions to be environmentally...
NMP3	Environmental protection activists are particular about environmental issues in our industry
NMP4	The media constantly reports environmental issues in our industry
Environmental performance[3]. Today, several stakeholders expect organizations to be sustainable in the area of environmental p... on this expectation, indicate the extent to which your organization has achieved each of the following environmental performance... past 3 years?	
EVPF1	Lower fuel/energy consumption
EVPF2	Reduction in air pollution
EVPF3	Increased recycling of waste and used materials (e.g., for packaging)
EVPF4	Reduced environmental accidents (e.g., spillage of toxic substances)
EVPF5	Decreased consumption of toxic materials
EVPF6	Reduced water and solid waste

Notes: [1] Items were evaluated on a 7-point scale ranging from "not at all (=1)" to "to a largest extent (=7)"; [2] Items were evaluated on a 7-point scale ranging from "strongly disagree (=1)" to "strongly agree (=7)"; [3] Items were evaluated on a 7-point scale ranging from "to a lowest extent (=1)" to "to a largest extent (=7)".

4.3 Inter-item correlations

Within-scale-item and between-scale-item correlations are evaluated in this section. The validation of both reflective and formative measures requires this stage. Unlike formative measures, substantial correlations between any pair of items within any scale are expected (Diamantopoulos *et al.*, 2008). The usage of exploratory factor analysis and confirmatory factor analysis in the case of reflective measurement evaluation all presume that there are significant correlations (at least.30) between pairs of items within each scale (Hair *et al.*, 2014; Tabachnick and Fidell, 2013). There are two key findings worth addressing here. To begin with, the data demonstrate strong correlations between each pair of items within each reflective scale; practically all of them are above.50.

This indicates that the scales were factorable and that they are likely to have high internal consistency (Tabachnick and Fidell, 2013). Second, the between-scale-item correlations are weaker than the within-scale-item correlations, implying that each scale (especially the reflective ones) appears to capture a distinct notion (Hair *et al.*, 2014). Following these findings, the ensuring sections concentrated on conducting necessary tests to validate the study's scales. The bivariate relationships between all observed multi-scale variables in the study are shown in Table 2.

Table 2 Inter-item correlations

Items	Item-total correlation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1. RGS1	.717	1																			
2. RGS2	.770	**.677**	1																		
3. RGS3	.753	**.655**	**.725**	1																	
4. GES1	.732	.244	.334	.240	1																
5. GES2	.791	.235	.357	.315	**.729**	1															
6. GES3	.732	.243	.349	.379	**.589**	**.643**	1														
7. GES4	.774	.195	.362	.341	**.630**	**.693**	**.727**	1													
8. GIJS1	.807	.405	.364	.340	.153	.218	.117	.118	1												
9. GIJS2	.810	.381	.395	.361	.131	.153	.059	.105	**.743**	1											
10. GIJS3	.840	.466	.453	.416	.105	.198	.090	.115	**.782**	**.785**	1										
11. IP1	.723	.169	.233	.248	.175	.237	.266	.319	.215	.087	.144	1									
12. IP2	.796	.242	.323	.339	.205	.360	.376	.391	.289	.160	.293	**.707**	1								
13. IP3	.781	.285	.261	.288	.082	.193	.277	.238	.243	.160	.215	**.626**	**.700**	1							
14. IP4	.777	.316	.372	.391	.140	.294	.321	.322	.338	.236	.320	**.621**	**.698**	**.745**	1						
15. EVPF1	.705	.101	.183	.182	.440	.404	.434	.462	.089	.034	-.038	.197	.237	.109	.149	1					
16. EVPF2	.815	.009	.160	.203	.449	.459	.496	.484	.040	-.025	-.061	.282	.284	.077	.170	**.687**	1				
17. EVPF3	.689	.217	.323	.347	.425	.468	.492	.500	.220	.123	.117	.321	.392	.209	.326	**.582**	**.610**	1			
18. EVPF4	.801	-.004	.142	.166	.395	.372	.422	.374	.008	-.063	-.045	.310	.255	.098	.177	**.596**	**.736**	**.584**	1		
19. EVPF5	.759	-.090	.084	.077	.398	.406	.395	.396	-.089	-.112	-.151	.236	.233	.069	.138	**.542**	**.710**	**.534**	**.718**	1	
20. EVPF6	.788	-.036	.166	.126	.487	.471	.354	.425	.045	-.013	-.056	.269	.275	.084	.149	**.601**	**.661**	**.641**	**.710**	**.690**	1

4.4 Scale reliability Assessment: Cronbach's alpha test

As discussed earlier, two types of tests were conducted to assess the reliability of scales which include the Cronbach's alpha test and the composite reliability test. This section captures the results of the Cronbach's alpha while the result of the composite reliability test is presented as part of the CFA. From Table 3, the Cronbach's alpha values obtained for this study are all above the minimum threshold of 0.7. Specifically, all the values obtained ranged from 0.846 to 0.961 indicating a high level of internal consistency.

Table 3 Scale reliability test (Cronbach's alpha)

Variables	Number of Items	Cronbach's alpha
1. Radical green strategy	3	.867
2. Green employee support	4	.887
3. Green-induced job stress	3	.909
4. Institutional Pressures	4	.896
5. Environmental Performance	4	.914

## 4.5 Scale Validity Assessment: Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) is the primary statistical approach utilized in this study to validate the scales. CFA was applied on all goods from the EFA. The identical two-stage procedure that was employed in the EFA is used here. The statistical software package used to conduct the analyses is LISREL 8.50. The input and estimation methods are respectively the covariance matrix and maximum likelihood (Diamantopoulos and Siguaw, 2000; Hair et al., 2014). To assess how well each scale performs (in terms of reliability, unidimensionality, convergent validity, and discriminant validity), the retained items in Section 5.4.3.2 were subjected to further CFA (Boso et al., 2013a). As shown in Table 5.8, the five- factor CFA model provided a good fit to data: $x2 = 189.10$, df = 94, normed $x2 = 2.012$, RMSEA = .067, NNFI = .963, CFI = .971, SRMR = .055.

All items from the CFAs subset were kept. Each item has a high (i.e., greater than.60) positive load on its theoretical construct. Furthermore, at 1%, the t-values associated with the item loadings are statistically significant. Each scale's average variance extracted (AVE) values are higher than the minimal threshold of.50 (Hair et al., 2014), showing that each scale's unique variance is more than 50%. (See Table 5.13). These findings suggest that each of the study's reflecting scales is unidimensional and has strong convergence validity (Hair et al., 2014; O'Leary-Kelly and Vokurka, 1998). Each scale's composite reliability and Cronbach's alpha scores are above the minimum thresholds of.60 and.70, respectively, suggesting that the scales have strong internal consistency, as shown in Table 5.24. (Hair et al., 2014; Bagozzi and Yi, 2012). According to Hair et al. (2014), a more rigorous test of discriminant validity is to compare each scale's AVE values to the shared variances (or squared correlations) between any two scales.

Table 4 Confirmatory Factor Analysis Results

Constructs, Measures (Composite reliability, average variance extracted, Cronbach's alpha)	Loading (t-value)
Radical green strategy (CR = .882; AVE = .714; CA = .867). *Regarding the environmental preservation initiatives launched by your company in the previous 3 years, it can be said that...*	
they were completely new to our industry	.789(Fixed)
they exceeded the expressed expectations of our stakeholders (e.g., customers, suppliers, regulators)	.890(14.24)
they were associated with radical changes to major aspects of our organization (e.g., mission statement, corporate strategy, organizational structure, human resources, routines)	.854(13.78)
Green employee support (CR = .890, AVE = .729, CA = .867). *Regarding the environmental preservation initiatives launched by your company in the previous 3 years, it can be said that...*	
they offered our employees lots of training opportunities	.810(Fixed)
they offered employees more autonomy regarding how they perform their tasks	.860(14.62)
they boosted employee participation in major decision-making processes	.890(15.13)
Green-induced job stress (CR = .926, AVE = .807, CA = .909). *Regarding the environmental preservation initiatives launched by your company in the previous 3 years, it can be said that...*	
our employees struggled to understand such initiatives	.875(Fixed)
they led to several changes in job responsibilities	.876(18.20)
they significantly interrupted how our employees used to perform their tasks	.943(20.36)
Institutional pressure (CR = .877, AVE = .705, CA = .856).	
We feel much pressure from local/national environmental protection laws and regulatory institutions to be environmentally-friendly	.739(Fixed)
Environmental protection activists are particular about environmental issues in our industry	.855(12.66)
The media constantly reports environmental issues in our industry	.915(13.01)
Environmental performance (CR = .907, AVE = .709, CA = .888). *Today, several stakeholders expect organizations to be sustainable in the area of environmental performance. Based on this expectation, indicate the extent to which your organization has achieved each of the following environmental performance objectives over the past 3 years?*	
Lower fuel/energy consumption	.770(Fixed)
Reduction in air pollution	.917(14.90)
Reduced environmental accidents (e.g., spillage of toxic substances)	.855(13.81)
Decreased consumption of toxic materials	.819(13.12)

Model fit indices: x^2 = 189.10, df = 94, normed x^2 = 2.012, RMSEA = .067, NNFI = .963, CFI = .971, SRMR = .055

Figure 2 CFA Path Diagram

Chi-Square=189.10, df=94, P-value=0.00000, RMSEA=0.067
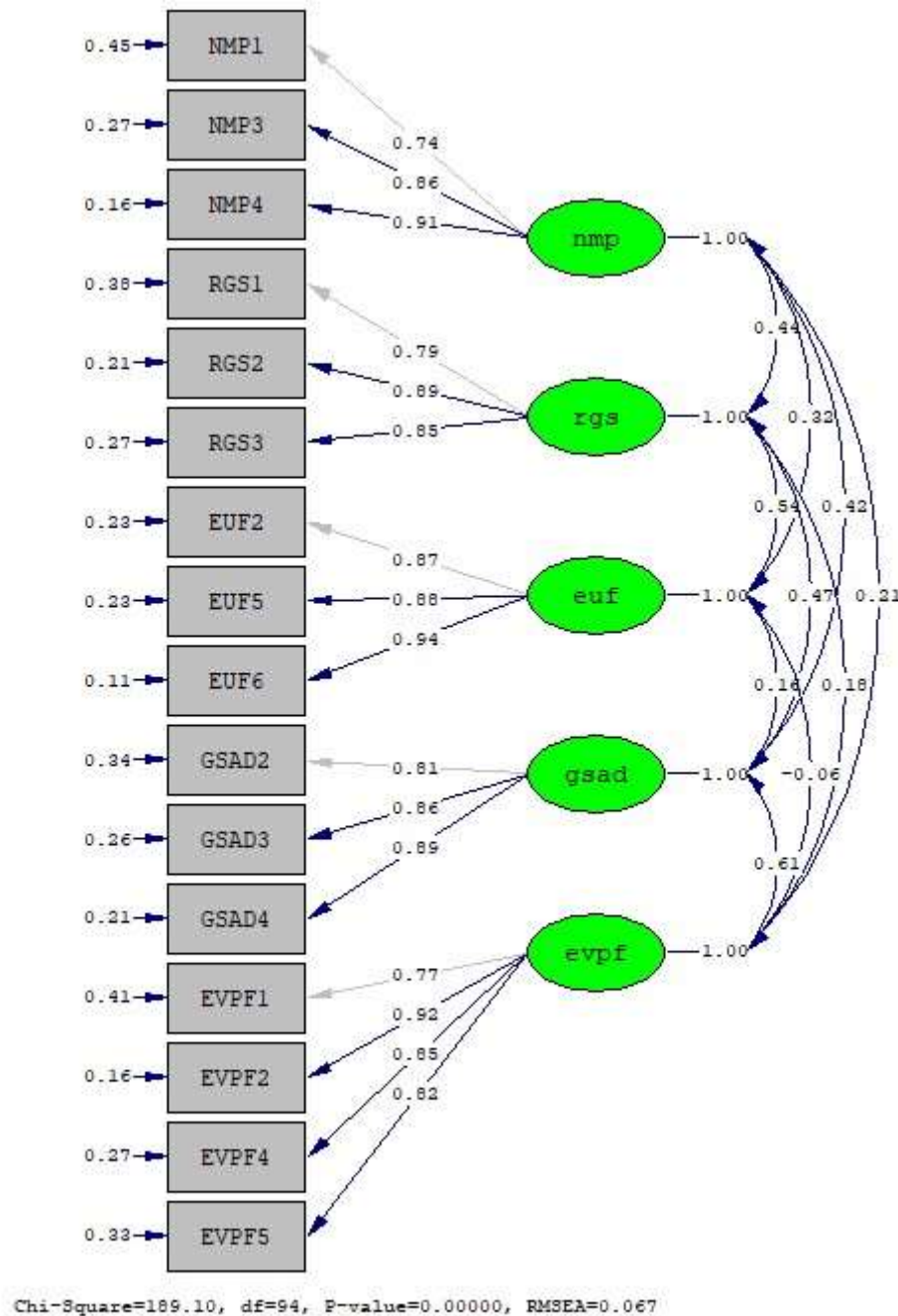
4.6 Structural Model Analysis and Hypothesis Testing

The study's proposed model was calculated using the structural equation modelling (SEM) method in LISREL (version 8.5), as described in Diamantopoulos and Siguaw (2000); having resolved the issues related to assumptions and test power and achieved adequate convergent and discriminant validity. In this study, the research model and evaluates the hypotheses. The model is analysed using two-stage least squares (2SLS) estimator. The hypothesised paths (i.e., directional hypotheses) and the non-hypothesised paths are evaluated at t-value ≥ 1.645 (5% significance level, 1- tailed) and at t-value ≥ 1.96 (5% significance level, 2-tailed) respectively (Kothari, 2004).

4.7 Variables in the Structural Model Analysis

Table 5 presents the variables involved in the structural model analysis. In relation to H1, the dependent variable was environmental performance while the predictor variable was radical green strategy. The link from radical green strategy to environmental performance is mediated by green employee support and green-induced job stress (H2 and H3 respectively). Finally, the links from green employee support and green-induced job stress to environmental performance are moderated by institutional pressures (H4a and H4b). In testing these hypotheses, the study controlled for the potential effects of firm age, firm size and firm industry (service =1, manufacturing = 0). In stage 1 of 2SLS estimator, the study regressed the control variables on environmental performance, radical green strategy on environmental performance, radical green strategy on green employee support and green-induced job stress, and green employee support and green-induced job stress moderated by institutional pressures on environmental performance to achieve the objective of the study.

Table 5 Descriptive Statistics and Correlations

Variables	1	2	3	4	5	6	7	8
1. Environmental performance	1							
2. Green induced job stress	-.007	1						
3. Green employee support	.587**	.161*	1					
4. Radical green strategy	.151*	.487**	.389**	1				
5. Institutional pressure	.262**	.270**	.349**	.365**	1			
6. Manufacturing firms	.207**	.016	-.018	.038	.099	1		
7. Firm size log	.068	-.283**	-.115	-.265**	-.119	.449**	1	
8. Firm age log	-.148*	-.312**	-.064	-.141*	-.170*	.090	.412**	1
Minimum	1.714	1.000	1.667	1.000	1.000	.000	1.609	.693
Maximum	6.429	7.000	7.000	6.667	6.667	1.000	5.030	4.174
Mean	4.575	3.734	4.204	3.916	4.034	.225	2.368	2.102
Standard deviation	1.124	1.245	1.189	1.198	1.238	.418	.613	.609
Skewness	-.069	.025	.055	-.141	-.073	1.328	1.367	-.019
Kurtosis	-.737	-.574	-.786	-.770	-.517	-.238	2.410	.058

Note: *$p < .05$; **$p < .01$.

Table 6 Main results: Direct and Indirect effects.

Direct effects:	*Unstandardized coefficients (t-values)*		
Variables:	Green employee support	Green induced job stress	Environmental performance
Green employee support (GES)			.578(10.718)***
Green induced job stress (GIJS)			-.122(-2.201)*
Radical green strategy (RGS)	.309(4.654)***	.419(6.462)***	-.054(-.890)
Institutional pressure	.234(3.725)***	.066(1.078)	.057(1.109)
Firm size	.048(.323)	-.216(-1.481)	.160(1.331)
Firm age	.033(.255)	-.420(-3.298)***	-.374(-3.505)***
Industry (manufacturing = 1)	-.182(-.928)	.188(.985)	.524(3.338)***
R^2	.204	.310	.443
F	11.268***	19.758***	24.800***

Indirect effects:		
Paths	β	95% bootstrap confidence interval[†]
RGS → GES → Environmental performance[1]	.178	.096 to .267
RGS → GIJS → Environmental performance[1]	-.051	-.104 to -.009
TOTAL	.128	.026 to .233

Note:
1. *$p < .05$, **$p < .01$, ***$p < .001$.
2. [†]5000 bootstrap samples.

[1]covariates in models of outcome and mediators are institutional pressure, firm size, firm age, industry.

Table 7 Main results: Conditional and Indirect Conditional Effects

	Unstandardized coefficients (t-values)
Variables:	Environmental performance
Green employee support (GES)	.565(10.539) ***
Green induced job stress (GIJS)	-.064(-1.131)
Radical green strategy (RGS)	-.060(-1.100)
Institutional pressure (IP)	.052(.994)
Firm size	.184(1.565)
Firm age	-.311(-2.936) **
Industry (manufacturing = 1)	.552(3.574) ***
Conditional effects:	
GES × IP	.112(3.045) **
GIJS × IP	.025(.586)
R^2	.470
F	24.389***

Conditional indirect effects:	*Conditions of IP*	*B*	*95% bootstrap confidence interval*
RGS → GES → Environmental performance[1]	2.333	.147	.070 to .238
	3.000	.176	.104 to .261
	4.000	.219	.143 to .302
	5.000	.263	.173 to .357
	5.667	.292	.189 to .397
Index of moderated mediation		.044	.015 to .076
RGS → GIJS → Environmental performance[1]	2.333	-.047	-.125 to .023
	3.000	-.040	-.101 to .014
	4.000	-.029	-.080 to .019
	5.000	-.018	-.091 to .047
	5.667	-.010	-.103 to .074
Index of moderated mediation		.011	-.027 to .050

Note:
1. [1]Covariates in models of outcome and mediators are firm size, firm age, industry.
2. [†]5000 bootstrap samples.
3. *p < .05, **p < .01, ***p < .001.

Ordinary least squares regression (OLS) analysis was used to examine the direct effects of radical green strategy (Marshall *et al.,* 2015) and green employee support (Chen *et al.,* 2015) and green induced job stress (Yi *et al.*, 2010), and moderating effect of institutional pressures (Dubey *et al.*, 2015). Table 5.10 shows that radical green strategy is negatively related to environmental performance (β = -.054; t = -.890), in rejecting of H1. In line with H2a-b, results indicate that radical green strategy is positively associated with green employee support (β = .309; t = 4.654) and green induced job stress (β = .419; t = 6.462), and that green employee support (β = .578; t = 10.718) is positively and significantly related to environmental performance but induced job stress (β = -.122(-2.201) in turn is negatively but significantly related to environmental performance.

Table 7 further shows that the interaction-term for green employee support and institutional pressure (i.e., GES × IP) is positively associated with environmental performance (β = .112; t = 3.045). This suggests that the indirect positive association between radical green strategy and environmental performance, through green employee support, is strengthened when IP is high, providing support for H3a. However, results show that the interaction green induced job stress

and IP interaction term (i.e., GIJS × IP) is not significantly related to environmental performance (β = .025'; t= .586); hence H3b is not supported at the mean levels of IP.

To aid interpretation of, and provide additional insights on, the moderating effect results, the researcher used Johnson-Neyman (J-N) and percental techniques in Hayes Macro PROCESS to explore the slope of the process/green induced job stress-environmental performance relationships at varying levels of IP (Hayes, 2018). The J-N analysis reveals that the relationship between green employee support and environmental performance is positive and significant only for high values of IP (i.e., 5.00 and above). Similarly, the relationship between green induced job stress and environmental performance is positive and significant only for high values of IP (i.e., 4.00 and above). Again, for the respective ranges of values of IP, we find that the slopes of the relationship between process/product and environmental performance are stronger. The perceptible analysis reveals similar results (see Figure 3 and Figure 4 for details). Overall, these results lend credence to the study's argument in H3a and H3b that high levels of IP amplify the relationship between green employee support and green induced job stress capabilities and environmental performance.

The researcher further utilized the PROCESS technique to analyze the indirect and conditional indirect effects components of the conceptual model as it enables us to directly test the statistical significance of such effects using bootstrapping procedures (Hayes, 2018). Table 8 presents the analytical procedures used and results obtained. It was found that radical green strategy has significant positive indirect association with environmental performance through green employee support (indirect effect = 0.178; 95% bootstrap confidence interval: 096 to .267) but green induced job stress has significant negative indirect association with environmental performance through green employee support (indirect effect = -0.051; 95% bootstrap confidence interval: -.104 to -.009), in support of H2a and H2b respectively.

Further results indicate that radical green strategy has a significant positive indirect relationship with environmental performance through the green employee support→green induced job stress link (indirect effect = 0.128; 95% bootstrap confidence interval: 0.026 to 0.233). Overall, these results support the study's argument that process and green induced job stress capabilities competitively mediate the link between radical green strategy and environmental performance.

The results further reveal that IP positively moderates the indirect relationship between radical green strategy and environmental performance via green employee support given moderated mediation index of 0.044 with 95% bootstrap confidence interval of 0.015 to 0.076. Specifically, the indirect relationship is positive, stronger and significant under high values of IP (i.e., at 1 standard deviation above the mean of IP: β = 0.263, 95% bootstrap confidence interval of .173 to .357) but weaker and insignificant under low values of IP (i.e., at 1 standard deviation below the mean of IP: β = 0.176, 95% bootstrap confidence interval of 0.104 to 0.261), which provides evidence in support of H3a.

However, results further show that the negative indirect relationship between radical green strategy and environmental performance via green induced job stress is invariant across high and low values of IP.

Figure 3 Graph of the moderating effect of Institutional pressure on the green employee support-environmental performance link.
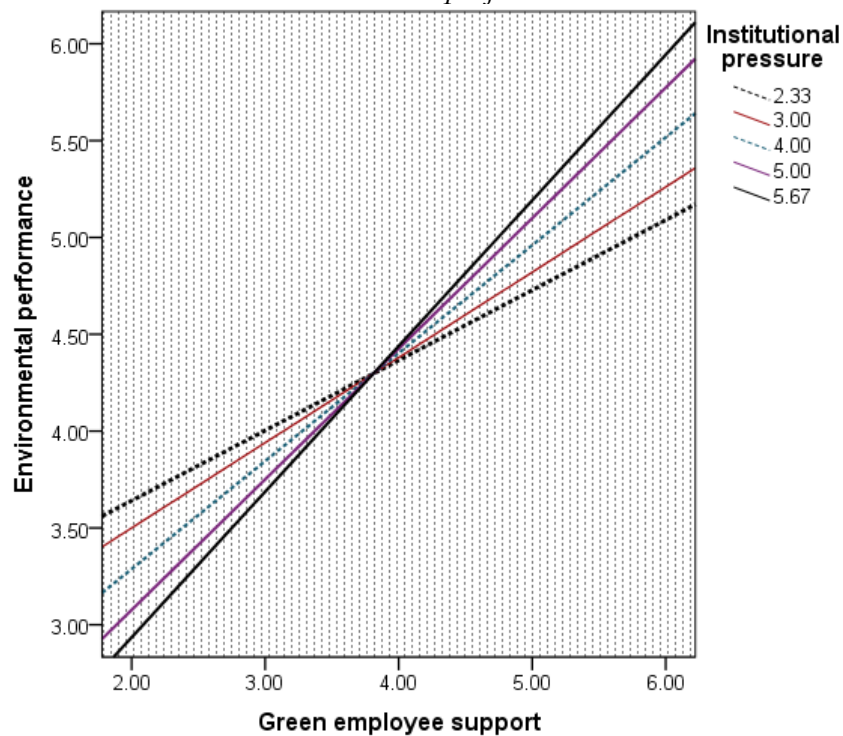
Note:
1. Values for institutional pressure are 10th, 25th, 50th, 75th, and 90th percentiles.
2. Each slope is statistically significant at 1%.

Figure 4 Graph of the moderating effect of institutional pressure on the green induced job stress-environmental performance link
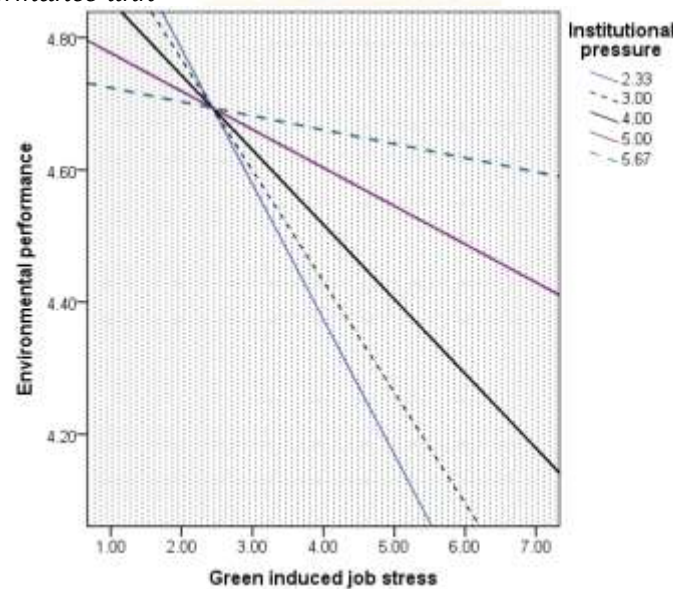
Note:
1. Values for institutional pressure are 10th, 25th, 50th, 75th, and 90th percentiles.
2. Slopes at 10th, 25th, and 50th percentiles of institutional pressure are statistically significant at 5%.

4.8 Robustness Check: Testing for Endogeneity

To control for potential measurement errors while simultaneously estimating the complex dependence linkages in our conceptual model, the researcher used structural equation modelling (SEM) technique to further analyze the relationships (Bagozzi and Yi, 2012). Consistent with the discussion in Chapter 4, Section 4.9, the researcher included firm size as covariate in the models of predictor, mediators, and outcome. The model of environmental performance included two additional variates: firm age and firm industry. All hypothesized and control paths were estimated simultaneously. The results for the hypothesized paths, as reported in Table 5.13, are largely consistent with the OLS and the PROCESS results.

Notwithstanding, we recognize that the issue of endogeneity may characterize our conceptual model as decisions about institutional pressures and process and green induced job stress are strategic in nature, and may be shaped by forces internal and external environment to the firms (Ketokivi and McIntosh, 2017; Bellamy *et al.*, 2014). In particular, although institutional pressures may directly and indirectly contribute to environmental performance (as argued in H1 and H2); it is also likely that high customer value performing firms may invest more in institutional pressures and innovation activities (Liu *et al.*, 2016; Bellamy et al, 2014). This possibility can create biased and inconsistent parameter estimates (Ketokivi and McIntosh, 2017). Therefore, following recent methodological recommendations (e.g., Ketokivi and McIntosh, 2017) and empirical studies (e.g., Gligor, 2018; Liu *et al.*, 2016; Bellamy *et al.*, 2014), the researcher used two-stage least squares (2SLS) estimator to further examine the effects of institutional pressures, green employee support and green induced job stress on environmental performance.

To conduct the 2SLS regression analysis, there was the need to first identify instrumental variables (IVs) that meet the relevance and exclusion conditions (Gligor, 2018). To do this, the researcher referred to the SEM results and theoretical discussions in Section 3.1 and followed prior research to select firm size and institutional pressures as potential IVs as they are empirically unrelated to environmental performance, but theoretically and empirically related to at least one of the assumed endogenous predictors (Gligor, 2018; Liu *et al.*, 2016). Next, the researcher regressed the assumed endogenous predictors on the selected IVs and all other control variables.

Table 5.14 shows that the models with the IVs included are significantly superior to those with only the control variables, suggesting that firm size and institutional pressures can be considered as suitable IVs (Gligor, 2018; Bellamy *et al.*, 2014). Accordingly, the researcher regressed environmental performance on the assumed endogenous predictors to obtain their corresponding predicted values: institutional pressures$_{predicted\ value}$, green employee support$_{predicted\ value}$ and green induced job stress$_{predicted\ value}$ effects of institutional pressures$_{predicted\ value}$. The second stage regression examined the green employee support$_{predicted\ value}$ and green induced job stress$_{predicted\ value}$ and remaining control variables on environmental performance. Consistent with the OLS and SEM results, the 2SLS results (Table 5.13) show that institutional pressures, green employee support, and green induced job stress are positively related to environmental performance. This suggests that the findings do not suffer from endogeneity bias.

Table 8 2SLS testing for endogeneity.

Variables	Radical green strategy (OLS)	Green employee support (2SLS)	Green induced job stress(2SLS)	Environmental performance (2SLS)
	Unstandardized coefficients (t-value)			
Institutional pressure[a]	.311(5.179) ***			
Firm size[a]	-.588(-4.021) *			
Firm age	.048(.363)	.113(.857)	-.441(-3.317) ***	-.336(-3.261) ***
Manufacturing industry	.394(2.003) *	.099(.548)	.250(1.366)	.636(4.584) ***
Radical green strategy		.872(5.243) ***	.715(4.486) ***	.003(.021)

Green employee support				.574(11.198) ***
Green induced job stress				-.148(-2.928) **
R^2	.199	.114	.174	.433
F	13.701***	9.516***	15.641***	33.641***

Note:
1. ᵃ assumed instrumental variables.
2. $^*p < .05$, $^{**}p < .01$, $^{***}p < .001$.

The summary of the results can be seen in Table 9.

Table 9: Summary of Hypothesis Results

Hypothesis	Relationship Path	B	t-value	Remarks
H1	RGS ⟶ EPERF	-.054	-.890	Not supported
		B	**95% bootstrap CI**	
H2a	RGS ⟶ GES ⟶ EPERF	.178	.096 to .267	Supported
H2b	RGS ⟶ GIJS ⟶ EPERF	-.051	-.104 to -.009	Supported
		B	**t-value**	
H3a	GES × IP ⟶ EPERF	.112	3.045	Supported
H3b	GES × IP ⟶ EPERF	.025	.586	Not supported

where; RGS – Radical Green Strategy; GES - Green Employee Support; GIJS - Green Induced Job Stress; IP – Institutional Pressures; EPERF – Environmental Performance

4.8 Discussions

The study sought to delve on the link between radical green strategy and environmental performance through competing intermediaries – green employee support and green job-induced stress as well as the moderating role of institutional pressure cannot be overemphasised. The study focused on finding out if the research model fits within the contexts of transport and logistics related firms to measure the variables of the study and tested the relationships among them in a mediation-moderation analysis. The results obtained were largely consistent with H2 (a, b) and H3a except H1 and H3b.

The second explored the direct, indirect, and the conditional indirect paths from radical green strategy to environmental performance. Thus, the results show that radical green strategy is not directly related to environmental performance. Also, the results show that green employee support positively and significantly mediates the relationship between radical green strategy and environmental performance. Again, the results show that green induced job stress negative but significantly mediates the relationship between radical green strategy and environmental performance. Fourth, it was found that institutional pressures significantly strengthen the positive indirect effect of radical green strategy on environmental performance through green employee support but it reduces the negative indirect effect of radical green strategy on environmental performance via green induced job stress.

As previously said, environmental protection has become a major study topic (Banerjee *et al.* 2003). Despite extensive research on environmental sustainability, the relationship between a firm's strategy, such as a radical green strategy, and its environmental performance remains limited. To put it another way, the existing research does not provide enough insight into how a firm's strategy, such as radical green strategy can affect environmental performance. To bridge this research gap, the current study tests these relationships by developing a conceptual framework which relates radical green strategy to environmental performance

through competing mediators – green employee support and green induced job stress – with moderating influence of institutional pressures.

Integrating all these core elements with the NRBV as well as the job demand resource model, institutional theory and developing a comprehensive model, the study focused on contributing to literature of environmental sustainability as well as that of environmental protection. Below, the researcher provide a detailed discussion of the theoretical contributions and implications of the findings.

First of all, the study contributes to environmental management studies by proposing a cross-level framework that bridges the organization-level variables, such as firm size, firm age and industry type, and individual-level variables, such as green employee support and green induced job stress, and shows their joint-effects on environmental performances. Most of the extant research adopts a single-level approach to study environmental management in organizations, at either organizational level or individual level (Sharma *et al.*, 2007; Boiral, 2009). However, the multiple levels of human activities relevant to the dynamics of environmental protection require that more emphasis be placed on multilevel research (Rousseau, 1985). In this study, the researcher proposed a cross-level model highlighting the importance of business strategy and linking multilevel variables and firms environmental performance. This multilevel approach helps better explore the complex interactions among variables at various organizational levels. The results from testing this model empirically make important contributions to the literature of environmental sustainability.

In addition, this study also contributes to the literature of sustainability by proposing and testing a conceptual model that explains how radical green strategy influences environmental performance. Given certain external conditions, especially customers' environmental demands and competitors' organisational green initiatives, a firm with strong radical green strategy should generate superior performance with its emphasis on the integration of organizational efforts to deliver superior environmental performance. Past studies on radical green strategy have provided little insight into the processes through which radical green strategy influences environmental performance.

Although a number of studies have investigated the relationship between environmental orientation and firm performance (e.g., Menguc *et al.*, 2010; Chan *et al.*, 2012), the impact of radical green strategic on firm environmental performances needs to be studied further. Integrating the perspective of NRBV and related sustainability literature, the study developed a new model for the relationships, which was then tested empirically. The data show that if a firm's target customers and main competitors pay attention to radical green strategy, the firm's organisational green initiatives does not necessarily unless there is a mediating role of green employee support in the effect. Moreover, institutional pressure is a very important moderator of the relationships. Also, the study further investigated the extent to which radical green strategy led to green induced job stress. Specifically, when firms consistently implement radical green strategy, there may be instances where there would employee support and other instances where it would lead to employee job stress.

Consequently, given the attention on environmental issues, the extent to which employees support or reject firms' green strategies may affect how they achieve environmental performance. Indeed, among the relationships tested in the current study, the researcher has stressed the important effect of a specific moderating variable—the firm's institutional pressures. The relationship between radical green strategy through either green employee support or green induced job stress to achieve environmental performance is contingent upon the effect of this moderator. In other words, a significant and positive relationship between radical green strategy and environmental performance through either green employee support or green induced job is likely to be observed where there is a high level of institutional pressures.

Moreover, the study further differentiates itself from previous studies by explaining the role of radical green strategy in achieving environmental performance. Specifically, the study assesses the roles of green induced job stress and green employee support in the radical green strategy-environmental performance linkage. The results show that radical green strategy does not significantly contribute to environmental performance unless there is mediation of green employee support at high-levels of institutional pressures. The radical green strategy significantly leads to green induced job stress. All this is consistent with previous studies (e.g., Miles and Covin 2000; Alvarez Gil *et al.* 2001). This study also builds theoretical arguments and

demonstrates that radical green strategy is positively related to green employee support and green induced job stress. Although past researchers have suggested the need for greater understanding of the processes that an individual follows in achieving environmental outcomes, to the knowledge, no previous studies have attempted to assess, either theoretically or empirically, the potential connection between radical green strategy and environmental performance through either green employee support or green induced job. Therefore, the current study makes another contribution to the literature.

Finally, the study contributes to the environmental literature by demonstrating the importance of green induced job stress and green employee support in explaining environmental performance. Past environmental researchers (e.g., Chan 2010; Menguc *et al.* 2010; Shrivastava 1995b) have called for more empirical studies into environment-related sustainability issues. The current study responds to this call by theoretically and empirically verifying the roles of green induced job stress and green employee support in enhancing firms' environmental performance.

5.0 CONCLUSIONS

First of all, although the value radical green strategy as a strategic resource has been widely emphasized, managers should understand that radical green strategy per se may not directly influence environmental performance. Specifically, firms' management should understand the important effect of green employee support and institutional pressures. Only with this understanding can management ensure that radical green strategy could positively and significantly relate to environmental performance. In other words, only with this understanding can radical green strategy mediate the relationship between organisational green initiatives and environmental performance.

A sustainability-oriented firm should thus first instigate institutional pressures, which, in turn, can help develop and implement effective radical green strategy and create unique competitive advantages (such as green employee support). All these are important for achieving superior environmental performance. In other words, firm managers need to recognize that radical green strategy alone may not be a unique strategic resource for achieving environmental performance; its successful implementation requires complementary resources, such as institutional pressures.

A high level of institutional pressures helps build a collective sensitivity to environment-related issues among organizational members, which enables the formulation of a combination of organisational green initiatives resources and strategic actions. In other words, only when top management presents a high level of institutional pressures can the members of an organization unite together to support radical green strategy and achieve good environmental performance. With their interactive effect, the green employee support and institutional pressures function together as a unique strategic firm resource.

Finally, managers should understand that the environmental outcome of radical green strategy depend on employee support or participation in environmental efforts. Because radical green strategy the participation of organizational members at different levels, managers should coordinate and communicate with all members to stimulate motivation to engage in environmental activities. Specifically, managers can have employees participate in decision-making on the issues of environmental protection and corporate social responsibility (CSR). They can also work with employees to establish targets or objectives for protecting the environment at different levels of their firms.

Finally, managers can set up an incentive system to encourage the participation or support of their employees. For example, for those employees who can suggest or recommend good ideas or approaches to protect the environment, managers can give the employees intrinsic rewards (e.g., praises at meetings or internal publications) and/or extrinsic rewards (e.g., financial bonuses). According to research, all these can help improve employees' participation and supports, which in turn can lead to increased green induced job stress and enhanced environmental performance.

There are inevitably limitations in the study. First, the data sources were focused on transport and logistics-related firms in Ghana from both manufacturing and service sectors of the economy. Although the role of business processes is more salient in manufacturing firms, the function of radical green strategy on environmental performance in other industry types, such as the services industry, was neglected in this study, which may potentially cause problems

related to generalizability. In other words, the business environments in transport and logistics industry can be different from those in other industries: the demands or requirements in the different industries and the way in which they affect the environment can also be different. Therefore, in future studies, it would be interesting to collect data from industries such as maritime, beverage,

Second, the respondents were top managers of transport and logistics firms in Ghana, mainly in Accra and Kumasi, and the external validity of the research findings therefore remains to be tested. Moreover, the environmental-friendly behaviour of firms from different sub-industries within the other industries might differ in important ways (Banerjee *et al.*, 2003). On the other hand, although the sample of the current research comes from transport and logistics firms in Ghana, it is believed that the theoretical model is still applicable to firms in other parts of the world. The main reason is that there is no significant difference in the variables tested in this study between the Ghanaian firms and those in other parts of the world. Moreover, if radical green strategy can have a positive relationship with firms' environmental performance in other emerging economies in sub-Saharan Africa, the same relationship should be found in developed economies where customers should have greater demands for environmental protection.

Future research could extend this study by collecting empirical data from other countries for validation and comparison.

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