



## Employee Green Behavior's Impact on Sustainable Environmental Performance: Exploring The Mediating-Moderating Roles of Perceived Organizational Support and Self-Efficacy

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### Abstract

*This study aims to analyze the mediating role of perceived organizational support and moderating role of self-efficacy in the influence of employee green behavior on environmental performance sustainability. The method used in the study was quantitative, involving 300 respondents. The data analysis technique utilized is path analysis to test for mediation and moderation effects. Findings of this research are perceived organizational support has no mediating role in the influence of employee green behavior on environmental performance. While self-efficacy plays a role in strengthening pro-environmental behavior in sustainable environmental performance. This research further corroborates the theory of organizational behavior, which highlights the influence of social dynamics and group norms on individual behavior. When employees observe their colleagues engaging in pro-environmental behavior, it can establish social norms within the organization and encourage the adoption of that behavior by others. The implications of these findings are that universities need to prioritize other factors that have a greater impact on improving sustainable environmental performance. For instance, external factors such as government regulations or pressure from influential stakeholders may drive organizations to adopt sustainable practices. Universities should also evaluate the strategies and policies used to enhance their environmental performance.*

**Keywords:** *Employee Green Behavior, Environment Performance, Perceived Organizational Support, Self-Efficacy*

### INTRODUCTION

The environmental issue has been gaining strength both locally and globally in recent periods (Isrososiawan et al., 2021). The concept of green industry has been increasingly examined in various management studies, as efforts to prevent pollution and environmental damage are believed to enhance industrial competitiveness (Khan et al., 2022). Several studies addressing environmental issues have mentioned that organizations with a green environmental climate have more attractiveness and competitiveness compared to those that have not implemented the concept of green industry (Zientara & Zamojska, 2016).

One of the practices implemented to create a green industry is to encourage green behavior

among employees, also known as employee green behavior (Huang et al., 2023). Research involving the hospitality industry has proven that employee green behavior contributes to the achievement of organizational sustainability goals (Tuan, 2022). Employee green behavior highlights the psychological habituation process for employees to behave in an environmentally friendly manner (Khan et al., 2022). Therefore, human resource management practices, including employee recruitment, training, performance evaluation, and rewards, are designed to be preventive steps for promoting employee green behavior (Farooq et al., 2021). These efforts aim to guide employee green behavior and demonstrate that the company invests in the environmental sustainability and making it

mandatory for every employee to participate in preserving the environment for the company's continued (Zaid & Jaaron, 2023).

The underlying grand theory used to construct the narrative above is the triple bottom line theory proposed by Elkington in 1994 through his book 'Cannibals with Forks, the Triple Bottom Line of Twentieth Century Business'. According to Elkington's view, if a company wants to survive, it must consider the '3Ps': profit, people (welfare of society), and planet (environmental well-being) (Alhaddi, 2015).

Referring to the above description, the concept of employee green behavior needs to be implemented not only in for-profit institutions but also in non-profit institutions. By focusing on universities as the subject of hypothesis testing, the research results are expected to provide an overview of the efforts that can be made for the sustainability of green campus programs through the implementation of employee green behavior. Empirically, previous researchers have demonstrated that employee green behavior can enhance the sustainability performance of an organization or company (Ong & Riyanto, 2020; Zaid & Jaaron, 2023).

To maximize efforts in promoting sustainability performance, the implementation of employee green behavior needs to be institutionally supported. Therefore, the addition of the perceived organizational support variable can be used to intervene in the effectiveness of a sustainable green campus program (Aboramadan et al., 2022). Perceived organizational support (POS) is defined as employees' perception of the extent to which the organization supports them and the organization's readiness to assist when needed (Robbins, Stephen P. Judge, 2013). The correlation between employee green behavior and perceived organizational support refers to the social exchange theory developed by psychologists John Thibaut and Harlod Kelley in 1959 (Rasoolimanesh et al., 2015). This theory serves as the basis for thinking in determining the research framework on the relationship between EGB and POS, as it contains the norm of reciprocity. In other words, organizational members will behave in a manner that reflects how they are treated by the organization. The hypothesis derived from this theoretical framework is that the performance of a sustainable green campus can be achieved through employee green behavior supported by perceived organizational support as an external factor.

Elbarhaz (2022) in his research report stated that perceived organizational support has a positive influence on organizational citizenship behavior for the environment (OCB-E), and perceived organizational support indirectly mediates the relationship between green human resource management and OCB-E. These findings indicate

that to promote sustainability performance through the implementation of employee green behavior, it needs to be supported or mediated by perceived organizational support (Wang et al., 2022).

## LITERATURE REVIEW

### Employee Green Behavior

Green behavior is based on an individual's love for nature because it has provided a place to shelter, live and learn which is manifested through actions based on values, norms and affection for the universe (Keraf, 2014). In an organizational context, green behavior is reflected in the daily behavior of employees (Norton et al., 2015). Examples include turning off the water when not in use, turning off the lights, computer and air conditioner before leaving the office. This behavior is a manifestation of human moral and ethical rules which are expected to become a lifestyle, especially in the millennial era where environmental issues are the biggest challenge because there is still a lot of pollution found due to society's lack of literacy regarding ecology (Boehnert, 2015).

Employee green behavior has been developed in various scientific disciplines apart from ecology and environmental psychology, but also in human resource management, especially in the study of organizational behavior (Paillé & Mejía-Morelos, 2014). Employee green behavior is often linked to perceived organizational (Manika et al., 2015), self-efficacy (Rasoolimanesh et al., 2015), and organizational sustainability (Zacher et al., 2022). In this research, employee green behavior is measured using indicators adopted from several previous studies, namely green commitment (Morrow, 2011), green motivation (Ahmed et al., 2021), green thinking (Ali et al., 2020), and green creativity (Al-Hawari et al., 2021).

### Perceived Organizational Support

Perceived organizational support is defined as organizational actions as a reaction to individual contributions to the organization. This behavior includes organizational appreciation and a manifestation of concern for the welfare of members (Stephen, 2022). Perceived organizational support is an important variable in an organization because it is directly related to productivity (Özbağ et al., 2014). Perceived organizational support is also closely related to the behavior of organizational members, because it influences individual confidence or trust in the organization and gives rise to a sense of reciprocation (Joo et al., 2015).

In connection with the sustainability of environmental performance, perceived organizational support has a role in directing employee green behavior (Aboramadan et al., 2022). This means that in supporting the creation of a sustainable green campus program, employee green behavior alone is not enough without being

mediated by perceived organizational support (Unsworth et al., 2021). Perceived organizational support is an important concept in human resource management because it triggers positive perceptions from employees and influences future work attitudes (Dessler, 2013). In this research, perceived organizational support in supporting employee green behavior is measured using several indicators quoted from previous research, namely green building (Parida et al., 2021), green compensation (Uppal et al., 2022), green training (Pinzone et al., 2021). ., 2019), green facilities (Veitch, 2018).

### Self-Efficacy

Efficacy in everyday life has an important role because it is a trigger for someone to use their own potential optimally (Rustika, 2012). One aspect related to self-efficacy is organizational behavior (Dewi & Sudibya, 2016). Verawati (2022) stated in her research that self-efficacy has a positive effect on increasing organizational citizenship behavior. Self-efficacy is closely related to sustainable environmental performance (green campus), because it triggers green employee behavior (Unsworth et al., 2021).

In this research, employee self-efficacy in encouraging sustainable environmental performance is measured using indicators proposed by Rustika (2012) which include employee magnitude or confidence in the level of difficulty of the task being carried out, employee strength or confidence in maintaining behavior, affection or emotions that arise in individual self when they cannot fulfill their behavior, as well as cognitive or level of self-confidence (Rustika, 2012).

### Sustainability of Environmental Performance

Environmental performance is used as material for human resource management studies. It is based on the results of research conducted by Harvey et al., (2010) which states that the effectiveness of programs related to the environment (environmental performance) can only be achieved by organizations that are supported by the right human resources. In this case are employees who have green behavior (Zacher et al., 2022). This means that human resource practices must be in line with institutional programs. Employee involvement in green campus programs is very important because employees are more interested in working at institutions that are concerned about environmental issues and find greater job satisfaction.

Good environmental performance is a reflection of the company's activities in carrying out environmental management regarding its responsibility in utilizing the environment for its company activities. The company's environmental performance is also the company's responsibility to stakeholders in conveying environmental concerns (Yendrawati & Tarusnawati, 2013). In this research,

indicators for measuring the sustainability of environmental performance in the green campus program were measured using five aspects, namely resource utilization, recycling activities, environmental emissions, waste minimization, and pollution prevention.

### Hypothesis

Employee green behavior and its correlation with performance sustainability have previously been studied by previous researchers, as have perceived organizational support and self-efficacy both as independent and intervening variables. Aboramadan et al. (2022) reveals that to maximize efforts to encourage sustainable performance, the implementation of employee green behavior needs to be supported institutionally. Therefore, adding the perceived organizational support variable can be used to intervene in the effectiveness of implementing sustainable green campus programs. Other reesearch involving the hospitality industry in China and Vietnam has proven that employee green behavior contributes to achieving organizational sustainability goals (Tuan, 2022). Rasoolimanesh et al. (2015) shows the correlation between employee green behavior and perceived organizational support refers to the social exchange theory developed by psychologists, namely John Thibaut and Harold Kelley in 1959.

Tuan (2019) show employee green behavior as an innovation was also found to be a significant positive predictor of the company's sustainable development. This further strengthens researchers in including perceived organizational support as a mediating variable in the influence of employee green behavior on sustainable green campuses. Other research Unsworth et al. (2021) found that apart from institutional support, to ensure that green campus programs occur in a sustainable manner, employees also need to be strengthened from within.

Elbarhaz (2022) found that perceived organizational support has a positive influence on organizational citizenship behavior for environment, and perceived organizational support mediates indirectly green human resource management towards OCB-E. These results indicate that to encourage sustainable performance through the implementation of employee green behavior it needs to be supported or mediated by perceived organizational support.

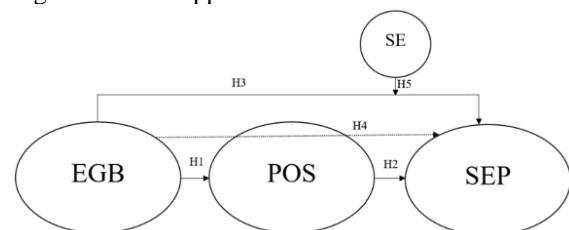


Figure 1. Research Conceptual Model

Based on the description of previous research, the hypothesis formulated are:

- H<sub>1</sub>: Employee green behavior influences the perceived organizational support
- H<sub>2</sub>: Employee green behavior influences the sustainability of environmental performance
- H<sub>3</sub>: Perceived organizational support influences the sustainability of environmental performance
- H<sub>4</sub>: Perceived organizational support plays a mediating role in the influence of employee green behavior on sustainable environmental performance
- H<sub>5</sub>: Self-efficacy plays a moderating role in the influence of employee green behavior on sustainable environmental performance

## METHOD

This study utilizes quantitative research methods. This study involved 300 respondents who were employees/lecturers at both public and private universities in the Gorontalo Province who were determined using purposive sampling, namely a sampling technique with certain considerations. The sample was selected by dividing the sampling area into three, namely Universities under the auspices of the Ministry of Education, Culture, Research, and Technology with a total of 100 samples, Universities under the auspices of the Ministry of Religion with a total of 100 people, and Universities under the auspices of the Ministry of Health with a total of 100 people. Data was collected using a questionnaire consisting of 16 questions. The data analysis technique used is path analysis.

Meanwhile, to test the role of mediation follows the guidelines outlined by Baron & Kenny and is conducted if there is a significant main effect or direct influence of the independent variable on the dependent variable. If this condition is not met, the mediation effect test cannot proceed (Tantawi et al, 2016). According to Baron & Kenny, four criteria determine the occurrence of mediation: (1) Independent variables have an impact on the dependent variable; (2) The independent variable influences the mediating variable; (3) The mediating variable must influence the dependent variable; (4) Full/perfect mediation occurs when the effect of the independent variable on the dependent variable is directly insignificant, but becomes significant when a mediating variable is involved. Partial mediation occurs when the effect of the independent variable on the dependent variable, either directly or indirectly, is significant. In addition to conducting mediation testing, researchers also performed moderation testing (Tantawi et al, 2016).

## RESULT AND DISCUSSION

The data analysis utilized in this study is Path Analysis, which is a variant of multiple regression applied through the utilization of path diagrams as a tool for conducting intricate hypothesis testing. Path

analysis allows for the estimation of both direct and indirect influences. The equations employed in path analysis resemble those of multiple linear regression but with standardized constant values. In this study, the calculation of path coefficients is conducted using standardized regression analysis, with a focus on examining the partial effects within each equation.

The results of testing the hypothesis regarding the effect of green employee behavior on perceived organizational support can be observed in the Table 1.

Table 1. Hypothesis Test Results of Structure 1

Variable	Path Coefficient	T Statistic	Sig.	Criteria
EGB – PSO	0.278	2.809	0.005	Sig

Employee green behavior obtained a t-value of 2.809 with a significance level of 0.005 and a coefficient value of 0.278. On the other hand, the t-table value is obtained from the t-distribution table with df (n-1) 299, which is 1.649. This demonstrates that employee green behavior significantly influences perceived organizational support. Perceived organizational support will change by 27.8% when influenced by employee green behavior. The path model in Structure 1 can be described as Figure 2:



Figure 2. Path Model Structure 1

The results of hypothesis testing on the influence of green employee behavior and perceived organizational support on sustainable environment performance can be seen in the Table 2.

Table 2. Hypothesis Test Results of Structure 2

Variable	Path Coefficient	T Statistic	Sig.	Criteria
EGB – SEP	0.374	6.635	0.000	Sig
POS – SEP	-0.021	-0.634	0.527	Unsig

Employee green behavior yielded a t-value of 6.635, with a significance level of 0.000 and a coefficient value of 0.374. On the one hand, the t-table value was obtained from the t-distribution table with df (n-1) 299, resulting in 1.649. This demonstrates that employee green behavior has a direct impact on sustainable environmental performance. The sustainable environmental performance will change by 37.4% when influenced by employee green behavior.

Perceived organizational support obtained a t-value of -0.634, with a significance level of 0.527 and a coefficient value of -0.021. On the other hand,

the t-table value was obtained from the t-distribution table with df (n-1) 299, resulting in 1.649. This indicates that perceived organizational support does not affect sustainable environmental performance. The path model in Structure 2 can be described as Figure 3.

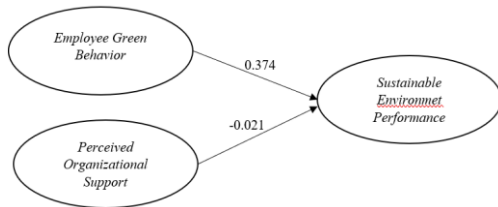


Figure 3. Path Model Structure 2

The results of the statistical analysis regarding the impact of employee green behavior on sustainable environmental performance through perceived organizational support can be observed in the Table 3.

Table 3. Results of the Structural Model 3

Variable	Direct Effect	Indirect Effect (Sobel Test)
EGB – POS	0.278	-
EGB – SEP	0.374	-0.007
POS - SEP	-0.021	-

The results of the partial hypothesis testing indicate that employee green behavior influences perceived organizational support. However, perceived organizational support does not have an impact on sustainable environmental performance. Conversely, employee green behavior directly affects sustainable environmental performance. These findings suggest that perceived organizational support does not mediate the relationship, or in other words, employee green behavior is capable of directly influencing sustainable environmental performance without relying on perceived organizational support. The path model in Structure 3 can be described as Figure 4.

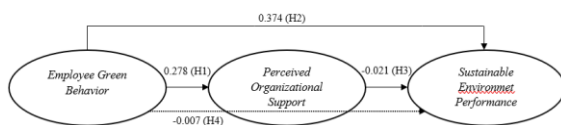


Figure 4. Path Model Structure 3

The results of the statistical analysis on the moderating role of self-efficacy in influencing employee green behavior on sustainable environmental performance can be observed in the following Table 4

Table 4. Results of the Moderated Regression Analysis

Variable	T-Statistic	Sig	R <sup>2</sup>
EGB – SEP	6.625	0.000	0.128
EGB*SE – SEP	5.385	0.000	0.206

Employee green behavior achieved a t-value of 6.625 with a significance level of 0.000 and an R2 value of 0.128. On the other hand, the t-table value is obtained from the t-distribution table with df (n-1) 299, which is 1.649. This confirms that employee green behavior has a significant influence on sustainable environmental performance, contributing to 0.128 or 12.8%. Employee green behavior, moderated by self-efficacy, obtained a t-value of 5.385 with a significance level of 0.000, providing evidence of the moderating role of self-efficacy in this relationship. The R2 value of 0.206 indicates that self-efficacy strengthens the influence of employee green behavior on sustainable environmental programs. The moderation model can be described as Figure 5.

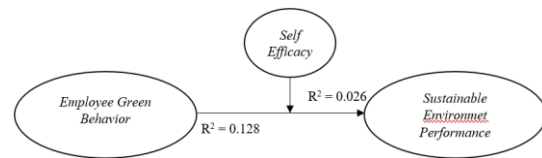


Figure 5. Moderated Model

### The Impact of Employee Green Behavior on Perceived Organizational Support

The relationship between employee green behavior and perceived organizational support (POS) is a fascinating topic in the field of organizational and environmental behavior. Employee green behavior refers to individual actions aimed at reducing the environmental impact of their activities, both within and outside the workplace. Perceived organizational support (POS) refers to employees' perception of how much their organization values their contributions, supports their efforts, and helps them achieve personal and organizational goals. This hypothesis suggests that employees' green behavior can influence POS because it demonstrates their engagement and commitment to organizational values, including the environment and sustainability.

Several studies have explored the connection between employees' green behavior and POS, consistently showing a positive correlation between the two. For instance, research conducted by Robertson and Barling (2013) indicates that employees' green behavior affects POS through the mediating factors of trust and job satisfaction. The study revealed that employees who actively engage in green behavior tend to have higher levels of trust and job satisfaction within their organizations, subsequently leading to increased POS. Another

study by Tuna et al. (2016) discovered a direct positive impact of employees' green behavior on POS. The findings showed that employees who actively participate in green behavior tend to feel more valued and supported by their organizations, thereby enhancing their perception of organizational support. Moreover, Kuenzi et al. (2013) found that employees' green behavior can enhance perceptions of organizational justice, which further contributes to increased POS.

Despite the existing studies supporting the hypothesis of the influence of employee green behavior on POS, further research is necessary to comprehend the underlying mechanisms. Factors such as trust, job satisfaction, organizational fairness, and perceptions of being valued and supported are likely to play a significant role in the relationship between employee green behavior and POS. From a practical standpoint, the findings of this research have important implications for organizations seeking to enhance their POS. Encouraging and supporting employee green behavior can contribute to improving employee perceptions of support and recognition, consequently leading to increased POS and overall employee engagement.

### **The Effect of Perceived Organizational Support on Sustainable Environmental Performance**

The study examines the hypothesis that perceived organizational support (POS) does not affect sustainable environmental performance, making it an interesting topic in the field of organizational management research. Perceived organizational support refers to employees' perceptions of the extent to which their organization provides support and attention to environmental and sustainability issues. In this context, sustainable environmental performance refers to organizations' efforts to minimize their negative impact on the environment and enhance environmental performance in the long term. This includes aspects such as efficient resource utilization, responsible waste management, emission reduction, and the adoption of environmentally friendly practices.

Previous studies have demonstrated that perceived organizational support can significantly influence various aspects of organizational performance, including environmental performance. However, this study reveals that perceived organizational support has no direct influence on sustainable environmental performance. Instead, other factors such as green behavior, environmental management policies and practices, and employee environmental awareness play a more dominant role in achieving sustainable environmental performance. In the context of a sustainable environment, POS may not directly affect sustainable environmental performance due to

several reasons: 1) The different focus of POS: POS typically relates to the organization's support for employees, including social support, emotional support, training, and fair compensation. Environmental sustainability, on the other hand, primarily concerns the policies, practices, and actions taken by organizations to protect and preserve the natural environment. While organizations may provide support to their employees, it is not directly linked to sustainable environmental performance; 2) Complex relationships with environmental performance: Sustainable environmental performance is influenced by a variety of factors, including environmental policies, operational practices, energy efficiency, waste management, and emission reduction initiatives. These factors are connected to the organization's commitment to sustainability and concrete actions taken to protect the environment. POS may have a limited impact on these factors, as they are more directly influenced by the other factors associated with the environmental performance; 3) Impact of external factors: Achieving sustainable environmental performance depends not only on the internal efforts of an organization but also on external factors such as government regulations, societal pressures, and advancements in green technology. While employees may feel supported by the organization, their ability to achieve sustainable environmental performance may be restricted by the external factors beyond the organization's complete control; 4) However, it is important to note that the influence of POS on sustainable environmental performance can vary depending on the organizational context, industry, and other factors involved. In some cases, POS may have a positive influence on environmental performance if the organization fosters a culture that supports sustainability and empowers employees to take environmental initiatives. Therefore, further in-depth analysis and specific research are necessary to gain a more precise understanding of the relationship between POS and sustainable environmental performance.

These findings imply that universities need to prioritize other factors that have a greater impact on improving sustainable environmental performance. For instance, external factors such as government regulations or pressure from influential stakeholders may drive organizations to adopt sustainable practices. Universities should also evaluate the strategies and policies used to enhance their environmental performance.

### **The Impact of Employee Green Behavior on Sustainable Environmental Performance**

In the realm of university advancement, there exists a strong connection between employee green behavior and the achievement of sustainable environmental performance. This correlation is

supported not only by the research findings but also by the following factors: 1) Environmental awareness: When members of a university community adopt green practices like reducing energy and water consumption, recycling, or using eco-friendly transportation, they demonstrate their awareness of environmental issues. This showcases their dedication to safeguarding the environment and can influence their motivation and concern for sustainable environmental performance; 2) Role modeling: The university community plays a crucial role as a role model for students and other community members. Through their implementation of green behaviors, they can inspire those around them to follow suit. This fosters an environment that supports environmental awareness and encourages active involvement in the sustainability endeavors; 3) Resource efficiency: Employees, such as lecturers and staff, who exhibit green behavior can assist universities in decreasing resource consumption, including energy and water. For instance, by powering off unused equipment, utilizing natural light, or optimizing resource usage, employees can make a tangible contribution toward reducing the university's environmental footprint. This can lead to improved efficiency and long-term cost savings; 4) Sustainable work environment: By cultivating a culture of green behavior among the university community, institutions can establish a sustainable work environment. This involves better planning and management of energy, waste, and transportation. A sustainable work environment enhances the community's quality of life, strengthens their sense of institutional ownership, and boosts overall job satisfaction; 5) Reputation and appeal: Universities that prioritize sustainability and demonstrate commendable environmental performance have the potential to enhance their reputation as socially and environmentally responsible institutions. This can attract students, staff, and partners who share similar sustainability values, while also supporting the university's sustainable development efforts.

To attain sustainable environmental performance, universities must develop policies and programs that encourage and support employees' adoption of green practices. This may include training and education initiatives, rewards and recognition programs, environmental performance measurement and reporting, as well as active participation in broader sustainability initiatives both within and outside the university.

Studies conducted by experts further reinforce the positive correlation between employee green behavior and sustainable environmental performance in the context of university development. Afsar et al. (2016) reveal a significant relationship between employee green behavior and sustainable environmental performance in educational institutions. Their findings indicate that

employees' green practices, such as conserving energy and water, recycling, and engaging in environmental activities, have a positive impact on achieving sustainable environmental performance.

In a separate study conducted by Molnar et al., (2017), it was discovered that the adoption of environmentally friendly actions by university staff members leads to a decrease in greenhouse gas emissions and more efficient utilization of resources. This study also demonstrates that environmental awareness, motivation, and participation in environmental programs are crucial factors that influence employees' eco-friendly behavior. Arumugam and Opath (2018) conducted a study examining the influence of employee eco-friendly behavior in tertiary institutions on waste management practices and sustainable environmental performance. The findings indicate that employees' eco-friendly behavior plays a significant role in enhancing sustainable waste management practices and overall environmental performance.

A study conducted by Del Baldo (2019) investigates the impact of employee eco-friendly behavior at universities on institutional sustainability. This study reveals that employees' eco-friendly behaviors, such as energy conservation and waste reduction, have a positive correlation with university initiatives to achieve sustainability goals. Collectively, these studies demonstrate that employees' eco-friendly behavior has a favorable effect on the sustainable environmental performance of universities. Therefore, the development and implementation of programs that encourage and support employees' eco-friendly behavior within the university can contribute to the pursuit of environmental sustainability.

### **The Role of Perceived Organizational Support in Mediating the Impact of Employee Green Behavior on Sustainable Environmental Performance**

In this context, perceived organizational support refers to how employees perceive the level of support and attention their organization provides toward their efforts in maintaining a sustainable environment. However, research findings indicate that perceived organizational support does not have an impact on sustainable environmental performance. On the other hand, employee green behavior directly influences sustainable environmental performance. This suggests that employee green behavior can influence sustainable environmental performance even in the absence of perceived organizational support. Another implication is that perceived organizational support does not function as a mediator or bridge between employees' environmentally friendly behavior and sustainable environmental performance.

This could also mean that while employees may display environmentally friendly behavior, sustainable environmental performance is not solely dependent on support perceived by their organization. Other factors, such as company policies, resource accessibility, and external influences, may have a more significant effect on sustainable environmental performance. Several reasons exist as to why perceived organizational support may not mediate the influence of employee green behavior on sustainable environmental performance, including: 1) Employees' pro-environmental behavior can actively impact an organization's environmental performance without involving perceptions of the organizational support; 2) There may be other mediating variables that play a more significant role in the relationship between employee green behavior and sustainable environmental performance. For instance, factors like incentive systems, government regulations, or societal awareness can have a stronger influence on an organization's environmental performance; and 3) Contextual factors, such as organizational size, industry, or company culture, can influence how perceived organizational support interacts with employee green behavior and sustainable environmental performance. In certain contexts, perceived organizational support may have a more prominent mediating role, while in other contexts, its mediation role may be insignificant.

### **The Role of Self-Efficacy Moderation in Influencing Employee Green Behavior on Sustainable Environmental Performance**

Studying the moderating role of self-efficacy in the influence of employee green behavior on sustainable environmental performance can provide valuable insights into how self-efficacy can strengthen lecturers' pro-environmental behavior and its impact on sustainable environmental performance. Employee green behavior refers to the actions individuals take in the workplace to minimize negative impacts on the environment. These actions can include reducing resource consumption, practicing proper waste management, participating in eco-friendly initiatives, and adopting other sustainable practices. On the other hand, self-efficacy refers to an individual's belief in their ability to perform certain tasks or behaviors. In this context, self-efficacy refers to individuals' beliefs in their ability to engage in pro-environmental behavior. When employees believe they have the necessary skills and abilities to carry out pro-environmental actions, they are more likely to engage in such behavior.

Understanding how self-efficacy mediates the relationship between employee green behavior and sustainable environmental performance is crucial. In this context, sustainable environmental performance refers to the organizational outcomes

related to environmental sustainability, such as reducing carbon emissions, optimizing resource utilization, and implementing effective waste management. In empirical studies investigating the impact of employee green behavior on sustainable environmental performance, the mediating role of self-efficacy emerges as a significant factor. Self-efficacy pertains to an individual's belief in their ability to succeed in a given situation.

### **Conclusion**

Based on the description of the research findings, the conclusions of this study are as follows: 1) Employee green behavior has a significant positive effect on perceived organizational support. The better the green employee behavior, the better the perceived organizational support; 2) The employee green behavior has a direct and significant positive effect on sustainable environmental performance. The result show the better the green employee behavior, the better the sustainable environmental performance; 3) Perceived organizational support does not affect sustainable environmental performance; 4) Perceived organizational support does not mediate the effect of employee green behavior on sustainable environmental performance. This means that employee green behavior can influence sustainable environmental performance without the support of perceived organizational support; 5) Self-efficacy plays a moderating role in the influence of employee green behavior on sustainable environmental performance. Self-efficacy can strengthen the influence of employee green behavior on sustainable environmental performance.

Based on the aforementioned conclusions, the recommendations for universities to promote sustainable environmental performance through the reinforcement of employee green behavior and self-efficacy are as follows: 1) Environmental consciousness: The university should strive to implement an integrated and sustainable environmental awareness program for the entire academic community. This can be achieved through regular seminars, workshops, and periodic meetings that address environmental issues and emphasize the importance of sustainability; 2) Rewards and incentives: Recognize and incentivize employees who exhibit green behavior and contribute to environmental sustainability, included public acknowledgment, performance bonuses, reward programs, or promotions; 3) Integration into policies and procedures: Incorporate sustainable practices into university policies and procedures. For instance, utilize recycled paper, promote energy conservation, and emphasize water-saving measures in day-to-day operations. Additionally, include environmental criteria when selecting vendors and contractors; 4) External partnerships: Foster



collaborations with local environmental organizations or companies committed to sustainability. This can aid the university in expanding its knowledge base, accessing resources, and exploring collaborative opportunities to drive a more sustainable environment; 5) Evaluation and monitoring: Regularly assess the impact of implemented programs through evaluations. Monitoring can be accomplished through employee surveys, data analysis, and relevant environmental performance indicators.

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