

WORKFORCE GREENING THROUGH SUPERVISORY BEHAVIOR AND EMPLOYEES' SUSTAINABLE BEHAVIOR. THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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ABSTRACT

Managers' supervisory behavior plays a crucial role in the employees' sustainable behavior of any type of officialdoms. Affirmative sustainable behavior augments all the indicators of the performance in an organization. Therefore, this study aims to investigate the collective effect of supervisory support, trust in the supervisor, and having a commitment to the supervisor for forecasting the sustainable behavior of employees working in banking sectors in Pakistan. This study also investigated the mediating role of employees' organizational commitment on the relationship between supervisory behaviors and employees' sustainable behavior. The data were collected from bankers working in various commercial banks in Pakistan through convenience sampling. A total of 387 valid questionnaires were received and analyzed through Partial Least Square Structural Equation Modelling (PLS-SEM). The findings of the study show that supervisory behavior has a significant positive impact on employee sustainable behaviors. Supervisory behavior (ESS, ISB, TS, and CS) have a significant direct effect on the employees' organizational commitment. Further, findings also confirmed that employees' organizational behavior mediates the relationship between supervisory behavior (ESS, ISB, TS, and CS) and employees' sustainable behavior. The study enhances the existing literature and provides useful insights to supervisors working in banks, and helps to improve employees' sustainable behavior.

Keywords:Supervisory behavior, Green workplace, Employees' Organizational Commitment, Sustainable behavior.

1. INTRODUCTION:

In the era of globalization, the role of affirmative supervisory behavior is essential for organizational commitment and employees' performances. Managerial coaching is gaining a reputation in the contemporary competitive global age (Ali et al., 2020). A study conducted on sustainability-related turnover suggests constantly that the behavior of a supervisor plays a significant role in the perspective of work to construct circumstances that favor employee sustainable behavior (Mathieu et al., 2015). The study suggested that supervisor behavior may have a contribution towards the wellbeing of the employee, Satisfaction on the job, and o commitment to the organization. The studies conducted recently reported that workers engage in sustainable behavior in response to support decisions and motivations/inspiration/encouragements given by their supervisors (Andersson et al., 2005). Regardless of the previous researches, however, certain issues need clarifications such as reactions of the employees to the source of supervisory support considered to be the first issue. Concerning identified four sources of support in typical literature on social support such as emotional having indicators of sympathy, listening and caring, instrumental having indicators of materials/ concrete assistance than informational having indicators of knowledge and advice, and in the last appraisal means giving feedback appropriately.

The extant literature on human resource management outlines the essential aspects of employees' affirmative influence on their job performance (Huselid, 1995). Kim et al. (2019) believed that social exchange in an organization is an important indicator of employees' performance that leads to higher work performances. Raut et al. (2017) mentioned that their several antecedents could inspire businesses to embrace sustainable practices. Researchers found that literature on supervisory behavior and organizational commitment leading to sustainable behavior in the context of financial institutions is yet to be explained (Paillé et al., 2020). In addition to this, limited work has been done on supervisory behavior and employees' commitment as a mediating variable leading to sustainable behavior in banking sectors, particularly banking sectors of developing countries (Robertson & Barling, 2015). Further, the study explores the relationship between trust and commitment to developing sustainable behavior in an organization. Cropanzano and Mitchell (2005) reviewed the subsequent literature and argued that employees' commitment, loyalty, and trust develop with time. Therefore, incorporating the elements of trust in supervisory role and commitment with the organization has become essential to explore as previous studies provide little evidence in this regard. To address this gap in the literature of human resource management, this study has included important antecedents that could increase employees' sustainable behavior. The addition of emotional supervisory support, instrumental supervisory support, trust in supervisor, commitment to supervisor have been taken as antecedents of employees' organizational commitment that lead to sustainable behavior in banking sectors. Therefore, this study is first in nature that tries to cover how supervisory behavior impacts employees' organizational commitment and sustainable behavior. The study outlines the role of employees' supervisory behavior as a managerial behavior paradigm by demonstrating that employees' supervisory behavior significantly impacts employees' sustainable behavior.

2. Literature Review

2.1. Theoretical framework: Social Exchange Theory

The theory of social exchange reinforces the fundamental principle of tradeoff demarcated by (Molm et al., 2007) "As an action to giving aids to another in exchange for aids expected". (Konstantinou & Fincham, 2011) stated that reciprocation (exchange) is recognized as the fundamental practice due to that set forms effective affiliations amongst associates when the workforce is driven to follow similar objectives. The study published recently in the context of organization used Set and Sit to determine how the behavior of employees occurs regarding the environment as a theoretical framework (Y. J. Kim et al., 2019). Regarding this, SET is offered complementary both interesting and helpful by SIT to examine how a person supervising and a person being supervised collaborate in the perspective of environmental sustainability and sustainable behavior.

2.2. The Support of Supervisor: In the context of the environment

It's argued that emotional support is a key variable for influencing the social exchange framework due to supervisor support, the employee hints at the degree to which they acknowledge the opinions, ideas, and causes of their supervisors and indicated that as the support of the supervisor takes place, the employees social identity tend to increase as a sense of feeling of high consideration they received by their supporter (Boiral, 2009). The literature on the environment repeatedly directed that immediate supervisors are vital actors in the attainment of environmental sustainability and sustainable behavior of the employees. Regarding this, a previous inquiry has studied the support of supervisors in two dissimilar methods.

Perceived supervisory support for the environment was the first idea that came from the root of the environmental management field which indicates the extent of an employee believes that the supervisor cares about environmental issues and also arranges essential means desirable to engage in workplace environment-related activities (Cantor et al., 2012). Perceived Supervisory Support (PSS-E) refers to encouragements that came from the immediate supervisor to the subordinate to behave responsibly not only by supportive supervision method but also by providing the required resources. (Eby et al., 2003) stated that PSS-E is mostly related to instrument, informational, and informational support sources.

Perceived supervisor support, the second idea is based on the association of Organization Psychological Literature (Paillé & Boiral, 2013). In this context, investigators defined and observe PSS, where subordinates opinions and values have respects in the eyes of supervisors and supervisor, cares about the well-being of his/her subordinates. Therefore, the Perceived Support of the Supervisor suggested having a strong workforce and immediate supervisor social exchange relationship, so due to this examined through emotional sources. To conclude the existing literature on environmental issues give indications that supervisor may encourage their assistant to have sustainable and eco-friendly behavior with the help of two core sources of support emotional or instrumental. Perceived Supervisory Support emphasizes explicitly the environment as a profound cause that both workers and managers share, defend, and promote. In the meantime, PSS concerns the environmental issues as a subdomain of a work-related assignment

that the manager may distinguish and value even if an administrator is not inevitably fascinated by the environmental issue. Therefore we proposed the following hypotheses for our research

Hypothesis 1a. Emotional supervisory support (ESS) has a positive effect on employees' organizational commitment (EOC).

Hypothesis 1b. Instrumental supervisory behavior (ISB) has a positive effect on employee's organizational commitment (EOC). (Perceived Supervisory Support (PSS-E)

2.3. Commitment to the Supervisor:

A volitional Psychological bond replicating devotions to responsibility for a specific objective is known as employee commitment (Rostila, 2011). Its emphasis is on twofold essential deliberation. The first commitment is a psychological state with this a worker forms association on both motivational and moral bases after that engagement of behavior showing how the employee is engaged in certain activities for the reason of instruments. On the other hand, the second deliberation is based on the commitment of employees do not being the product of external pressure from the environment of work indeed it's a free decision of an individual and consideration regarding a given issue. The personality of the supervisor and internalization plays a vital role in the process of developing commitment to the supervisor and having commitment is considered an expression of embodied values (A. Kim et al., 2017) and (Y. J. Kim et al., 2019), refer commitment is a form of psychological attachment. Thus the hypothesis proposed here is:

Hypothesis 2a. Commitment to the supervisor (CS) has a positive effect on employee's organizational commitment. (EOC).

2.4. Trust in supervisor:

Trust in a supervisor is defined as the enthusiasm of an assistant worker to be susceptible to the action of their overseer behavior whose behavior and action are not controllable by him/her. (Tan, Hwee Hoon; Tan, 2000). Vulnerability is associated with this definition attached to the perception of risk. If the supervisor possesses the quality of ability, benevolence, and integrity then the subordinates tend to believe that their supervisor will be trustworthy. (Foster, 2007). An employee working in the frontline, his trust in supervisor forecast a frontline employee's supervisor collaboration and a frontline worker's trust in subordinate clues to a frontline employee's coworker cooperation (Ji & Jan 2020). Workers who believe that psychological empowerment is given to them, being ensured an affirmative slant to the enterprise and subsidize straightly and circuitously to the throughput of the organization with an intellect of trust (Kan Sönmez, 2020). Therefore we proposed the hypothesis as:

Hypothesis 3a. Trust in the supervisor (TS) has a positive effect on employee's organizational commitment (EOC).

2.5. Employee's Commitment:

(Ramdhani et al., 2017) stated that the commitment of an employee to the organization with the help of cooperative culture can be improved, cooperative culture is a compromise of teamwork, training and development, and recognition. Employee commitment to the organization is one of the key factors because it the extent to which an employee deploy him/herself in achieving organizational goals and objective. For an organization, employee commitment is important is because it may be used to foretell employee performance, absenteeism, and other behavior (Andrew, 2017). The study also revealed that there exists a positive relationship between commitments and Organizational Performance. Therefore this study aims to assess mediating role employee' commitment through supervisory behavior.

2.6. Employee' sustainable behavior

It was found by (Temminck et al., 2015) promotion of environmental concerns, organization commitment, the supportive work environment may be achieved through employees' sustainable behavior. Giving encouragement and developing a more sustainable lifestyle both in organizations and society is one of the methods to conserve the environment (Zsóka et al., 2013). Various sets of actions aiming to preserve the environment refer to sustainability however sustainable behavior defines the propensity of individuals to deliberately minimize the dangerous influence of their action on the nature of the environment (Kollmus & Agyeman, 2015). (Jiang et al., 2017), for example, mentioned the critical role of supervisors for sustainable employee behavior adopting survey-based data from 389 workforces in China. On the other hand, on the same type of study, by adopting data gathered from a survey of 411 US workforce in the sector of education have emphasized the importance of the support of leadership to encourage sustainable behavior among the workforce at the organization (Blok et al., 2015). Both actions regarding sustainability and the support of the leaders are significant for increasing workers Green behavior at the organization. Therefore, commitment to the environment is the capacity to inspire the workforce to include more behavior regarding sustainability at the place of work (Temminck et al., 2015). Green policies and practices in the workplace, for instance, green human resource management have a key contribution to sustainable behavior (Dumont et al., 2017). Therefore the mediating relationship of variables hypotheses are proposed here:

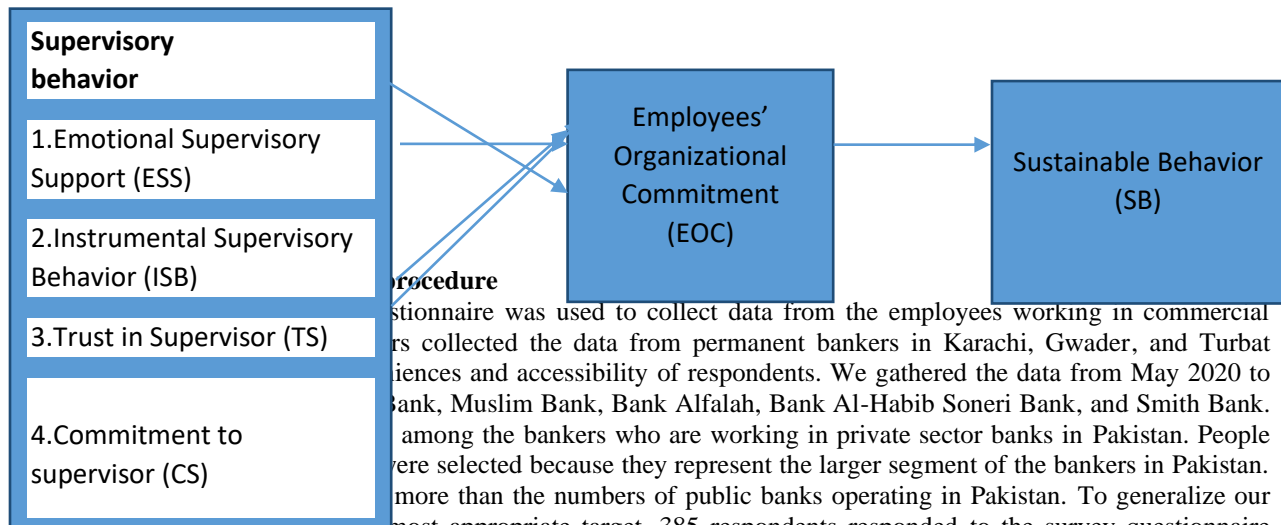
Hypothesis 4. Employees’ organizational commitment (EOC) mediates the relationship between Emotional supervisory support (ESS) and sustainable behavior.

Hypothesis 5. Employees’ organizational commitment (EOC) mediates the relationship between instrumental supervisory behavior (ISB) and sustainable behavior

Hypothesis 6. Employees’ organizational commitment (EOC) mediates the relationship between commitment to supervisor (CS) and sustainable behavior (SB).

Hypothesis 7. Employees’ organizational commitment (EOC) mediates the relationship between trust in the supervisor (TS) and sustainable behavior (SB).

Figure: 1 Conceptual Framework



Procedure
 A questionnaire was used to collect data from the employees working in commercial banks collected the data from permanent bankers in Karachi, Gwader, and Turbat to ensure the convenience and accessibility of respondents. We gathered the data from May 2020 to June 2020. The data was collected from private banks, Muslim Bank, Bank Alfalah, Bank Al-Habib Soneri Bank, and Smith Bank. The sample was drawn among the bankers who are working in private sector banks in Pakistan. People were selected because they represent the larger segment of the bankers in Pakistan. There are more than the numbers of public banks operating in Pakistan. To generalize our results private bankers were the most appropriate target. 385 respondents responded to the survey questionnaire among the total of 750 distributed (51.3%) response rates.

Table 1: Response Rate

Activity	Frequency	Percentage
Total questionnaires distributed	750	100%
Total responses received	385	51.3%
Unused responses	7	18%

4. Result and Discussion

5. 4.1 Descriptive Analysis:

Sample respondents received for the analysis of this study are consist of (n=378) compromised of gender Male and Female 64% and 36% respectively, indicating the majority of the respondent were male. The respondents’ ages belonged to participants range from 25-30 compromising 59% of the total sample. Indicating that 59% of bankers belong to the age group of 25-30 in Pakistan and the age group of 30-45 having 38% of the simple. The level of education as presented in table.1 is limited to Bachelor, Master and M.Phil./MS, and others. Surprisingly among the 378 respondents, 65% of the bankers are having a Master’s qualification which is a good indicator. On the other hand work experience of the bankers having experience between 1-10 are comprised of 66.7%

4.2 Variable Measurement:

For this study, variables are divided into three forms, Independent variable, mediating variables, and dependent variables. The independent variable Supervisory behavior has four categories Emotional supervisory behavior, instrumental supervisory behavior, trust in supervisor, and commitment to the supervisor and on the other hand employees’ organizational commitment, the mediating variable, and sustainable behavior is the dependent variable.

Adopting a small 4 items scale emotional supervisory support was measured by (Raineri et al., 2016), and the second independent variable Instrumental supervisory support adopting 5 items identified by (Ramus & Steger, 2000). The third variable of the study trust in the supervisor came to the measurement by adopting a three items scale (Paillé & Raineri, 2016). For the total items used in this research, a five-point Likert scale was used to measuring them by giving a range from 1 to 5 where (1: strongly disagree; 2: disagree; 3: natural; 4: agree and 5: strongly agree).

Table 2: Demographic Profile (A Summary)

<u>Variables</u>	<u>Frequency</u>	<u>Valid (%)</u>
Gender		
Male	242	64%
Female	136	36%
Total	378	100%
Age		
25-30	223	59%
30-45	142	38%
45-50	8	2%
50-Above	5	1%
Education		
Bachelor	49	13%
Master	247	65%
M.Phil. /MS/ Others	82	22%
Work Experience		
Less(<1 year)	80.136	21.2%
1-10	252.12	66.7%
10-20	42	11.1%
20-above	3.744	1%

4.3 Assessment of Measurement model:

Structural Equation Model Variance based (SEM-VB) was applied for this research with the help of the Partial Least Squares (PLS) method, to analyze the model of the research using Software Smart PLS 3. There is a two-stage analytical technique after the descriptive analysis, suggested by (Anderson & Gerbing, 1988). (Hair et al., 2019) recommended usage and reporting of PLS results with the assessment of measurement model (Validity, Reliability), after that (testing the relationship of hypotheses). Having the selection of PLS as a statistical method for the current research because measurement as a well structural model of PLS proposes instantaneous examinations of more accurate estimates.

The measurement model can be applied with the help of construct reliability and validity, having convergent and discriminant validity. This research tested the individuals' Cronbach's alpha coefficient for reliability measurement of each of the core variables in the measurement model, for construct reliability. The findings stated that all the individual Cronbach's alpha coefficients ranging from 0.911 to 0.786 were having a higher value than the recommended value of 0.7 (Kannan & Tan, 2005). Moreover, to test construct reliability all the composite reliability values having the range of 0.915-0.876 > 0.7 (Gefen et al., 2000) giving indications satisfactorily that construct reliability is fulfilled as indicated in Table 2. Thus, it can be said that the attained Cronbach's alpha and CR for all constructs are free of error.

Indicator reliability was tested by using factor loading. Having high loadings on a construct means that the connected indicators appear to be much in common and having factor loadings > 0.50 is considered to be very significant. (Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, 2013). The recommended value of 0.5 is less than the loading for all items in the model so the requirements are fulfilled.

Average Variance Extracted was used for testing the convergent validity for this research and this indicates that all average variance extracted is found to be higher than the recommended value of 0.5 (Hair et al., 2019) having the range of 0.782-0.625. Therefore, all the requirements of convergent validity for all constructs have been positively achieved and adequate convergent validity is exhibited in Table 2.

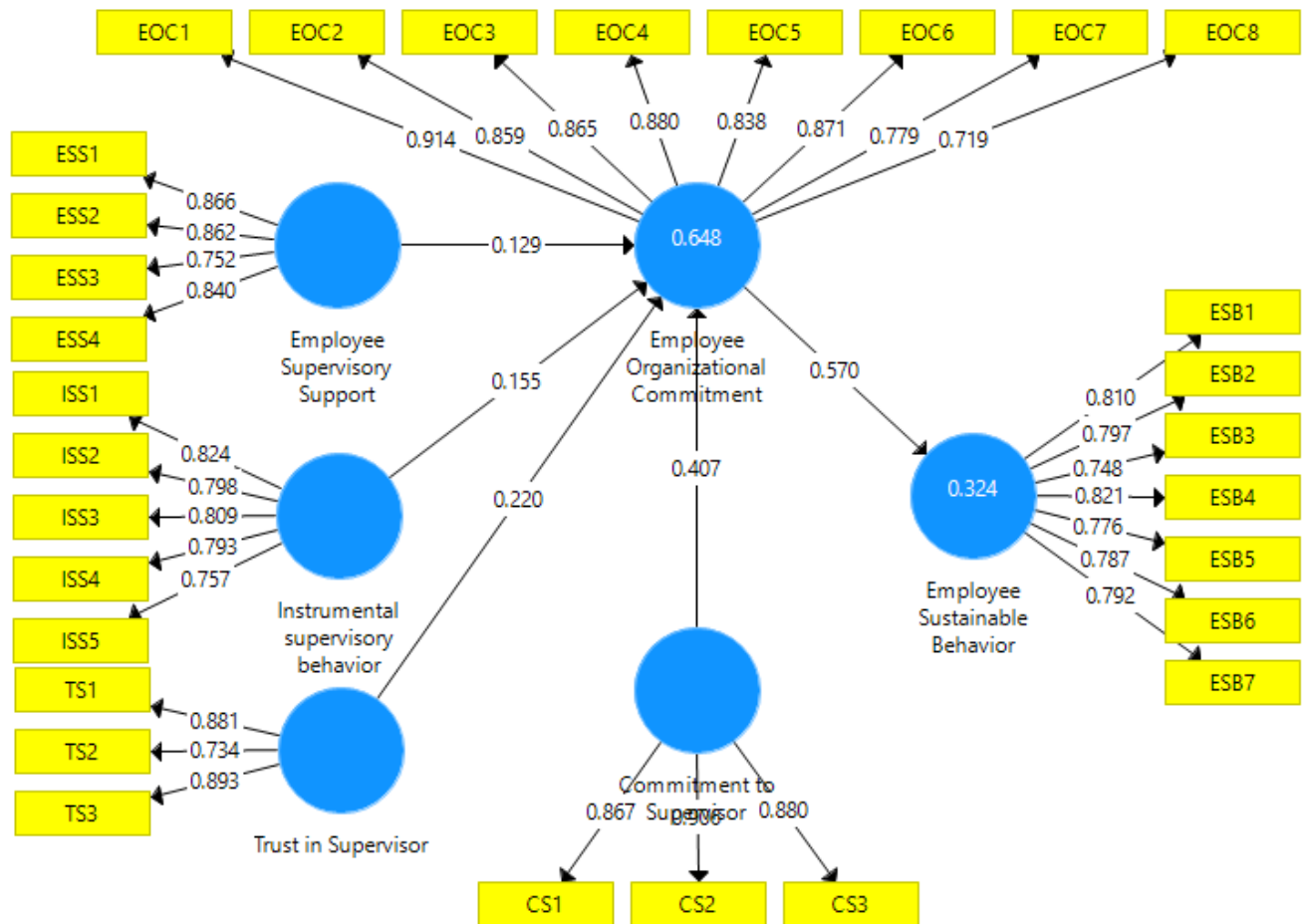
By using three criteria knowingly cross-loadings, Fornell Larcker, and the Hetero Trait Monotrait ratio (HTMT) the discriminant validity of the measurement model was checked. As exhibited in table 3 the cross-loading criterion meets the requirements because the indicators outer loadings on a construct are greater than all its cross-loadings with other constructs.

Table: 3 Measurement Model:

Construct	Items	<u>Loading (>0.5)</u>	AVE	Composite Reliability	Cronbach's Alpha	No item deleted
Employees', supervisory Support	ESS1	0.866	0.691	0.899	0.852	None
	ESS2	0.862				
	ESS3	0.752				
	ESS4	0.840				
Instrumental Supervisor y Support (ISS)	ISS1	0.824	0.634	0.896	0.856	
	ISS2	0.798				
	ISS3	0.809				
	ISS4	0.793				
	ISS5	0.757				
Trust in Supervisor	TS1	0.881	0.704	0.876	0.786	
	TS2	0.734				
	TS3	0.893				
Commitment to Supervisor	CS1	0.867	0.782	0.915	0.861	
	CS2	0.906				
	CS3	0.880				
Employees', Organizational Commitment (EOC)	EOC1	0.914	0.710	0.951	0.941	
	EOC2	0.859				
	EOC3	0.865				
	EOC4	0.880				
	EOC5	0.838				
	EOC6	0.871				
	EOC7	0.779				
	EOC8	0.719				
Sustainable Behavior (ESB)	ESB1	0.810	0.625	0.921	0.901	
	ESB2	0.797				
	ESB3	0.748				
	ESB4	0.821				
	ESB5	0.776				
	ESB6	0.787				
	ESB7	0.792				

ESS: Emotional Supervisory Support, ISS: Instrumental Supervisory Support: SB: Sustainable Supervisory Support, TS: Trust in Supervisor, EOC: Employees' Organizational Support, CS: Commitment to Supervisor

Measurement Model: Figure 1



4.4 Discriminant Validity test result:

The variance of variables of items of one variable to another variable is known as the estimate discriminant validity. There are three core measures form in discriminant validity. In Fornell Larcker test results the AVE of all items is higher in comparison to other items. The first criteria meet. The value of HTMT is below 0.8 which is the condition of the second criteria. And last and cross-loadings of the item are above the other items.

Table 4: Results of discriminant validity by Fornell-Larcker criterion

Factors	<u>1</u> ESS	<u>2</u> ISS	<u>3</u> SB	<u>4</u> TS	<u>5</u> EOC	<u>6</u> CS
ESS	0.831					
ISS	0.581	0.796				
SB	0.463	0.465	0.790			

TS	0.751	0.738	0.448	0.839		
EOC	0.761	0.612	0.570	0.723	0.843	
CS	0.884	0.581	0.463	0.751	0.761	0.884

4.5 R-Square:

Diagonals represent the square root of the average variance extracted while the other entries represent the correlations. The overall validity of the model can be predicted by R-square. The r square value clearly shows that overall all variables have the direct effect of 64.8% of employee's sustainable behavior. R square values predict the overall validity of the model. First, the structural equation of direct paths was modeled, and later on, each moderation effect is tested separately. The table of R-square shows that all the variables have a direct effect towards sustainable behavior of about 64.8% and indirect or when moderated by employee's organizational commitment on sustainable behavior showing the results of 32.4%.

Table no 5:

	R-square	R-square adjusted
Employee Organizational Commitment	0.648	0.644
Employee Sustainable Behavior	0.324	0.323

4.6 Structural model assessment:

(Hair et al., 2019) recommended measuring the model of structural by beta, R, and the corresponding t values and mentioned p-value determine whether the effect exists or not.

Test of Hypothesis:

The measurement model giving pleasing results in terms of reliability and validity the next step utilized in the existing research is testing the hypotheses. The proposed hypotheses were assessed by applying a structural model with bootstrap 1400. The structure path analysis shows a direct and significant relationship between the variables. The outcome shows that there is a positive significant relationship between employee's supervisory support and employee's organizational commitment with a p-value of 0.004 (H1; t-value 2.881, p-value 0.004). Further, the results indicate a significant positive relationship between the variable Instrumental supervisory support and employees' Organizational commitment with a p-value less than 0.05 (H2; t-value 3.346, p-value 0.001). Trust in supervisor have a positive significant relationship with employees' organization commitment (H3; t-value 4.207, p-value 0.000). In addition commitment to supervisor shows a positive and significant relationship with employees' organizational commitment (H4; t-value 8.471, p-value 0.000). In last employees' organizational commitment mediates and have a positive significant relationship with the sustainable behavior of employees (H5; t-value 14.406, p-value 0.004).

Table No 6: Structure Path Analysis result: (Total Direct Effect)

Hypotheses	Relationship	OS	SM	STDEV	t-value	P-value	Decision
H1	ESS ->EOC	0.129	0.131	0.045	2.881	0.004	Not rejected
H2	ISS->EOC	0.155	0.156	0.046	3.346	0.001	Not rejected
H3	TS->EOC	0.220	0.220	0.052	4.207	0.000	Not rejected
H4	CS->EOC	0.407	0.405	0.048	8.471	0.000	Not rejected
H5	EOC->SB	0.570	0.573	0.040	14.406	0.000	Not rejected

ESS: Emotional Supervisory Support, EOC: Employees' Organizational Commitment, ISS: Instrumental Supervisory Support, TS: Trust in Supervisor, CS: Commitment to Supervisor, SB: Sustainable behavior, Original Sample (OS), Sample Mean (SM), Standard Deviation (STDEV), T Statistics ($|O/STDEV|$), P Values

Table No 7: Structure Path Analysis result: (Total Indirect Effect)

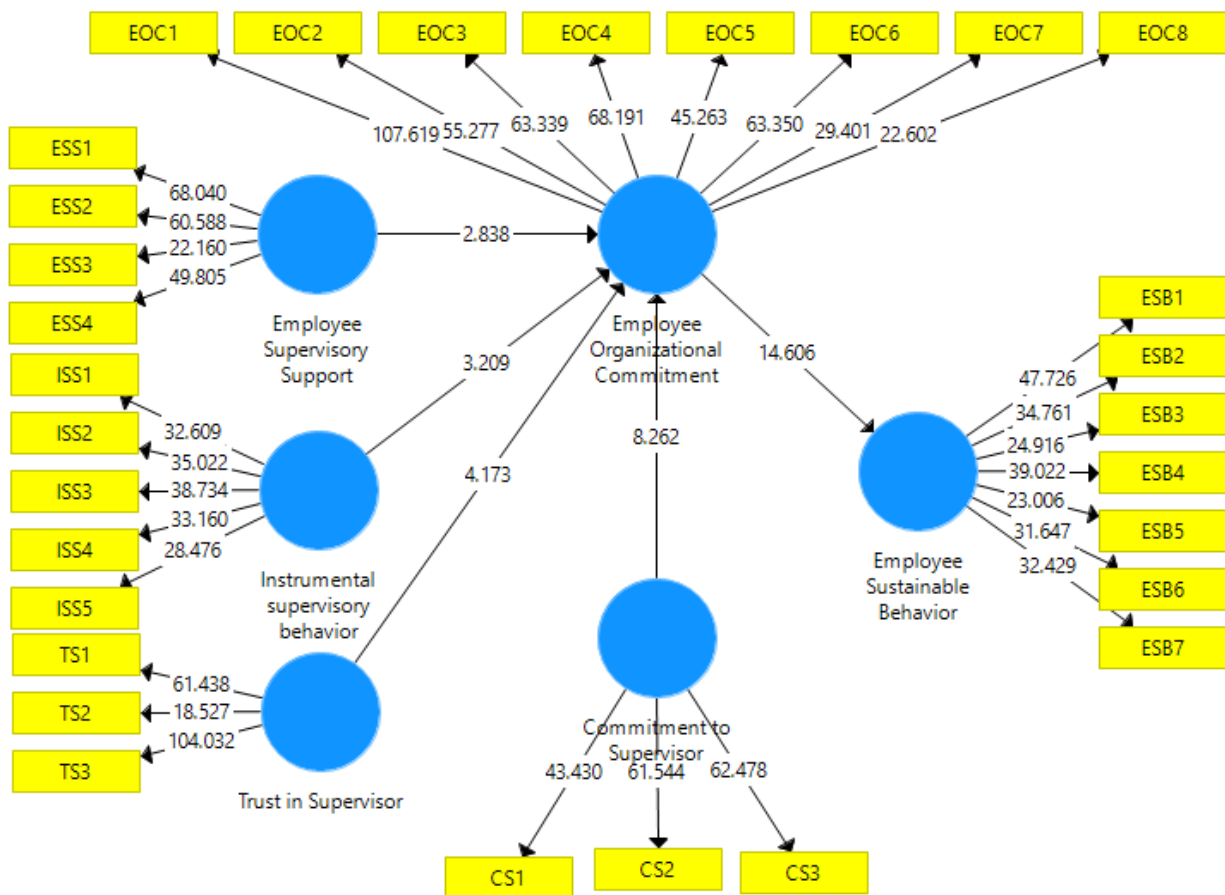
Hypotheses	Relationship	p-value	Decision
H1	ESS ->EOC ->SB	0.003	Not Rejected
H2	ISS ->EOC ->SB	0.001	Not Rejected
H3	TS ->EOC ->SB	0.000	Not Rejected
H4	CS ->EOC ->SB	0.000	Not Rejected

Mediation Assessment (Indirect hypothesis testing): Bootstrapping the indirect effect was applied to test the mediation

- H1. EOC mediates the relationship between ESS and SB
- H2. EOC mediates the relationship between ISS and SB
- H3. EOC mediates the relationship between TS and SB
- H4. EOC mediates the relationship between CS and SB

Table 7 mediation assessment exhibit that there is significant mediation between the variables as all hypotheses are supported. There is an indirect impact of sustainable behavior on employees' organizational commitment through supervisory behavior (ESS, ISS, TS, CS). Therefore, we can summarize that the mediation effect is statistically significant, indicating that all hypotheses of mediation assessment are not rejected because of having P-value less than 0.5.

Figure No.2 structure model



6. Conclusion:

As the banks operating in Pakistan are competing to gain a sustainable position in the market in terms of performance to achieve strategic objectives. The results of this research could be considered as one of the initiatives to serve in that direction. The core purpose of this research is to assess supervisory behavior's impact on employees' organizational commitment leading to sustainable behavior. Besides having only 378 respondents from Karachi, Turbat, Gwader, and Quetta. The findings of the research are encouraging and managing lights from a new perspective. This research proposed a model having Supervisory behavior (ESS, ISS, TS, CS) as the independent variable, EOC as a moderating variable, and SB as the dependent variable. The findings showed that the four IVs and One DV significantly explain sustainable behavior. The overall findings of this research suggest that supervisory behavior has care of environmental values and increase the level of commitment of employees in the banking sector of Pakistan and sustain a predictable and sustainable behavior for this commitment. Therefore we recommend such supervisory behavior must be adopted in banking sectors. Further, this study can be carried out in different organizational settings with different objectives and methodologies.

7. Limitation and future direction of the study:

This study is only limited to bankers who are working in private sectors banks in Karachi, wader, and Turbat. This research is only targeted employees in the private banking sector leaving a gap of other service sector employees for future study. The interesting target audience for this research is only bankers who are working in banking sectors and in the future other financial and non-financial organizations can be studied as well. Emotional variables can also be added to the extent of the literature in the future.

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0Summary:

The research paper is divided into 6 sections excluding the abstract and reference section. In the first section, the authors thoroughly introduced the topic, problem, scope, significance, and objectives of the research. In the second section latest literature review and theoretical framework were shown and based on the literature hypotheses were developed. All the variables were defined and explained in this section. This section is compromised of 6 subsections, figures, and 8 hypotheses. The third section is based on the methodology and in this section data collection methods, type of research respondents was discussing. In the fourth section results of the research were briefly discuss with the help of tables. We used smart pls for analysis and interpretation of the data. In the last two sections, we have concluded our findings, showed our limitations, and suggest future directions for research.