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Fostering managers' hope: A multi-analysis perspective on how green initiatives drive organizational performance

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ABSTRACT

In response to managers' shift towards environmental conservation, organizations are investing heavily in environmental protection strategies. However, investing in financial resources without engaging human capital is insufficient for achieving desired environmental performance outcomes. As a result, this research unravels the mystique surrounding the role of managers' hope in translating financial investments into successful organization performance. Specifically, it investigates why and how hope translates managers' green workplace initiatives into perceived organizational performance. The study further examines the moderating effect of perceived internal environmental orientation on the link between managers' green workplace initiatives and organizational performance. Utilizing a mixed-method approach (i.e., quantitative and qualitative), the study commissioned a marketing research firm to administer an online survey to 303 Australian managers. According to the findings, all hypotheses have been supported. While this study contributes significantly to the literature on environmental managers' hope, from a practical perspective, it indicates that cultivating managers' hope can significantly improve organizational environmental efforts.

1. Introduction

Several studies in the past have demonstrated a shift in stakeholders' attitudes toward environmental conservation (Simpson et al., 2021). For instance, studies/reports rooted in academic and non-academic domains offer enlightening perspectives. First, a survey by NielsenIQ (2022) shows that nearly 94 percent organizations' stakeholders consider environmental performance to be important. Similarly, Reichenbach (2023) notes that three-quarters of consumers are interested in investing in eco-friendly brands, and seventy-one percent are of the view that an organizations' focus on the environment yields better returns. Consequently, we believe there are several underlying factors contributing to this shift in stakeholders' attitudes, including improved education, increased awareness of climate change, and a legislative framework that promotes environmental protection.

A corollary of the increasing interest in environmentally friendly

initiatives in the workplace is that organizations are now prioritizing environmental management strategies and policies (Amrutha and Geetha, 2020). While financial investment and economic resources are essential for environmental management, they are insufficient on their own (Converse and Austin, 2022). Environmental management also requires strong will of human capital, effective policy, and adequate resources to enforce and implement the policies (Chen et al., 2021). Moreover, financial investments have the limitation of developing managers' calculative commitment to environmental performance outcomes, which persists during investment and resource periods. Furthermore, inconclusive and mixed results have been found regarding the impact of financial investments on organizational performance outcomes. For example, some studies demonstrate a significant relationship between financial investment and organizational performance outcomes, while others present a contradictory view (see, Gneezy et al., 2011; Bril et al., 2020). This paradox suggests that there are some

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underlying factors that may explain the relationship between financial investment, human capital, and organizational performance outcomes.

Specifically, human capital (such as a manager's motivation), is crucial for developing and implementing environmental management strategies (Riva et al., 2021). Managers with high motivation and capability to devise action plans can monitor an organization's compliance with environmental guidelines and assess the impact of green investments on performance outcomes (Haldorai et al., 2022). Managers play essential roles in organizations, yet there is a need to further examine their motivations and ability to create action plans, translating preferences for environmentally friendly workplace initiatives into improved performance outcomes. For the purpose of this article, we conceptualize managers' preferences for environmentally friendly workplace initiatives as their preferred marketing practices, policies and procedures that explicitly consider concerns about the natural environment. Managers' potential motivations and capability to devise action plans, also known as hope, in environmental management and human resource management initiatives, is seen as critical for achieving successful outcomes (Converse and Austin, 2022; Ojala, 2023).

From a human resource management perspective, the motivational aspect, the "will" component, represents the manager's energy and intrinsic drive to pursue and achieve goals. This energy is crucial as it fuels persistence and resilience in facing challenges (Lu et al., 2023). The "way" component, on the other hand, refers to the specific action plans and strategies that managers develop to reach their performance objectives. These plans are essential for navigating the complexities of goal attainment and ensuring that efforts are directed efficiently and effectively. For instance, a manager who sets a goal to design, develop, and implement environmental practices within the organization must not only possess the goal-directed energy but also devise clear, actionable pathways to achieve these objectives (Ozyilmaz, 2020). This involves strategic planning, resource allocation, and continuous monitoring of progress. Integrating these components-energy and strategy-is critical for sustained performance and success (Lin et al., 2024). In contrast, evidence suggests that managers who lack hope in the goal-attainment process are more likely to withdraw their efforts prematurely or fail to complete tasks, even if they believe in their capabilities (Yadav & Kumar, 2016). This phenomenon can be explained through the lens of psychological theories such as the Self-Determination Theory, which posits that intrinsic motivation and the presence of clear, attainable pathways are vital for sustained engagement and success (Shahid et al., 2024). The absence of hope undermines the manager's persistence and resilience, leading to disengagement and failure to achieve set goals (Jancenelle, 2023). Therefore, fostering a hopeful and strategic mindset in managers is crucial for optimal performance and organizational success (Fazal-e-Hasan et al., 2023).

In recent years, there have been calls to integrate positive emotions, such as hope, in environmental management strategies and practices (Converse and Austin, 2022; Lu et al., 2023; Ojala, 2023). Understanding managers' emotional responses to environmental management programs is crucial to success (Lin et al., 2024; Jancenelle, 2023). Studies highlight the role of positive emotions in shaping managers' behaviors and improving their productivity and performance outcomes for their organization. However, hope, as an everyday positive emotion, is under-examined in studies of managers' green initiatives and organizational performance (Ojala, 2023). This study bridges this gap by proposing hope as a mediating mechanism to translate managers' preferences for green workplace initiatives into organizational performance outcomes (Jancenelle, 2023).

Not all managers have the same levels of hope and preferences for green workplace initiatives, so organizations may also differ in their focus, preference, and practice of environmental goals. As a result, the current study aims to examine how manager's perceived internal environmental orientation moderates the relationship between managers' preferences for green workplace initiatives and managers' hope. This is

particularly relevant in the current context as organizations' orientation towards environmental green initiatives varies depending on the organization's culture and commitment to recognizing and integrating environmental concerns into their business strategy. Managers, therefore, are more likely to be hopeful in organizations with a strong internal environmental orientation. Methodologically, we employ a settheoretical approach by applying the fuzzy-set Qualitative Comparative Analysis (fsQCA) to reveal which configuration of the identified factors can lead to higher or lower perceptions about organizational performance. As a tool, fsQCA is increasingly used in business and innovation (Sukhov et al., 2021). Notably, fsQCA has been used alongside Structural Equation Modelling (SEM) to offer a more comprehensive analysis (e.g., Fazal-e-Hasan et al., 2024; Rahman et al., 2024). The technique is particularly adept at uncovering intricate patterns and configurations that are the corollaries of specific outcomes, thus providing a more nuanced insight.

Accordingly, this study answers the following three research questions. First, we examine the role of managers' hope in translating managers' green workplace preferences into perceived organizational performance. The second core question centres on whether managers' perceived organizational internal environmental orientation strengthens the relationship between managers' preferences for green workplace initiatives and their hope. Our final question's focal point is, what types of variable configurations are associated with firm performance?

The remainder of this article is structured as follows. Next, we set out our theoretical foundation and outline our hypotheses, followed by a detailed discussion of our methodological approach. Following an explanation of the literature and our methodological approach, the article focuses on our results and discusses their implications. Lastly, we acknowledge any limitations associated with our contribution and offer guidance for future research.

2. Theoretical foundation and hypotheses development

We synthesized the literature search using key terms: employees, managers, positive emotions, organizational environmental or green management, and green (Sana et al., 2023). Our search yielded 54 relevant studies. However, by refining our selection criteria to focus solely on studies that employed positive emotions as conceptually developed constructs or measured constructs rather than merely mentioning them as key terms or phrases, we narrowed our selection to the 12 most relevant studies (see Table 1). After reviewing these studies, we identified several gaps in the existing literature.

The first notable gap is the absence of studies that consider managers' preferences for green workplace initiatives, their sense of hope (Lu et al., 2023; Lin et al., 2024), and their perception of the organization's internal environmental orientation as factors influencing their perceptions of organizational performance. Our research addresses this gap by extending the application of signaling theory from information economics (Spence, 2002) to the green literature, incorporating positive emotions as a significant component (Fatima et al., 2023). Previous studies have primarily focused on employees as the primary unit of analysis, which limited the scope due to their restricted involvement in organizational decision-making processes. In contrast, our research emphasizes managers, who directly influence green workplace initiatives and policies, thereby significantly impacting organizational performance.

Additionally, our results provide a comprehensive analysis using a hybrid approach of SEM and fsQCA. Managers are not homogenous and have different tendencies and motivations regarding their preferences for green workplace initiatives and levels of hope. SEM provides the relational value to the set of the nomological network of constructs. At the same time, fsQCA identifies managers with similar or diverse levels of green workplace initiatives, internal environmental orientation, and hope/hopelessness, which impact organizational performance.

Table 1

Studies on positive emotions, green management.

Reference	Underpinning Theory	Analysis Technique	Which Positive Emotions?	Drivers of Positive Emotions
Fazal-e-Hasan et al. (2023)	Affect Theory of Social Exchange and Broaden-and-Build Theory	SEM	Employee hope	Employee green innovation and Employees' locus of control
Chen et al. (2021)	Cognitive-Affective System Theory	SEM	Harmonious environmental passion	Perceived green human resource management
Cho and Yoo (2021)	Stakeholder Theory	SEM	Employee green passion	Customer pressure and restaurant ethical standards
Luu (2021)	Regulatory Focus Theory, Conservation of Resources Theory	SEM	Harmonious environmental passion	Human resource flexibility, prevention focus, and promotion focus
Mao et al. (2021)	Conservation of Resources Theory	SEM	Employee hope	Corporate social responsibility, Employees' satisfaction, and loss orientation
Çop et al. (2021)	Broaden-and-Build theory, Job Demand– Resource Theory and Conservation of Resources Theory	SEM	Green team resilience	Green transformational leadership, and green work engagement
Hosseini et al. (2020)	-	SEM	Норе	Hope has been taken as an independent variable.
Gilal et al. (2019)	Organizational Citizenship Behavior for the Environment Theory and Supplies-Values Fit Theory	SEM	Environmental passion	Green human resource management practices
Andersson et al. (2013)	-	No analysis	Positive emotion (general)	Perceived green transformational leadership practices.
Robertson and Barling (2013)	Social Comparison Theory	SEM	Employees' harmonious environmental passion	Leaders' environmental descriptive norms, environmentally specific transformational leadership, and environmental behaviors.
Anderson et al. (2007)	-	Multiple regression	Gratitude	-
Park et al. (2004)	-	ANOVA and Correlation	Gratitude	-

Given the absence of a consolidated or comprehensive theory addressing hope development in an environmental management context, this study combines the Signaling Theory (Spence, 2002) and Lawler's affect theory of social exchange (2001) to comprehensively understand managers' hope and the resultant organizational performance outcomes.

2.1. Signaling theory of information economics

The central premise of signaling theory is that the reciprocal exchange of signals between partners upholds the symmetry of information (Spence, 2002). When an organization proactively engages in initiatives supporting the environment and sustainability, managers interpret these actions as signals. If the signal aligns with a manager's well-being, vision, values, and beliefs, the manager will reciprocate by favoring the organization. In this scenario, hope acts as a stabilizing force within the exchange process between partners.

This theory is particularly applicable to our study because it emphasizes the importance of information exchange in shaping perceptions and behaviors. In green management, organizations that effectively signal their environmental commitment can foster a sense of hope among managers. This hope, in turn, acts as a stabilizing force that enhances the manager's engagement and motivation, ultimately influencing organizational performance. By integrating signaling theory, the study highlights the critical role of communication and perception in successfully implementing green workplace initiatives.

2.2. Affect theory of social exchange

Lawler's affect theory of social exchange (2001) establishes a link where managers' hope can elucidate the impact of their inclination towards environmentally friendly workplace initiatives on the organization's overall performance. According to this theory, the emotional experiences within the joint social exchange activities between managers and organizations depend on the benefits they derive. Mutual benefits lead to positive emotions such as pride, gratitude, and hope, while adverse outcomes lead to regret, sadness, and shame.

In fostering well-being in exchange relationships, two primary types

of actions/behaviors are prevalent: those that fulfill the beneficiary's needs and those that cultivate a sense of comfort within the relationship. When a manager believes an organization's environmental and sustainability initiatives can enhance their own well-being, it forms a positive impression of its authenticity and legitimacy (Al-Swidi et al., 2021). This positive perception of workplace green initiatives develops a manager's hope, allowing them to achieve personal and professional goals without incurring additional costs. Consequently, this diminishes perceived risk and improves organizational performance. In the context of our study, affect theory is essential for understanding how managers' emotional responses to green workplace initiatives influence their perceptions and actions. When managers perceive that the organization's environmental efforts enhance their well-being and align with their values, they experience positive emotions.

2.3. Integrating signaling theory of information economics and affect theory of social exchange

This study underscores the critical role of communication and perception in successfully implementing green workplace initiatives. In doing so, it builds a model that has two blocks. The first block is relevant to information exchange, which is cognitive, and the second block is about managers' motivation and action plans that they develop to attain organizational performance. This block underscores the importance of emotion. Accordingly, the first block of the set of variables requires a theory that when an organization takes proactive steps to support the environment and sustainability, it sends a signal to managers. The second part of the block requires a theory that explains how emotions lead to more comprehensive performance outcomes in the context of green management. The signaling theory of information is the most relevant and important theory because it explains that if the signal aligns with a manager's well-being, vision, and values, the manager will support the organization in return.

Likewise, the affect theory of social exchange is relevant and important because it talks about the positive emotions generated by successful exchanges by exchange partners. In this scenario, hope plays a key role in stabilizing the relationship between the two parties. Affect theory is essential in understanding how managers' emotional responses to green initiatives influence their perceptions and actions. Positive perceptions of workplace green initiatives can cultivate comfort and fulfilment in exchange relationships. Therefore, both theories provide a complete and more overarching picture of the managers-firm exchange in a green context. Both theories are integrated, relevant and important because they emphasize the significance of information exchange in shaping perceptions, emotions and behaviors, particularly in green management. Organizations that effectively signal their environmental commitment can instil hope among managers, which enhances their engagement and motivation and ultimately influences organizational performance.

In short, by integrating these two theories, we can comprehensively explore how green workplace initiatives impact managers' hope and organizational performance. Signaling theory addresses the informational and perceptual aspects, while affect theory captures the emotional and relational dynamics. This multi-theoretical approach provides a more nuanced understanding of the mechanisms through which green workplace initiatives influence managerial and organizational outcomes.

2.4. The role of hope

Snyder (2005) defines hope as a cognitive-focused, future-oriented emotional state grounded in the perception of agency and pathways to achieve desired outcomes through interactive means. The agency aspect of hope provides the 'willpower' essential for achieving goals, while the pathways component offers the 'way power' necessary for devising alternative routes (Snyder, 2005). Setting challenging "stretch" goals and preparing for unforeseen circumstances are practical methods for fostering hope (Luthans et al., 2006). The cognitive portion of hope enables managers to develop a path toward their desired goals, while the emotional component provides the stimulus to act in situations lacking certainty (Ojala, 2015).

The role of hope has been somewhat overlooked in understanding the impact of managers' uptake of environmental initiatives (Lu et al., 2023; Lin et al., 2024). However, research has shown a positive correlation between hope and various beneficial outcomes, such as managers' mental health, organizational citizenship behaviors (Zoghbi-Manrique de Lara, 2008), creativity (Rego et al., 2014), satisfaction, retention, unit performance (Jancenelle, 2023), and individual performance (Luthans and Jensen, 2002). Fig. 1 illustrates how this research evaluates the influence of hope regarding workplace green initiatives and its subsequent effects on managers' hope and their perceived impact on organizational performance.

Building upon signaling theory (Fatima et al., 2023) and the affect theory of social exchange, our study proposes a theoretical model exploring how managers' preferences for green workplace initiatives influence their levels of hope, subsequently impacting their perceptions of organizational performance. Green workplace initiatives signal an organizational commitment to environmental sustainability (Lin et al., 2024), fostering positive affective responses, such as hope, among managers (Lu et al., 2023). This, in turn, enhances their perceptions of organizational performance, as they are more likely to view their organization favorably due to its environmental efforts.

2.5. Managers' preferences for workplace green initiative and organizational performance

Organizations are the source of many ecological problems (Sadiq et al., 2023); therefore, they also need to play a major role in addressing these issues (Dogra et al., 2022). Thus, green practices have emerged as a response to environmental degradation. They represent strategies to mitigate the negative environmental impacts caused by various organizational activities. Consequently, some organizations have implemented eco-initiatives and consistently explore novel solutions to ecological challenges. While green practice initiatives significantly impact organizational performance, the involvement of managers is essential for achieving the goals set out in environmental management ultimately enhancing organizational performance (Dogra et al., 2022).

Therefore, academic research has focused on exploring the link between a manager's preferences for workplace green initiatives and their subsequent impact on organizational performance. For instance, studies by Gilal et al. (2019) and Papadas et al. (2019) explored the link between organizational green practices and performance concerning environmental impact. Their findings indicated that adopting green practices positively influences environmental performance when a manager's commitment to green values is high. Paillé et al. (2014) highlighted how an organization's green practices initiatives could influence managers' motivation, commitment, and loyalty. Gusmerotti et al. (2023), and Oppong and Agyemang (2022) also emphasized the need to heighten awareness and promote green practices as crucial steps to reach environmental sustainability. Collectively, these studies underline the significance of green practices and environmental performance in shaping behavior to adopt green practices for positive environmental outcomes.

Rooted in Lawler's affect theory of social exchange (2001), we argue that the relationship between managers' preferences for environmentally friendly workplace initiatives and their performance is significant and multifaceted. According to this theory, social exchanges within organizations are deeply influenced by the emotions generated through these interactions. When managers engage with and support green workplace initiatives, they will likely experience positive emotions such as pride, gratitude, and hope. These positive emotional experiences foster a more substantial commitment to the organization and enhance



Fig. 1. Research model.

their own well-being.

Lawler's theory suggests that when managers perceive that their organization's green initiatives align with their personal values and contribute to environmental sustainability, it validates their beliefs and reinforces their commitment to the organization. This alignment creates a positive feedback loop where managers feel valued and understood, leading to greater job satisfaction and loyalty. As a result, managers are more likely to engage in behaviors that support organizational goals and improve overall performance.

Furthermore, the affective bonds formed through these positive experiences contribute to more enduring and productive relationships within the organization. Managers emotionally invested in their organization's green initiatives are more likely to collaborate effectively with colleagues, exhibit higher organizational citizenship behavior, and contribute to a positive organizational culture. These behaviors, in turn, enhance organizational performance by fostering a supportive and innovative work environment. Hence, the preceding discussion culminates in the formation of our first hypothesis:

Hypothesis 1. Managers' preferences for green workplace initiatives positively influence their organizational performance perceptions.

2.6. Managers' preferences for workplace green initiatives, perceived organizational internal environmental orientation, and hope

Across academic, non-academic, and media platforms, a compelling narrative emphasizes that the most significant challenge of our times is intrinsically linked to environmental concerns and climate change. This overarching issue is seen as having a profound and widespread social impact. The narrative is not a novel argument. Earlier scholars (e.g., Jabbour and Santos, 2008; Kushwaha and Sharma, 2016) argue that optimal organizational environmental performance arises when implementing appropriate green practices stimulates managers' working methods and behaviors. This alignment is a central tenet of enhanced environmental performance.

The signaling theory of information economics (Spence, 2002) posits that organizations communicate to stakeholders through their actions and policies. When an organization adopts green workplace initiatives, it signals its commitment to environmental sustainability. As receivers of these signals, managers interpret them as indicators of the organization's values and priorities. If these signals align with the managers' environmental values, it reinforces their belief in the organization's mission and increases their commitment and hope for achieving long-term environmental goals. The affect theory of social exchange (Lawler, 2001) suggests that positive emotional experiences within social exchanges strengthen relational bonds and enhance organizational commitment. When managers perceive that their organization is genuinely committed to environmental sustainability, it evokes positive emotions such as pride, gratitude, and hope. These emotions, in turn, foster a more profound commitment to the organization and its goals.

This study contends that hope plays a positive role in influencing managers' preferences for green workplace initiatives. Managers who prefer organizations engaged in green workplace initiatives are more likely to possess a stronger environmental orientation; that is, they tend to exhibit heightened concerns for the environment and prioritize environmental issues to a greater extent (Grimmer and Bingham, 2013). It can be challenging for managers to connect specific actions with outcomes that might only yield a return in the distant future. However, environmental orientation positively influences future orientation among individuals, which suggests a relationship between future decision-making and the thinking process (Polonsky et al., 2014). Therefore, a preference for green workplace initiatives implies understanding the pathways to attaining the desired goal (Snyder et al., 2002).

By integrating the signaling theory of information economics and the affect theory of social exchange, we propose that managers' engagement with green initiatives signals their alignment with organizational values and fosters positive emotional bonds, enhancing their hope and commitment to organizational goals. Hence, based on the preceding discussion, we formulate the following hypothesis:

Hypothesis 2. Managers' preferences for green workplace initiatives positively influence managers' hope.

It is logical to conclude that organizations vary in the extent and focus of their green practice, indicating that not all organizations prioritize or engage with environmental issues to the same degree. Paillé et al. (2014, p. 455) state that environmental orientation "reflects the degree to which organizations are committed to protecting the natural environment and derives from their willingness to recognize and to integrate environmental concerns into the business strategy".

There is a distinction between external and internal environmental orientation. External orientation concerns how external stakeholders perceive a firm's decision and how those decisions impact those stakeholders; the latter focuses on management efforts to cultivate a proenvironmental culture by creating environmental policies and offering training to managers in environmental management practices (Bohari et al., 2020). Irrespective of their standpoints, both views on environmental orientation highlight the critical role that top management support can play. Promoting an environmental orientation without concern for implementation can result in managers not trusting the organization's commitment to improved environmental performance.

Viewed through the signaling theory of information economics (2002), managers prioritizing environmental values tend to perceive their employer as having a robust internal environmental orientation, particularly when this organizational stance resonates with their beliefs and values. According to Spence's framework, individuals interpret specific actions or signals from organizations as indicators of their underlying characteristics or qualities. When managers observe their organization actively promoting environmentally friendly practices or initiatives in the context of environmental values, they perceive these actions as signals of the organization's commitment to environmental sustainability. This perception is further strengthened when these initiatives mirror the manager's environmental values and beliefs.

Managers who prioritize environmental values are more attuned to environmental cues and signals within their organizational context. Observing their organization demonstrating a genuine commitment to environmental sustainability reinforces their perception of the organization as environmentally responsible. This alignment between the organization's actions and the manager's values creates a sense of congruence and fosters a positive perception of the organization's internal environmental orientation.

Moreover, according to Spence's theory, these signals indicate the organization's quality or attributes, influencing managers' perceptions of the organization's overall reputation and legitimacy. Therefore, managers who prioritize environmental values are likely to interpret their employer's environmental initiatives as signals of the organization's quality and integrity, enhancing their confidence in its internal environmental orientation. This fosters a positive exchange experience for the manager, thus impacting positive emotions such as hope. In this regard, it is reasonable to expect that hope will be influenced by a manager's perception of the organization's environmental orientation when that manager also exhibits a strong one. Therefore, in the case of organizations with higher levels of perceived internal environmental orientation, there is an expectation that managers' preferences for green workplace initiatives will positively impact managers' hope. The antithesis is that when the level of perceived internal environmental orientation is low within an organization, it can be expected that the inclination of managers towards green workplace initiatives would not significantly impact their hope. This is because managers would not trust the organization's dedication to enhancing environmental performance. Thus, our study presents its third hypothesis:

Hypothesis 3. Manager perception of internal environmental

orientation is a moderating factor between managers' preferences for green workplace initiatives and managers' hope.

2.7. Hope and manager perception of organizational performance

As suggested by Sabbir and Taufique (2022), managers receive management practices, and it is through their reception that they form their interpretations and judgement about these practices. When considered together, the organization's environmental management practices are the key. Our study proposes that elevated levels of managers' hope contribute to the organization's success.

According to the signaling theory of information economics, effective environmental management practices send positive signals about an organization's sustainability and potential for success (Fatima et al., 2023). Hopeful managers interpret these signals optimistically, which enhances their perceptions of organizational performance (Lin et al., 2024; Lu et al., 2023). This positive perception motivates managers to engage more deeply with organizational goals, further improving performance. Additionally, the affect theory of social exchange highlights that hope functions as a form of psychological capital, enabling managers to handle stress better and reduce turnover. This positive emotional state fosters stronger social exchanges and a constructive approach to feedback, leading to improved performance. Consequently, managers' hope not only boosts their own performance but also enhances their perception of the organization's performance.

Building on the above theoretical underpinnings, our study asserts that hope functions as a form of psychological capital that has a positive role when dealing with manager stress and turnover. Alleviating a manager's stress levels can contribute to improved organizational performance, as managers with higher levels of hope are more inclined to utilize professional feedback diagnostically as they strive to achieve their objectives. As a result, the organization's overall productivity is likely to increase (Mao et al., 2021). As such, they are more invested in the organization's betterment.

Managers' hope is a foundation for fostering confidence and positive emotions, leading to various behavioral outcomes, including improved performance (Abbas et al., 2014). Given that managers' hope acts as a catalyst for enhancing performance, it also elevates their perceptions of organizational performance. Therefore, acknowledging the substantial impact of hope on manager's motivation and performance, our study puts forth its fourth hypothesis:

Hypothesis 4. Managers' hope positively influences the managers' perception of an organization's performance.

2.8. Hope as a mediator

Hope is a cognitively focused, future-oriented emotion that motivates individuals and helps them develop action plans to attain their goals (Snyder et al., 1991). Research suggests that hope plays a significant role in mediating both maladaptive and adaptive practices (Rustoen et al., 2010). For instance, studies have shown that hope translates individual and organizational initiatives and investments into positive behavioral and performance outcomes (Lu et al., 2023; Lin et al., 2024), such as social support (Ng et al., 2017), health practices and well-being (Yarcheski and Mahon, 2016), involvement in violence (Stoddard et al., 2011), and post-traumatic growth (Zhou et al., 2018).

In the context of environmental and sustainability practices, we argue that managers who undertake environmental initiatives and investments in the workplace must focus on executing these projects effectively to achieve success (Jancenelle, 2023). Like any project, a positive attitude and a solid action plan are essential, along with the involvement of motivated managers. As the human capital of the organization, managers need to set specific goals, harness their energy, and develop various approaches to achieve these goals. Pursuing these environmental objectives instills hope, providing the necessary energy

and effective action plan to accomplish them. If the initial action plan does not succeed, hope allows them to explore alternative pathways to achieve their goals (Snyder et al., 1991). This process is ongoing and relies on the level of hope within the managers. Therefore, managers with hope are more likely to turn green initiatives into successful endeavors, ultimately benefiting the organization's performance.

In light of the above argument and evidence, we are focusing on the significant mediating role of managers' hope in the context of workplace sustainability practices. These practices include waste reduction, energy efficiency improvement, and recycling, and we are exploring how managers' contributions in these areas impact the success of their organization. This impact can be seen in various aspects, such as financial performance, employee satisfaction, and environmental impact. As a result, we hypothesize the following:

Hypothesis 5. Managers' hope mediates between managers' preferences for green workplace initiatives and managers' perceived organizational performance.

3. Methods

3.1. Data collection and sampling

We commissioned a well-respected marketing research firm to administer an online survey; the sample population was Australian managers over 18 with at least one year of managerial work experience. Using a specialist research company for the fieldwork offered several advantages. These included accessing a sample that aligns with our specific research parameters, data scrubbing to eliminate unsuitable responses, minimizing errors related to data transfer between formats, and mitigating non-response errors by coding online surveys. Thus, our use of the specialist company significantly enhanced the accuracy of our research findings.

The marketing research company provided an online link to panel members. The marketing research company used a random method to assign the link to their panel members. An online survey has the advantage of leveraging smartphone technology, allowing researchers to reach participants any time, anywhere (Evans and Mathur, 2018). Additionally, non-response errors can be eliminated in surveys by coding them such that they do not allow access to subsequent sections unless all previous questions have been answered. In exchange for their participation, respondents were given monetary incentives. Such incentives encourage panel members to participate actively in the online survey and provide accurate and valuable responses. Using Cochran's (2007) criteria, the final sample size of 303 respondents was determined, with the aim of a sample at least 10 times larger than the number of items included in the survey instrument. With 17 items spread across four constructs, a sample of 303 is considered ample for multivariate statistical analysis, meeting the criteria for robust data analysis and subsequent conclusions.

The sample consisted of 49.2% males between 18 and 65 years old and evenly distributed across age ranges. Most respondents (89.7%) had either completed high school or tertiary qualification. The respondents represented diverse industries, including Government (12.9%), Healthcare/Hospitals (10.6%), Financial Services (9.6%), Information Technology (8.9%), Education (7.3%), Media (5.6%), Construction (5.3%), Consultancy (5%), Retail (5%), Manufacturing (4.6%), Hospitality/ Tourism (4.6%), Legal services (4%), Automotive (3.6%), Communication (3%), Agriculture (2.6%), others (7.6%).

Participants were tasked with recalling their workplace's green initiatives, roles, and relationship with the organization. They responded to a range of multi-item Likert scales, utilizing well-established measures sourced from the literature. These measures were adapted to fit the specifics of the research domain under consideration. Framing the survey items positively and negatively aimed to mitigate acquiescence bias.

3.2. Questionnaire design and measures

We modified items from well-established and well-cited measures in the extant literature. Item-stem modification was performed because the items we used had been developed for a specific context. The adaptation improved the validity and reliability, and the items were suitable for our context. Managers' preferences for green workplace initiatives were measured with five items from Rao (2002); employee hope was measured with five items from Snyder et al. (1996); managers' perceived organizational internal environmental orientation was measured with four items from Banerjee et al. (2003); and perceived organizational performance was measured with 4 items from Delaney and Huselid (1996).

Additionally, within the survey's construction, a time gap was maintained between the measurement of the predictor variables and the criterion variables; this separation helped reduce bias within the study. The absence of common method bias was validated post-hoc using Harman's one-factor test, which provided further assurance regarding the absence of method-related biases in the study's results. Scores for each measure were derived by averaging responses to relevant items.

4. Results

4.1. Confirmatory factor analysis (CFA)

Using AMOS, a CFA was performed to assess the fit of the measures, and the results indicate a satisfactory fit. This shows that our model corresponds to the sample data, thus adding another layer of validity to our research findings. Based on Nunnally and Bernstein's (1994) recommendation, the constructs listed in Table 2 show good reliability as demonstrated by the Cronbach Alphas. Further evidence of robustness is shown by the Composite Reliability scores surpassing the minimum cut-off of 0.70.

Table 2 also illustrates significant item loadings (p < 0.01), indicating a strong relationship between the items and their constructs. Thus, the convergent validity of the constructs (Anderson and Gerbing, 1988, p. 411) is demonstrated; it is further supported because each of the constructs has an Average Variance Extracted (AVE) value greater than the 0.50 cut-off threshold. An examination of the inter-factor correlation matrix (refer to Table 3) shows low-to-moderate relationships between the pairs of constructs – indicating the distinctiveness of constructs within our study. The AVE square root estimates for these constructs were lower than their respective correlations, thus confirming discriminant validity.

4.2. Path analysis (hypotheses testing)

Path analysis shows that the structural model fits well with the data, and all relationships were statistically significant, thus confirming the accepted hypotheses. The variance explained in the dependent variables is 18.2% in managers' hope and 46% in managers' perceived organizational internal environmental orientation (see Table 4).

4.3. Mediation analysis

Bootstrapping procedures were used to assess the mediation effects of managers' hope, within this study, thus allowing for the measurement of the indirect effects. As reported in Table 4, managers' preferences for green workplace initiatives had an indirect effect on managers' perceived organizational performance, mediated by the effect of managers' hope. In this regard, preference for green workplace initiatives influences managers' hope, which is influenced by the managers' perceived organizational performance. This would seem to suggest a reciprocal relationship. Table 2

Measurement	mod	lel.
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Variables	Items	Factor Loadings	Composite Reliability/ Cronbach Alpha	AVE
Managers' preferences for green workplace initiatives (Rao, 2002)	I would prefer to work with an organization that communicates with its managers on the environmental attributes of its products/services	0.830	0.876/0.875	0.702
	I would prefer to work with an organization that brings together its managers to share their know-how and experience about the environment.	0.793		
	I would prefer to work with an organization that informs its managers about the benefits of greener services and technologies	0.887		
Managers' perceived organizational internal environmental orientation (Banerjee et al.	Our firm has a clear policy statement urging environmental awareness in every area of operation Environmental	0.818	0.862/0.861	0.676
2003)	preservation is highly valued by our firm members Preserving the environment is a central corporate value in our firm	0.850		
Managers' Hope (Snyder et al., 1996)	As a manager, I energetically pursue my goals.	0.713	0.817/0.817	0.473
	As a manager, I can think of many ways to get out of a difficult situation.	0.666		
	As a manager, there are lots of ways to take me out of the managerial problems.	0.676		
	As a manager, I can think of many ways to get the things in life that are very important to me	0.667		
	As a manager, even when others get discouraged, I know I can find a way to solve problems	0.714		
Managers' perceived organizational performance (Delaney and Huselid, 1996)	Quality of products, services, or programs of my organization when compared to other organizations in the same industry?	0.70	0.816/0.815	0.525
	Development of new products, services, or programs in my organization when	0.748	(continued on ne	ext page)

Table 2 (continued)

Variables	Items	Factor Loadings	Composite Reliability/ Cronbach Alpha	AVE
	compared to other organizations in the same industry? The capability of my organization to satisfy customers or clients when compared to other organizations in the same industry?	0.711		
	Ability to attract potential managers when compared to other organizations in the same industry?	0.739		

 $\chi 2 = 163.864~df = 84~\chi 2/df = 1.951,~(p < 0.01),~CFI = 0.963,~TLI = 0.953$ and RMSEA = 0.056.

Table 3

Discriminant validity.

	1	2	3	4
1. Managers' preferences for green workplace initiatives	0.838			
 Managers' perceived organizational internal environmental orientation 	0.569	0.822		
 Managers' perceived organizational performance 	0.470	0.718	0.725	
4. Managers' Hope	0.427	0.437	0.640	0.688

Table 4

Structural model.

Hypotheses	β	p-value
MGI→POP	0.246	0.000
MGI→MH	0.426	0.000
MH→POP	0.536	0.000
MGI→MH→POP	0.228	0.001
R^2 in MH = 18.2%		
R^2 in POP = 46%		

 $\chi 2=89.218$ df = 51 $\chi 2/df$ = 1.749, (p < 0.01), CFI = 0.974, TLI = 0.967 and RMSEA = 0.050.

MGI = Managers' preferences for green workplace initiatives; MH = Managers'Hope; POP = Managers' Perceived Organizational Performance; IEO = Managers' perceived organizational internal environmental orientation.

4.4. Moderation analysis

This study has conducted moderation analysis using model 1 of process macro for SPSS. The findings support that managers' perceived organizational internal environmental orientation strengthens the positive association between their preference for green workplace initiatives and hope (see Table 5). Further, we conducted a slope analysis to better understand the moderating impact of perceived organizational internal environmental orientation on the relationship between managers' preferences for green workplace initiatives and managers' hope (refer to Fig. 2). Thus, this is evidence of the impact of a supportive

internal environmental orientation.

The current study conducted moderated mediation analysis using Model 7 of Process Macro for SPSS, as delineated in Table 6. Thus, it allows for an examination of the interplay between relationships. The results indicate that the influence of managers' perceived organizational internal environmental orientation was statistically significant at a 95% confidence interval ranging from 0.015 to 0.087. As the value of the perceived organizational internal environmental orientation escalates from low to high, the indirect impact of managers' preferences for green workplace initiatives on their perceived organizational performance increases significantly. Specifically, this increased from an insignificant level of 0.031 (perceived organizational internal environmental orientation of -1 SD; 95% CI [-0.032, 0.107]) to a significant level of 0.178 (perceived organizational internal environmental orientation of +1 SD; 95% CI [0.104, 0.263]).

4.5. fsQCA analysis

In addition to the analyses using the SEM approach, a further examination of the metrics was conducted using the fsQCA approach. This method allowed us to identify the combinations of factors that individual conditions that are necessary (or almost necessary) for the outcome to occur. Table 7 shows the various configuration of conditions that result in increased perceived organizational performance. Conforming to standard practice in fsQCA studies, this research uses a black circle (•) to indicate the presence of a condition and open circles (\otimes) to signify its absence. A consistency threshold of 0.8, as proposed by Ragin (2008), was incorporated into all tables. The tables show that each presented solution and configuration maintains sufficient consistency, meeting the determined threshold.

In Table 7, a relatively high coverage and high consistency configuration is where perception about internal orientation is coupled with green workplace initiatives. The other configuration relates to managers who lack hope but highly perceive organizational orientation. In our study, we seek to highlight that this configuration has relatively low unique coverage, thus suggesting that the condition does not uniquely explain a significant amount of the outcome. However, the existence of a lack of hope in the condition can imply that even pessimistic managers (Rafiq et al., 2022), when they witness an orientation in the organization towards environmental considerations, will have an improved perception of the related performance. Given the asymmetric nature of analysis in fsQCA, Table 8 presents the combination of conditions that lead to the negative outcome.

As seen in Table 8, the single solution resulting in the lack of outcome is a configuration of the absence of all three factors in the research model. This finding confirms that while the three factors can separately improve the outcome (results of SEM study), they can configure with each other to produce a negative outcome.

5. Discussion

Organizations invest financial and economic resources in green workplace initiatives to improve organizational performance under increasing pressure from stakeholders. It is crucial for scholars and managers to understand the impact of green workplace initiatives on perceived organizational performance. The study suggests that these investments may not be able to attain their performance outcomes as the human capital and their motivation and action plans are key to translating these green initiatives into improved performance outcomes.

Table 5Moderating effect analysis.

Path	β	BootSI	p-value	BootULCI	BootLLCI	Moderation
IEO*MGI→MH	0.114	0.022	0.000	0.157	0.070	Yes

MGI = Managers' preferences for green workplace initiatives; IEO = Managers' perceived organizational internal environmental orientation MH = Managers Hope.



Fig. 2. Moderation effect of managers' perceived organizational internal environmental orientation on the relationship between managers' preferences for green workplace initiatives and employee hope. (For interpretation of the references to colour in this figure legend, the reader is referred to the Web version of this article.)

Table 6 Moderated mediation

Conditional direct effect of MGI on POP at IEO						
Value Group	Effect	Boot SE	Boot LLCI	Boot ULCI		
Low	0.064	0.045	-0.026	0.153		
Medium	0.215	0.043	0.131	0.300		
High	0.367	0.058	0.253	0.481		
Conditional indi	rect effect of M	GI on POP at IEO				
Value Group	Effect	Boot SE	Boot LLCI	Boot ULCI		
Low	0.031	0.035	-0.032	0.107		
Medium	0.104	0.030	0.052	0.168		
High	0.178	0.041	0.104	0.263		
Index of moderated mediation						
Moderator	Index	Boot SE	Boot LLCI	Boot ULCI		
IEO	0.055	0.018	0.015	0.087		

MGI = Managers' preferences for green workplace initiatives; MH = Managers Hope; POP = Managers' Perceived Organizational Performance; IEO = Managers' perceived organizational internal environmental orientation.

Table 7

Configurations leading to higher perceived organizational performance.

Configuration Number	1	2
Managers' Hope		\otimes
Managers perceived organizational internal environmental orientation	•	•
Managers' preferences for green workplace initiatives	•	
Unique coverage	0.879	0.911
Consistency	0.917	0.835
Solution coverage	0.856	
Solution consistency	0.946	

Drawing on the signaling theory and the affect theory of social exchange, we propose green workplace initiatives, managers' hope and internal environmental orientation as drivers of organizational performance. Accordingly, there are three objectives of our study. First, it hypothesized the managers' preferences for green workplace initiatives and internal environmental orientation as drivers of managers' hope. Second, it investigated the impact of hope on managers' perceived

Table 8

Configurations leading to the absence of perceived organizational performance.

Configuration Number	1
Managers' Hope	\otimes
Managers perceived organizational internal environmental orientation	\otimes
Managers' preferences for green workplace initiatives	8
Solution coverage	0.540
Solution consistency	0.918

organizational performance. Third, it identified the configurations of variables using fsQCA. Four primary hypotheses were used to address our three research objectives.

The results support the positive relationship between managers' preferences for green workplace initiatives and managers' perceived organizational performance (H1: $\beta = 0.246$; p = 0.000). This finding is aligned with those studies that posit that managers who advocate for green workplace initiatives tend to have a more favorable perception of their organizational performance (Gilal et al., 2019). For example, the research conducted by (Dogra et al., 2022) and Papadas et al. (2019) demonstrated that green practices improve environmental performance when managers are highly committed to green values. Thus, if there is a significant relationship between managers' preferences for environmentally friendly initiatives and their performance, it will lead to positive outcomes, such as heightened commitment and sustained relationships, which enhance organizational performance. Consequently, managerial preference is critical to shaping commitment to environmental sustainability.

Our study also shows that managers' preference for green workplace initiatives has a positive and significant impact ($\beta = 0.426$; p = 0.000) on managers' hope (H2). Our finding concurs with those of Lagomarsino and Lemarié (2024), and Kushwaha and Sharma (2016), who argue that optimal organizational environmental performance arises when implementing appropriate green practices stimulates managers' working emotions and behaviors (Snyder et al., 1996). This implies that when managers' preferences for green initiatives stimulate will (motivation) and develop the capability to devise ways (action plans) to attain performance goals for organizations. This will, and the ways is known as the managers' hope which consequently improves the organization's overall performance.

Next, we examined the moderating role of 'managers perceived organizational internal environmental orientation' (H3). The results showed that managers' perceived organizational internal environmental orientation was a significant moderator (IEO*MGI \rightarrow MH: $\beta = 0.114$; p = 0.000), which resonates with the findings of Mariadoss et al. (2016) and Niemann et al. (2020) who found support for the moderating effect of environmental orientation on green initiatives and performance outcomes. The result implies that the impact of managers' preferences for green workplace initiatives on their level of hope is more pronounced when they perceive their organization as having a robust, articulated and effective strategy for internal culture, value system and standards, and policies to protect the environment. However, this finding is also opposed to Anzola-Román et al.'s (2024) result, which implies that firms are not at a disadvantage if their internal environmental orientation is weak. By and large, however, the literature on environmental orientation indicates that managers' green initiatives and the organization's environmental values result in a positive exchange, triggering positive emotional responses from stakeholders.

Hope is an important predictor of managers' perceptions of organizational performance (H4). Simmons (2009) observed that individuals' hope reflects realistic goals and achieving them with internalized control and self-direction. Our result ($\beta = 0.536$; p = 0.000) found support from Combs et al. (2010) and Mao et al. (2021), who confirmed that hope was positively and significantly related to individuals' performance. Similarly, Karatepe (2014) observed that hope impacts individuals' job performance albeit via a mediator (work engagement). Hence, focusing on hope can improve overall organizational performance. The findings about H1, H2 and H4 address the first question of the study about the mediating role of hope between workplace green initiatives and organizational performance. The finding about H3 answers the second question of the study pertaining to the moderating role of internal environmental orientation on green workplace initiatives and managers' hopes.

Lastly, besides the direct relationship, our study also shows a significant ($\beta = 0.228$) indirect link between managers' preferences for green workplace initiatives and managers' perceived organizational performance through a mediator, i.e., managers' hope (H5). It implies that when managers are hopeful about the potential impact of green initiatives, they are more likely to perceive their initiatives as contributing positively to organizational performance. This result corroborates with those of Fazal-e-Hasan et al. (2023), who found that hope mediates the link of organizational green innovation with perceived organizational performance and employees' goal attainment, respectively. Studies have found that managers are hopeful and driven by the potential positive impacts of their sustainability initiatives, which have not only enhanced the environmental footprint and market position of their brands but have translated into a stronger perceived organizational performance.

Considering the configurations of factors studied in this research, the findings of fsQCA analysis uncover interesting insights which should be discussed independently, to complement the SEM analysis. First of all, the study finds a configuration in which managers' perceived organizational internal environmental orientation and managers' preferences for green workplace initiatives can lead to higher perceived organizational performance. Although this finding is different from the moderator role studied in H3 (as the outcome is not managers' hope), the high consistency of the solution can show a relatively high tendency of the factors to positively influence organizational performance even in the absence of managers' hope.

The more interesting configuration is where the lack of hope is configured with a strong perception of the organization's internal environmental orientation, which leads to higher perceived performance. This indicates a tendency in pessimistic managers (who do not have higher levels of hope) to perceive heightened performance when they see an orientation in the internal environment. This configuration should be studied to complement the results of H4 and H5 in the SEM analysis where the impact of managers' hope is confirmed to directly impact perceived organizational performance and mediate the managers' preferences for green workplace initiatives and managers' perceived organizational performance. This finding underscores the importance of a configurational perspective as complex interactions between multiple factors can yield significant insights that might be overlooked when factors are considered independently (e.g. using SEM analysis). These two configurations show that the integration of environmental practices into core business strategies has been consistently shown to improve not only environmental outcomes but also overall organizational performance (Papadas et al., 2019; Dogra et al., 2022).

In addition, the configurational study finds that the absence of all three factors - hope, perception of the internal environment, and preference for green initiatives - can lead to a significant lack of perceived performance. This demonstrates another benefit of fsQCA compared to SEM, as fsQCA allows for the identification of configurations leading to lower outcomes, providing a more comprehensive understanding of both positive and negative influences on organizational performance. Regardless of this conflict in the direction of outcomes (higher vs lower levels of outcome), this finding is more aligned with the overall research model developed in the SEM analysis and the broader literature. For example, studies by Paillé et al. (2014) and Robertson and Barling (2013) have emphasized the importance of positive environmental practices and strong internal environmental orientation in enhancing organizational performance. However, these studies primarily focus on the positive aspects and outcomes. The ability of fsQCA to identify configurations that lead to lower performance outcomes fills a crucial gap in the literature, as it provides insights into what conditions can lead to failures or suboptimal performance. Moreover, the significance of understanding negative outcomes is supported by research in organizational behavior and psychology, which highlights the importance of identifying and mitigating factors that can lead to poor performance (e.g., Podsakoff et al., 2012).

5.1. Theoretical implications

This research highlights the following key theoretical contributions to the green literature.

First, the study underscores the critical role of harmonizing an organization's environmental management with its operational practices. This integration affects not only emotions and behaviors but also the overall performance of managers and the organization.

Second, highlighting the importance of an organization's internal environmental orientation, the research shows how it translates managers' preferences for green initiatives into hope, which subsequently leads to positive organizational performance. This suggests a potential area for further investigation into how internal environmental policies can be optimized to enhance manager motivation and performance.

Third, using a configurational approach, the study looks into how different components interact to improve environmental performance. This approach is particularly valuable because the results of fsQCA are different but complementary to the SEM analysis. While SEM identifies the direct and mediating effects of individual factors, fsQCA reveals how combinations of factors interact to produce different outcomes. This dual approach contributes to the literature by providing a broader understanding of how various factors interact to influence environmental performance.

Fourth, the study proposes engaging managers in tasks that develop sustainable goals, to identify achievement pathways, and reframe obstacles as opportunities. This suggests a potential research direction on effective managerial training programs that incorporate these elements to foster a sustainable organizational culture.

Fifth, the study aligns with Snyder's theory by suggesting that strategies promoting hope among managers can enhance their motivation and performance. Future research could delve into the specific strategies that organizations can implement to foster hope and the long-term

impacts of these strategies on organizational performance and employee well-being.

Sixth, the findings suggest that aligning managers' personal and professional goals with the organization's environmental goals can lead to mutually beneficial outcomes. This points to a potential research avenue exploring methods for effective goal alignment and the resulting impact on organizational cohesion and performance.

Seventh, using the configurational perspective and fsQCA analysis the study focuses on negative outcomes (configurations that lead to lower performance). This aspect of fsQCA provides valuable insights that are not typically captured by SEM analysis. While SEM primarily identifies the direct and mediating effects of individual factors on performance, fsQCA allows for the examination of how combinations of factors can interact to produce low level outcomes. As a result, the study contributes to a deeper understanding of the conditions that can either foster or hinder environmental performance.

Lastly, emphasizing the role of hope in HRM, this study suggests that green HRM strategies should incorporate hope in human resource development practices. This opens up a research domain focused on integrating psychological constructs into HRM practices to enhance environmental sustainability and employee engagement. The study also notes that granting managers more discretion to cater to customers with environmental preferences could be beneficial.

5.2. Managerial implications

Managers are encouraged to focus on green and sustainable practices at work to improve the performance of their organization. The organization should establish a culture and ecosystem that supports the recruitment and selection of managers with a strong inclination and preference for green workplace initiatives and projects. Also important is that top management and senior executives outline green initiatives that align with their internal culture and value proposition. IKEA, for example, invests enormously in the development and manufacture of sustainable and environmentally friendly furniture. Similarly, Johnson & Johnson has reduced plastic usage and removed plastic microbeads from its entire portfolio of cosmetic products through recycling initiatives. Further, we recommend organizations consider obtaining certification and accreditation from US Green Seal, Canadian Environmental Choice, and Japan Eco Mark. Contrary to ISO 14001, which recommends the systematization of environmental management, these credentials emphasize innovation and uplifting environmental management standards. Therefore, the HR process, from recruitment to rewards, must identify and capitalize on these environmental strategies and policies.

A three-step process is recommended to instill hope in managers: the first step is to ensure that managers are aware of the organization's environmental values. Second, we emphasize the role of managers as cocreators and strategy makers in setting realistic goals for the goalattainment process. In this way, they should feel empowered and integral to the organization's green initiatives. Finally, the organization's HR system manages and evaluates managers' emotional intelligence. As an example, Apple uses an emotional management system to monitor stakeholders, including managers, to see if they love and engage with their brands. It may not yield the desired results for the organization without a systematic approach that evaluates managers' positive emotions, including hope towards green workplace initiatives.

Organizational policies should empower managers by:

- providing them with tasks and projects with clear environmental and sustainability goals that align with their professional and personal objectives.
- 2) establishing a roadmap for achieving these goals.
- 3) encouraging managers to pursue these goals by providing a reward system, citizenship practices, and
- 4) facilitating benchmarking benefits by eliminating barriers.

As a result of this research, organizations should also redefine their overall performance goals in light of environmental and sustainability issues. For instance, it is possible for a company a) to reduce raw material usage and increase recycling, b) to eliminate unneeded resources and implement just-in-time strategies, and, finally, c) to reduce its carbon footprint by pooling resources within the organization.

Moreover, at the public policy level, environmental and sustainability criteria should be incorporated into the procurement process and service delivery models to reduce carbon footprints. As an additional performance criterion, government agencies can require environmental audit reports from manufacturing and service organizations. In addition, the government should take advantage of a social marketing approach to influence the public's behavior and to confirm that green goods are not expensive. Last but not least, the government should implement training and educational programs to instil hope and teach sustainable citizenship behaviors to public procurers, project officers, and environmental executives.

Essentially, this research shows that fostering positive emotions, such as hope, in managers can benefit the organization. Organizations can achieve environmental and sustainability goals by implementing HR systems that encourage managers to embrace environmentally friendly practices. As a result of this approach, managers become champions of green practices, driving both individual and organizational success.

5.3. Limitations and future research

As is common with most research contributions, this study is not free of flaws. Firstly, our study's reliance on cross-sectional design and the fact that data was collected solely from managers restrict the broader applicability of the results. Additional understanding of creating hope, particularly in front-level employees, could be gained through longitudinal and panel research that focuses on both "trait" and "state" hope and multi-level data involving managers, organizations, and customers. Furthermore, this study did not account for the temporal effects of hope on managers' productivity, performance, choice, and preference. Excluding variables such as desire, expectation, and optimism may also have impacted the results; controlling for these variables may yield alternative findings. Another area for research could be exploring the implications of hope for personal and organizational performance outcomes using objective organizational performance data.

Moreover, the role of risk perceptions and appraisals related to hope in high-risk industries could be examined. The configurational approach used in this study can also be implemented in future research to show the interdependencies and factors leading to the lack of an outcome. Finally, future research could explore the link between higher levels of hope and managers' perception of green organizational innovation and job enjoyment; this study may be needed because hope can positively impact various manager behaviors and can be facilitated by effective green strategies.

CRediT authorship contribution statement

Mohd Adil: Writing – review & editing, Writing – original draft, Supervision, Investigation, Conceptualization. Syed Muhammad Fazele-Hasan: Writing – review & editing, Writing – original draft, Supervision, Conceptualization. Hormoz Ahmadi: Writing – review & editing, Writing – original draft, Conceptualization. Mohd Sadiq: Software, Methodology, Investigation, Formal analysis, Data curation, Conceptualization. Harjit Sekhon: Writing – review & editing, Writing – original draft. Alireza Amrollahi: Software, Methodology, Formal analysis, Data curation.

Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence

the work reported in this paper.

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Data availability

Data will be made available on request.

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