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Fostering a Culture of Environmental Responsibility of Green Behavioural Intentions on Green Supply Chain Practices: Evidence from a Developing Country, Ghana

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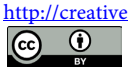

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Abstract

The realization of GSCM's full potential faces obstacles, highlighting a disconnect between theoretical concepts and practical implementation. To bridge this gap, companies require more than just the desire to adopt eco-friendly practices; they need a well-defined strategic framework that fosters a culture of environmental responsibility. The study specifically targeted individuals in significant managerial positions, including top-level managers, as well as key personnel holding pertinent roles such as supply chain managers, procurement or purchasing managers, logistics managers, and operations managers. A sample of 100 manufacturing firms located in Ghana was used. The sample was drawn from a database complied by the Ghana Chamber of Commerce and Industries. In this study, a purposive sampling technique was utilized to carefully select one respondent firm from the manufacturing companies. The primary instrument for collecting data was a survey questionnaire, structured in a Likert scale format. Analysis of the collected data, Structural Equation Modeling (SEM) was chosen as the analytical framework. The study concludes that there is substantial evidence of the critical role played by green behaviour intentions and green organizational climate, as well as their interconnected dynamics, in shaping the adoption of green supply chain practices. These results enhance our understanding of these relationships and emphasize their significance within the realm of sustainability and environmental responsibility.

Keywords

Green Supply Chain Management, Green Behaviour Intentions, Green Organisational Climate

1. Background to the Study

The adoption of Green Supply Chain Management (GSCM) emerged as a vital approach for organizations to harmonize their economic goals with environmental stewardship. GSCM involves integrating eco-friendly practices across the entire supply chain, encompassing activities from procurement to distribution (Geng et al., 2017; Sadia et al., 2019). It is a strategic response that aligns businesses with sustainable principles while improving both environmental performance and operational efficiency. However, despite the demonstrable benefits of GSCM, there exist challenges in its full-scale implementation.

Previous research has indicated that managers face difficulties in harnessing the advantages of GSCM (Kirchoff et al., 2016). These difficulties may stem from a range of implementation obstacles, including resource constraints, lack of awareness, and organisational inertia (Goyal & Kumar, 2017). As a result, the realization of GSCM's full potential faces obstacles, highlighting a disconnect between theoretical concepts and practical implementation. To bridge this gap, companies require more than just the desire to adopt eco-friendly practices; they need a well-defined strategic framework that fosters a culture of environmental responsibility.

Central to the integration of sustainable practices is the concept of green behaviour intention, a potent driver of organisational change towards environmental responsibility (Tang et al., 2018). Green behaviour intention encapsulates measurable and responsible environmental actions that facilitate the transition towards sustainability in procurement and supply chain practices (Anderson et al., 2013). This intention plays a fundamental role in influencing an organization's "greening strategy," encompassing policies that establish the direction for environmentally sustainable business practices (Paille et al., 2013; Renwick et al., 2013). Essentially, an organization's dedication to enhancing its green performance depends on how well its green organizational strategies align with the environmentally conscious intentions of its management team and employees.

Alongside the impact of green behaviour intention, the significance of the organizational climate in shaping environmentally responsible behaviours becomes increasingly evident. The green organizational climate, characterized by the prevailing environmental values and attitudes within an organization, exerts a substantial influence on employee conduct (Norton et al., 2017). This climate is widely recognized as a crucial determinant of employees' engagement in green behaviour intentions, thus creating an environment that encourages the implementation of Green Supply Chain Management (GSCM) practices (Li & Huang, 2017; Saeed et al., 2018).

While prior studies have separately highlighted the significance of green behaviour intention, green supply chain management (GSCM), and the green organizational climate, there is a shortage of empirical research that thoroughly investigates their interconnectedness. This study seeks to bridge this void by empirically examining the intricate relationships between green behaviour intention, GSCM, and the green organizational climate. By gaining a comprehensive understanding

of how these constructs interact, businesses can develop well-informed strategies to promote sustainable practices, improve their environmental performance, and make meaningful contributions to global environmental preservation efforts. The study was lensed by the following objectives.

- To examine the direct effect of green behaviour intentions on green supply chain practices.
- To examine the direct effect of green organisational climate on green supply chain practices.

2. Literature Review

The term "green supply chain practices" (GSCP) encompasses a wide range of measures that organizations adopt to reduce their environmental impact. These practices are situated within the broader framework of Green Supply Chain Management (GSCM) as articulated by Srivastava (2017). Additionally, Sarkis et al. (2020) suggest that green supply chain practices generally refer to a variety of actions taken by organizations to minimize their environmental footprint. GSCP includes a spectrum of environmentally conscious activities, encompassing both voluntary and mandatory efforts (Montabon et al., 2017; Gonzalez et al., 2008; Sarkis et al., 2020).

As outlined by Vachon and Klassen (2016), green supply chain practices (GSCP) encompass activities that are externally directed or involve collaboration with at least one other organization besides the primary company. These practices can be further categorized into environmental cooperation and environmental monitoring. Activities such as adopting environmental management systems and pursuing investment recovery fall under the category of internal initiatives. Conversely, practices like green procurement and partnering with customers to develop sustainable packaging are instances of external green supply chain practices.

Sarkis et al. (2020) posits that green supply chain practices encompass the actions and strategies that organizations can employ to achieve their management goals. These practices can differ based on the organization's operations and the distinct characteristics of its supply chain. Nevertheless, there are several typical green supply chain practices, including:

- Sustainable sourcing: This involves sourcing raw materials, components, and finished products from suppliers who are committed to sustainable practices, such as using environmentally friendly materials and minimising their environmental impact (Sarkis et al., 2020).
- Green logistics: This involves optimising transportation routes and modes to minimise fuel consumption and reduce greenhouse gas emissions. Organisations can achieve this by using more fuel-efficient vehicles, consolidating shipments, and utilizing rail and water transport (Sarkis et al., 2020).
- Waste reduction and recycling: This entails the reduction of waste at every stage of the supply chain and the advocacy for the reuse and recycling of materials. Such initiatives may encompass efforts to decrease packaging, reuse

pallets and containers, and establish recycling programs for waste materials (Sarkis et al., 2020).

- Energy efficiency: This encompasses the reduction of energy usage and greenhouse gas emissions at all stages of the supply chain through the adoption of energy-efficient technologies and processes. Such initiatives may involve the utilization of renewable energy sources, optimization of lighting and heating systems, and the minimization of energy consumption in manufacturing processes (Sarkis et al., 2020).
- Eco-design: This involves designing products and packaging with environmental sustainability in mind. This can include using environmentally friendly materials, designing products for easy disassembly and recycling, and using sustainable packaging materials (Sarkis et al., 2020).
- Life cycle assessment: This practice involves assessing the environmental consequences of products and services across their complete life cycle, spanning from raw material extraction to disposal. It serves as a valuable tool for organizations to identify opportunities for reducing their environmental footprint and enhancing the sustainability of their supply chain (Sarkis et al., 2020).

By incorporating these and various other green supply chain practices, organizations can effectively diminish their environmental footprint, enhance their reputation, and attain additional advantages such as cost reductions, heightened efficiency, and enhanced supply chain resilience. In the context of the current study, both green packaging and green purchasing are conceptualized for analysis among the numerous green supply chain practices.

2.1. Theoretical Review

The theoretical framework employed in this study is a fusion of three key theoretical perspectives: the theory of planned behaviour (TPB), stakeholder theory, and institutional dynamic capability theory. This amalgamation of theories provides a robust foundation for comprehending the complex dynamics of green supply chain management and the practices associated with it within an organizational context.

2.1.1. The Theory of Planned Behaviour (TPB)

The theory of planned behaviour (TPB) is a well-established psychological framework that provides valuable insights into comprehending and predicting human behaviour across different contexts (Ajzen, 1980). TPB has been extensively utilized to explore and analyze individuals' intentions and behaviours in relation to diverse actions, including environmentally sustainable practices within organisations (Ajzen, 1991).

The theory of planned behaviour (TPB) centers on three fundamental constructs: attitudes towards the behaviour, subjective norms, and perceived behavioural control (Ajzen, 1991). Attitudes play a pivotal role in connecting green behaviour intentions to green supply chain management (GSCM) practices. Individuals who hold positive attitudes toward environmentally responsible behav-

iours are more likely to form stronger intentions to participate in GSCM practices (Ajzen, 1991). Positive attitudes towards GSCM practices such as sustainable sourcing, waste reduction, and energy efficiency can bolster employees' intentions to incorporate these practices, ultimately contributing to the organization's overall environmental performance (Ajzen, 1991).

Subjective norms, as another component of TPB, involve the perceived social pressures and approval from significant others. The green organisational climate acts as a vital source of subjective norms in this study. When employees perceive that their peers, supervisors, and the organisation itself endorse and value GSCM practices, their intentions to adopt these practices are reinforced (Ajzen, 1991). The green organisational climate, which reflects the organisation's commitment to environmental sustainability, shapes employees' perceptions of social expectations and approval, thereby influencing their behavioural intentions (Hassan et al., 2018).

Perceived behavioural control, the third element of TPB, is influenced by the presence of a supportive green organisational climate. Employees' perceptions of having the necessary resources, support, and autonomy to engage in GSCM practices can strengthen their intentions to do so (Ajzen, 1991). A green organisational climate that fosters a culture of sustainability and provides training and resources empowers employees to believe in their ability to perform GSCM practices effectively (Hassan et al., 2018).

Empirical studies have demonstrated the applicability of TPB in predicting a range of environmentally responsible behaviours within organizational contexts. For instance, research has employed TPB to examine employees' intentions to take part in recycling initiatives (Oreg & Katz-Gerro, 2008) or embrace energy-saving practices (Bamberg et al., 2007) within their workplaces. When applied to the domain of green supply chain practices, TPB can provide valuable insights into discerning the factors that influence employees' decisions to either participate or abstain from behaviours that promote environmentally sustainable supply chains.

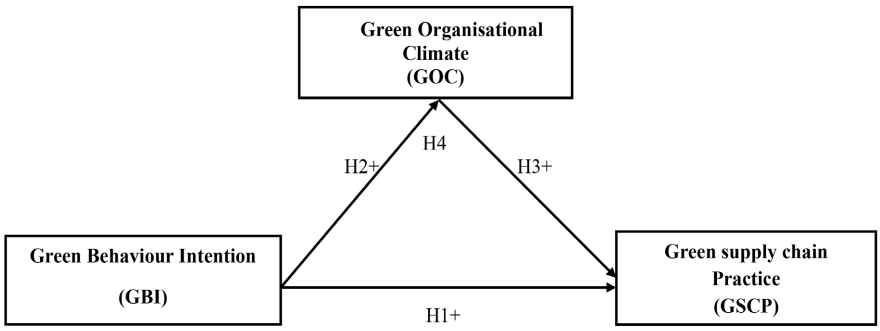
The theory of planned behaviour (TPB), developed by Ajzen (1991), offers a comprehensive framework for understanding the complex relationships among green behaviour intentions, green supply chain management (GSCM) practices, and the mediating role of the green organizational climate. According to this theory, individuals' intentions to engage in a particular behaviour are influenced by their attitudes, subjective norms, and perceived behavioural control related to that behaviour. In the context of this study, which examines the impact of green behaviour intention on GSCM practices with the mediating role of the green organizational climate, TPB can provide valuable insights.

Moreover, the green organisational climate serves as a mediating factor between green behaviour intention and GSCM practices. As employees' intentions to engage in GSCM practices are influenced by attitudes, subjective norms, and perceived behavioural control, the green organizational climate reinforces and trans-

lates these intentions into actual behaviours. A positive and supportive organisational climate enhances employees' motivation, confidence, and willingness to implement GSCM practices (Hassan et al., 2018).

2.1.2. Conceptual Framework

The model presented in the study indicates several key relationships among the variables. It suggests that there is a direct and positive association between the intention to engage in environmentally friendly behaviours and the implementation of green supply chain practices. Additionally, it posits that a direct and favorable connection exists between the intention for green behaviours and the creation of a green organizational climate. Moreover, the research acknowledges a direct link between a green organizational climate and the adoption of green supply chain practices. Furthermore, the model suggests that a green organizational climate plays a beneficial mediating role in the relationship between the intention for green behaviours and the adoption of green supply chain practices. **Figure 1** below visually illustrates these direct and mediated connections among the variables.



Source: Author's Construct

Figure 1. Conceptual model.

3. Research Methodology

This study adopted a descriptive research design to investigate the relationships between green behaviour intentions, green organizational climate, and green supply chain practices. The target population comprised individuals in strategic managerial roles within the supply chain, including top-level managers, supply chain managers, procurement or purchasing managers, logistics managers, and operations managers. These individuals were selected due to their decision-making responsibilities and insight into their firms' sustainability strategies.

A sample of 100 manufacturing firms located in Ghana was selected for this study. The firms were identified from a database compiled by the Ghana Chamber of Commerce and Industry. Purposive sampling was employed to ensure that only respondents with relevant knowledge and roles participated in the study. Each selected firm nominated one respondent best suited to provide reliable and accurate data.

3.1. Questionnaire Development and Validation

The primary data collection tool was a structured survey questionnaire. The questionnaire was divided into three main sections corresponding to the study's constructs: Green Behaviour Intentions (GBI), Green Organizational Climate (GOC), and Green Supply Chain Practices (GSCP). Items were adapted from established, peer-reviewed literature to ensure conceptual clarity and alignment with previous research:

- GBI items were adapted from Andersson et al. (2013) and Paille et al. (2013),
- GOC items from Norton et al. (2017) and Saeed et al. (2018),
- GSCP items from Li and Huang (2017) and Geng et al. (2017).

Each construct was measured using multiple items rated on a 7-point Likert scale, ranging from 1 ("strongly disagree") to 7 ("strongly agree").

To ensure content validity, the draft questionnaire was reviewed by two academics in the field of green supply chain management and one industry expert. Their feedback helped refine item wording, eliminate ambiguity, and confirm relevance to the Ghanaian manufacturing context.

A pilot test was conducted with a sample of 15 managers from firms not included in the main study. The pilot results were analysed to assess the reliability and internal consistency of the measurement scales. Cronbach's alpha coefficients for all constructs exceeded the acceptable threshold of 0.70, indicating satisfactory reliability.

3.2. Data Analysis Procedures

Data collected from the finalized questionnaire were analysed in two stages. First, IBM SPSS Statistics version 25 was used for preliminary analyses, including descriptive statistics and reliability tests (e.g., Cronbach's alpha and composite reliability). Second, SmartPLS 4, a software specialized for Structural Equation Modeling (SEM), was used for advanced analysis. SEM was chosen for its ability to model complex relationships among latent variables and to test the hypothesized framework.

The analysis included assessment of construct validity, convergent validity (through Average Variance Extracted, AVE), and discriminant validity (via Fornell-Larcker criterion and HTMT ratios). Model fit and path significance were evaluated using bootstrapping procedures. These steps ensured the robustness and credibility of the measurement instruments and the overall analytical model.

3.3. Construct Validity and Reliability

The construct reliability was estimated to ascertain the extent of consistency of the measures employed (Heale & Twycross, 2015). The test for construct reliability was executed using the Composite Reliability (CR) approach, since this is the appropriate method for SEM technique (Peterson & Kim, 2013). The analysis produced CR values that range from a minimum of 0.85 to a maximum of approximately 0.92, as illustrated in **Table 1**. This result suggests composite reliability of

the models, as the values are greater than 0.70 (Bagozzi & Yi, 2012; Cheung et al., 2023). In effect, the construct validity and reliability tests indicate convergent and discriminant validity, as well as composite reliability. These results are shown in Table 1.

Table 1. Construct validity and reliability.

Constructs	Number of Items	Cronbach Alpha (CA)	Composite Reliability (CR)	AVE
Green Behaviour Intention	5	0.771	0.845	0.522
Green Supply Chain Practices	11	0.882	0.903	0.562
Green Organisational Climate	10	0.884	0.906	593

3.4. Descriptive Statistics

The study presents descriptive statistics for each individual variable that measures the three primary constructs. To gauge agreement levels, a Likert scale ranging from 1 to 7 was employed, and the scores were analyzed within this scale to assess how often the variables' indicators were observed in the manufacturing sector. The scale interpretation is as follows: (1 - 1.99 = strongly disagree, 2.0 - 2.49 = disagree, 2.50 - 2.99 = somewhat disagree, 3.0 - 3.99 = not sure, 4.0 - 4.99 = somewhat agree, 5.0 - 5.99 = agree, and 6.0 - 7.0 = strongly agree). The subsequent sections offer an in-depth description of each construct.

3.4.1. Green Behaviour Intention

Green behaviour intention encompasses measurable environmentally responsible behaviours that contribute to an organization's environmental sustainability efforts (Andersson et al., 2013). For any organization aiming to enhance its environmental performance, it's crucial to align its green organisational strategies and culture with the green behaviours exhibited by its employees. In this study, five (5) items were employed to assess green behaviour intention, and the results are presented in Table 2 below.

Table 2. Green behaviour intention.

Items	Min	Max	Mean	S.D
1. How likely are you to practice conservation of organisational resources through activities such as reducing use, reusing, repurposing or recycling?	2	7	5.44	1.113
2. How likely are you to avoid environmentally harmful practices through activities such as pollution prevention, monitoring environmental impact, and strengthening eco-system?	2	7	5.44	0.833
3. How likely are you to work sustainably by adapting to work processes, strategies and products that are environmentally responsible?	2	7	5.48	1.059

Continued

4. How likely are you to influence members of your organisation to embrace environmentally sustainable behaviours and practices?	2	7	5.41	0.975
5. How likely are you to take environmental sustainability initiatives which may require going against or rejecting unsustainable status quo?	2	7	5.41	0.944

3.4.2. Green Supply Chain Practices

Srivastava (2017) offers a definition of Green Supply Chain Management (GSCM) as the integration of environmental considerations into Supply Chain Management (SCM). This integration involves various aspects such as product design, material sourcing and selection, manufacturing processes, distribution of finished products to consumers, and managing products at the end of their lifecycle. Consequently, GSCM encompasses a wide range of practices, from closed-loop product return processes to the development of environmentally friendly products (Sundarakani et al., 2018). To measure green supply chain practices, eleven (11) measurement items were employed. The statistical results pertaining to sustainable supply chain practices are presented in **Table 3** below.

Table 3. Green supply chain practices.

Items	Min	Max	Mean	S.D
1. Our organisation uses a life-cycle analysis to evaluate the environmental friendliness of products and packaging	2	7	5.31	1.012
2. Our organisation cooperates with suppliers for environmental objectives	3	7	5.41	0.889
3. Our organisation asks suppliers to commit to waste reduction goals	2	7	5.37	1.012
4. Our organisation design products to reduce the consumption of material/ energy	2	7	5.28	0.975
5. Our organisation design products to avoid or reduce use of hazardous products and/or their manufacturing process	3	7	5.41	0.922
6. Our organisation participates in the design of products for recycling or reuse	3	7	5.35	0.968
7. Our organisation cooperates with customers for green packaging	3	7	5.42	0.819
8. Our organisation asks suppliers to reduce packaging materials	3	7	5.42	0.878
9. Our organisation practices reduce, reuse and recycle	3	7	5.49	0.948
10. Our organisation buys from local suppliers to reduce transportation related pollution	2	7	5.34	0.855
11. Our organisation ensures environmental audit for suppliers' internal management	1	7	5.47	1.141

3.4.3. Green Organizational Climate

Research findings indicate that green organizational climate and culture play a significant role in influencing the behavioural intentions of employees within an organization (Chou, 2014; Daily et al., 2009; Lamm et al., 2015; Raineri & Paille 2015). This concept pertains to the work environment, which, in turn, has implications for the overall organizational climate. It encompasses the shared perceptions of employees regarding organisational policies, practices, and procedures, often acquired through collective interactions and sense-making processes within work units. In this study, ten (10) items were employed to measure green organi-

sational climate, and the results are presented in Table 4 below.

Table 4. Green organizational climate.

Items	Min	Max	Mean	S.D
1. In our organisation we ensure that employees understand the importance of environmental preservation	1	7	5.41	1.093
2. Our organisation has a clear policy statement on environmental awareness in every area	2	7	5.49	0.959
3. Environmental preservation is a high-priority activity in our organisation	2	7	5.62	0.972
4. How would you rate your organisation's efforts to measure and track environmentally friendly behaviours and practices at your workplace?	2	7	5.46	0.979
5. How would you rate the recognition and rewards given to employees who make exceptional contribution to corporate environmental performance?	3	7	5.57	0.891
6. How would you rate the environmental sustainability knowledge and skills of employees in your organisation?	2	7	5.34	1.047
7. How would you rate the effectiveness of environmental communication efforts of your organisation to both employees and customers?	2	7	5.30	1.040
8. How would you rate the adequacy of resources provided by your organisation to support effective delivery of corporate environmental performance?	3	7	5.71	1.018
9. How would you rate the leadership shown by the management of your organisation regarding environmental sustainability efforts?	3	7	5.55	0.833
10. How would you rate the overall environmental sustainability efforts and performance of your organisation?	2	7	5.39	0.963

3.5. Structural Equation Modelling

The PLS Structural Equation model was utilized to examine the path coefficients and the mediation relationship between the variables. To calculate the path coefficients of the research model, a bootstrap of 5000 iterations was performed.

Table 5. Structural Equation Modelling (SEM) results.

Hypothesis	Path	t-value	Coefficient (p-value)	Decision
H1	GBI-->GSCP	4.39	0.393 ($p < 0.01$)	**Supported**
H2	GBI-->GOC	10.977	0.690 ($p < 0.001$)	**Supported**
H3	GOC-->GSCP	6.222	0.521 ($p < 0.01$)	**Supported**
H4	GBI-->GOC-->GSCP	5.501	0.360 ($P < 0.01$)	**Supported**

Note: GOC = Green Organisational Climate; GBI = Green Behaviour Intentions; GSCP = Green Supply Chain Practices.

The structural equation model was employed to test both the direct and mediation effects of the variables and the results are presented in Table 5.

The study found a positive and significant direct relationship between green behaviour intentions and green supply chain practices, with a path coefficient (β) of 0.393, t-value of 4.39, and p-value less than 0.01. This indicates that for every unit an increase in green behaviour intentions, there is a corresponding increase of 0.393 units in the implementation of green supply chain practices. The results provide strong support for Hypothesis 1, which posited that green behaviour in-

tentions and green supply chain practices are positively and significantly related.

The results presented in Table 5 indicate a positive and significant relationship between green behaviour intentions and green organisational climate, with a path coefficient (β) of 0.690, t-value of 10.977, and p-value less than 0.01. This means that an increase in green behaviour intentions is associated with a 0.690 unit increase in green organisational climate. These findings strongly support Hypothesis 2, which proposed that green behaviour intentions are positively and significantly related to green organisational climate.

The results presented in Table 5 also reveal a positive and significant relationship between green organisational climate and green supply chain practices, with a path coefficient (β) of 0.521, a t-value of 6.222, and a p-value less than 0.01. This implies that an increase in the level and extent of green organisational climate is associated with a 0.521 unit increase in green supply chain practices. These findings provide strong support for Hypothesis 3, which posited that green organisational climate and green supply chain practices are positively and significantly related.

The SEM results as shown in Figure 2 below indicate a positive and significant mediating effect of green organisational climate in the relationship between green behaviour intentions and green supply chain practices, with a path coefficient (β) of 0.360, a t-value of 5.501, and a p-value less than 0.001. This suggests that the interplay between green behaviour intention and green organisational climate contributes to a 0.360 unit increase in green supply chain practices. These findings provide strong support for Hypothesis 4, which proposed that green organisational climate mediates the relationship between green behaviour intentions and green supply chain practices.

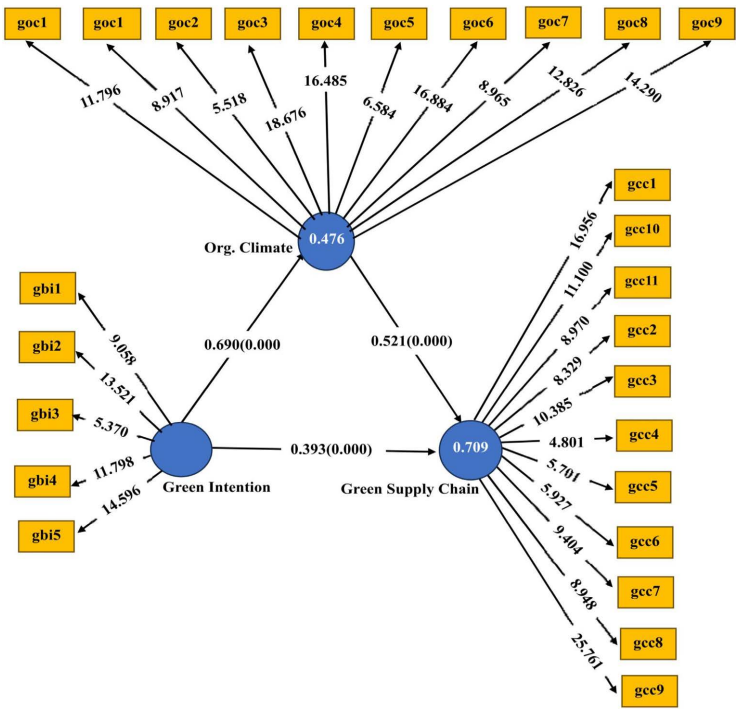


Figure 2. Structural equation model.

3.6. Hypotheses Confirmation

The research analysis confirmed all four hypotheses developed for this study. Both the direct and mediation effects of the variables were found to be positive and significant, indicating strong support for the hypotheses. The summary of the hypotheses' confirmation is presented in Table 6 below.

Table 6. Hypotheses' confirmation.

Hypothesis	Path	t-value	Coefficient (p-value)	Decision
H1	GBI-->GSCP	4.39	0.393 ($p < 0.01$)	**Supported**
H2	GBI-->GOC	10.977	0.690 ($p < 0.001$)	**Supported**
H3	GOC-->GSCP	6.222	0.521 ($p < 0.01$)	**Supported**
H4	GBI-->GOC-->GSCP	5.501	0.360 ($P < 0.01$)	**Supported**

Note: GOC = Green Organisational Climate; GBI = Green Behaviour Intentions; GSCP = Green Supply Chain Practices.

4. Discussion

The findings of this study offer valuable empirical and theoretical insights into the dynamics between green behaviour intentions (GBI), green organizational climate (GOC), and green supply chain practices (GSCP) within the Ghanaian manufacturing sector. While the statistical results confirm significant relationships among the constructs, their implications are better understood when situated within relevant theoretical frameworks, particularly the Theory of Planned Behaviour (TPB) and the Organizational Climate Theory.

4.1. Green Behaviour Intentions and Green Supply Chain Practices

The positive and significant relationship between GBI and GSCP supports the core tenets of the Theory of Planned Behaviour (Ajzen, 1991), which posits that individuals' behavioural intentions are strong predictors of actual behaviour. In the context of this study, the intention to engage in green behaviour is a precursor to the implementation of environmentally responsible actions within supply chain operations. This finding aligns with and extends previous research (Saeed et al., 2019; Suasana & Ekawati, 2018), suggesting that when employees and managers possess strong pro-environmental intentions, they are more likely to advocate for and implement sustainable procurement, production, and logistics practices.

Theoretically, this validates the behavioural pathway proposed in TPB, where individual intentions when reinforced by the necessary organizational support can influence macro-level practices. The study thus contributes to bridging the micro-macro gap in sustainability research, showing how personal commitment to green values can cascade into broader organizational change through supply chain processes.

4.2. Green Behaviour Intentions and Green Organizational Climate

The study also found a strong and positive link between GBI and GOC, reinforcing

the concept that individual behaviours and attitudes collectively shape the broader organizational climate. This relationship is consistent with Organizational Climate Theory, which posits that shared perceptions of policies, practices, and procedures significantly influence organizational outcomes (Schneider et al., 2013).

In this case, individual green behaviour intentions act as a catalyst for developing a green organizational climate. The implication is that organizational culture is not merely a top-down construct but also emerges from the aggregation of individual-level values and actions. Theoretically, this adds nuance to discussions around culture-building in sustainability, highlighting that employees are not just recipients of environmental policies but active agents in shaping organizational climate.

4.3. Green Organizational Climate and Green Supply Chain Practices

The relationship between GOC and GSCP underscores the crucial role of internal environmental culture in shaping external operational outcomes. This aligns with the Resource-Based View (RBV), which emphasizes intangible assets such as culture and climate as sources of competitive advantage. A supportive green climate acts as an enabling infrastructure that facilitates the translation of environmental values into operational practices.

This finding suggests that beyond having green policies in place, organizations must foster a climate where sustainability is deeply embedded in day-to-day practices and decision-making processes. Theoretically, it supports the idea that climate serves as a mediating layer between individual intent and organizational action, reinforcing the need for alignment between internal culture and external practices.

4.4. The Mediating Role of Green Organizational Climate

The relationship between GOC and GSCP underscores the crucial role of internal environmental culture in shaping external operational outcomes. This aligns with the Resource-Based View (RBV), which emphasizes intangible assets such as culture and climate as sources of competitive advantage. A supportive green climate acts as an enabling infrastructure that facilitates the translation of environmental values into operational practices.

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5. Conclusion and Recommendations

5.1. Conclusion

In conclusion, this study underscores the critical role of green behaviour inten-

tions and green organizational climate in shaping the adoption of green supply chain practices. The findings affirm a strong and direct relationship between green behaviour intentions and the implementation of green supply chain practices, emphasizing the influential role of individual intentions in promoting sustainability within organizations. Additionally, the research highlights the significant relationship between green behaviour intentions and green organizational climate, underscoring the importance of organizational context in fostering environmentally responsible behaviours. Moreover, the study demonstrates a robust connection between green organizational climate and the adoption of green supply chain practices, emphasizing the pivotal role of supportive organizational climates in driving sustainability initiatives. Furthermore, the examination of the mediating effect of green organizational climate confirms its role in enhancing the link between green behaviour intentions and sustainable supply chain practices. Overall, these findings contribute to our understanding of the complex interplay between individual intentions, organizational climate, and sustainable practices within supply chains, offering valuable insights for organizations seeking to leverage internal dynamics to promote sustainable growth and ecological preservation. By acknowledging and harnessing these relationships, organizations can develop effective strategies to advance environmental responsibility and drive positive changes in their supply chain operations.

5.2. Recommendations

Based on the study's findings, several targeted and actionable strategies are proposed for organizations and policymakers to enhance the adoption of sustainable practices within supply chains:

1) Employee Training and Green Awareness Integration

Organizations should incorporate green behaviour modules into regular employee training programs. These sessions can include workshops on eco-efficient operational practices, seminars on sustainability policies, and hands-on demonstrations of waste reduction and energy conservation techniques. A green behaviour orientation can also be included as part of onboarding for new employees.

2) Incentive-Based Green Performance Programs

Firms are encouraged to develop structured incentive programs that reward employees for demonstrating environmentally responsible behaviours. For example, departments could be recognized for reducing resource consumption or meeting sustainability benchmarks. Recognition could be in the form of awards, bonuses, or public acknowledgment.

3) Visible Leadership Commitment and Green Ambassadors

Senior management must visibly support and lead sustainability initiatives. Appointing "green ambassadors" within departments can also help maintain momentum and provide peer leadership in encouraging green behaviour intentions.

4) Developing a Formal Green Organizational Policy

Management should formalize a green organizational climate by codifying val-

ues and practices into official company policies. These can include guidelines on sustainable procurement, internal recycling procedures, energy-saving protocols, and environmental performance metrics integrated into key performance indicators (KPIs).

5) Strategic Partnerships and Industry Collaboration

Firms can enhance learning and accelerate implementation by collaborating with industry peers through green business networks or sustainability roundtables. Shared knowledge platforms and joint ventures in sustainability initiatives can amplify industry-wide impact.

6) Policy Support and Government Incentives

Policymakers are encouraged to support organizational efforts through targeted fiscal incentives such as tax reliefs, green grants, and subsidies for companies adopting GSCM. Regulatory frameworks should promote mandatory environmental disclosure and sustainable procurement standards.

5.3. Theoretical Contributions

This study contributes to existing literature on sustainable business practices in several ways. First, it empirically confirms the direct influence of green behaviour intentions on green supply chain practices, adding evidence to behaviour-based models of sustainability. Second, it establishes the mediating role of green organizational climate, providing clarity on how individual intentions are shaped and reinforced by institutional culture. This finding enhances understanding of how micro-level behaviours are translated into macro-level organizational outcomes.

Additionally, the study supports a systems-oriented approach to sustainability, where the alignment between individual, organizational, and process-level factors determines the success of green practices. By contextualizing these relationships within Ghana's manufacturing sector, it offers localized insights that expand the global discourse on sustainability, particularly in developing economies.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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