



## The Impacts of Green Human Resource Management Practices on Employees' Organizational Citizenship Behavior

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### ABSTRACT

This study aims to investigate the impact of green human resource management (GHRM) practices on organizational citizenship behavior (OCB) and to explore the potential benefits of implementing GHRM practices in organizations across the world. The study adopts a quantitative research design and collects data from 299 organizations that have implemented GHRM practices. The data are gathered through a survey that includes four variables, namely, independent variables, mediating variables, and dependent variables, with 44 constructs adopted from existing literature. The study reveals that human resource departments play a crucial role in promoting GHRM practices in organizations. The research also highlights the importance of GHRM practices, including green collective commitment, collective job satisfaction, and green performance management, in promoting OCB. Additionally, the study introduces the concept of green functions, which adds to the current literature on GHRM practices. The study provides recommendations for implementing effective GHRM practices to promote green practices in organizations. This study adds to the existing literature by examining the mediating effects of collective job satisfaction and Green Collective Commitment between green performance management and OCB in the public education sector of Pakistan. The research provides detailed insights into the implementation of GHRM practices in the education sector, which is a relatively underexplored area. The study's findings can be valuable for organizations worldwide that aim to promote green practices and create a better work environment for their employees.

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## 1. Introduction

Organizational citizenship behavior is connected to overall organizational effectiveness that's why we are focusing on green performance management and Green Collective Commitment in collaboration with collective job satisfaction, their ultimate end is organizational citizenship behavior (Luu, 2019). The output of the work is the overall performance of the organization in comparison to its competitor (Anwar & Abdullah, 2021). This concept has evolved into an awareness of the fact that only consideration of work behaviors of work ignores a large part of the field of work (Anwar & Abdullah, 2021). Specialists connected with the field of research focus on the actions and activities that are supportive of organizational outcomes (Almqvist & Lassinantti, 2018). The labor market has become aggressive; the necessary goal for employees to move one step advanced further than the required by the organization by their job description to be competitive as the industry and this is called "contextual performance" which can be elaborated like, not in job description activities, actions, responses and directions which add-in psychological, social and physical features concerning the companies or institutions etc. (Werner, 2000).

From an industrial psychological perspective, organization citizenship behavior is a volunteer, committed level of the individual and groups within an institution or company that is even not to be considered as their duties (Mohammad, Quoquab Habib, & Alias, 2011). These kinds of behaviors of employees contribute to significant consequences at the workplace. Dennis Organ is known to be the father of OCB (Choi & Yu, 2014). At another place, OCB means the behavior of the employees or workers of an organization that are not recognized by the direct perception of justification, the purpose of that is to promote the functioning and worth of the organization for profitability and benefits of the company (Ariani, 2016).

There are three aspects of the OCB that are important for this work's discussion. The initial step of all is (OCBs) have been considered to be unrestricted actions; those are not included in the job description but are performed by the employees due to or her will or intention. Secondly, OCBs are considered beyond the legal obligation and required job description (Law, 2023). The third and final one is, organizational citizenship behavior can add, the complete organization's success positively (Law, 2023). The functions have moved apart from the set of clearly defined responsibilities and tasks have turned into more uncertain roles; it becomes difficult to quickly determine what is being estimated without a specific role (Webster & Martocchio, 1992).

Green human resource management (GHRM), nowadays has become the buzzing word in the field of business, the importance is touching the sky with time. The GHRM has a valuable place in the mind of researchers that they think need to be explored. The alertness of the management of the environment and sustaining progress had become succeeding sharply with time round the world (Stahl & Bipolar Working Group of the Psychiatric Genomics Consortium, 2019). Now a day, green human resource management not just remains to the awareness but also proceeding toward environmental affairs, the purpose is socio-economic well-being of both the organizational institutions and the employees of that institution within a larger panorama (Brown et al., 2009).

To move ahead, firstly we take the definition of GHRM. Different researchers had written poles a part viewpoint such an aspect as Green HRM refers to utilizing HRM policies in order to encourage the efficient and sustainable utilization of resources in organizations. Additionally, it advocates for environmental sustainability in general (Shaban, 2019). Green Human Resource Management (GHRM) is focusing on generating green employees their understanding should be in such a way that, escalates, and experiences green creativity and keeps it green goals, through human resource management steps have been taken for recruitment, hiring, to train, compensate, developing the employees, and advancing the organizations, labor (human capital) (Ahmad, 2015). "It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business" (Arulrajah & Opatha, 2016).

Green HRM uses such HRM policy that helps to enhance the workable usage of human capital within the companies and organizations; mostly it advances the reasons of environmental sustainably (Ahmad, 2015). It has a direct relation in forming green human capital that apprehends, escalates, and uses granular initiatives to maintain the green targets during the human resource management (HRM) process of hiring, recruiting, training, developing the employees, advancing and compensating the organizations human capital (Wang, Chich-Jen, & Mei-Ling, 2010). Its direction is towards the procedures, practices, policies, and schemes that push workers of a company to green for the profit of employees, society, natural resources and environment, and the business as well (Ahmad, 2015).

The destructive consequences of industrialist contamination, pollution and wastage, which include poisonous chemicals, governmental and non-governmental organizations around the world, have strengthened systems and policies that have led to the slowdown and devastation of certain 'natural resources and their adverse impact on humanity, socio-wellbeing.

### **1.1. Research Problem and Scope**

The higher education sector of the Bahawalpur region was the sample for this research. The Impacts of Green Human Resource Management practices on Employees' Organization

Citizenship Behavior. Green human resource practices are the main source for triggering Organization Citizenship Behavior (OCB) or we may say that this newly introduced idea of green human resource management (GHRM) in the field of human resource management (HRM) is contributing to boosting the morale of modern era employees which is the most competitive era of business and organizational survival is also depending upon the new ways of socialization and patience and also industries are going to be proven as a destructive element for our environment which the main concern of our customers. Green human resource management practices shall be protective for our environmentalism arena. This practice puts the organizations to take initiatives for the protection of the environment and also greening is for the society. This is introduced as a policy for all organizations.

### **1.2. Objectives of study**

The following are the objectives of this study:

1. To investigate the relationship between green performance management practices and organizational citizenship behavior.
2. Investigating the relationship between green collective commitment and organization citizenship behavior.
3. To check the relationship between green performance management and green collective commitment.
4. To investigate the mediating role of collective job satisfaction on the relationship between green performance management and organizational citizenship behavior.
5. To investigate the mediating role of collective job satisfaction in response between green collective commitment and organizational citizenship behavior (OCB).
6. To investigate the mediating role of green collective commitment on the relationship between green performance management and organization citizenship behavior.

### **1.3. Study's Significance**

This study's findings will also be beneficial for society by helping organizations as the organizations are the major component of our society, and their organizational citizenship behavior will contribute to forming our society the paradise of this world. How the organizations will make their behavior to strengthen the practices by eliminating those practices which are not the activities on and should be eliminated by affecting the activities effectiveness. Also, this research will contribute to forming an organizational culture green to avoid pollution. It also contributes to how to gain staff satisfaction to increase productivity and saving (percentage of minimum wage). It adds efficiency and effectiveness to what we do with less energy, water and materials. Reducing risk and protecting the environment and energy needs more competitive competition.

## **2. Literature Review**

### **2.1. Organizational Citizenship Behavior**

It is an organizational citizenship behavior (OCB) that is not a part of the official job description or job responsibilities but is a contract with a company or organization that an employee deliberately or voluntarily builds to have a strong association with it. Denis Organ is known to be the father of OCB. His definition of OCB includes three main roles. Among them first one is discretionary behavior meaning such a voluntary behavior in which an employee works on his own owing to his personal preference. Secondly, it goes further beyond basic job requirements. Third and finally OCB results in a positive contribution to organizational effectiveness (Ingusci, Callea, Chirumbolo, & Urbini, 2016). Organizational citizenship behavior (OCB) is described in the works owing to his personal preferences on which employee works, and the self-embedded person. At the same time, this association has developed criticism from other people. Organ, 1997 criticized and translated into behavior so that he could work clearly and responsive in many behavioral changes in the business. If it is not public appreciation, it's easy to determine the decision.

The concept of discretionary is not easy to be understood if dealt with separately without the other surrounding elements of the cave makes the industry more difficult. Refugees would be surprised doing Wisdom or would not address.

### **2.2. Green Performance Management**

Over the past decade, environmental issues have been subjected to social, economic, and political pressures to implement green productivity practices. Earth's average temperature

has increased, and the impact of indoor plants has been caused by the rise in natural disasters. That's why scientists, researchers and operating managers are doing the green work. Moreover, the parties have acted to approve local environmental practices that control the impact of the natural environment (Ingusci et al., 2016).

This text makes it clear how Green System Effects will affect them. Finally, this study provides valuable ideas on the environmental sustainability of the performance to improve performance. In order to determine the performance of the company's performance in the local culture, early literature examined the relationship between domestic behavior and activities affecting the overall efficiency and effectiveness of the organization (Ul-Hameed, Shabbir, Imran, Raza, & Salman, 2019).

Implementation of administration is a discipline that corresponds to strategic action. Management activities and strategic and business organizations work with Information technology to help achieve their goals. Global Round Framing Planning, Implementation Monitoring and Maintenance and Objectives The objectives of Green Changes have been to achieve strategic objectives for achieving strategic goals (Ojala, 2015).

Encouraging their followers to achieve environmental goals has defined the leadership qualities as features of green leaders and encouraging group teams to maintain divisional-level victories (Chen & Chang, 2013). The aim of promoting promotional leaders is to be 'able' to improve fans so that fans can promote the idea that they can see the content and class of the class (Arendt, 2009). Leading to change has a brain drain effect. A person's consciousness is that they are deeply aware of the environment and data and the meaning and content of knowledge without a green hint (Madsen, Desai, Roberts, & Wong, 2006).

The modern science of green is defined as the function of devices and software used to build relationships with the green environment and its building in the society or institution. Past literature recommends that the effectiveness of a green environment can be influenced by changes in leadership, changes in energy efficiency, waste disposal technology, disaster management, wastage, green stock management or the company's environmental management (Chen & Chang, 2013).

### **2.3. Collective Job Satisfaction**

Job satisfaction is a general attitude of a worker against his job task. If he feels happy to perform that task, it means he is more satisfied as compared with one who feels hesitation, shyness and confusion in the fulfilment of the task. It is in fact towards the current employer and the service that includes the impact, beliefs and ideas about the work. Job response can be the most influential organizational pattern (Cranny, Smith, & Stone, 1992). Many people believe that job satisfaction and cooperation with major operations, including lack of conviction, conversion and behavior of citizens. In addition, job dissatisfaction is a major problem, not only for the health care and health of the employer but also for staff, worker and employees. Job's happiness was a personal goal with a representative for the authority of the assembly to arrest and motivate his staff. Various activities, thanks and experience, impact, job security, good rewards, personal integrity, self-discipline, compassion and emotional support, goals, opportunities for progress, prosperity, social-to-high-social relationships, relationships-relationships, interpersonal peers, supervisors, caregivers, employees, business and administrative obligations, independence, self-reliance are the examples to show this attitude and how it can be encouraged through motivation (Parr, Wolshon, Renne, Murray-Tuite, & Kim, 2020).

Herzberg discovered that there are of course two mixtures of stimulus and satisfaction. They discover the five points that are difficult to find in the number of works: income, skills, jobs, jobs and prosperity. These things only mean when respondents explain things that are not satisfactory. They describe the relationship of the person with the content of the work and encourage it. A cluster of other things describes situations, environment or the environment, where the work is. These factors can prevent or discourage, but not content. Herzberg et al. The words are "pure" and the book is "good things" (Herzberg, 1966). The most important elements of the first research are corporate law and care, care management, rewards, social relations and employment conditions (Jiang & Wen, 2020).

Keeping in mind these observations and concepts, employee commitment should not be viewed just a financial gain but as a business necessity. Organizations having difficulty in retaining highly skillful employees will face hurdles in optimizing performance. There are not only the expenses of the recruitment process, but also many other hidden costs such as management time, training costs, learning costs, developmental costs and loss in productivity costs which results when as new employees take time to become effective in their roles. Hence skilled labor is very valuable assets for any organization and it should not be lost at any cost because when they leave the organization, it must take a lot of time, energy and other financial resources to bring the new workforce to the level at which the leaving employee was. This results in nothing else other than just a total loss for that organization (Sun Jung, Sik Jung, & Hyun Yoon, 2021).

#### 2.4. Collective Job Commitment

Generally, there are five directions of commitment which are as follows: affiliative commitment, is just like affiliation and its verbal or literal meaning is the association with something. An employee's values and interests are companionable with those of the organization, and the employee feels accepted and adjusted easily and comfortably in the social environment of the organization (Almqvist & Lassinantti, 2018).

Associative commitment is the feeling that an employee has with his or her organization that increases his or her organizational association which increases the employee's status and self-esteem. The association of employees with the organization give the sense of feeling advantaged to be connected with the organization (Frank & Lynn, 2020).

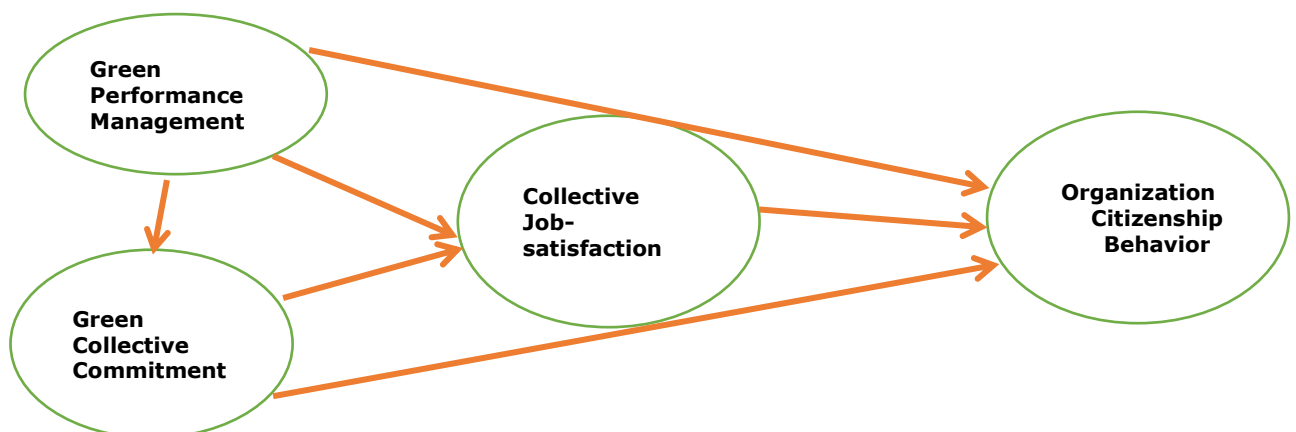
Moral commitment, this commitment is also referred to in the literature as Normative Commitment. Organization arouses a sense of mutual obligation with its employees who perceive the organization to be on their side and both the organization and the employee feel a sense of responsibility towards each other (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

Affective commitment, some researchers (Pendidikan & Idris, 2016) suggest that this is the most important form of commitment as it has the most potential benefits for organizations. An important point is not that every type of employee does not work well with the best performance (Pendidikan & Idris, 2016). An employee with less self-esteem and self-defense, but a person cannot benefit from work with strong blame (Ahmad, 2015).

Regarding the above text, when an organization is considering the contributions of its employees, it will only deny the promise, but not the type of promise. The effect is a type of value for certain organizations because it affects the effectiveness of the workforce (Stinglhamber, Ohana, Caesens, & Meyer, 2020). Such a growing tendency is a relationship between working professionals in Russia and most organizations.

### 3. Research Framework

In this chapter, a conceptual model is developed to decompose the extended green human resource management model (GHRM) by introducing several main predictors which have been believed to have important influences on organizational citizenship behavior. This extended model fully adopts the positivist paradigm.



- H1:** Collective job-satisfaction has a positive relationship with organizational citizenship behavior
- H2:** Green performance management has a positive relationship with organization citizenship behavior.
- H3:** Green collective commitment has a positive relationship with organizational citizenship behavior.
- H4:** Green performance management has a positive relationship with green collective commitment.
- H5:** Green performance management has a positive relationship with collective job satisfaction.
- H6:** Green collective commitment has a positive relationship with collective job satisfaction.
- H7:** Collective job satisfaction mediates the relationship between green performance management and organizational citizenship behavior.
- H8:** Collective job satisfaction mediates the relationship between green collective commitment and organizational citizenship behavior.
- H9:** Green collective commitment mediates the relationship between green performance management and organizational citizenship behavior.

#### **4. Research Methodology**

There is a difference between the quantitative and qualitative research that inform the employed measurement considered. The main differences between these two researchers are 1. Ontological concerns, 2. Epistemological issues and 3. Role of theory. According to Wooddell and Kaplan (1998) and Bryman (2006) these two researchers are mixed while some consider this term as combined. The quantitative research technique is chosen for this study under which the detailed description and development of the hypothesis after reviewing the literature deeply is done. Further, under the guidelines of this chosen research strategy, the quantitative data with a closed-ended questionnaire is collected and analyzed to test the developed hypotheses from the previous studies.

From the general population, a representative sample can be taken with the help of different precedences from the literature in this regard moreover, Comery and Lee (1992) expressively define the sample sizes of the required population in such a way that the sample size of fifty (50) or hundred (100) is to be considered as a less effective sample size, two hundred (200) has been suggested as a reasonable sample size, the sample size of three hundred (300) is to be considered as a good one, the five hundred (500) is very good and the last is the one thousand (1000) sample size which is to be excellent. In this research, employees from public sector universities were included in the population. The study used a convenience sampling method, which involves selecting participants based on their availability and willingness to participate. This can be deduced from the fact that the study collected data from 299 employees that had already implemented GHRM practices, indicating that the participants were easily accessible and willing to participate in the study. To follow the suggestions of (Comery & Lee, 1992).

Saeed et al. (2019) a sample of four hundred (400) has been selected for study, which is considered to be the good one. In this study, four hundred (400) questionnaires were randomly distributed for the distribution of questionnaire amongst employees. After cleaning the collected data, only two hundred ninety-nine (299) questionnaires were correct and applicable for further proceedings. For the analysis of the data, Smart-PLS version 3.0 was used to take the results of the study which is a user-friendly and healthy software for analysis.

Primary data was collected using a structured questionnaire. The questionnaire's items were designed for the collection of primary data on each research indicator from the perspective of definite research objectives/goals. The questionnaire of the study was designed in the form of a Likert scale where the respondents put the sign of a tick for different statements about independent, dependent and mediating variables. A scale has 1-5 Likert was used in the study. The filling of the questionnaires was administered by the researcher himself to all the respondents. The respondents were requested to complete the questionnaire within one week, after one week it will be collected back and put in for analysis after the required pre-requisite.

The study utilized various scales to measure different constructs. The Likert scale was used to measure each item in each section, with a range of strongly disagree (5) to strongly

agree (1). OCB was assessed using the O'Brien and Allen (2007) scale, job satisfaction was measured using the Michigan Organizational Assessment Questionnaire–Job Satisfaction Subscale (MOAQ-JSS) created by (Cammann, 1983), and performance management was assessed using items taken from Saeed et al. (2019). Lastly, the 8-item scale developed by Raineri and Paille (2016) was used to measure green collective commitment.

## **5. Data Analysis**

### **5.1. Descriptive Analysis**

Statistical analysis is used for the explanation of the results drawn from the collected data. By using descriptive analysis, the statistical values of all variables are used to analyze through Smart-PLS SEM. In the figures and in tables, the values show the maximum and minimum levels or scores, the mean values and standard deviation of the variables in this study are also used in the description which is already discussed previously, the questionnaire was designed and put into the given study was checked on five-point "Likert scale" which was ranging from 1-5, where 1 shows strongly disagree whereas 5 shows strongly agree.

### **5.2. Assessment of Measurement Model**

Before putting data for the measurement model, the missing data has been examined for screening of outliers or assumptions of multivariate analysis. If there is any missing value in the data, it is replaced with the mean value as a substitute or replacement. For the screening of outliers, both the univariate and multivariate outliers were found in the given data as the variables were measured on a 5-point Likert scale and no value seems to be on extreme. Then after this screening, the data is considered for analysis. Furthermore, for the endorsement of theory the Smart-PLS SEM procedure is adopted and checked that, from eight hypotheses, and also determined that how many are the accepted and rejected hypotheses. Therefore, the "measurement model" was taken to verify the reliability and validity of the model.

The importance is that the validation of tool is checked through reliability, discriminant and convergent validity of the constructs was clearly checked and examined. For researchers, it is necessary to reach to convergent validity the examination of the cross-loadings and loading of all items is compulsory. According to the researcher when all the factor loadings of those, which are under the study items, is higher than the value of 0.5, the "convergent validity" is attained. By considering this research, all factor loadings were higher than the standard or threshold value of 0.5 which is shown below in Figure. Similarly, the "composite reliability", "average variance extracted (AVE)" and "Cronbach's alpha" weightage of all constructs is shown in the below table.

The value of (AVE) must be at least 0.50 whereas the value of "composite reliability" must be equal to or more than 0.70. As shown below that all the variables in this study have high reliability and similarly the values of "Average Variance Extracted (AVE)" of all variables are above the nominal/threshold level of 0.50 which shows "the reliability of measurement model".

To determine the "internal consistency" of variables, we calculated the "Cronbach's-Alpha" values as describes in their research that any researcher can take decision by taking the direction from the values of alpha, when "(alpha)  $\alpha > 0.9$ ", it means as "excellent", when " $\alpha < 0.8$ ", it is considered as good, and " $\alpha < 0.7$ " is taken as acceptable. Therefore, according to the Table drawn for the measurement model, the results revealed that the value of Cronbach Alpha's of all variables is higher than 0.8. It shows that the internal consistency of all variables used in this study is good.

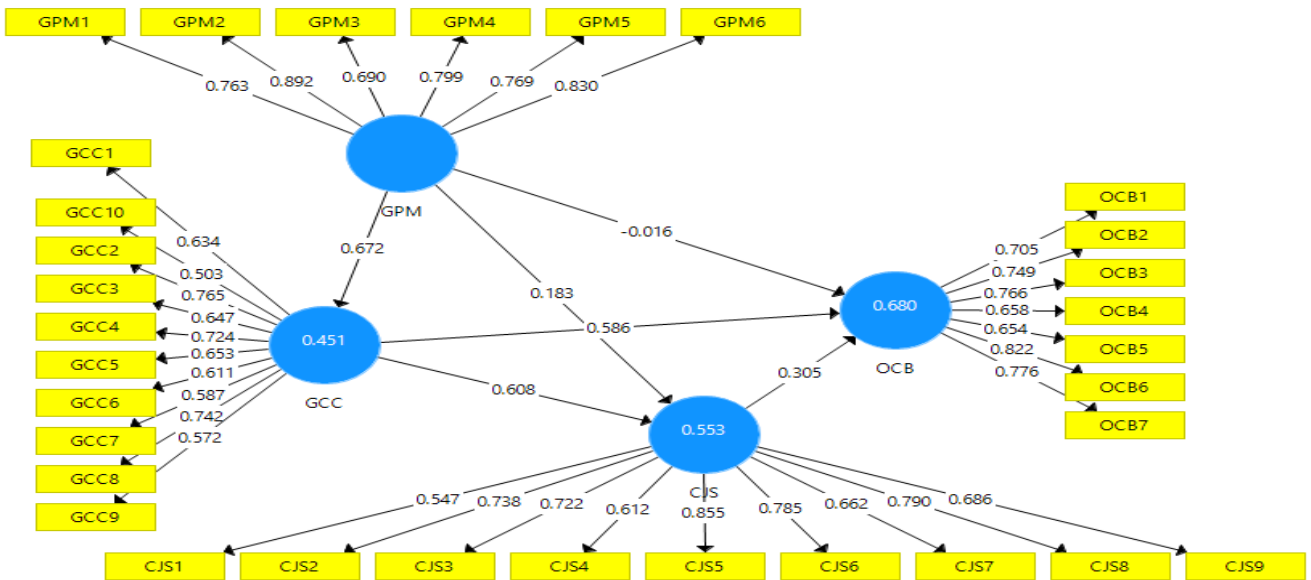


Figure: 1

Table: 1 The Measurement Model (Results)

Variables	Items	Factors' Loadings	Cronbach's Alpha's Values	The Values of Composite Reliability	Values of Average-Variance Extracted (AVE)
Collective Job-satisfaction (CJS)	CJS1	0.547	0.878	0.903	0.513
	CJS2	0.738			
	CJS3	0.722			
	CJS4	0.612			
	CJS5	0.855			
	CJS6	0.785			
	CJS7	0.662			
	CJS8	0.790			
	CJS9	0.686			
Green Collective Commitment (GCC)	GCC1	0.634	0.844	0.877	0.420
	GCC2	0.572			
	GCC3	0.503			
	GCC4	0.765			
	GCC5	0.647			
	GCC6	0.724			
	GCC7	0.653			
	GCC8	0.611			
	GCC9	0.587			
	GCC10	0.742			
Green Performance Management (GPM)	GPM1	0.763	0.881	0.910	0.629
	GPM2	0.892			
	GPM3	0.690			
	GPM4	0.799			
	GPM5	0.769			
	GPM6	0.830			
Organizational Citizenship Behavior (OCB)	OCB1	0.705	0.858	0.891	0.541
	OCB2	0.749			
	OCB3	0.766			
	OCB4	0.658			
	OCB5	0.654			
	OCB6	0.822			
	OCB7	0.776			



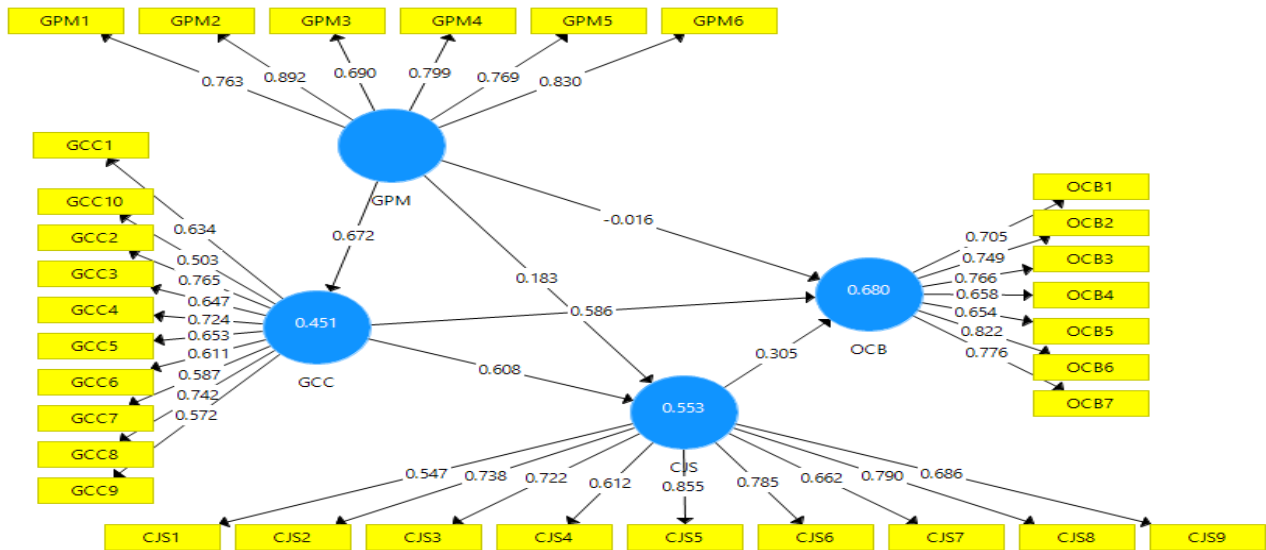


Figure:2

To calculate the external consistency of the model, "discriminant validity" was analyzed. Amongst the "latent variables", on the basis of correlation of the values of the variables, the values are matched by the "square root of AVE's values" as shown in the above table, and for the discriminant validity, all values of correlations are low than the square root of (AVEs) amongst the variables except one, which is rejected and so the values are bolded and highlighted cross-wise in the below table.

Table: 2 Discriminant Validity

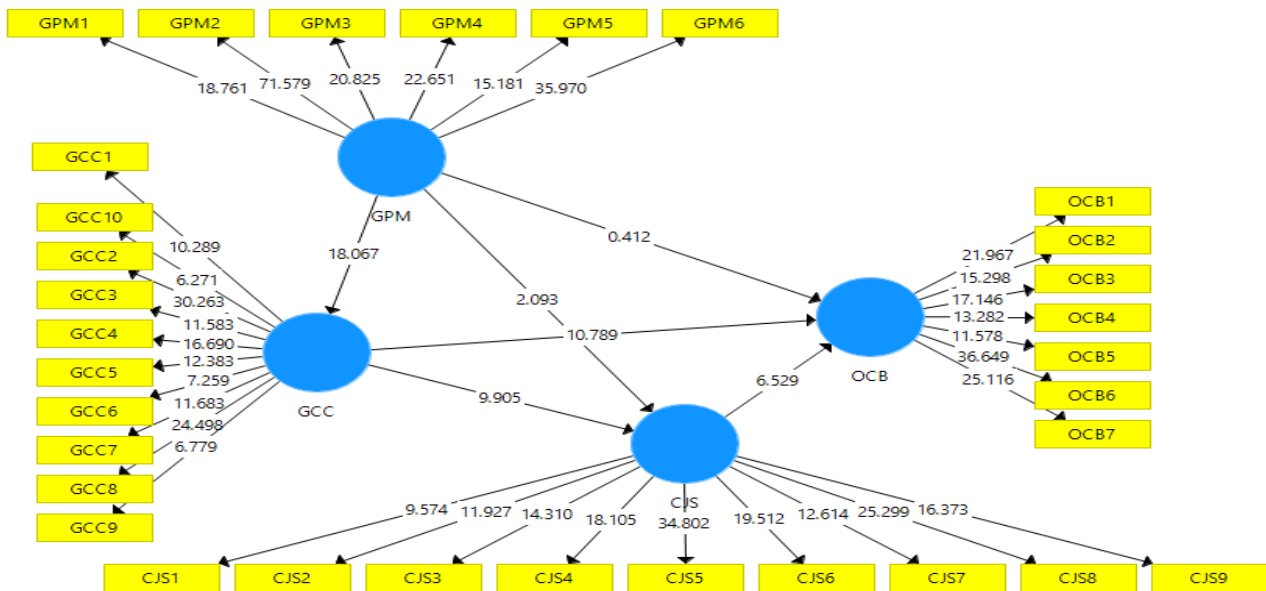
	CJS	GCC	GPM	OCB
CJS	0.731			
GCC	0.705	0.799		
GPM	0.592	0.672	0.558	
OCB	0.701	0.515	0.758	0.735

### 5.3. The Assessment of Structural Model

After the assessment of the measurement model, the next process is the assessment of the "structural model" by the use of Smart-PLS SEM 3.0. For this purpose, the "structural model" is drawn by holding the "hypothesis testing with (T-values) and path coefficient values", the "predictive relevance of the model" and the effect size of variables are also needed to be checked.

### 5.4. Direct Effect and Hypothesis Testing

The hypotheses testing is taken from the structural measurement model in which the consideration of the inner model is judged through the path coefficients or t-values in connection with the p-values to decide the associations of the relations in the model represented by arrows or relations. The t-values or the values of path coefficients are similar to the beta coefficient (standardized) and regression analysis and as claimed by (Ringle & Sinkovics, 2004) For this purpose, the "Bootstrapping method" is executed in the Smart-PLS SEM for 299 observations/cases with 500 sampling iterations, and t-values are taken in combination with p-values, the t-values are used as the beta coefficient for regression and it is a rule of thumb given by (Ringle & Sinkovics, 2004). The threshold value for the t-value is set as 1.64 and the above value is considered as the accepted relation, grater the t-value shows more regressive relation while p-value must be below than the 0.05. there is an inverse relationship between the p-value and the t-value as the p-value decreases leading to an increase in the t-value. Then the derived results based on the proposed hypotheses are used for further decision making. By analyzing the direct relationships or associations among the variables or the proposed hypotheses, the core aim of this study is to weigh on the evaluation of the proposed model that is possible with "structural model". The three (03) direct hypotheses have been checked which were analyzed, one hypothesis is rejected and the other two were accepted. Fig 3 shows the direct effect of every predictor on the "dependent variable".



**Figure 3:**

**Table 3: Path coefficients of the specific effects**

Mean, STDEV, T-Values, P-Values	"Original Sample (O)"	"Sample Mean (M)"	"Standard Deviation (STDEV)"	"T Statistics ( O/STDEV )"	"P Values"	Decision
CJS -> OCB	0.305	0.304	0.047	6.566	0.000	Supported
GCC -> CJS	0.608	0.616	0.059	10.228	0.000	Supported
GCC -> OCB	0.586	0.587	0.056	10.453	0.000	Supported
GPM -> CJS	0.183	0.176	0.083	2.209	0.028	Supported
GPM -> GCC	0.672	0.673	0.035	19.120	0.000	Supported
GPM -> OCB	-0.016	-0.016	0.042	0.394	0.694	Not Supported

**H1:** Collective job-satisfaction has positive and significant relationship with organizational citizenship behavior

**H2:** Green performance management has positive and significant relationship with organization citizenship behavior.

Only this hypothesis is rejected because of the cultural differences and trend of research which is not supportive in our environment because in our society there is no trend of research and development.

**H3:** Green collective commitment has positive and significant relationship with organization citizenship behavior.

**H4:** Green performance management has positive and significant relationship with green collective commitment.

**H5:** Green performance management has positive and significant relationship with collective job satisfaction.

**H6:** Green collective commitment has positive and significant relationship with collective job satisfaction.

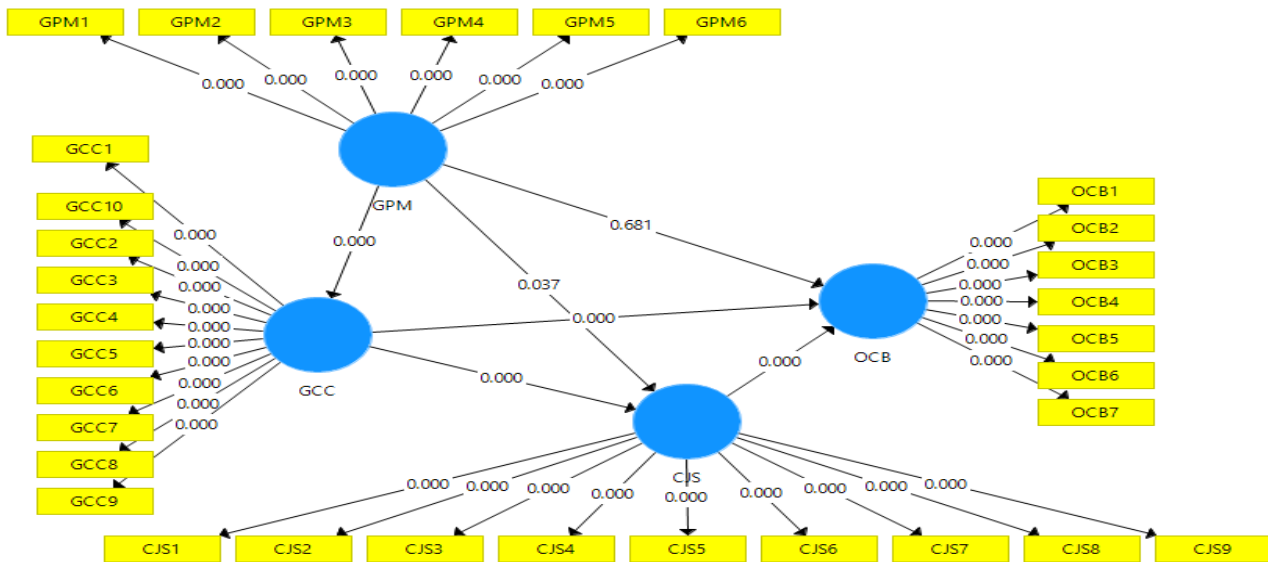


Figure: 4

Table: 4 Specific Indirect Effects

Mean, STDEV, T-Values, P-Values	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Decision
GPM -> CJS -> OCB	0.056	0.053	0.025	2.215	0.027	Supported
GCC -> CJS -> OCB	0.220	0.222	0.034	6.485	0.000	Supported
GPM -> GCC -> OCB	0.394	0.395	0.046	8.651	0.000	Supported

- H7:** Collective job-satisfaction mediates the relationship between green performance management and organizational citizenship behavior.
- H8:** Collective job-satisfaction mediates the relationship between green collective commitment and organizational citizenship behavior.
- H9:** Green collective commitment mediates the relationship between green performance management and organization citizenship behavior.

## 6. Discussion and Conclusion

This study uses Smart-PLS SEM for the analysis as this is “vigorous and rigorous” technique to take the sample size for analysis in social sciences. For the acceptance and rejection of hypotheses, the decision is based on t-values and also the significance values. All the hypotheses have t-values greater than threshold values of 1.64, so they are accepted and the remaining hypotheses having t-values less than 1.64 then they are rejected. The results in Smart-PLS SEM shows that all hypothesis “H2, H3, H4, H5, H6, H7, H8” are supported whereas hypothesis H1 is not supported. To show the significance level, the p-values play an important role. It also shows the overall significance level of the model and the significance level of factors loading. Only the single relation of green performance management and organizational citizenship behavior is not significant and the green performance management relation with the mediating variable collective job satisfaction has partial mediation which is shown in the above figure.

The value of R square shows a 68% change in the dependent variable by other variables, which is organizational citizenship behavior (OCB). There is a 45% change in the green collective commitment by the green performance management. 55% change in collective job satisfaction should be done by all other variables.

H1: Collective job-satisfaction has positive and significant relationship with organizational citizenship behavior.

This finding is consistent with previous research that has shown a positive association between job satisfaction and OCB by (Organ & Ryan, 1995; Podsakoff, MacKenzie, Paine, & Bachrach, 2000).

H2: Green performance management has positive and significant relationship with organizational citizenship behavior.

There is limited research on the relationship between green performance management and OCB specifically. However, previous studies have found that performance management practices in general can influence employee behavior, including OCB (Liao & Chuang, 2007).

H3: Green collective commitment has positive and significant relationship with organizational citizenship behavior.

Research has shown that collective commitment to an organization's values and goals can be a strong predictor of employee behavior, including OCB (Podsakoff et al., 2000).

H4: Green performance management has positive and significant relationship with green collective commitment.

There is limited research on the relationship between green performance management and green collective commitment specifically. However, previous studies have shown that performance management practices that align with an organization's values and goals can increase employee commitment to those values and goals (Judge & Bono, 2001).

H5: Green performance management has positive and significant relationship with collective job satisfaction.

Research has shown that effective performance management practices can enhance employee job satisfaction (DeNisi & Pritchard, 2006).

H6: Green collective commitment has positive and significant relationship with collective job satisfaction.

Previous studies have shown that organizational commitment can be positively related to job satisfaction (Judge, Thoresen, Bono, & Patton, 2001; Meyer & Allen, 1991).

### **6.1. The Study Findings**

The study's results reveal that the employees who are satisfied with their organization or with their jobs are more committed to their work and also to their organizations. Only such types of employees are more committed to performing extra work for the organizations whether it is in or outside the organization. Organizational citizenship behavior demands extra work and effort from the employees to keep their environment green and clean. The green and clean organizational environment is the appealing element of the modern era.

### **6.2. Limitations**

Among limitations, the concept of green human resource management is relatively new and less adaptable in a developing country like Pakistan. Even many organizations are not strictly observing that, before evaluating such types of concepts, first a training session is to be conducted and then evaluation should be done

### **6.3. Suggestions and Future Research**

The concept of green human resource practices is very essential for the welfare of society and organizations as well. Green HR Practices may be included in the policy, rules, and regulations of the organizations. Further studies may be conducted to deeply analyze green performance management and green training and development practices for new and working employees in the organizations.

## **7. Conclusion**

This research reveals the impacts of Green Human Resource Management practices on Employee Organization Citizenship Behavior. Furthermore, this study investigates the factors influencing green human resource management practices on employee organization citizenship behavior. Eight out of nine hypotheses were significantly supported through the study, primary data where, collective job satisfaction, green collective commitment, and green performance

management are the best predictors of organizational citizenship behavior. The study also concluded that the hypotheses are supported by the results drawn from the primary data. The deep insight also provided by this study to Green Human Resource Management practices on employee organization citizenship behavior, the relationship of employees with their organization is better explained by this and this also contributes to the existing body of knowledge through theoretical and practical contribution.

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