
Examine The Influence Of Green Human Resource Management On Environmental Performance: Mediating Role Of Organizational Focused Citizenship Behaviour Towards The Environment

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Abstract: The awareness about environmental concerns in organizations has been increased in recent research. Green human resources are becoming a crucial element to implement green practices in organizations. Limited research in the context of the inefficient environmental performance of universities is drawing the attention of scholars. Based on the Ability - Motivation-Opportunity (AMO) theory, the current study examines the indirect effect of GHRM practices on universities' environmental performance through organizational citizenship behavior toward the environment. The survey method was used for data collection from the academic staff of public sector universities in Punjab, Pakistan. Convenience sampling was used, and a partial least square structural equation modeling technique was used to analyze the data statistically. Direct hypothesis results revealed the significant impact of green performance, green reward, and green training on the environment's organizational citizenship behavior. The environment's organizational citizenship behavior significantly mediates the relationship between green performance, green reward, and green training and environmental performance for mediation analysis. The study findings provide numerous theoretical and practical implications by extending the AMO theory and guiding universities' administration to train the academic staff and increase the reward to improve public sector universities' environmental performance.

Keywords: Green human resource management, organizational citizenship behavior toward the environment, Public sector universities, Environmental performance, Ability -Motivation-Opportunity theory, Developing country

INTRODUCTION

Environmental preservation and protection are concerning factors of society and government (Kim et al., 2019). An organization benefits from using scarce resources; it should pay back to protect its natural environment. With increasing time, it has been observed that environmental concern and sustainability are not only the responsibility of manufacturing firms. Other sectors like the hospitality industry, health care, construction, information technology, and higher education institutions are also responsible for environmental preservation measures (Pinzone et al., 2019; Singh et al., 2020; Umrani et al., 2020). Universities are currently using environment-friendly management practices and creating knowledge about environmental concerns (Anwar et al., 2020). The term which has been used for environment-friendly management practices is known as environmental performance.

The firm's environmental performance (EPR) represented how it aligned its goals with eco-friendly goals (Yusoff et al., 2018). EPR is the source of the organizations' competitive advantage (Roscoe et al., 2019). EPR brings benefits for the organization in the form of a good reputation in society by having a good word of mouth from stakeholders (Kim et al., 2019). Even though it is significant, organizations find it hard to match their financial performance with EPR effectively (Wong et al., 2018). Green human resource management practices (GHRM) are the source to bring environmental performance (EPR) to organizations (Jaramillo et al., 2018; Wong et al., 2018). Literature also represented that human behavior is critical in bringing EPR to organizations (Del Giudice & Della Peruta, 2016; Dubey et al., 2015). Employees' behavior related to EPR is known as organizational citizenship behavior toward the environment (OCBE) (Ong & Riyanto, 2020). OCBE has further categorized into organizational-focused OCBE (OCBE-O) and individual-focused OCBE (OCBE-I) (Pinzone et al., 2019). The current study took OCBE-O in the proposed relationships.

Pakistan is facing environmental degradation challenges (Ullah et al., 2020). On the environmental performance index (2020), Pakistan ranked 142nd with a score of 33.1 (EPI, 2020). EPI results represented that Pakistan's industries and other institutions face specific problems while practicing eco-friendly measures (Sohail et al., 2021). These problems might be due to the lack of long-term environment-friendly policies or the absence of an environmental management system in universities (Anwar et al., 2020). There is a possibility that universities are not taking action to make their operations efficient by reducing lead time and other relevant wastes (Singh et al., 2020). Other reasons to face environmental hazards can be the failure to minimize their overall cost (Gilal et al., 2019). Universities might not arrange different activities that promote environmental concerns (Ren et al., 2020). There is a possibility that universities lack research projects on environment-friendly practices such as environmental ethics and climate change (Anwar et al., 2020).

Besides these facts, very few studies have been undertaken on Asian countries highly affected by pollution and other environmental hazards (Mansoor et al., 2020; Renwick et al., 2013). The literature on EPR shows that limited studies focus on GHRM practices to influence EPR in universities' contexts (Anwar et al., 2020). A recent study encouraged using different factors of GHRM that can influence EPR on the campus level (Anwar et al., 2020). In the present study, researchers use four factors of GHRM: green performance, green reward, green recruitment, and green training. The current study is focused on analyzing the mediating role of OCBE-O between GHRM practices and EPR in higher education institutes of Sahiwal Pakistan.

Based on the literature mentioned above following research question proposed:

Do GHRM practices (Green performance, Green reward, Green Recruitment, Green training) influence organizational citizenship behavior towards the environment?

Do GHRM practices (Green performance, Green reward, Green Recruitment, Green training) indirectly affect environmental performance through organizational citizenship behavior towards the environment?

The present research article outlines the literature review given in the next section 2, and after that, the underpinning theory was described. A methodology was discussed in section 3. After that, data analysis and findings were represented in section 4, and discussion & conclusion were stated in section 5 preceding the limitations and future recommendations of the study mentioned in section 6.

LITERATURE REVIEW

GHRM uses HRM practices to positively impact the environment (Ojo et al., 2020). GHRM activities help in enhancing positive outcomes relating to the environment (Pechancova et al., 2019). The significance of GHRM has been observed socially, economically, and environmentally (Sobaih et al., 2020; Yusoff et al., 2018). Different experts proposed several dimensions of GHRM. The present study used four dimensions of GHRM proposed by Renwick et al. (2016). GHRM brings positive EPR by influencing OCBE-O in employees (Hameed et al., 2020; Luu, 2019). As far as OCBE-O is concerned, "it is the voluntary act of employees towards accomplishing organizational environmental goals" (Robertson & Barling, 2017).

Green Performance and OCBE-O

Green performance (GPR) shapes employees' behavior aligned with the green goals of the organization (Pham, Tuckova, et al., 2019). GPR stimulates employees to proactively take part in environment-friendly events (Mousa & Othman, 2020). GPR's focus is to encourage and praise employees' work performance and consider their environment-related acts and behaviors (Zaid et al., 2018). In GPR performance appraisal system also contains green organizational goals (Pipatprapa et al., 2017).

GPR has a significantly positive impact on OCBE-O (Pham, Tuckova, et al., 2019; Tahir et al., 2020). GPR partially mediated the relationship between OCBE-O and corporate environmental performance (Tahir et al., 2020). The researchers also revealed that a medium-level understanding exists for GPR in Pakistan's organizations (Gilal et al., 2019; Tahir et al., 2020). There are limited studies that analyzed the causal relationship between GPR and OCBE-O at the campus level. This study is proposed to test the hypothesis represented as:

H1: Green performance is positively related to OCBE-O.

Green Reward and OCBE-O

Organizations used many monetary and non-monetary rewards to appreciate the environment-friendly practices, strategies, and solutions practiced by their employees (Yong et al., 2019). Green Reward (GRW) works best in influencing employees' work behavior towards eco-friendly practices. GRW helps protect the environment and get economic gains (Kim et al., 2019).

GRW is the critical predictor of OCBE-O (Amrutha & Geetha, 2021; Ghouri et al., 2020). Further studies identified that GRW helps retain green employees (Anwar et al., 2020; Singh et al., 2020). GRW acted as a moderator in the relationship between green training and OCBE-O (Pham, 2020). Pham, Tuckova, et al. (2019)

indicated that there is still needed to explore how GRW works best in shaping OCBE-O. In this study, we hypothesized the relationship between GRW and OCBE-O:

H2: Green reward is positively related to OCBE-O.

Green Recruitment and OCBE-O

Green Recruitment (GRC) is the critical component of GHRM to attract and select the most appropriate candidates to promote the green initiatives of organizations. Organizations find it easy to select the employees who are already concerning about environmental hazards and possessing green values rather than building their values later through training (Yong et al., 2019). GRC brings many benefits to the organizations, like forming a team of highly qualified and green employees (Masri & Jaaron, 2017).

GHRM practices positively impact shaping employees OCBE-O that help determine different organizational outcomes (Masri & Jaaron, 2017; Ogalo et al., 2020). More specifically, GRC has a significant impact on shaping employees' OCBE-O that helps grow the EPR of any organization (Silvester et al., 2019). Ghouri et al. (2020) found that EPR act as a mediator between the organizations' GRC and business performance. So, Hypothesis 3 of the study is represented as:

H3: Green Recruitment is positively related to OCBE-O.

Green Training and OCBE-O

Green training (GTR) is how organizations adapt to make their employees learn about the natural environment's importance (Francoeur et al., 2019). Through GTR, employees are being encouraged to concern about the environment (Zientara & Zamojska, 2018). GTR helps them learn how to use environment-friendly behavior, resulting in minimum pollution and waste during office hours (Masri & Jaaron, 2017). Training is the best thing to made them learn how to use scarce resources in the best way (Roscoe et al., 2019). GTR programs help them learn new ways to reduce waste and rooted down a strong environment-friendly emotion in them (Francoeur et al., 2019), which resulted in a wide range of benefits for employees in the form of higher job commitment, satisfaction and OCBE-O (Pinzone et al., 2019).

The hospitality industry literature emphasized the importance of GTR in shaping an individuals' voluntary behavior (Pham, Hoang, et al., 2019; Pham, Tuckova, et al., 2019). Studies have been identified that GTR is the essential GHRM practice that has a positive impact on OCBE-O (Pham, Tuckova, et al., 2019; Tahir et al., 2020). Recent studies took OCBE-O to act as a mediator between the relationship of GHRM practices (GTR) and corporate environmental performance (Pham et al., 2020; Tahir et al., 2020). However, there are limited studies that analyzed the impact of GTR on OCBE-O at the campus level. So, Hypothesis 4 of the study is represented as:

H4: Green Training is positively related to OCBE-O.

Organizational Citizenship Behavior towards Environment and EPR

Literature has identified that OCBE-O has a significant positive impact on organizations' ERP (Anwar et al., 2020). Studies depicted OCBE-O act as true influencer of ERP and acted as mediator between several green and EPR (Tariq et al., 2020; Wiradirja et al., 2020). In most of the studies, pro-environmental behaviors provide how GHRM practices bring ERP in organizations. It represented the importance of OCBE-O to determine the indirect relationship between GHRM practices and ERP (Elshaer et al., 2020; Tariq et al., 2020). From these facts and figures, the following hypothesis is developed to test further:

H5: OCBE-O is positively related to Environmental Performance.

Mediating Role of OCBE-O

GPR has a significantly positive impact on OCBE-O and EPR overall (Pham, Tuckova, et al., 2019; Tahir et al., 2020). GPR partially mediated the relationship between OCBE and corporate environmental performance (Tahir et al., 2020). The researchers also revealed that a medium-level understanding exists for GPR in organizations working in Pakistan (Gilal et al., 2019; Tahir et al., 2020). There are limited studies that analyzed the mediating role of OCBE-O between GPR and EPR at the campus level. This study is proposed to test the hypothesis represented as:

H6: OCBE-O mediates the relationship between Green Performance and Environmental Performance.

GRW is the critical predictor of environmental performance (Ghouri et al., 2020). Past studies also identified that GRW helps retain green employees (Anwar et al., 2020; Singh et al., 2020). GRW acted as a moderator in the relationship between green training and OCBE-O (Pham, 2020). Pham, Tuckova, et al. (2019) indicated that there is still needed to explore how GRW works best in shaping OCBE-O and EPR. In this study, we hypothesized the mediating role of OCBE-O in the relationship of GRW and EPR.

H7: OCBE-O mediates the relationship between Green Reward and Environmental Performance.

Past literature has identified a close bond between GRC and EPR organizations (Ghouri et al., 2020; Masri & Jaaron, 2017; Yusoff et al., 2018). GRC has a significant impact on shaping employees' OCBE-O that helps

increasethe EPR of any organization(Ogalo et al., 2020; Silvester et al., 2019). Ghouri et al. (2020) found that EPR acts as a mediator between the organizations' GRC and business performance. Previous studies analyzed the mediating role of the pro-environmental behavior of employees between GRC and EPR. But failed to prove the mediating role of pro-environmental behavior between GRC and EPR(Ojo et al., 2020). Literature showed that there is still a need to study GRC with context to different organizational outcomes (T. N. Pham et al., 2020; Tahir et al., 2020). However, there are limited studies till now that analyzed the mediating role of OCBE-O between the relationship of GRC and EPRatthe campus level. So, Hypothesis 8 of the study is represented as: H8: OCBE-O mediates the relationship between Green Recruitment and Environmental Performance.

Literature emphasized the importance of GTR in shaping an individuals' voluntary behavior(N. T. Pham, Hoang, et al., 2019; N. T. Pham, Tuckova, et al., 2019; Pinzone et al., 2019). Studies have been identified that GTR are the essential GHRM practices that have a positive impact on OCBE-O (Pham, Tuckova, et al., 2019; Tahir et al., 2020). Further researchers analyzed the positive relationship between GTR and EPR(Pham et al., 2020; Tahir et al., 2020). Recent studies took OCBE-O to act as a mediator between GHRM practices (GTR) and corporate environmental performance (Pham et al., 2020; Tahir et al., 2020). However, there are limited studies that analyzed the mediating role of OCBE-O between the relationship of GTR and EPRatthe campus level. So, Hypothesis 9 of the study is represented as:

H9: OCBE-O mediates the relationship between Green Training and Environmental Performance.

Underpinning theory

Bailey (1993) first introduced Abilities-Motivation and Opportunities theory (AMO). AMO theory proposed that employees need to possess specific skills in their abilities; they need motivation like benefits and incentives and opportunities like involvement and decision-making to bring positive organizational outcomes by shaping an appropriate work behavior(Bailey, 1993).AMO theory works best with the proposed model of this study. AMO theory indicated that HRM practices acted to bring organizational performance in various ways by establishing individuals' abilities, motivations, and opportunities(Bailey, 1993).

Figure 1 is representing the research framework of the study. Four GHRM practices (Green Performance, Green Reward, Green Recruitment, and Green Training) are the independent variables. Organizational Citizenship Behavior towards Environment acts as a mediator, whereas Environmental Performance is the current study's dependent variable. This research framework is proposed and supported by AMO theory.

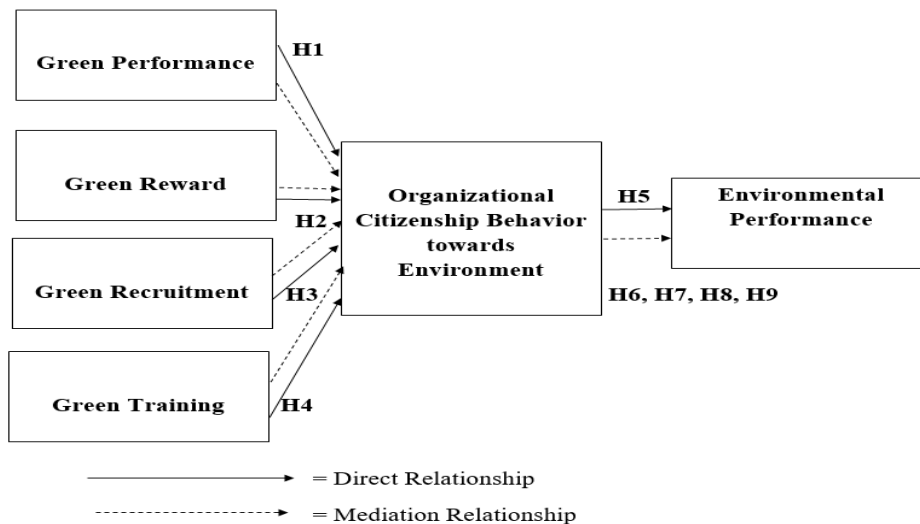


Fig.1: Research Framework

METHODOLOGY

Sampling Procedure

The current study used a self-administered survey questionnaire to test the hypothesized relationship among variables. Data were collected from academic staff working in public sector universities, Punjab, Pakistan. Power analysis has been used to select the appropriate sample size for data collection. Convenience sampling was used to distribute 360 questionnaires to faculty universities personally at their premises. Two hundred forty of the questionnaires were successfully collected back from the respondents. It represented the acceptable response rate of (77%). Out of those questionnaires, 22 were partially filled. After screening questionnaires, 218 were further processed for analysis.

Research Instrument

The first section of the instrument comprises general information regarding respondents like gender, age, education level, current designation, and work experience(Anwar et al., 2020). The present study is based on four independent variables (GPR, GRW, GRC, and GTR), a mediating variable (OCBE-O), and a dependent variable (EPR). Green performance is measured through a four-item scale adapted from Tang et al. (2017). The three-item scale for green reward, green recruitment, and green training are adapted from Tang et al. (2017). The present study adopted a four-item scale for measuring OCBE-O from Pinzone et al. (2019), and for EPR, the five-item scale was adapted from Singh et al. (2020). Responses were taken by using 5-points Likert scale "1" showing "Strongly Disagree," and "5" showing "Strongly Agree".

Data Analysis and Findings

Respondents Profile

Respondents' profile represented that almost the same number of males (52%) and females (48%) participated in the study. About 77% of the respondents were lying in the (31-45) range of their age, while only 23% were less than 30 and more than 46. 53% of the respondents were PhDs, while only 6% of them were postdocs. 41% of the respondents were masters. When comparing the respondents' data revealed that 15% of the respondents worked as research associates, 40% were lecturers, 33% were assistant professors, 12% were associate professors. Descriptive data also indicated that most of the respondents (78%) had 1-10 years of experience working in the university. A few (7%) of the respondents were having less than one year of experience working in the university.

Assessment of Measurement Model

Assessment of measurement model is the first step while analyzing the data in SMART PLS Software. The outer model/ measurement model indicates how the items are related to their constructs, respectively. It helps researchers ensure the validity and reliability of constructs. The measurement model uses different measures as composite reliability (CR), average variance extracted (AVE), and item loadings to evaluate the indicator reliability, internal consistency, and discriminant validity.

Individual Items Reliability

The values of cross-loadings of items associated with a construct determine either the measurement model is suitable to carry for further analysis or not. Discriminant validity is assessed by using the AVE of the constructs. The value of AVE should be more than 0.5(Vinzi et al., 2010). When there is a problem with AVE, fewer than 0.5 AVE should be discarded(Hair et al., 2014). AVE's values for all the constructs were more than 0.5 (for Green Performance 0.627, Green Reward 0.560, Green Recruitment 0.579, Green Training 0.698, OCBE-O 0.635, and Environmental Performance 0.606).

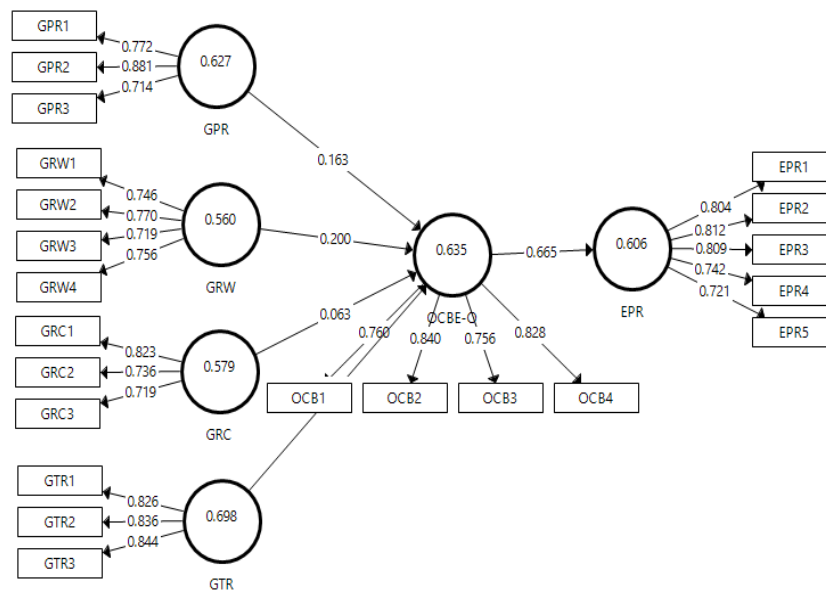


Fig.2: The Assessment Measurements

Table 1: Indicator Loadings, Internal Consistency Reliability, and Convergent Validity

Constructs	Items	Loadings	CR	AVE
Green Performance	GPR1	0.772	0.834	0.627
	GPR2	0.881		
	GPR3	0.714		
Green Reward	GRW1	0.746	0.836	0.560
	GRW2	0.770		
	GRW3	0.719		
	GRW4	0.756		
Green Recruitment	GRC1	0.823	0.804	0.579
	GRC2	0.736		
	GRC3	0.719		
Green Training	GTR1	0.826	0.874	0.698
	GTR2	0.836		
	GTR3	0.844		
OCBE-O	OCB1	0.760	0.874	0.635
	OCB2	0.840		
	OCB3	0.756		
	OCB4	0.828		
Environmental Performance	EPR1	0.804	0.885	0.606
	EPR2	0.812		
	EPR3	0.809		
	EPR4	0.742		
	EPR5	0.721		

Discriminant Validity

Discriminant validity measure through (Fornell & Larcker, 1981) method and diagonal values should be greater than other corresponding values (Basheer et al., 2018; Basheer et al., 2019; Hameed et al., 2018). Table 2 represented the values for EPR, GPR, GRC, GRW, GTR and OCBE-O are 0.779, 0.792, 0.761, 0.748, 0.835 and 0.797, greater than other values respectively confirming the discriminant validity of constructs.

Table 2: Discriminant Validity Matrix

	EPR	GPR	GRC	GRW	GTR	OCBE-O
EPR	0.779					
GPR	0.404	0.792				
GRC	0.531	0.513	0.761			
GRW	0.518	0.574	0.627	0.748		
GTR	0.506	0.426	0.416	0.501	0.835	
OCBE-O	0.665	0.450	0.408	0.498	0.525	0.797

Structural Model Assessment

To evaluate the direct relationships, structural model/inner model assessment is used. Path coefficient and t-values are assessed to evaluate the structural model. T-value greater than 1.64, indicated the acceptance of the proposed hypothesis. Out of five hypotheses that proposed direct relationships, one was not supported. Figure 3 represents the general structural model assessment results of direct effects hypotheses.

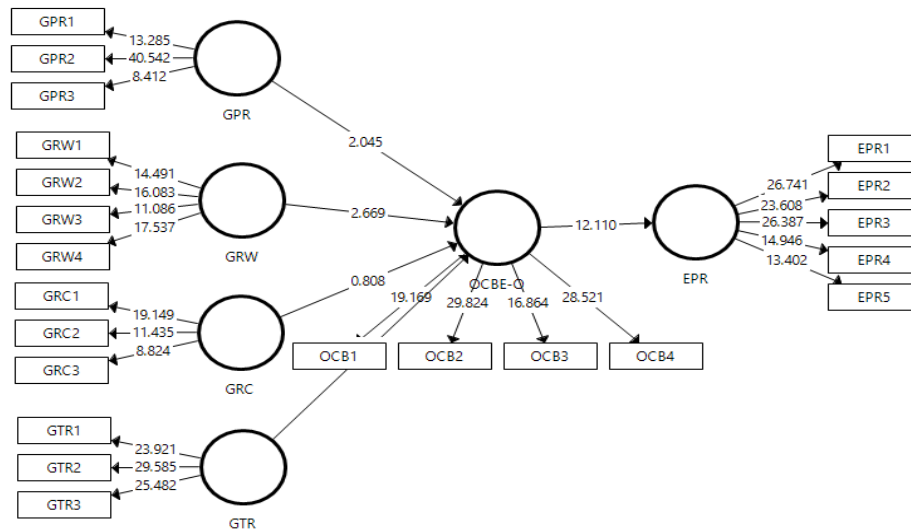


Fig.3: Results of Hypotheses Testing (Direct Effects)

Hypotheses Testing Results

This study proposed five direct effect hypotheses, out of which four were supported through analysis (Table 3). The acceptance of (H1) represented that Green Performance positively predicts OCBE-O in the organizations (Mousa & Othman, 2020). The support of (H2) Green Rewards inbuilt OCBE-O in employees for their respective organizations (Ghouri et al., 2020). H4, Green Training develops a great sense of OCBE-O in employees (Tahir et al., 2020). From (H5), OCBE-O is highly linked with organizations' environmental performance (Gill et al., 2021; Pham et al., 2020). In the current study, the hypothesis H3 is not-supported as the p-value is 0.419. The possible explanation of the not-supporting relationship is that Pakistan is still striving to use the fully-function form of green recruitment in organizations (Rahoo et al., 2020; Saifuddin et al., 2020). Organizations get more support from GPR, GRW, and GTR to develop OCBE-O among employees (Hameed et al., 2020; Luu, 2019).

Table 3: Hypotheses Testing Results

Hypothesis	Relationship	Std. Beta	Std. Error	T value	P Values	Decision	Q2
H1	GPR -> OCBE-O	0.163	0.080	2.045	0.041	Supported	0.225
H2	GRW -> OCBE-O	0.200	0.075	2.669	0.008	Supported	
H3	GRC -> OCBE-O	0.063	0.077	0.808	0.419	Not Supported	
H4	GTR -> OCBE-O	0.329	0.073	4.475	0.000	Supported	
H5	OCBE-O -> EPR	0.665	0.055	12.110	0.000	Supported	0.259

Mediation Analysis

The study used the indirect bootstrapping effect to check the mediation (Preacher & Hayes, 2004). The bootstrapping results are shown in Table 4, for H6 indirect effect ($\beta=0.108$) is significant with t-value of 2.021. Zero is not straddled between the Lower Limit (0.0008) and Upper Limit (0.216) in indirect affect confidence interval represented that OCBE-O significantly mediates the relationship between Green Performance and Environmental Performance. For H7 indirect affect ($\beta=0.133$) is significant with t-value of 2.511. Zero is not straddling between the Lower Limit (0.022) and Upper Limit (0.238) in indirect affect confidence interval represented that OCBE-O significantly mediates the relationship between Green Reward and Environmental Performance. In the case of H8 indirect affect ($\beta=0.042$) is not-significant with t-value of 0.788. Zero is straddled between the Lower Limit (-0.059) and Upper Limit (0.140) in indirect affect confidence interval represented that OCBE-O does not significantly mediate the relationship between Green Recruitment and Environmental Performance. Concerning H9 indirect effect ($\beta=0.219$) is significant with a t-value of 4.089. Zero is not straddling between the Lower Limit (0.123) and Upper Limit (0.332) in indirect affect confidence interval represented that OCBE-O significantly mediates the relationship between Green Training and Environmental Performance.

Table 4: Hypotheses Testing (Indirect Relationship)

Hypothesis	Relationship	Std. Beta	Std. Error	T value	P Values	LL	UL	Decision
H6	GPR -> OCBE-O -> EPR	0.108	0.054	2.021	0.044	0.008	0.216	Supported
H7	GRW -> OCBE-O -> EPR	0.133	0.053	2.511	0.012	0.022	0.238	Supported
H8	GRC -> OCBE-O -> EPR	0.042	0.053	0.788	0.431	-0.059	0.140	Not Supported
H9	GTR -> OCBE-O -> EPR	0.219	0.053	4.089	0.000	0.123	0.332	Supported

DISCUSSION AND CONCLUSION

The purpose of this study is to analyze the direct relationship between constructs as well as test the mediation. The study was based on four independent variables (Green Performance, Green Reward, Green Recruitment, and Green Training), the mediating variable OCBE-O, and the dependent variable Environmental Performance. Nine hypotheses were developed based on prior literature. Out of these nine hypotheses, two were not supported after analyzing data through using SMART PLS Software. The following paragraph is based on providing a possible explanation of the acceptance and not accepting the proposed hypothesized relationships.

The results of hypotheses (H1, H2, H4) are in accordance with the prior literature on GHRM practices (Anwar et al., 2020; Pham et al., 2020; Singh et al., 2020; Tahir et al., 2020). Past studies represented that GHRM practices (GPR, GRW, GTR) help employees develop more green work behavior in OCBE-O (Amrutha & Geetha, 2021; Gilal et al., 2019; Pinzone et al., 2019). To explain the not-supported hypothesis 3 literature has been studied. Various studies focusing on IT industries and the FMCG sector of Pakistan conclude that green recruitment is not fully practiced in Pakistan (Rahoo et al., 2020; Saifuddin et al., 2020). Employers are least focused on selecting green employees (Rahoo et al., 2020). There is a need to start organizational campaigns to develop green values in leaders and managers to recruit green employees to achieve environmental goals (Saifuddin et al., 2020; Nuseir et al., 2021). Another explanation is that there is the possibility that after Green Recruitment, the selected employees do not possess OCBE-O as they have no/less association/affiliation with the organization they joined for the first time. The result of the hypothesis (H5), OCBE-O is significantly positively related to Environmental Performance, is also justified by the prior literature. Past studies showed that OCBE-O result in uplifting the Environmental Performance (Elshaer et al., 2020; Wiradirja et al., 2020).

The results of hypotheses (H6, H7, H9) are according to the prior literature regarding mediating role of OCBE-O between green initiatives and Environmental Performance (Ogalo et al., 2020; Silvester et al., 2019; Yusoff et al., 2018). Recent studies represented that OCBE-O plays partial or complete mediation between GHRM practices (GPR, GRW, GTR) and Environmental Performance (Masri & Jaaron, 2017; Ojo et al., 2020). The not-supported mediation effect (H8) can be explained as Green Recruitment is failed to be related with OCBE-O significantly. Hence the indirect effect is also not present as well.

Limitations of Study & Future Recommendation

Limitations are part of every research study due to different factors; however, those can be served as future research guidelines. First, common method biases are present in the study. The questionnaires were solely filled by faculty and staff members regarding their behavior (OCBE-O) and effects on organizations (Environmental Performance). Different individuals should report the independent and dependent variables to get a more unbiased result. This study collected data from Sahiwal District; it is suggested to enhance the area and number of universities to increase generalizability. Furthermore, future studies can consider the cultural differences by replicating this research in more advanced countries with more mature higher education systems. Future studies could use other antecedents relating to organizations to get a sustainable competitive advantage.

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