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IMPACT OF GREEN REWARD ON SUSTAINABLE PERFORMANCE THROUGH THE MEDIATING ROLE OF ORGANIZATIONAL CITIZEN BEHAVIOR: A STUDY OF HOTEL INDUSTRY OF PAKISTAN

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Green Rewards, Sustainable Performance, Organizational Citizenship Behavior

ABSTRACT

Due to rapid environmental changes, Sustainable Environment (SE) is a most concerned and researched topic nowadays, especially in developing countries. In this study, Sustainable Performance (SP) through Green Reward (GR) and Organizational Citizenship Behavior (OCB) was examined. This study adopts Green Reward as a Green Human Resource Management Practice (GHRMP) to measure its influence on Sustainable Performance in the presence of organizational citizen behavior as a mediator. This study the data was collected from the hotel industry of Islamabad, Pakistan. A sample size of 474 was included. Convenience sampling technique was used in this study. Structural Equation Modeling was applied to test Path analysis in SMART PLS 4.0 software. All the results including direct and indirect are significant and positively accepted. This study confirms that green reward is a significant predictor of sustainable performance. The mediating role of organizational citizenship behavior was supported and accepted. The green reward has an impact on sustainable performance through the mediating role of organizational citizenship behavior. The findings of this study add to the existing body of knowledge related to the hospitality sector, particularly the hotel industry. The results are beneficial for the hotel industry of Pakistan and as well as all industries of Pakistan which are concerned with GR and OCB.

INTRODUCTION

Green rewards are rewards and incentives organizations offer their employees or partners to encourage them to adopt eco-friendly practices. Many GR programs are established to encourage energy conservation, waste reduction and recycling among employees and partners. GR have been introduced in various industries to encourage sustainable practices

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among employees. GR increase employee motivation to adopt environmental practices and increase awareness of environmental issues. Rewards must demonstrate a company's dedication to incorporating sustainability into all facets of employment. One of the key elements in encouraging organizational transformation and positively impacting sustainability performance is rewards and incentives. Positive reinforcement can improve employee attitudes and demonstrate that the company values sustainability issues (Kang et al., 2022; Zhang et al., 2022; Akbar et al., 2022). In addition, GHRMP may drive employees' flexible behaviour toward the environment. Few researchers have examined this perspective (Mandago et al., 2018; Mukherjee, 2020; Ibrahim et al., 2020). In the English healthcare system context, Pinzone et al. (2016) explore the effects of GHRMP on OCB.

Fraj et al. (2017) argue that GR positively influence employees' engagement in environmental activities, making corporate social responsibility an integral part of the corporate culture. Similarly, Fernando et al. (2011) found in their research on sustainable tourism that firms that introduced GR systems witnessed a significant increase in resource conservation, which has a favorable impact on customer satisfaction and the organization’s financial performance. The reward system encourages employees to engage in a sustainable lifestyle and encourages them to continue in the future. However, the existing literature in this field needs to fill up the ensuing research gaps. First, according to the Social Exchange Theory (SET) (Emerson, 1976), employees are engaged and willingly concerned with green activities due to the support and advantages of green practices. Rewards and pay are viable strategies in Green HRM's framework for assisting organizations' environmental initiatives. Modern firms are implementing reward schemes to promote their employees' participation in environmentally friendly projects (Mandago, 2018). Green HRM, first used ten years ago, is "integrating environmental management program into the human resource management system of an enterprise." (Pham et al., 2019; Lin et al., 2022; Zhao et al., 2021; Nawaz et al., 2018). It is the process of strategically coordinating HRM policies and practices with those that promote environmental protection. By fostering a positive and productive work environment, it hopes to lessen each employee's carbon footprint while employed by the company (Mukherjee, 2020). GR programs can take many forms, including loyalty points, discounts or vouchers for sustainable transportation, energy conservation, waste reduction, and recycling programs. These rewards can be offered to guests as an incentive to encourage sustainable behavior during their stay. Guests participating in the GR program may receive upgrades, free meals, or extended stays. Research has shown that GR programs effectively encourage guests to

engage in environmentally conscious behavior. According to a study by Dahlstrom and Nygardh (2016), guests who received green loyalty points reported a greater intention to engage in green behavior and were likelier to book hotels that offered such programs. Similarly, another study by Kim and Min (2019) found that guests who participated in a GR program had a favorable attitude towards the hotel.

Based on the AMOT, Kim et al. (2015) address using a multiplicative model that considerably elucidates the contributions of HRM techniques to organizational performance advantages. The AMO theory has several potential applications in organizational contexts. First, the theory can be used to understand the factors that influence employee performance and to identify the areas that need improvement. By assessing employees' ability, motivation and opportunity, organizations can identify the areas that need improvement and develop interventions to address these areas. Second, the theory can be used for performance management systems. By incorporating the AMO framework into their performance management systems, organizations can assess employees' ability, motivation and opportunity to perform and provide feedback and interventions to improve these factors. Third, the theory can be used to improve employee engagement. By understanding the factors that influence employee performance, organizations can identify the areas that need improvement and develop strategies to improve employee engagement. Organizations can increase employee engagement by improving employees' motivation and providing them with the resources and conditions necessary to perform effectively.

In addition to the benefits for guests, GR programs can influence the hotel's environmental sustainability. Kim and Min (2019) hotels that implemented GR programs reported significant energy and water consumption reductions. Moreover, implementing GR programs can improve the hotel's overall reputation and image as a green and sustainable establishment. Environmental sustainability and social responsibility have become crucial in today's global business scenario. The hotel industry, which has a significant impact on the environment, needs to adopt sustainable practices to ensure the industry's long-term viability. GR are one of the tools that organizations can use to encourage employees to adopt sustainable practices. However, the literature on the impact of GR on SP through the mediating role of OCB is limited.

Additionally, the study has practical implications for hotel employees. The study will provide insights into the factors influencing employee behavior towards sustainable practices by examining the mediating role of OCB. This will help employees understand the importance

of sustainable practices and how their behavior can contribute to the hotel industry's overall sustainability. However, there are some limitations to GR programs. A study by Cheng and Ng (2018) found that guests with a low environmental consciousness were less likely to participate in GR programs. Moreover, guests who did participate in GR programs tended to be more environmentally conscious, to begin with. GR programs may only be effective for guests more concerned about sustainability.

In conclusion, GR programs effectively encourage guests to engage in sustainable behavior during their stay. The program can provide guests with tangible benefits while reducing the hotel's environmental impact. However, to ensure the success of such programs, hotels must carefully target guests who are most likely to participate and ensure that the benefits of participation are attractive to that segment of the guest population.

Research Gap

Environmental sustainability is adopting sustainable practices in the hospitality industry that remain low. Many hotel businesses still need to be resistant to adopting eco-friendly practices. While some hotels have implemented sustainable practices, others continue business as usual. One potential reason for this resistance is the need for incentives for sustainable behavior. A GR system aims to encourage sustainable behavior but has yet to be fully adopted (Ramayah, Lee & Lim, 2019).

The mediating role of OCB in the association between GR and SP has also yet to be understood in Pakistan, despite the awareness of its significance in achieving sustainable behavior. By examining the effect of green incentives on SP and using the mediating role of OCB in the Pakistani hotel sector, this study seeks to address these challenges (Pham et al., 2019).

Furthermore, there is a need to investigate the specifics of GR programs and their mechanisms (Butt et al., 2019). The literature on GR programs is relatively new, and there needs to be more consensus on their definition, scope, and mechanisms (Qureshi et al., 2021). This research gap needs to be addressed to support the implementation of effective GR programs in the hotel industry of Pakistan.

Moreover, Pakistan is an emerging economy that presents unique sociocultural, economic, and environmental complexities that require contextual studies to understand the moderating factors that may influence the effectiveness of GR programs. Therefore, there is a need to investigate the implementation and outcomes of GR programs and their mediation effects on OCB and SP in the hotel industry of Pakistan (Khan et al.,2019).

The study will help hotel businesses and policymakers understand the impact of GR on SP and encourage adopting sustainable practices. The study will also serve as a guide for hotel businesses and policymakers concerning implementing sustainable practices, including GR, that can positively influence employees' behavior. Furthermore, the study will contribute to the body of knowledge concerning the mediating role of OCB in the association between GR and SP, which needs to be adequately investigated in Pakistan.

Literature Review

Green Reward and Sustainable Performance

Green rewards refer to the incentives or recognition programs designed by organizations to encourage employees to adopt environmentally responsible behaviors, such as reducing energy consumption and waste production (Gupta, Verma, & Budhwar, 2021). The effectiveness of GR in promoting sustainable practices within organizations has been debated in the literature. However, recent studies have indicated that GR can positively impact SP in organizations (Butt, Ali, Tariq, & Zameer, 2019; Demir et al., 2020).

Rewards must demonstrate a company's dedication to incorporating sustainability into all facets of employment. One of the key elements in encouraging organizational transformation and positively impacting sustainability performance is rewards and incentives. Positive reinforcement can improve employee attitudes and demonstrate that the company values sustainability issues (Kang et al., 2022). In addition, GHRMP may drive employees' flexible behavior toward the environment. Few researchers have examined this perspective (Mandago et al., 2018; Mukherjee, 2020; Ibrahim et al., 2020; Nawaz & Tian 2022; Nawaz & Choudhry 2023). In the English healthcare system context, Pinzoneet al. (2016) explores the effects of GHRMP on OCB.

On the other hand, SP refers to the extent to which an organization operates in an environmentally, socially, and economically responsible manner (Chen & Huang, 2019). SP has become increasingly important for organizations to improve their reputation and mitigate potential risks related to environmental regulations and stakeholder pressures (Gupta et al., 2021). Based on the literature review, the following hypothesis is proposed:

H1: *There is a positive association between GR and SP.*

Green Reward and Organizational Citizen Behavior

Numerous studies have shown that incentives can improve employees' environmental responsibility (Mangado et al., 2018; Mukherjee et al., 2020). Employee rewards for upholding their environmental commitments can help firms move toward becoming greener.

The green Eco-reward system, however, also represents the management's dedication to environmentally friendly behavior while supporting and encouraging staff members to practice environmental conservation. Contribution to environmental concerns is intimately tied to a commitment to employees. Regular praise greatly affects employees' willingness to come up with ecological projects. This has led to an open communication strategy that motivates personnel to talk honestly and freely about their beliefs regarding environmental protection (Kang et al., 2022).

GR can encourage pro-environmental behaviors by employees, increasing their sense of organizational support and motivation to engage in OCB (Saeed, Bashir, & Bhatti, 2020). Studies have indicated that employees who receive GR are more likely to engage in OCB related to environmental sustainability, such as recycling and adopting energy-efficient practices (Butt, Ali, Tariq, & Zameer, 2019; Demir et al., 2020). Based on the literature review, the following hypothesis is proposed:

H2: *GR has the positive impact on OCB.*

Organizational Citizen Behavior and Sustainable Performance

According to Geng et al. (2020), SP can be achieved by focusing on resource efficiency, waste reduction, and environmental conservation. Akyüz and Ceşme (2019) demonstrate that integrating sustainability strategies into the management of hotels helps to increase their competitiveness, reduce costs and contribute to social and environmental well-being. Similarly, Pasias and Makrygiannis (2020) argue that SP in the hospitality industry improves customer satisfaction and brand reputation while reducing operational costs.Green HRM, first used ten years ago, is "integrating environmental management program into the human resource management system of an enterprise." (Pham et al., 2019). It is the process of strategically coordinating HRM policies and practices with those that promote environmental protection. By fostering a positive and productive work environment, it hopes to lessen each employee's carbon footprint while employed by the company (Mukherjee, 2020).

A study by van der Duim, van der Pligt, and Ren (2018) assessed the sustainability performance of hotels in the Netherlands using data from the sustainability certification system Green Key. The study found that hotels with higher levels of certification were associated with lower resource consumption and waste generation, as well as greater use of renewable energy sources.

Another study by Han, Hsu, Kim, and Lee (2018) examined the sustainable practices of hotels in Hawaii and the impact of these practices on guests' intention to recommend the

hotel. The study found that hotels with more sustainable practices had higher guest satisfaction and were more likely to receive positive word-of-mouth recommendations.

Additionally, Bos et al. (2013) emphasized the moderating effects of the combination of ability, motivation and opportunity, which lead to a more significant proportion of performance variance being explained. Since no study has ever been carried out, the interacting consequences of GHRMP on financial performance, mainly the mediating function of OCB, have yet to be proven in the context of sustainability in any study. Alonso-Almeida et al. (2017) have published research that investigates the significance of environmental management regarding competitive advantage, customer satisfaction and hotel industry performance. The performance of employees is evaluated and controlled through HRM procedures such as compensation and awards, and those who perform well are rewarded with salary raises and other benefits. These methods of managing human resources are the most efficient way to reconcile the competing priorities of an individual with those of an organization (Mandago, 2018).

Interestingly, Molinillo and Liébana-Cabanillas (2016) also found differences in the types of OCB exhibited by hotel employees. They identified four types of OCB: altruism (helping others), courtesy (positive communication with customers), civic virtue (participation in organizational activities beyond one's job), and conscientiousness (doing more than what is required). They found that conscientiousness was the most prevalent type of OCB, followed by altruism and courtesy.

However, only a few scholars have examined how the concepts of GHRM may be used in the hotel business (Pham et al., 2019). However, this study merely highlights the associations between green practices such as training, empowerment, and incentive and the green recovery performance of employees in tourism firms; it does not analyze the function of OCB. We discovered an incredibly restricted number of relevant GHRMP-related research (Luu, 2018). In conclusion, the application of GHRMP processes in hotels is a topic that is still in its infancy, despite its growing importance in recent years (Pham et al., 2019). Based on the literature review, the following hypothesis is proposed:

H3: *Relationship between OCB and SP is positive.*

Mediating role of Organizational Citizen Behavior between Green Reward and Sustainable Performance

The relationship between GR and SP can be mediated by OCB. OCB refers to discretionary behaviors that go beyond an employee's formal job duties and contribute to the

organization's collective goals (Organ & Ryan, 1995). In previous studies, OCB has been found to mediate the association between sustainability-focused HR practices and SP (Liang et al., 2018). However, the mediating role of OCB in the association between GR and SP has not been extensively explored.

Recent studies have supported the positive effect of GR on SP (Butt et al., 2019; Demir et al., 2020). Furthermore, in previous studies, OCB has been found to mediate the relationship between sustainability-focused HR practices and SP (Liang et al., 2018). The same mechanism may work in the association between GR and SP. Specifically, GR can stimulate OCB, leading to an improved SP in organizations. Based on the literature review, the following hypothesis is proposed:

H4: *OCB mediates the positive relationship between GR and SP.*

Conceptual Framework

In the past, GHRMP has been employed in several studies to affect SP. However, more data on GHRMP and its support for SP are required. The suggested conceptual framework for the study is depicted in the image below. The approach defines the GHRMP component—GR—that affects sustainability performance. As recommended by (Pham et al., 2019), this study also attempts to simulate the mediating effect of OCB between GR and SP to quantify the direct and indirect association between the factors in the Pakistani hotel sector.

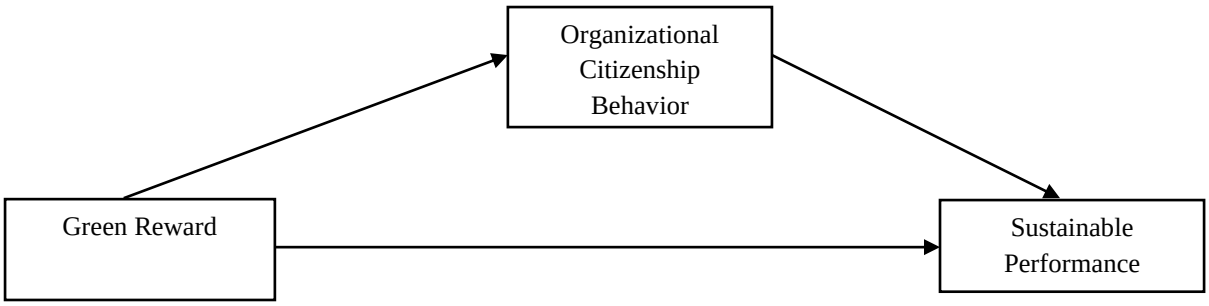

Figure 1: *Proposed Model*

Methodology

The number of restaurants and hotels is rising every year, as is the contribution of the service sector to Pakistan's overall GDP (The Economic Survey of Pakistan, 2020-21). the service sector accounts for 37% of all employment and around 62% of Pakistan's GDP. According to Satti (2017), Pakistanis spend more on eating out than other developing nations ($114.78 billion/year). In Pakistan, 39.1% of the population lives in urban areas. Its population, which totals 77.1 million, demonstrates how vital the hotel industry is. This study opted for the deductive research approach as this study aims to test the hypothesis. Data were collected

from the hotel industry employees in Islamabad and Rawalpindi, Pakistan. The hotel managers/employees of these cities were the target population for this research study. This study chooses the convenience sampling method. Closed ended questionnaire was used to gather the data (Sharma et al., 2014; Ibrahim et al., 2020; Kang et al., (2022). Further, Wright (1995) proposed a research sample size: any number greater than 30 and less than 500 is considered a reasonable for research sample. The research includes 474 responses to measure the results. Employees/Managers of the hotels were the unit analysis of the survey.

Table 01 Questionnaire Details

Sr. no.	Indicator	Items	Scale	Reference
1	Sustainable Performance	8 Items	Five-Point	Ibrahim et al., (2020)
2	Green Reward	10 Items	Five-Point	Kang et al., (2022)
3	Organizational Citizen Behavior	36 Items	Five Point	Sharma et al, (2014).

Furthermore, structural equation modelling (SEM) was carried out on the data using Smart PLS 4.0 Software (Ringle et al., 2015) to implement the PLS algorithms with bootstrapping set to 5000 subordinate samples. Partial least square (PLS) is the most preferred method of testing the dimensions' measurement and structural model. This was done so that the data could be analyzed. The SEM measurement model additionally considers data validity and reliability by computing Cronbach's Alpha (CA), rho (RHO), AVE, and confirmatory factor analysis (CFA). The measuring model was assessed using convergent validity, discriminant validity, and construct reliability. Convergent Validity (AVE) was tested using the average variance and recovered factor loading. In order to assess discriminant validity, the Heterotrait-Monotrait (HTMT) ratio was used.

Results

The demographic analysis portion of this present study includes the individual respondent profiles and the descriptive analysis. Correlation analysis, investigation, and tabulations of the reliability and validity of the measurement, structural, and mediation models are all included. This section mainly focused on the outcomes of testing these hypotheses and the explanation of how to interpret the findings. The Smart-PLS approach was used to put the hypotheses to the test.

Respondents Demographics

The demographics of the respondents to the current research study have been calculated in frequency and percentage. The following are the summary of demographics.

Table 4.1 Respondents Demographic Profile (n=474)

Demographics	Items	Frequency	Percentage
Gender	Male	315	66.5
	Female	159	33.5
Age	18-24	78	16.5
	25-34	105	22.1
	35-54	118	24.9
	55-64	98	20.7
	65 and above	75	15.8
Marital Status	Single	169	35.7
	Married	305	64.3
Level of Education	High school	80	16.9
	Diploma or equivalent	115	24.3
	Bachelor's Degree		
	Master degree	146	30.1
	Ph.D or other	112	23.6
		21	5.1
Income	Below 25,000	61	12.9
	26,000–35,000	104	21.9
	36,000–45,000	114	24.1
	46,000–55,000	87	18.3
	56,000–65,000	79	16.7
	Above 65,000	29	6.1
Total		474	100

PLS-SEM Data Analysis

The PLS-SEM software package was used to examine the measurement model (association between the latent components and their measurement items) and the structural model simultaneously to employ inferential statistics (association between the latent variables).

Measurement Model Assessment

The Smart-PLS technique was used in the current investigation to assess the measurement model and validate the research model. According to previous research, the reflective measurement model's internal consistency, reliability, convergent validity, and discriminant validity can all be examined (Hair et al., 2013; Hafeez et al., 2023; Zhao et al., 2020; Jahangir et al., 2022). The outcomes of each analysis that evaluated the measurement model's validity and reliability for the current investigation are presented in the subsections that follow convergent and discriminant validity.

Convergent Validity

The average variance values obtained demonstrate convergence validity (AVE). The term "AVE" stands for the potential amount of variance that a latent variable can explain. Fornell and Larcker (1981) assert that a construct has sufficient convergent validity when its AVE value is at least 0.5. Each instrument's convergent validity was established. The table below makes it abundantly evident that every loading lies between 0.927 and 0.976 and that the

AVE value is 0.5 or higher. The study's instrument was proven to have convergent validity because all permissible values are more than 0.5.

Table 02. Convergent Validity

	CA	CR (rho_a)	CR (rho_c)	Average variance extracted (AVE)
Green Reward	0.930	0.930	0.940	0.612
Organizational Citizen Behavior	0.975	0.975	0.976	0.529
Sustainable Performance	0.927	0.927	0.940	0.661

Discriminant Validity

Heterotrait-Monotrait Ratio (HTMT)

This approach is used to evaluate the correlation between the study's constructs. This technique for evaluating discriminant validity in structure-based equation modelling is relatively recent. Its meaning is clear-cut and easy to understand. For HTMT, there are specific cut-off points. There is no discriminant validity if the HTMT score exceeds its cut-off value. Kline (2011) claims that the cut-off number for HTMT is 0.85. This approach is the latest and the most appropriate to measure the instrument's validity. All values below the criteria are displayed in the table 05 and figure 02.

Table 05 Heterotrait-Monotrait Ratio (HTMT)

	Green Reward	**Organizational Citizen Behavior**
Sustainable Performance	0.843	0.762
Organizational Citizen Behavior	0.845	

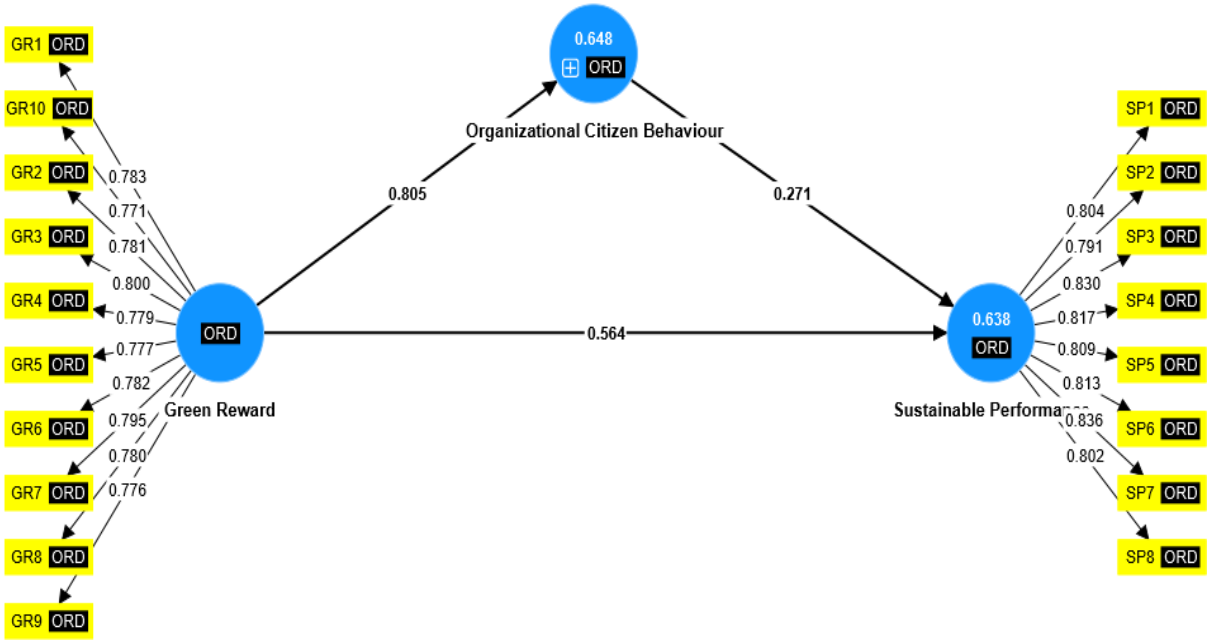

Figure 2: Path Analysis and Data Reliability and Validity

Structural Model Evaluation

The structural equation modelling technique was applied to determine the independent variables' influence on SP. For this purpose, the researcher has used SmartPls 4.0 software to apply the partial least square method for analysis. According to Lomax & Schumacker (2012), SEM utilizes different models that help find the association between observed and latent variables. The primary goal is to test the theoretical model and the association between its constructs. Factor analysis, path analysis, and regression are part of SEM. The model of the study was analyzed in two steps: first measurement model is assessed and refined for suitability for this study, and second structural model is assessed and evaluated.

Test for Goodness of fit (GOF)

Henseler, Jörg, and Hubona (2015) recommended using the Standardized Root Mean Squared Residual (SRMR) of component composite analysis to determine the GoF in Smart-PLS due to its ability to explain the disparities between observed and predictive correlations among the constructs. The value must not exceed 0.08, which serves as the prescribed ceiling value for the SRMR. However, in this instance, the analysis resulted in an SRMR value of 0.031, indicating that the model fit the data well.

Multicolineairty Test for the structural Model

The value of the Variance Inflation Factor (VIF) and tolerance are to evaluate collinearity in a specific connection since the construct collinearity is always brought up in research activities. A VIF value of five or higher and a tolerance values of 0.2, respectively, indicate a potential collinearity difficulty from the standpoint of the PLS-SEM (Hair et al., 2014; Hafeez et al., 2023; Zhao et al., 2020; Jahangir et al., 2022). However, according to Kock and Ned (2012), the VIF threshold for PLS-SEM can be 3, 5, or 10. The collinearity analysis conducted for this study based on the previously described criteria revealed no collinearity, as shown in Table 06.

Table 06 Multicolineaity

	Organizational Citizen Behavior	Sustainable Performance
Green Reward	1.000	2.839
Organizational Citizen Behavior		2.839

Tests of Hypotheses (Direct Relationship)

The PLS-SEM component of Bootstrapping with 5000 resamples was used to calculate the standard path coefficients, standard errors, and t-value to examine the applicability of each hypothesized association. As a result, the directions and effects of all associations were established under the direct effect one-tail test at a 95% significant level. The below table 07

and figure 03 shows that the study's all hypotheses were accepted since there was evidence of a substantial association between the constructs.

Table 07: Direct Relationship

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Results
Green Reward -> Organizational Citizen Behavior	0.805	0.806	0.027	30.268	0.000	Positively Supported
Green Reward -> Sustainable Performance	0.565	0.565	0.068	8.358	0.000	Positively Supported
Organizational Citizen Behavior -> Sustainable Performance	0.271	0.271	0.067	4.065	0.000	Positively Supported

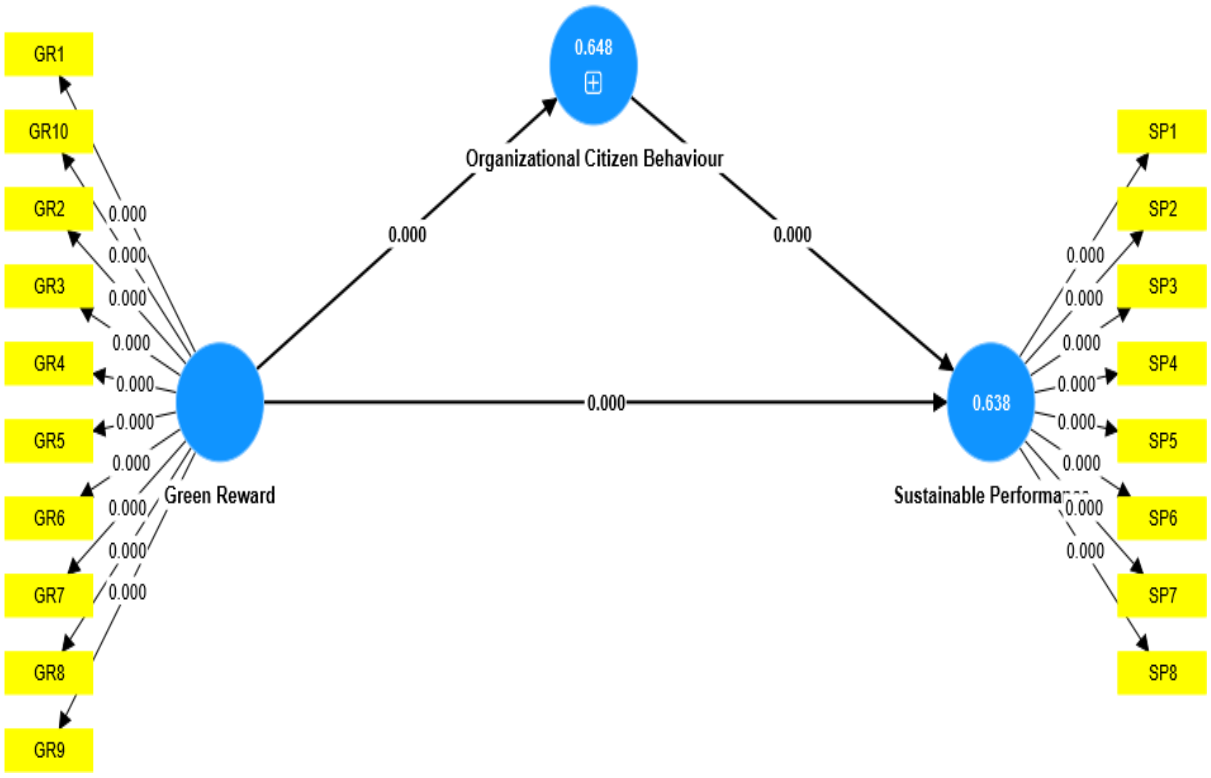

Figure 3: Model Significance

Test of Hypotheses (Indirect or Mediation)

Testing the mediation effect is one of the critical contributions to achieving the goals of the current study. Thus, trust and commitment serve as mediators in this investigation. The proposal made by Hair et al. (2014) regarding the method of mediation was used to guide this study's testing of the mediation's effect (Preacher & Kristopher, 2004). In order to test the two mediations, the tests on the indirect impact method of bootstrapping are shown as follows. This section examined the mediation function in the links between variables. The Smart-PLS

use bootstrapping to ascertain the correlations between predefined hypotheses' mediating effects. The beta values and t-values vary from different ranges. Table 07 exhibits indirect effects. In addition, based on the study by Preacher & Kristopher (2004), who mentioned the indirect criteria, the confidence intervals did not cross a zero between the upper and lower interval, all the indirect relationships and significant and accepted.

Table 07: Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Green Reward -> Organizational Citizen Behavior -> Sustainable Performance	0.218	0.218	0.054	4.043	0.000

Evaluation of Coefficients of Determination (R^2)

In Smart PLS, R squared shows how well an independent variable predicts a group of dependent variables and research outcomes. Furthermore, the association between the dependent and independent variables is shown by the change in the dependent variable caused by one or more of the study's independent variables. Like other programs, Smart PLS interprets R squared as the coefficient of determination. A higher R squared value denotes a more accurate and data-conforming model. The value of R squared ranges from 0% to 100%. The R values for the study's model are highlighted in the following table.

Table 08: R-Square

	R-square
Organizational Citizen Behavior	0.648
Sustainable Performance	0.638

Discussion, Conclusion and Recommendations

This literature review and hypothesis development highlight the association between GR, OCB, and SP in organizations. The analysis of the literature demonstrates that GR have a positive impact on both SP and OCB. Moreover, OCB is found to have a positive impact on SP, suggesting that OCB can act as a mediator between GR and SP.

The first hypothesis developed suggests that there is a positive association between GR and SP. The reviewed literature indicates that GR can positively influence pro-environmental behaviors, which may enhance the sense of organizational support and motivation to engage in sustainability-related OCB. This eventually leads to better SP (Butt et al., 2019; Demir et

al., 2020). Demir et al. (2020) found that GHRMP, including GR, positively affected a firm's financial and SP further supporting this hypothesis.

The second hypothesis argues that GR positively impacts OCB. The reviewed literature found that GR can encourage pro-environmental behaviors by employees, increasing their sense of organizational support and motivation to engage in OCB (Saeed et al., 2020). The study by Saeed et al. (2020) found that GHRP, including GR, significantly impact employee pro-environmental behavior in Pakistan. This hypothesis also aligns with the findings of previous studies (Butt et al., 2019; Demir et al., 2020) regarding the positive impact of GR on pro-environmental behaviors.

The third hypothesis proposes that OCB positively impacts SP. The reviewed literature indicates that OCB positively impacts perceptions of organizational support and organizational performance (Eisenberger et al., 2010; Organ & Ryan, 1995). Additionally, the study by Liang et al. (2018) found that sustainable HR practices are positively linked to OCB for the environment, which, in turn, positively impacts SP. This supports the idea that employees engaging in OCB related to sustainability can improve the organization's environmental performance and enhance its reputation among stakeholders.

The fourth and final hypothesis suggests that OCB mediates the positive association between GR and SP. The reviewed literature supports this hypothesis, as previous studies have found that OCB can mediate the association between HR practices and organizational performance (Liu et al., 2018). The study by Liang et al. (2018) also found that OCB for the environment mediates the association between sustainable HR practices and SP. Therefore, it is reasonable to suggest that GR can positively influence OCB related to sustainability, positively impacting SP.

The empirical support for the four hypotheses suggests a significant positive association between GR and SP, GR and OCB, and OCB and SP and that OCB mediates the positive association between GR and SP.

Organizations can enhance their SP and environmental image among stakeholders by implementing GR, encouraging employee pro-environmental behaviors, leading to enhanced organizational support, motivation for OCB related to sustainability, and ultimately better SP. Therefore, organizations should consider implementing GR and sustainable HR practices to enhance their sustainability performance and improve their reputation. Further research may be necessary to explore the mechanisms of these associations in-depth and investigate different contexts to generalize findings.

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