

# INDUCING ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR THE ENVIRONMENT THROUGH SUSTAINABLE HUMAN RESOURCE MANAGEMENT PRACTICES: DRAWING IMPLICATIONS FOR ORGANIZATIONAL SUSTAINABILITY IN PAKISTAN'S TEXTILE INDUSTRY

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## ABSTRACT

The environmental issue has turned out to be a new area of concern in the organization's human resource management agenda, particularly in enhancing employees' environmental conduct at the workplace. Therefore, organizational citizenship behavior toward the environment (OCBE) has been currently inspiring researchers in management. In line with the AMO theory, this study intends to assess the impact of sustainable practices on organizational sustainability through the construct of OCBE. To gather data from primary sources convenience sampling and purposive sampling methods were employed. The textile industries of Punjab where respondents are HR managers, operational managers, and other employees were used to generate the data for the research. This research employed the Smart PLS 4.0 software to analyze the results which were done using the structural equation modeling method. This research is unique in the context of Pakistan and speaks volumes of the importance of Sustaining HR practices for Organizational Sustainability. The research offers important implications for organizations in developing countries especially those operating in environmentally vulnerable regions such as Punjab, Pakistan on how to manage dreadful conditions in the environment.

**Keywords:** Organizational Sustainability (OS), Sustainable Human Resource Management Practices (SHRMP), Organizational Citizenship Behavior for Environment (OCBE), Textile Sector of Pakistan, climate change

## INTRODUCTION

In the 21st century, "sustainability" is an essential question for world business. The Literature Review evidence suggests that Corporate Social Responsibility (CSR) could be positively related to financial and marketplace performance (Mariappanadar, 2020). The human resource (HR) department of any organization can be strategic in the development of the sustainability culture of the organization (Aziz et al., 2022). Aligning HR practices to the concept of sustainability; HR people must look at all decisions made in HR through the

lens of a shareholder. The present study investigates the relationship between Sustainable HRM, Organizational Citizenship Behavior for the Environment, and organizational sustainability. Increasingly, more companies are beginning to appreciate that sustainability has on the competitiveness, image, and capacity of an entity to attract and retain talented employees. Realizing that sustainable organizations must also be economically and socially responsible as well as environmentally conscious. Organizations today turn to a diverse and

comprehensive group of stakeholders for input regarding the direction and management of their businesses. By applying sustainable HR practices in the organizational process, the HRM can contribute towards developing and integrating sustainable business strategy across the firm. While sustainable HRM is in its infancy in Pakistan, this research explains how sustainable HRM and the HR professionals in organizations can build up the literature to support them on the sustainability path (Shoab et al., 2021).

Of these, the “organizational rationale for sustainability” (ORS) is one that often has more impact than personal attitudes. Therefore, organizations intending to adopt sustainable HRM practices should ensure that their commitment to maintainability is recognized and enforced by the employees (Aziz et al., 2022). Some of the benefits of sustainable HRM include; engaging employees, attaining sustainability, reducing and enhancing ecological performance, innovating, and enhancing customers’ satisfaction. OCBE refers to individual voluntary behaviors that enhance environmental performance in an organization (Kakar & Khan, 2022).

Textile is one of the largest as well as the oldest industries in Pakistan. There can be no doubt about the economic importance of the textile sector in Pakistan. It provides about 60 percent of the total export revenue and offers the source of employment to almost 40 percent of the total manpower. The commitment to the sustainability-oriented approach, and making a substantial contribution to the development of the concept of sustainable HRM within the body of knowledge.

This is why it is essential to examine the factors affecting corporate sustainability performance to help practitioners and scholars (Jamal et al., 2021). Experts stated that it is possible to achieve corporate solutions to sustainability matters with bettered ecological & social performance. Environmental recital captures the level of a company’s environmental stewardship through tangible operational performance benchmarks (Rehan et al., 2023). Combined, these elements are crucial for corporate sustainability, environmental protection & enhancement of the human standard of living. This entails the implementation of policies that promote sustainable economic, social, and environmental development hence ensuring that organizational

goals are in tandem with the common goals of development and progress of society and the world at large (Rubel, Kee, & Rimi, 2021).

Sustainable HR practices related to the ecological aspect, green knowledge sharing, ecological & social performance of the organization (Hameed et al., 2020). These capabilities support the execution of organizational sustainability initiatives and improve sustainability outcomes by helping organizational to systematically sagacity, grab, observe & configure sustainable expansion of opportunities (Rubel, Kee, & Rimi, 2021). Despite it being the 8.5% share in GDP, there is a shortage of literature regarding organizational sustainability in the Pakistani textile industry (Hameed et al., 2020). It is necessary to use such practices in order to avoid ecological catastrophes and create safer and less cruel working conditions (Jia & Shang, 2024).

The textile sector generates more employment opportunities and foreign exchange earnings than other enterprises of the industrial or service sectors hence the GDP will rise. There are two main divisions within the industry: a large structure sector and a highly unstructured cottage/small structure sector (Abbas & Bhutto, 2022). Pakistan textile clothing industry comprises unique and independent value added chain production system which is developed by its own industrial facilities including Cotton, Ginning, Spinning, Weaving, Knitting, Processing, Apparel finishing and home textiles.

The present research will serve the basic purpose in multiple conducts and holds significance for several reasons. Firstly, the findings will aid HR practitioners in achieving the United Nations’ Sustainable development goals. Secondly, this research will highlight the mediating role of employees’ organizational citizenship behavior for the environment in achieving organizational sustainability. In the end, the results of this research would be generalizable to other geographical and economic contexts.

## **Review of Literature and Hypothesis Development**

### **Sustainable HRM Practices**

Several issues introduce humane aspects to the sustainable HRM themes, including sustainable HRM (Ehnert, 2009), socially responsible HRM, green HRM, triple bottom line HRM, and common good HRM (Heikkinen et al., 2020). In this study, the

researcher has used the most frequently cited definition of sustainable HRM as the implementation of HRM that allows for achieving financial, social, and ecological objectives. It helps in achieving results both within and beyond the organization and in the long term and managing undesired side-effects and negative feedback. (Ehnert, 2023). Thus, to know the impact of HRM strategies, policies, and practices on employees' mental attitude and behavior; in achieving the company sustainability goals (Ehnert, 2009).

The principles of sustainable HRM practices may help construct, establish, and manage value for the economy (economic), in the individual, organizational, and global utilization of consistent energy and sustainably sourced elements (environmental), and finally help foster positive organizational culture, In addition to promoting the growth of the community (social) Stahl, Brewster, Collings & Hajro (2020). They also operationalized the social dimension of SHRM into two dimensions. The internal dimension relates to how people have been treated as stakeholders inside the organization. The external dimension relates to how other stakeholders have been treated outside the organization. The social aspect could also be a social activity in the home country or a free policy towards people in joint enterprises in foreign countries. Also, from the perspective of sustainability, some authors stressed the openness of the HRM practices (Jarlstrom, Saru & Vanhala, 2016), which can help the employees evaluate the fairness of the HRM practices and the organizational justice.

Concerning the internal element of the stakeholder model, the immediate employee is deemed to be the most important stakeholder here because most of the designed and implemented HRM practices are focused on him. At the same time, the external element consists of the legal factor and several regulations that are considered by the external actors, such as trade unions or the tax administration (Järlström, Saru, Viitasaari & Akrivou, 2024).

#### **Organizational Sustainability:**

In the 21st century, business firms have gradually reported sustainability issues (Li & Lin, 2023). Organizational proceedings, especially those guided by the principles of sustainable management, are considered essential. As pointed out by Gope, Elia, & Passiante (2018), the current trend of all HR

decisions is the evaluation from the shareholders' perspective. Due to its impact on the economy and society, the atmosphere becomes more important. Organizations are seeking full feedback from internal and external stakeholders (Mariappanadar, 2020). Specifically, in third-world countries, these efforts are vital to the emergence of organizational sustainability. According to the researchers, business organizations should direct their efforts in innovation and technology to avoid environmental dilapidation. The commitment to organizational sustainability is crucial for raising awareness of ecological problems among the staff members.

Thus, to support environmental responsibility, such HRM strategies should be developed that emphasize environmental consciousness (Wu & Gu, 2022). Some of the green measures described in the literature include; ride-sharing, electronic filing, flexible work arrangement, virtual selection, telephonic conference, recycling, and constructing energy-efficient spaces. This study also includes increasing the employees' awareness and creating products that are free from toxic emissions for the environment (Singh et al., 2020). These practices are a major input towards sustainable development because they are practiced in the operational sceneries of various businesses. Sustainable HRM practices, where are described as performance-oriented systems for raising employees' awareness of environmental sustainability (Li & Lin, 2023). Companies that adopt sustainable HRM practices not only have a clear corporate social responsibility mission but also inform current and prospective employees about the company's appreciation for environmental and social concerns (Wu & Gu, 2022).

#### **Organization Citizenship Behavior for Environment (OCBE):**

OCBE is defined as extra-role environmental activities implemented by the individual within an organization of their own volition and for which they are paid. For example, searching for techniques that help to make spaces and goods more environmentally friendly or sharing environmental data with co-workers (Anwar & Abdullah, 2021). OCBE grasps the readiness of the workers to undertake their organization to work on activities that are beyond their roles in the natural context. Thus, although OCBE is an acronym for other-

approved, convenient, and beneficial action. It also particularly helps the company to decrease the environmental cost and improve the environmental image of the firm (Anwar et al., 2020). The previous report was relatively focused on the goals of renewable and low-carbon by promoting and implementing government policies and creating innovations such as sustainable technology (Malik et al., 2021).

OCB is constructive employee conduct that not only enhances the machineries of the organizational environmental surroundings but also assists in bridging the environmental gap beyond the entities of the corporations (Malik et al., 2021).

### **Sustainable HRM Practices and Organizational Sustainability:**

When it comes to HRM; the consideration of the sustainability of work and employment systems is required. Due to this, a few things as climate change, precarious employment patterns, and the effects of the Fourth Industrial Revolution exist (Nakra & Kashyap, 2024). Today, HRM is also required to contribute to organizations' fulfillment of the needs of multiple stakeholders and organizational financial, social, and environmental performance in the present and future; therefore, sustainability is even more relevant for HRM (Ehnert, 2023).

This perspective introduced several ideas about business responsibilities, such as SHRM, that respond to contemporary macro and micro concerns. The call for sustainability and sustainable development is gradually growing in the world including SHRM to facilitate sustainable stakeholder relationships in HRM as postulated by Duvnjak & Kohont (2021).

In this regard, HR specialists would have a very crucial role to play in implementing sustainable HRM practices (Anlesinya & Susomrith, 2020). To design and implement SHRM and to complement the solution of today's grand sustainability challenges, it is necessary to know the different types of SHRM and their purposes (Ehnert, 2009). SRHRM involves the use of HRM practices that aim at pursuing the adoption of sustainable employee policies as well as the adoption of sustainable policies and the steering of employee behavior (Zhao et al., 2019). To support the organization in attaining its sustainability objectives, SRHRM selects and retains people with a sustainability orientation, who patronize

organizational morality and are willing to engage in ethical behaviors, such as environmental conservation and charity work (Abdelmotaleb & Saha, 2019).

**SRHRM** has been found to support the promotion of moral employee behavior. SRHRM encourages the employees to protect the interest of other stakeholders, it motivates them to engage in initiative behaviors (Zhao et al., 2019). Sustainability awareness will make the employees act ethically to safeguard organizational and external stakeholders' interests when they observe unethical practices in the workplace.

**GHRM** socializes employees to be environmentally conscious and significantly supports environmental management. The policy, procedure, and process make all green due to the benefits that accrue to the individuals, society, environment, and the company (Opatha, 2021). The role is usually viewed as the support of environmental management (EM) through the manipulation of the environment (Järlström, Saru, Viitasaari, & Akrivou, 2024).

**TBL HRMP** targets the three assumed strategic goals of the HRM (Ehnert, 2023). This method shows that when HRM is considered as a broad framework of people management. It focuses on certain employee-centered processes (like health or participation), and the effect of these processes on the surroundings (like natural resource replenishment, and/or organizational goals (Ehnert, 2009).

**CG HRMP** is a paradigm shift in how people perceive the role of business and the role of HRM in particular. As stated by all aforementioned types of HRM, each of them has partly transformed the conventional business aim – profit – to address the external demand for increased social and environmental responsibility. An authentic common good HRM presupposes that business has a core responsibility to engage significantly with sustainability concerns. In the long term, it has its interest to safeguard our way of life (Ehnert, 2009). Today, businesses worldwide recognize the significance of organizational sustainability and their concern for preserving a clean and healthy environment. Sustainable HRM can play a crucial role in various types of businesses in overcoming

environmental challenges and promoting sustainability (Chaudhary, 2019). Research by Gope, Elia, & Passiante (2018) indicates a constructive association between Sustainable HRM practices and organizational sustainability. This suggests that organizations can effectively contribute to organizational sustainability by adopting and implementing Sustainable HRM initiatives.

Organizational citizenship behavior for the environment may comprise a regulation of workplace waste, recycling, anti-carbon activities, and inspiring the staff to become an active participant in the protection of the natural environment (Anwar et al., 2020). OCBE is centered on the employees' proactive activities and behavior, which are usually the polarities of the bureaucratic systems and perks (Micheli et al., 2023). OCBE is not only beneficial to improve environmental performance in businesses but also to improve their financial performance. OCBE is beneficial for the firms to enhance environmental efficiency in the firms and they will be able to solve environmental issues like global warming and climate change (Anwar & Abdullah, 2021). To the knowledge of the researcher, this study introduces the mediation of OCBE for the first time. Therefore, up to now, no studies have investigated OCBE as a mediator concerning Sustainable HRM practices and organizational sustainability. It was against this backdrop that the present research recorded empirical evidence on OCBE between Sustainable HRM practices and organizational sustainability. Hence, it assumes the following assumptions:

***Hypothesis 1: OCBE mediates the relationship between SHRM practices & OS***

***Hypothesis 1(a): OCBE mediates the relationship between SRHRM practices and OS.***

***Hypothesis 1(b): OCBE mediates the relationship between GHRM practices and OS***

***Hypothesis 1(c): OCBE mediates the relationship between TBL HRM practices & OS***

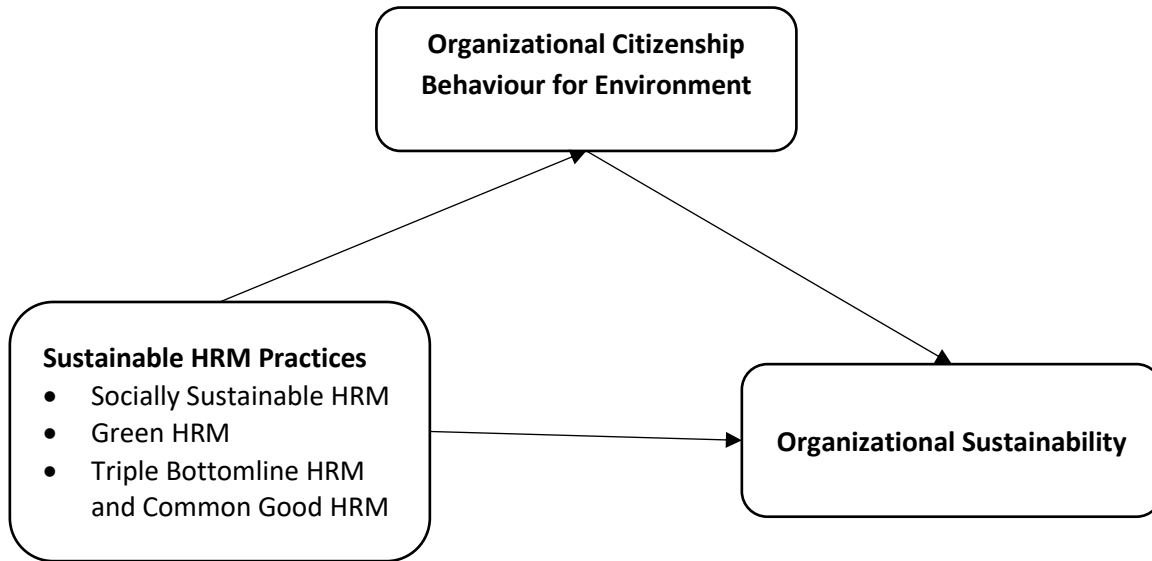
***Hypothesis 1(d): OCBE mediates the relationship between CG HRM practices and OS***

**Theoretical Underpinning:**

Ability, Motivation & Opportunity-AMO theory (Appelbaum & Berg, 2001) was used in this study. An employee is more committed to his or her tasks and objectives of the organization when the organization can provide abilities, motivation, and opportunities. (i) Ability: This is attributable to psychological, mental financial economic, training, physical or social capital required by the employee in his working environment. (ii) Motivation: Incentive reward – to encourage employees to work harder, efficiency reward – after a performance review of the employees' work, increased responsibility coupled with the increase in remuneration, inspirational leadership, and employment security. (iii) Opportunity: The opportunities may be provided to the employees in the form of quality circles for problem-solving, decision-making, information sharing, positive organizational culture, work flexibility, counseling, etc. (Salas-Vallina et al., 2021).

The improvement of employees' green ability (A) is an aspect of GHRM practices that remarkably influence environmental sustainability through enticing, selecting, and training and developing the personnel of the organization. Over the past few decades, the AMO theory has gained more attention for mapping human resource management and performance (Dubey et al., 2024). As noted by Mujtaba and Mubarik (2021), AMO theory is relevant in arriving at organizational sustainability by promoting environmental conservation behaviors among employees in and outside organizations.

## Research Framework



**Figure 1 Conceptual Framework**

## Research Methodology

### Sample & Data Collection

The current study is confined to employees working in a managerial capacity, namely supervisors, in the textile sector of Pakistan. Managers are the source of information on sustainable human resource practice according to Úbeda-Sansano and Martínez-García (2021). For data collection, there was used survey that involved administering of a questionnaire. The questionnaires were administered to each department and then the researcher contacted everyone personally and by phone to fill out the questionnaires. The sample included 643 participants from the textile units working in the Textile sector of Pakistan.

For the purpose of administration of questionnaires, the researcher personally handed over the questionnaires and got appointments from different departments of various organizations before visiting the industries. The researcher had arranged to visit the organizations on a particular day and came across with the respondents personally. The questionnaires were administered to the real respondents and any problems faced by the respondents when answering the statements in the questionnaire were solved by the researcher. The same level of caution was used while collecting the data as to avoid any mistakes in the process. This was done to ensure that there were no mistakes when it came to the collection of data.

### Questionnaire Design:

This research used a five point Likert scale for the instrument with the responses ranging from 1 = strongly disagree to 5 = strongly agree. "The questionnaire contained 15 questions, which were derived from earlier research as described in Appendix 1 (e.g., Al-Abbadi, 2021)". Also, the items measuring Boiral and Paillé (2012) in the study were developed based on various frameworks in the field. "In particular, the questionnaire used for this purpose was modified from Organizational Citizenship Behavior for the Environment, which includes 7 items in total." The items used to measure organizational sustainability in the study were developed from various frameworks within the sustainability literature. "More specifically, the questionnaire used to this end was adopted from Balasubramanian & Balaji (2022) and consists of a total of 20 items".

### Analysis of Data and Results

#### Validity & Reliability

In a bid to increase the validity of the study, we conducted both the convergent and discriminant validity. The convergent validity was assessed using the AVE, and the acceptable threshold value was 0.5 or higher as suggested by Hair et al. (2021). To test discriminant validity, we employed the "Heterotrait-Monotrait (HTMT) ratio", which according to Henseler, Ringle and Sarstedt (2015) should not exceed 0.90. The reliability which is the extent of

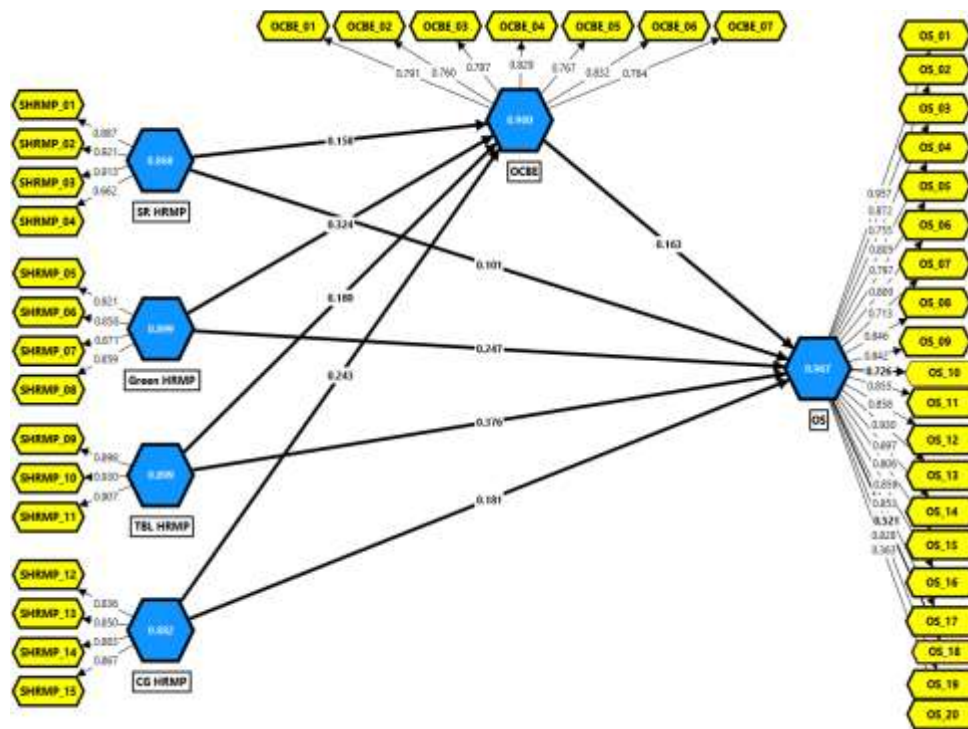
homogeneity of the same test was determined using several methods. The most common is Cronbach's alpha coefficient "Fashina, Abdilahi, Fakunle and Ahmed (2020)".

We also estimated the construct's composite reliability (CR) and Macdonald's omega ( $\omega$ ). For all

these measures, acceptable values are those greater than 0.70 Al-Tit et al. (2019). As indicated in Table 1, the study's findings indicate that validity and reliability criteria were achieved. In particular, AVE values were higher than 0.50, HTMT values lower than 0.90 & all reliability estimates higher than 0.70.

**Table 1: Internal Consistency, Convergent Validity, composite reliability & AVE**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
<b>CG HRMP</b>	0.882	0.883	0.919	0.738
<b>GHRMP</b>	0.899	0.908	0.929	0.767
<b>OCBE</b>	0.900	0.901	0.921	0.625
<b>OS</b>	0.971	0.972	0.973	0.670
<b>SR HRMP</b>	0.854	0.886	0.905	0.709



**Figure 1 Structural Model Assessment**

The above figure shows structural model of this study that was analyzed using Smart PLS 4.0. This model examines the hypothesized relationships between sustainable HRM practices and organizational sustainability.

Table 2 provides additional information on collinearity statistics, expressed as the VIF, as well as the path coefficients. As shown in Table 2, all the VIF values are below 5, which means that multicollinearity is not an issue in this study. This research was carried out in Textile sector of Pakistan to investigate the link between different sustainable

HRM practices; CGHRMP, GHRMP, SHRMP, TBLHRMP, OCBE, and OS in the Textile sector of Pakistan. The significance of the path coefficients is established by their p-values in the context of the structural model.

The table shows the VIF values of a set of variables and thus provides evidence of multicollinearity in the data set. VIF values range from 1.720 to 3011, indicating low multicollinearity. In conclusion, the VIF values indicate that multicollinearity is mediated and thus does not significantly affect the regression analysis between the variables.

**Table 2 Collinearity statistics (VIF)**

	<b>VIF</b>
<b>CG HRMP -&gt; OCBE</b>	2.861
<b>CG HRMP -&gt; OS</b>	3.011
<b>GHRMP -&gt; OCBE</b>	2.322
<b>GHRMP -&gt; OS</b>	2.592
<b>OCBE -&gt; OS</b>	2.542
<b>SR HRMP -&gt; OCBE</b>	2.451
<b>SR HRMP -&gt; OS</b>	2.514
<b>TBL HRMP -&gt; OCBE</b>	1.637
<b>TBL HRMP -&gt; OS</b>	1.720

As shown in Table 3, this table indicates the findings of a statistical analysis that tests the mediation of the effect of different types of HRM practices on organizational sustainability through the variable of OCBE. The  $\beta$ -value shows the nature and the intensity of this association. The positive  $\beta$ -value means that when the specific HRM practice rises, organizational sustainability rises through OCBE. As it is evident from their  $\beta$ -values, other HRM practices such as, ‘GHRMP’ which could be Green HRM, ‘SR HRMP’ which might mean Socially Responsible HRM, and ‘TBL HRMP’ which might mean Triple Bottom Line HRM also reveal positive associations. The sample mean (M) gives the numerical value of each effect in the sample. For instance, in the case of “GHRMP -> OCBE -> OS”, the sample mean is 0.050, this is an indication that the mean effect size is in order with the path coefficient or the  $\beta$ -value. The observed effects are characterized by the standard deviation (STDEV) that measures the degree of dispersion. For instance, the coefficient of ‘CG HRMP -> OCBE -> OS’ is 0.012 of standard deviation, which means that there is a small variation

around the  $\beta$ -equivalent of 0.037 thus suggesting a stable relationship in the sample.

These t-statistics are derived by dividing the  $\beta$ -value by the standard deviation ( $(O/STDEV)$ ). These values show how significantly the observed effect deviates from the variability. The coefficients with T-statistics more than 2 (for example, 3.192) indicate that the relationship is statistically significant. The t-statistics of all the research hypotheses presented in the table are above 2, and therefore, the relationships between the HRM practices and organizational sustainability through OCBE are all significant.

Last but not least, the p-values point out whether the observed relationships are statistically significant. A result of below 0.05 is considered significant and will provide enough evidence to reject the null hypothesis, suggesting that it is not chance that is driving the relationship. In all the paths of the table, the p values are less than 0.05, with values of 0.000 and 0.001. This implies that all the HRM practices (CG HRMP, GHRMP, SR HRMP, and TBL HRMP) affect organizational sustainability through OCBE.



**Table 3 Properties of the Structural Model**

	$\beta$ -Value	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	Results
<b>CG HRMP -&gt; OCBE_0 -&gt; OS</b>	0.037	0.038	0.012	3.192	0.001	Supported
<b>GHRMP -&gt; OCBE_0 -&gt; OS</b>	0.050	0.050	0.014	3.590	0.000	Supported
<b>SR HRMP -&gt; OCBE_0 -&gt; OS</b>	0.024	0.024	0.009	2.631	0.009	Supported
<b>TBL HRMP -&gt; OCBE_0 -&gt; OS</b>	0.028	0.028	0.008	3.451	0.001	Supported

### Discussion and Findings

The findings also establish the role of OCBE as a mediator to influence HRM practices on organizational sustainability, which gives a strong and significant positive direction. This demonstrates that GHRMP has a positive influence on the OCBE of employees and thus improves the sustainability of the organization.

Likewise, for Common Good HRMP, there is a partial mediating relationship between the Common Good HRMP and organizational sustainability through OCBE which depicts that common good HR practices also help support sustainability and promote environmentally friendly behaviors.

For Triple Bottom Line HRMP (TBL HRMP) there is a partial mediating relationship between the TBL HRMP and organizational sustainability through OCBE.

Finally, Socially Responsible HRMP reveals a partial mediating impact on sustainability through OCBE. These results underscore that different types of sustainable HRM practices, whether they focus on governance, environmental, social, or triple bottom line aspects, all contribute to sustainability by promoting OCBE, though the strength of the relationships varies across practices.

### Theoretical Contributions

Present study aimed at exploring all the four dimensions of sustainable HRM practices within the textile industry framework only using the lens of AMO and SIT theoretical framework. Considering the results of the presented study, it is possible to conclude that the textile industry might achieve the

highest level of organizational sustainability if adopting sustainable HRM practices according to the AMO framework.

### Practical Implications

The work adds to a body of knowledge and guidance for practicing managers to determine the potential of Sustaining HRM practices as means to get a sustainable organization confronting the Textile industry. Furthermore, the study findings shall help the policymakers, the senior management, and the HR practitioners to make better decisions, specifically concerning the recruitment, training, and compensation of the talent pool to increase the capacities and the readiness to stay within the organization.

### Conclusion

The findings of the mediation analysis show that OCBE is a key mediator through which HR practices influence organizational sustainability. Positive mediation effects, especially in the paths containing all the Sustainable HRMP show that these practices are critical in achieving sustainability through change of the employees' environmental behaviors. Therefore, these results underscore the importance of HR practices for sustainability strategy and promoting voluntary environmental behaviors. Furthermore, this study adds knowledge to the research by defining the functions of various HRMPs and OCBEs in supporting organizational sustainability. Finally, the present study suggests that by implementing sustainable HRM practices, organizations can improve their sustainability

performance and the environmental citizenship behavior of their employees.

### Future Research Directions and Limitations

In future studies, the scope of data collection may be widened to increase the applicability of the results across different countries or regions. Quantitative research methods could also be combined with qualitative research methods to get a more detailed explanation of the processes that are responsible for the relationships found in this study. In conclusion, this study offers valuable insights into the insights of HR practitioners and organizations in achieving sustainability goals in emerging countries like Pakistan through GHRMP and encouraging the OCBE.

This research work offers useful implications for HR managers and organizations in developing countries such as Pakistan. It outlines how the organization can enhance its sustainability agenda by encouraging the sharing of green knowledge and the adoption of sustainable HR practices. Moreover, it is also worth probing for other types of mediators to examine other facets of the green HR practices and organizational outcomes link.

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