

Exploring the Impact of Green HRM, Corporate Social Responsibility, Organizational Green Culture, and Work-Life Balance on Sustainable Corporate Performance: The Moderating Role of Organizational Citizenship Behavior for Environment

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Abstract

This study examines the impact of Green Human Resource Management (GHRM), Corporate Social Responsibility (CSR), Organizational Green Culture (OGC), and Work-Life Balance (WLB) on Sustainable Corporate Performance (SCP), with Organizational Citizenship Behavior for Environment (OCBE) as a moderator. Data from 186 South Punjab higher education institutes employees, both teaching faculty and managerial, were collected using purposive sampling and were analyzed using SEM-PLS to validate the proposed relationships. Reliability, convergent, and discriminant validity of the study variables were assessed and found satisfactory. Findings highlight significant positive links between CSR, WLB, and SCP. However, GHRM and OGC had an insignificant relationship with SCP. OCBE moderated only the WLB-SCP relationship. OCBE did not moderate the other relationships CSR-SCP, GHRM-SCP, and OGC-SCP. This research contributes theoretically to understanding the strategic role of OCBE and provides practical insights for managers aiming to align HRM and environmental goals to boost SCP.

Keywords: Green HRM, Corporate Social Responsibility, Organizational Green Culture.

Introduction

Over the years, the global climate has gone through massive changes. One of the most obvious reasons for this transformation is a fast-paced financial bustle that ignores all the laws of nature. This is bringing about a massive decline in the quality of air, water, and land. These growing concerns over climate change and environmental sustainability have given rise to the green movement in many areas of society, particularly business administration. In the field of business administration, all sub-categories, including marketing, management, administration, and human resource management, have been utilizing green techniques to reduce resource wastage, increase environmental consciousness, and ensure sustainability. When rehearsing natural security is joined to standard H.R. practices, the practices will change into green HRM practices. As the concern about becoming harmless to the ecosystem is spread around the world, the affiliations are endeavoring to do such deals, as shown by the green perspective (Umrani et al., 2020). A notable

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array of alliances aids their human resources department in transforming conventional methods and converting non-sustainable HRM practices into sustainable ones. The use of green HRM methods may provide additional unique capabilities, reduced costs, and enhanced employee engagement inside the organization while promoting more environmentally sustainable practices that benefit both the organization and society (Prasad et al., 2019). These days' clients are, in addition, mindful of the methods and practices of a business, and they like to purchase things and associations of an affiliation that follow green practices (Darvishmotevali & Altinay, 2022). Regardless, in the current business situation, not all affiliations are reasonable in doing conceivable practices in all of the three areas: climate, society, and economy. Green HRM is one of the most basic and huge parts of a relationship to show practicality. The literature presented by researchers around the globe on this particular topic is rich and sheds light on many possible areas of business administration, particularly human resource management.

Literature Review

Relationship between Green HRM and Sustainable Corporate Performance

It has been proven that human activities are catastrophically damaging the ecosystem. Scientists are of the view that this problem of environmental degeneration needs to be treated systematically. Experts believe that some human activities, the emission of CO₂ due to excessive use of natural oil and gas, throwing plastics and trash into oceans, and excessively using chemical fertilizers, are causing immeasurable damage to the ecosystem (Anwar et al., 2020; Renwick et al., 2013; Mtutu & Thondhlana, 2016). As the concerns are rising along with the rising temperature and pollution, the experts agree to develop a mechanism to stop the spread of pollution. They are trying to speed up the cleansing activities around the globe by adopting an environmental management system (EMS). For organizations to implement a successful EMS, their HRM has to incorporate its strategies in the aspiration of environmental targets (Harvey et al., 2010). It is crucial to propose a unification of environmental management into the HRM as an innovative way to support sustainability and reduce the level of wastage (Rauf et al., 2019). By integrating with HRM, the EMS can offer particular benefits to the organization, in financial and reputational terms: improved organizational image (Miles & Covin, 2000), strengthened competitive capabilities, cost-cutting through waste minimization strategies (Jasch, 2006), and promotion of sustainability and environmental responsibility (Prasad et al., 2019). As a result, the H.R. professionals of organizations that are proactive in matters of the environment have developed programs to encourage the organizational members to live ecological lives and to reduce the production of undesirable products. Based on the literature, the following hypothesis is developed:

H1: There is a significant positive relationship between GHRM and sustainable corporate performance.

Relationship between CSR and Sustainable Corporate Performance

Corporate Social Responsibility is an obligation on a firm by different facets of society to enhance and improve their performance in terms of environmental sustainability, economic uplift, the welfare of their employees and the community in which it operates, ethical business conduct and the firm long term resource planning and operations that create their corporate image in the eyes of the stakeholders. CSR is a proactive business management approach by which corporations go beyond compliance with regulation in considering environmental, social, and economic issues in their business activities to enhance their organizational performance and build sustainable bonds with their/employees-customers-shareholders-communities-environment (Khan et al., 2024). CSR

helps to justify the involvement of enterprises in acting as responsible citizens and adopting sustainable development (Hernández et al., 2020). CSR activities and initiatives are closely related to the firm's output and Human Resource Management, so the link between a strong HRM policy and a stronger CSR policy is obvious (Shakil et al., 2024). If the CSR activities are more prominent than the stakeholders' trust in that firm, it naturally increases the firm's value in stakeholders' minds. Researchers have identified different roles and different sets of stakeholders, including the customers, the employees, and the top management managing today's competitive business arena (Melnyk et al., 2003). Considering the 21st-century business outlook, the link connecting digital transformation and data analytics improves business value (Mikalef et al., 2020), as well as sustainable societies (Pappas et al., 2018). Even though the subject of CSR has been a popular topic of debate for so long, some researchers question its success; instead, they believe that creating a culture of shared values would be more promising for solving challenges of sustainable performance and societal problems (Porter & Kramer, 2018). There are some obvious benefits of practicing CSR. These firms engage heavily in corporate social responsibility, their public image improves (Pham et al., 2019), employees exhibit an increased organizational commitment (Malik et al., 2020), and financial performance coupled with sustainability improves (Rodriguez-Fernandez, 2016). Green awareness is generated in India through CSR programs, and various organizations have begun eco-friendly H.R. practices and the protection of knowledge capital (Liaquat et al., 2024). The analysis of the literature suggests the hypothesis that:

H2: There is a significant positive relationship between CSR and sustainable corporate performance.

Relationship between Organizational Green Culture and Sustainable Corporate Performance

According to Gürlek and Tuna (2018), "Organizational culture is a collection of common values, concepts, and beliefs that are formed by a management team to guide the behavior and attitude of an organization toward the achievement of agreed-upon business goals." This collection of values, concepts, and beliefs is intended to guide an organization toward achieving its goals. Developing a green organizational culture can be well-defined as the process of creating an administrative culture that views the preservation of the environment as a vital and fundamental component of the business (Wang, 2019). This culture is incorporated into the organization's mission statement to instill a sense of environmental responsibility in each member of the organization's team. Employee concern for environmental problems has increased as a direct result of changes in organizational culture, which are essential for shifting the organization's attitude toward environmental concerns. These cultural shifts are responsible for the transformation. The development of a green corporate culture is contingent on managers demonstrating an increasing concern for the preservation of the environment (Tariq et al., 2016). A culture of environmental stewardship in the workplace that questions the status quo is one factor that drives change (Wang, 2019). As a consequence of this, a culture of environmental responsibility inside a company may be essential to convince employees to take environmental problems seriously.

The culture of an organization is a decisive factor in shaping ecological practices and issues relevant to the environment because the culture holds enough power to bring about social change along with cultural and social discourse (Howard-Grenville & Bertels, 2011). Culture has a certain power to influence individuals and encourage them to behave in a certain acceptable way, according to cultural values. If the organization shares a green culture with its employees, it can

certainly change its way of conducting business while adopting a more eco-friendly business code of conduct (Parr, 2012).

Only by creating strategies and legal boundaries for the enhancement of environmental performance would green innovations strategy not produce fruitful results (Crane, 2017). If a firm wants to create a successful green corporate culture, it must have the resources to deal with the difficulties posed by the environment (Menguc & Ozanne, 2005). That evidence suggests that green organizational cultures encourage team members' attitudes and behaviors toward environmental protection (Gürlek & Tuna, 2018; Harris & Crane, 2002). Employees' concern for environmental concerns has increased as a direct result of organizational culture changes, which are essential for shifting the organization's attitude toward environmental challenges. These cultural changes have been brought about as a result of these organizational culture changes. If managers show a growing apprehension for the protection of the environment, the culture of environmentally conscious businesses will expand (Tariq et al., 2016). An environmentally conscious company culture influences change, and challenges established ideas (Wang, 2019). Because of this, a green business culture may be required to persuade workers to take environmental issues seriously. Based on the literature, a third hypothesis is developed:

H3: There is a significant positive relationship between organizational green culture and sustainable corporate performance.

Relationship between Work-life Balance and Sustainable Corporate Performance

Work-life balance is multifaceted and has remained a subject of attention to researchers and researchers in human resource management around the globe (Ganiyu et al., 2020; Ganiyu et al., 2017). Scientists fail to reach a consensus on the origin of the concept; however, Pradhan et al. (2016) explain that the notion of "work-family balance" was first used in Britain to refer to the capacity of workers to balance between work and family obligations. In more recent times, researchers have considered a newer dimension for the discussion, the green work-life balance that poses environmental aspects. It underlines the creation processes of environmentally friendly attitudes in work and the personal activity of employees, which has recently been among the key themes of green human resource management (Datta, 2015). In other words, it involves balancing employees' personal and professional lives in light of environmental principles (Muster, 2011). The organization's green WLB policy must be implemented by employees acting as agents of change. Offering employees sustainable strategies that support the promotion of environmentally friendly behavior in both the work and family spheres is a key component of a green WLB.

This idea sees workers as both consumers and producers (Muster, 2011). To ensure sustainable performance, HRM professionals must incorporate green WLB as a powerful strategic tool in corporate goals and company culture. According to Iddagoda et al. (2021), "Eco-consciousness or color green" refers to the degree of attention given to ecological issues in people's everyday lives, equally for both home and work. Lopes et al. (2024) suggest that global leadership must address environmental issues that call for a holistic multicultural perspective on the business environment is consistent with this claim. By the organization's green policy, employees are placed in a state of "green consciousness" by such climate, as a predominate psychosomatic atmospheric green condition created by an organization's top management (Li et al., 2023). Conferring to the results of a meta-analysis on the connection between green WLB and green HRM, HRM influences institutional performance by impacting employee work ethics and behavior (Dwidienawati et al., 2021).

The works of Ribeiro et al. (2022), who promote green workplace behavior, are among the other meta-analysis studies that link green WLB and sustainable performance. Dumont et al. (2017) provided four major explanations of the connection between WLB and sustainable performance while keeping in mind the importance of both organizational and individual employee standards related to the environment. The literature review suggests the following hypothesis:

H4: There is a significant positive relationship between work-life balance and Sustainable Corporate Performance.

Moderating Impact of Organizational Citizenship Behavior for the Environment on Sustainable Corporate Performance

OCBE stands for Organizational Citizenship Behavior toward the Environment and defines the extent to which employees are willing to help their employer fulfill environmental tasks on their own. This includes the employees not only endorsing the efforts that this organization sets but also going out of the normal expected performance to ensure that these efforts are implemented (Daily et al., 2009). OCBE captures the extent to which employees go out of their way to independently and personally contribute towards making an organization's environmental performance better (Boiral & Paillé, 2012). Raising such awareness among employees is progressively becoming crucial in all industries, including tertiary education (Lopes et al., 2024). The perception and behavior of employees have a great influence on mitigating environmental risk and achieving immense environmental success. This success is to the benefit of the society Anwar et al. (2020). Though universities cause less pollution compared to corporate companies, they bear the responsibility of raising public awareness on environmental issues and research and training the generations, current and subsequent, on green mother/conservation-friendly behavior (Rayner & Morgan, 2018).

As it stands, for the purpose of addressing environmental problems, it is necessary for organizations, including the hospitality industry, to be able to identify and promote green consumer behavior among employees (Anwar et al., 2020). Roy et al. (2013) form the view that OCBE, a spontaneous mode of eco-friendly behavior, can boost the environmental performance of an organization by developing a better environmentally sound management system and mirroring these practices with the organization's environmental policies. As noted by Daily et al. (2009), most of the previous research failed to pay attention to the important relationship between the employees' OCBE in raising the organizational environmental performance and managing the environmental deficiency outside the system. According to the social exchange theory, staff members who feel supported are more likely to exhibit OCBE, and vice versa (Daily et al., 2009). Therefore, low environmental expectations may be detrimental to OCBE. However, employing the leadership substitution theory, employees' commitment to environmental issues and desire to disprove others may take the place of supervisory support in promoting OCBE (Aslam et al., 2021). OCBE came into the limelight when Boiral et al. (2015) introduced this concept, and some progress and researchers' attention were seen (Daily et al., 2009). OCBE was derived from the general concept of OCBs, which is a set of behaviors that, when undertaken by employees at an individual level, help support organizational functioning for effectiveness and profitability (Boiral & Paillé, 2012). "Voluntary conduct" within OCBE means behaviors not encouraged by tangible incentives associated with the company's formal system of operations but serve as vital enablers for its long-term efficiency and success (Shakil et al., 2024). However, OCBE can also be described as "behaviors at individual and discretionary level that are known to be officially recognized and rewarded" (Vilela et al., 2008).

The literature review further helps in developing the hypotheses:

H5a: There is a moderating effect of OCBE between GHRM and SCP.

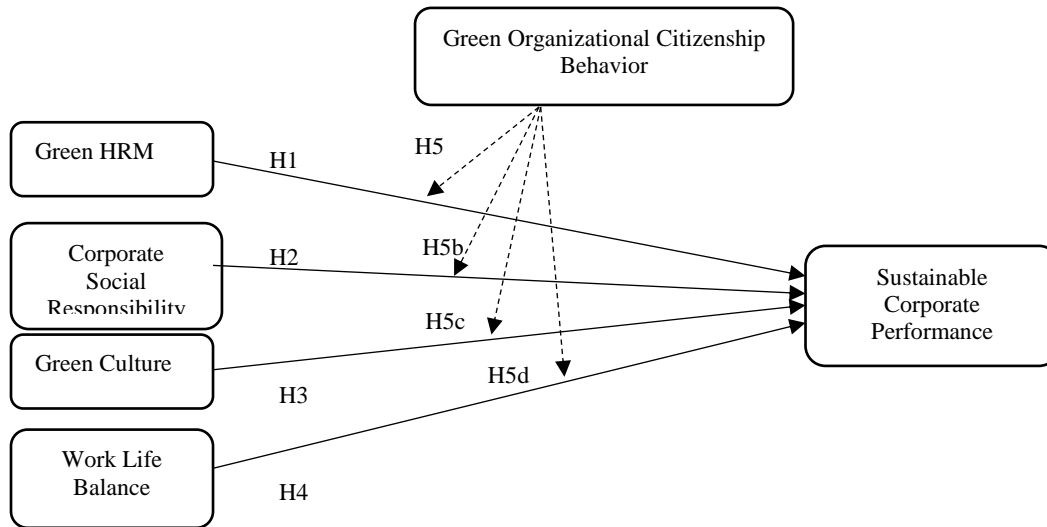
H5b: There is a moderating effect of OCBE between CSR and SCP.

H5c: There is a moderating effect of OCBE between Organizational Green Culture and SCP.

H5d: There is a moderating effect of OBCE between work-life balance and SCP.

Research Framework

Figure 1: Research Framework



Underpinning Theory

Based on the Resource Based View framework by Barney and Arikan (2005), this research proposes that the adoption of Green HRM practices, CSR initiatives, WLB policies, and fostering a green culture can create unique and valuable resources within an organization, such as environmental knowledge, employee engagement, reputation, and social capital. These resources can contribute to sustainable performance by improving environmental performance, enhancing stakeholder relations, and fostering a positive organizational image. Additionally, OCBE may moderate the relationships between Green HRM, CSR, WLB, Green Culture, and sustainable performance, as employees' pro-environmental behaviors can amplify the impact of these practices on organizational outcomes. Overall, the RBV framework can provide a theoretical foundation for investigating the relationships between Green HRM, CSR, WLB, Green Culture, and sustainable performance.

Research Methodology

The workers of higher educational institutes of South Punjab were the target population for the study. The population included both teaching and administration staff. The data of 186 workers, both teaching and non-teaching staff, of higher educational institutes were collected by applying convenient sampling technique. The data was gathered from the following higher educational institutes; Air University Multan, Bahauddin Zakariya University Multan, National College of Business Administration & Economic Multan, Institute of Southern Punjab Multan, NFC Institute

of Engineering & Technology Multan and National University of Modern Languages Multan,. Data was collected using the purposive sampling technique (Nyimbili & Nyimbili, 2024). The acquired data were subjected to statistical analysis using SEM-PLS. Descriptive statistics aided in describing the demographic aspects and pertinent factors of the study population (Nick, 2007). Inferential statistics, for example regression analysis, correlation analysis, moderation analysis, and mediation analysis, were utilized to examine the associations between Green HRM, CSR, OGC, WLB, SCP, and OCBE (Hair et al., 2018).

Measurement Scale

The scales used for the measurement of the research variables were used from existing research to ensure scale reliability and validity. The scales for Work-life balance originally contained 7 items, but items *WLB1* and *WLB7* were removed due to insufficient factor loading (Sarstedt et al., 2022). The finalized scales of all the variables are mentioned in table 1.

Table 1: Research Instrument

Variable/Construct	No of Items	Adapted from
Green HRM	6	Yong et al. (2019)
Corporate Social Responsibility	3	Wong and Kim (2020)
Organizational Green Culture	5	Banerjee (2002)
Work-Life Balance	5	Iddagoda et al. (2021)
Sustainable Performance	5	Hourneaux Jr et al. (2018)
Organizational Citizenship Behavior OCBE	7	Boiral and Paillé (2012)

Statistical Analysis

Response Rate

A research questionnaire containing questions relating to the study variables was sent through Google Forms to the sample. A total of 256 Google forms were disseminated based on a convenience sampling approach. 220 forms were returned, and after careful examination 186 responses were finalized for analysis.

Table 2: Response Rate

Description	Circulated	%
Total Disseminated Questionnaires	256	100%
Received Questionnaires	220	88%
Finalized Sample	186	84%

Demographic Profile of the Respondents

The analysis of demographic details explains the characteristics like gender, education, income level, and organizational position of the respondents. The details are given below in Table 3.

Table 3: Demographic Profile of the Respondents

Characteristics	Percentage
Gender	
Male	70%
Female	30%
Age Group	
26-35 years	37%
36-45 years	43%
46 years and above	20%
Monthly Income	
45000-55000	13%
56000-65000	25%
66000-75000	19%
75000 and above	43%
Nature of Job	
Teaching	76%
Non-Teaching (Managerial/Administrative)	24%

SEM-PLS Models

Figure 2: Measurement Model

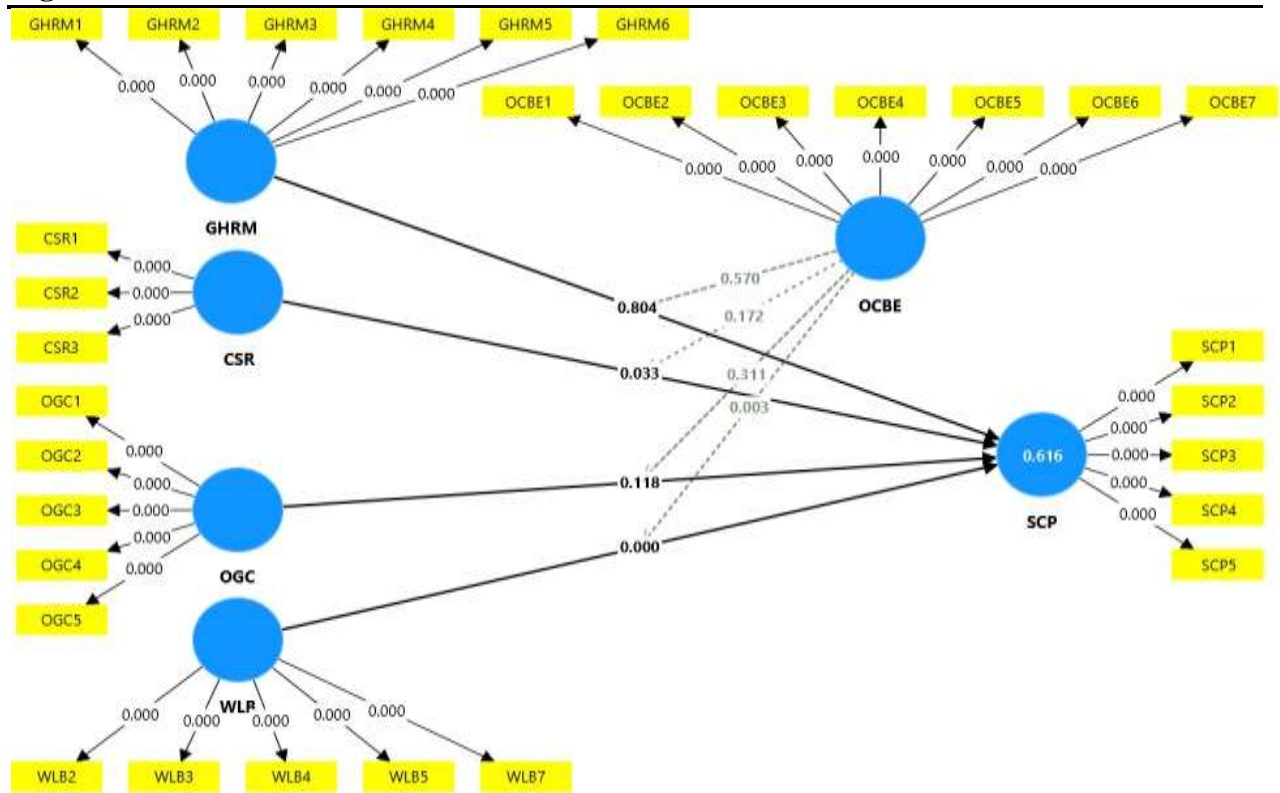
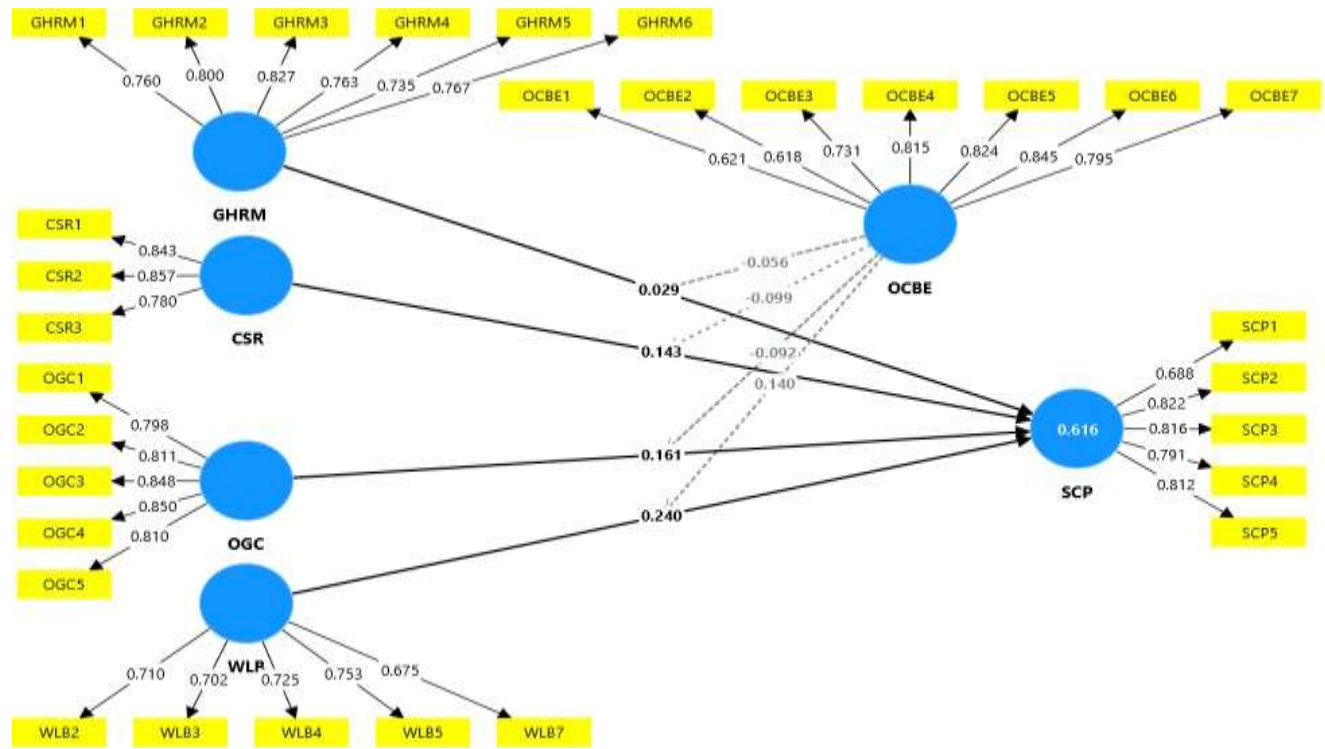


Figure 3: Structural Model



Construct Reliability & Validity

The table provides a detailed summary of various constructions (GHRM, CSR, OGC, WLB, SCP, OCBE) alongside their corresponding items, factor loadings, VIF (Variance Inflation Factor), Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Composite Reliability (ρ_c) scores indicate the extent to which items consistently measure the same construct. Values exceeding 0.7 are typically considered satisfactory, indicating that the constructions exhibit high reliability (Hajjar, 2018). In this instance, all constructs in the table exhibit strong composite reliability (ranging from 0.838 to 0.913), indicating that the components within each construct reliably reflect the same fundamental theme. AVE values exceeding 0.5 indicate that the construct accounts for more than 50% of the variance in its components, thereby illustrating strong convergent validity (Alarcón et al., 2015). All constructs in the table fulfil this criterion (e.g., GHRM has an AVE of 0.602), indicating that they accurately represent their respective concepts. Cronbach's Alpha assesses the internal consistency of a measurement instrument (Hair et al., 2017). Values exceeding 0.7 indicate a strong level of reliability. The data presented in the table indicates that all constructions surpass the specified threshold, ranging from (0.760 to 0.872). This supports the assertion that the items consistently measure the constructs they are intended to represent. Factor loading for all of the measurement items far exceeds the minimum value of 0.5 (Removing two items *WLB1*, *WLB7* were removed due to insufficient factor load) suggesting the reliability of the scales used for measurement and the same pattern is observed for the VIF values that do not exceed the limit of 3, demonstrating the scale validity (Hair et al., 2018).

Table 4: Construct Reliability & Validity

Constructs	Items	Factor Loadings	VIF	Average Variance Extracted (AVE)	Composite Reliability (rho_c)	Cronbach's Alpha
GHRM	GHRM1	0.760	1.694	0.602	0.901	0.868
	GHRM2	0.800	2.183			
	GHRM3	0.827	2.376			
	GHRM4	0.763	2.073			
	GHRM5	0.735	1.727			
	GHRM6	0.767	1.921			
CSR	CSR1	0.843	1.581	0.684	0.867	0.771
	CSR2	0.857	1.667			
	CSR3	0.780	1.512			
OGC	OGC1	0.798	1.959	0.678	0.913	0.881
	OGC2	0.811	2.113			
	OGC3	0.848	2.357			
	OGC4	0.850	2.387			
	OGC5	0.810	2.013			
WLB	WLB2	0.710	1.452	0.509	0.838	0.760
	WLB3	0.702	1.279			
	WLB4	0.725	1.580			
	WLB5	0.753	1.661			
	WLB6	0.675	1.255			
SCP	SCP1	0.688	1.471	0.620	0.890	0.845
	SCP2	0.822	1.952			
	SCP3	0.816	2.074			
	SCP4	0.791	2.221			
	SCP5	0.812	2.019			
OCBE	OCBE1	0.621	1.524	0.570	0.902	0.872
	OCBE2	0.618	1.600			
	OCBE3	0.731	1.770			
	OCBE4	0.815	2.431			
	OCBE5	0.824	2.710			
	OCBE6	0.845	2.985			
	OCBE7	0.795	2.057			

Acronyms: GHRM: Green Human Resource Management, CSR: Corporate Social Responsibility, OGC: Organizational Green Culture, WLB: Work-Life Balance, SCP: Sustainable Corporate Performance, OCBE: Organizational Citizenship Behavior for Environment

Discriminant Validity

Dirgiamto (2023) claims that discriminant validity assures that a measure of a notion is statistically different and successfully depicts events that other processes within a structural equation model do not capture. This was tested by determining if the square root of the (AVE) for a latent construct exceeded all linkages among the concepts. The data revealed that the squares of the AVE values for all variables, GHRM, CSR, OGC, WLB, OCBE, and surpassed the inter-construct correlations

(Zait & Berteau, 2011). Table 5 HTMT-Ratio demonstrates that the outer loading values for all indicators surpassed the cross-loading values associated with the other components (Henseler et al., 2015). Consequently, the findings were judged appropriate. Table 6 provides the Fornell-Larcker criterion assessment of the variables under research, and the values are within the acceptable threshold (Fornell & Larcker, 1981). Thus discriminant validity is demonstrated successfully (Ringle et al., 2023).

Table 5: Heterotrait-monotrait ratio (HTMT) – Matrix

	CSR	GHRM	OCBE	OGC	SCP	WLB
CSR						
GHRM	0.836					
OCBE	0.507	0.618				
OGC	0.718	0.964	0.539			
SCP	0.628	0.679	0.763	0.656		
WLB	0.424	0.510	0.652	0.432	0.621	

Table 6: Fornell-Larcker criterion

	CSR	GHRM	OCBE	OGC	SCP	WLB
CSR	0.827					
GHRM	0.688	0.776				
OCBE	0.429	0.548	0.755			
OGC	0.594	0.843	0.478	0.824		
SCP	0.510	0.591	0.666	0.567	0.787	
WLB	0.332	0.423	0.531	0.359	0.510	0.713

Hypotheses Testing

The paper utilized the statistical application Smart-PLS 4.0 to comprehensively inspect these models. PLS-SEM was chosen for analyses due to its effectiveness in gauging such relationship of variables. It demonstrated efficacy has been studied in current literature (Hair et al., 2018). SEM transcends standard statistical methodologies by boosting the efficiency and rigor of statistical analysis. This sophisticated regression analysis approach combines confirmatory factor analysis (CFA) with multiple linear regression to concurrently employ both measurement and structural models (Hair et al., 2011). The findings of the analysis are presented in table 6.

Table 6: Hypothesis Testing

Hypothesis	Original sample	Sample mean	Standard deviation	T statistics (O/STDEV)	P values	Path Coff. β	Results
GHRM -> SCP	0.029	0.036	0.115	0.249	0.804	0.029	Rejected
CSR -> SCP	0.143	0.138	0.067	2.138	0.033	0.143	Accepted
OGC -> SCP	0.161	0.159	0.103	1.564	0.118	0.161	Rejected
WLB -> SCP	0.240	0.249	0.062	3.879	0.000	0.240	Accepted
OCBE x GHRM -> SCP	-0.056	-0.060	0.098	0.569	0.570	-0.056	Rejected
OCBE x CSR -> SCP	-0.099	-0.088	0.072	1.365	0.172	-0.099	Rejected

OCBE x OGC -> SCP	-0.092	-0.089	0.091	1.014	0.311	-0.092	Rejected
OCBE x WLB -> SCP	0.140	0.139	0.048	2.929	0.003	0.140	Accepted

Acronyms: GHRM: Green Human Resource Management, CSR: Corporate Social Responsibility, OGC: Organizational Green Culture, WLB: Work-Life Balance, SCP: Sustainable Corporate Performance, OCBE: Organizational Citizenship Behavior for Environment

Results & Discussion

H1 stated that there is a significant positive relationship between GHRM and Sustainable Performance. The hypothesis is rejected as the t-score value is less than 1.96. The employees of higher education institutions in south Punjab do not believe that GHRM contributes to the sustainable performance of their organizations. The t-stats=0.249, p=0.084, and $\beta=0.029$ reveal that there is no significant relationship between GHRM and sustainable performance. The result is contrary to the existing research (Anwar et al., 2020). H2 assumed there is a significant positive relationship between CSR and Sustainable Performance. It is found that CSR is significantly positively related to sustainable performance. The t-stats=2.138, p=0.033, and $\beta=0.143$ confirm that the second hypothesis is accepted. CSR contributes greatly toward sustainable performance of the higher educational institutes of South Punjab. The result of this hypothesis is confirmed by (Porter & Kramer, 2018). H3 stated there is a significant positive relationship between Organizational Green Culture and Sustainable Performance. The hypothesis is rejected as t-stats=1.564, p=0.118, and $\beta=0.161$. The sample did not consider the green culture of the organization to be linked to sustainable performance. The results are contrary to the studies concluded by (Wang, 2019; Gürlek & Tuna, 2018; Milfont & Schultz, 2016). This means that in the present study, there is no significant positive relationship between OGC and sustainable performance. H4 states there is a significant positive relationship between work-life balance and Sustainable Performance. The hypothesis is accepted as t-stats= 3.879, p=0.000, and $\beta=0.240$. There is a significant positive relationship between WLB and sustainable performance. The strength of the relationship is very strong. The results also support the findings of the studies by (Ganiyu et al., 2017; Ganiyu et al., 2020; Datta, 2015; Paillé et al., 2014). H5a stated there is a moderating effect of OCBE between GHRM and Sustainable Performance. The hypothesis is rejected which means there is no impact of OCBE on the relationship of GHRM and sustainable performance. The t-stats=0.569, p=0.570, and $\beta=-0.056$, reveal the rejection of the hypothesis. The findings reject the results of studies (Boiral & Paillé, 2012). H5b stated that there is a moderating effect of OCBE between CSR and Sustainable Performance. Due to the t-stats=1.365, p=0.172, and $\beta=-0.099$, the t-value being less than 1.96, the hypothesis is rejected. It means there isn't any impact of the OCBE between the relationships of CSR and sustainable performance. The results reject the findings of studies by (Khan et al., 2024). H5c stated there is a moderating effect of OCBE between Green Culture and Sustainable Performance. This hypothesis is also rejected as the t-stats=1.014, p=0.311, and $\beta=-0.092$. This means that there isn't any moderation of OCBE on the relationship between OGC and sustainable performance, portraying contrary results to the study (Anwar et al., 2020). H5d stated there is a moderating effect of Green OCB between Green WLB and Sustainable performance. The hypothesis is accepted as (t-stats=2.929, p=0.003, and $\beta=0.140$) the t values is greater than 1.96, confirming the results by (Daily et al., 2009). This means that there is a strong moderation effect of OCBE between WLB and sustainable performance.

Conclusion

For environmental performance enterprises need to be supported by motivated personnel. Thus, the organizations prepared to seek additional effort from their employees can gain competitive advantage by utilizing their employees' knowledge and concern for environmental problems. This underlines the importance of examining environmentally-friendly behaviors such as OCBE at the workplace. In the previous sections, the author has determined that strategic HRM practices result in enhanced environmental performance through OCBE. Moreover, the study findings indicate that beliefs about the worth of the natural resource may be critical in the implementation of the HRM practices.

Managerial Implications

The whole workforce from top management to the operational employees, should be engaged. This means that businesses need to understand the importance of relating environmental objectives to environmental issues of the employees. Current and prospective employees may be rewarded as a result. Organizations may organize special courses through which the existing workforce may be made aware of environmental matters by relevant research. As for the views held by individuals, it should be noted that the problem of match between the desires of the staff and the company in the sphere of environmental choice should shift in the focus of selection and recruiting processes.

Theoretical Implications

The Resource-Based View (RBV) is a theoretical framework suggesting that a firm chooses a strategy that leverages important resources which competitors can hardly imitate. RBV postulates that resources and capabilities including tangible and intangible assets, knowledge and manpower, organizational structure and culture are pivotal to competitive advantage and superior firm performance. The current research indicates that it is possible to utilize GHRM, CSR, OGC, WLB, and OCBE as strategic resources if proper strategies are employed to achieve improved results.

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