

Nexus between Green Rewards and Sustainable Performance through Organizational
Citizenship Behavior, Green Value Creation and Decision Making

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Abstract

This study utilized Structural Equation Modeling (SEM) to evaluate the impact of Green Rewards on Sustainable Performance in hotels in Pakistan, employing Social Exchange Theory and Achievement Motivation Theory. The study focuses on Pakistan and investigates the role of Organizational Citizenship Behavior, Green Value Creation, and Decision Making as mediators. The data analysis was conducted using Smart PLS 4.0. The statistics indicate that Green Rewards have a positive impact on Sustainable Performance. Furthermore, Organizational Citizenship Behavior, Green Value Creation, and Decision-Making influence the connection between these factors. The data indicates that implementing Green Rewards could enhance the level of sustainability in hotels. Promote constructive organizational behaviors and ideals to shape decision-making. This study improves the sustainability of the hospitality industry by deepening our theoretical knowledge and implementing practical strategies.

Keywords: Hotel Industry, Organizational Citizenship Behavior, Green Reward, Value Creation, Decision Making, Sustainable Performance

Introduction

The hotel industry in Pakistan is encountering a revival and rebirth, with increasing occupancy rates and investments. It is expected to grow at a CAGR of approximately 6.56% from 2024 to 2029, according to a report presented by the Pakistan Hotels Association and sources including (Mordor Intelligence, 2023) and (IIPS, 2022). Lahore and Islamabad provide several accommodation alternatives to meet demand. Serena Hotel in Pakistan uses energy-efficient technologies and waste reduction to follow the sustainability trend (WE News, 2023). However, only some sustainable practices are implemented, with most focused on commercial

success(Aymen Sajjad et al., 2018). Stakeholder collaboration is key to sustainability. Despite consumer ignorance, eco-friendly hotels' sustainable measures boost customer pleasure, staff involvement, and revenue (Shahzady, 2023).

Awarding of green awards leads to a rise in employee engagement in sustainable activities, ultimately leading to improved environmental performance (Saifulina et al., 2020). Fraj et al. (2017) propose that green rewards can increase employee engagement in environmental projects. A study on sustainable tourism in organizations found that implementing Green Rewards increased resource conservation, which had a beneficial impact on customer satisfaction and the company's financial performance (Manzoor & Jahangir, 2023). By improving the image of a hotel in terms of its steps towards sustainability and ecofriendly practices, it can attract more eco-friendly and environmentally conscious tourists, ultimately resulting in high customer satisfaction (Kyung et al. et al., 2012). According to (Ercantan and Eyupoglu, 2022), implementing a green awards system will encourage the stakeholders (employees) to adopt and focus on sustainable and eco-friendly practices that will lead to less resource utilization and reduced costs.

In today's constantly evolving business environment, attaining long-lasting success in many sectors requires a holistic strategy that surpasses traditional performance metrics. The major role of OCB in contributing towards sustainable organizational practices is highlighted in the work of (Malik et al., 2021); this demonstrates the significance of Organizational Citizenship Behavior (OCB) in fostering a culture of accountability and engagement inside firms, thus facilitating businesses in effectively navigating challenges and capitalizing on opportunities in a dynamic and ever-evolving environment. A significant study area is how green awards encourage workplace environmental responsibility. Similarly, research by (Ababneh, 2021)and (Osman M. Karatepe et al., 2022)shows that giving rewards (monetary) to employees who actively participate in eco-friendly sustainable practices boosts work satisfaction, employee involvement, and sustainability in the environment.

Worldwide, organizations should focus more on taking such initiatives that promote sustainability in the environment. In an organization, green decision-making and transformational leadership play a major role in promoting such practices that are eco-friendly(Farzana Riva et al., 2021). Green value creation helps banks EGB, and software Green IS

promoting sustainable practices and green decision-making (Malsha et al., 2020); (Anthony Jnr et al., 2016). Research by (Abbasi et al., 2023) shows that green decision-making mediates sustainable redesign methods in SWAHO (Sustainability Weighting Assessment for Homeowners), indicating that green decision-making is essential for sector-wide sustainability.

The hotel industry of Pakistan needs help to keep its good performance due to excessive energy consumption, waste production, and environmental deterioration, compounded by socio-economic instability. (Aymen Sajjad et al., 2018) His Research highlights that these concerns, political instability, and terrorism harm the industry's ecology, reputation, and market competitiveness. Immediate action is needed to reduce these effects and sustain their existence. So, to promote and implement eco-friendly practices, the hotel industry of Pakistan should go towards such techniques and methods that involve green award systems (Kyung Ho Kang et al., 2012), green value creation, green decision-making (in organizations) ((Farzana Riva et al., 2021), and also Organizational Citizenship Behavior (Mohammed Othman & Ahmed Adnan Zaid, 2023).

This Research focuses on studying the impact of green awards on the sustainability of hotels in Pakistan. Also, it focuses on the mediating role of OCB, green value creation, and green decision-making in the relationship between green reward and sustainability performance. The study examines how green awards promote sustainable practices and organizational resilience in Pakistani hotels. Pakistan's hotel business has sustainability issues. This study proposes green rewards, value creation, and organizational citizenship behavior and addresses these issues to position Pakistan's hotel sector as a leader in environmentally friendly hotels.

Literature Review

In this world, there is an increase in the trend toward implementing eco-friendly practices in the hotel industry and it is no less than a challenge for a developing country like Pakistan (WE News, 2023). In order to encourage employees of an organization to promote sustainable practices, green reward systems play a major role. A positive relation between green rewards and sustainability performance is highlighted by the work of (Tajdar et al., n.d.) It also shows that both intrinsic and extrinsic motivation or rewards falling under the category of green rewards can motivate employees to actively participate in eco-friendly activities like taking steps to reduce waste, save water, and conserve energy. These steps when taken by the

employees will ultimately lead to better sustainable performance in hotels. Considering the hotel industry of Pakistan, certain aspects must be taken into consideration which include that some staff of the hotel have less knowledge related to environment and sustainability and some hotels also have resource constraints. Hotels must implement green reward systems that meet Pakistani hotel workers' demands and incentives to address these concerns. Cultural factors that impact reward efficacy should also be examined.

Green awards boost employee environmental participation and organizational sustainability, according to Faj et al. (2017). Green incentive schemes boost eco-friendly employee behavior. Ecofriendly practices provide green value and improve the environment and economy (NTNU; Ching-Hsun Chang, 2018; Aggarwal et al., 2023) . Pakistani hotels use green rewards to encourage sustainability and eco-friendliness. Hotel employee environmental benefits are intrinsically valued, and (Samuel Roscoe et al., 2019)found that they had a complex influence on sustainability results. According to Research, eco-friendly actions mediate value in this setting. (Samuel Roscoe et al., 2019) explains green value creation that investing in eco-friendly practices and sustainability initiatives has long-term advantages beyond compliance with legislation and cost savings. This shows that green incentive systems provide value by promoting sustainability, motivating and engaging employees, and improving organizational performance (Zaid et al., n.d.). This approach emphasizes the necessity of studying how green HR practices assist firms over time, notably hotel sustainability performance(Meraj et al., 2023; Afridi et al., 2023)

Organizations must properly manage resources and preserve them for the future. The need for this step is highlighted by the Research of (Khanra et al., 2022)suggesting that green value creation can play a major role in overcoming this challenge. Taking into account the concept of a resource-based view of an organization, studies have focused on the importance and primary function of integrating sustainable practices and innovations into an organizational strategy to get a competitive advantage and guarantee long-term sustainability. Research in the hotel industry has identified several thematic areas that are linked to the creation of value via the implementation of environmentally conscious practices. Some of the areas as, shown in the work of (Khanra et al., 2022), include managing a sustainable supply chain, introducing sustainable products, fulfilling an organization's sustainable duties, and Self-perpetuating social

systems. Similarly, Empirical evidence suggests that incorporating eco-friendly and sustainable activities is crucial for establishing a link between methods that encourage green behavior and overall sustainability performance (Afridi et al., 2023). Recent Research (Ercantan & Eyupoglu, 2022) regarding. Similarly, another research by (Kanan et al., 2023) highlights the relationship between GHRM practices and sustainable performance and introduces the mediators “green innovation” and “value creation” thus highlighting the role and importance of introducing GHRM practices in organizations to promote eco-friendly practices and behaviors.

In the economic landscape of this world, there is a growing demand for sustainability. (Farzana Riva et al., 2021) highlights that Management decision-making in an organization, including those pertaining to green decision-making and transformational leadership, guide companies in embracing more sustainable practices. In-depth Research suggests that these decisions have a substantial influence on molding the organizational culture and propelling initiatives towards environmental sustainability. These options help organizations comply with regulatory rules and create economic and ecological value via green activities, therefore contributing to the generation of environmentally friendly value (Jose Mathews, 2018). This comprehensive strategy emphasizes the link between environmental welfare and company performance beyond legal compliance and cost savings as well. It improves business longevity and flexibility in a competitive atmosphere (Alina et al., 2023; Hafeez et al., 2023; Lin et al., 2022a, 2022b).

Research in the banking sector highlights incorporating green decision-making operationalization and reinforcement. Empirical data highlights that Employee Green Behavior in banking sector and Green Information Systems in software companies shows that organizational practices affect sustainable outcomes. green technology integration and employee engagement is very important for green decision-making and sustainability activities in business entities. green decision-making incorporated in the hotels of Pakistan tend to enhance sustainability. Along with this, incorporating green operations and motivating employees to be eco-friendly also enhances sustainability performance. Green decision-making mediates the relationship between green incentives and sustainability objectives via environmentally conscious management. Green rewards and hotel sustainability performance in Pakistan are mediated by green decision-making infusion.

According to (Mark C. Bolino et al., 2003), Organizational Citizen Behavior—additional work beyond job duties to achieve company goals—has become crucial to organizational dynamics. Different researchers have shown that a green reward system enhances sustainability performance (Khan & Sarwar, 2023; Aggarwal et al., 2023b), highlighting that a green reward system can also boost employee OCB and foster a sustainable culture. OCB is a significant mediator of sustainability-focused human resources procedures and sustainability practices in the work of (Hameed et al., 2022). The results show that GR efforts stimulate discretionary behaviors, boosting the firm's long-term profitability. (Khan & Sarwar, 2023b) found that Organizational Citizenship Behavior (OCB) partially mediates the link between green HRM practices and sustainable performance. This shows how HRM practices promote environmental responsibility for sustainable development. OCB mediates the association between GR methods, OCB, and sustainability performance, as shown by this data.

George C. Homans' early 1960s Social Exchange Theory states that social conduct is motivated by maximizing benefits and reducing costs via subjective appraisal of rewards, costs, and alternatives in relationships (Aryee et al., 2002; Lambe et al., 2001; Lawler & Thye, 1999). Achievement Motivation Theory by David McClelland, 1950s, highlights how individuals' need for achievement shapes their actions, driven by personal standards of excellence, success desires, and fear of failure, categorizing needs into achievement, power, and (Tanveer et al., 2021).

Green Reward Strategies and Sustainability Performance

SET suggests that employees are more likely to engage in sustainability-related activities if they perceive a balance between the costs (e.g., effort, time) and benefits (e.g., rewards, recognition) associated with those activities (Carmeli et al., 2017), Casey & Sieber, 2016., (Myria Allen, 2016). Green reward strategies can be seen as benefits that motivate employees to contribute to sustainability performance (Yang Jiang, 2015), Pham et al., 2023., Chiappetta Jabbour, et al., 2020).

Mediating Role of Green Value Creation

The Social Exchange Theory suggests that an equal offer for rewards encourages workers to invest in building strong connections with their employers. According to (Pascal Paillé et al., 2022) When employees see green rewards to be valuable, they are more likely to provide green value as a kind of the principle of reciprocity hence enhancing sustainability performance.

AMOT holds the belief that the desire for achievement encourages the development of new ideas, advancements and developments. When Green rewards strategies align with the success factors, they ultimately lead to green value creation (Kraus et al., 2017). This green value creation therefore plays a role in influencing sustainability performance (Louise Chawla, 2009).

Mediating Role of Green Decision-Making Infusion

According to SET, when the workers in the organizations find the green reward strategies as a valuable and useful source for them, then they will automatically emphasize more on green decision making in their works. Hence, it shows the mediating relationship between green reward strategies and sustainability performance (Natalia Marzia Gusmerotti et al., 2023., Trong Tuan Luu, 2020). According to AMOT, individuals are motivated to achieve excellence via their cognitive decision-making process. Implementing green rewards strategies and programs that recognize and reward exemplary green decision-making can encourage employees to integrate sustainability into their decision-making processes. Hence, it will automatically impact sustainability performance, as shown in the work of (Saeed et al., 2019).

Mediating Role of OCB

The Social Exchange Theory suggests that employees engage in Organizational Citizenship Behaviors (OCB) due to seeing supportive and good relationships in their workplace environment (Eyvind Elstad et al., 2011). Green reward systems play a major role in creating this positive and friendly atmosphere because the employees feel motivated, encouraged and appreciated by their organizations or seniors when they are rewarded. By this strategy, they ultimately contribute actively towards sustainability performance. According to Social Exchange Theory, employees are motivated to go beyond their formal job duties to support sustainability initiatives when they perceive positive exchanges (Abdou et al., 2023). This, in turn, strengthens the link between green rewards and sustainability performance.

In an organization, OCB is achieved by an employee's strong desire for success and achievement. In terms of sustainability performance, when employees in the organization contribute towards sustainability and are rewarded for it (Green reward strategies), this creates a strong need for achievement. Consequently, workers are inclined to show Organizational Citizenship Behaviors (OCBs) that promote sustainability in accordance with the principles of AMOT, also shown in the work of (Trong Tuan Luu, 2020). The theories mentioned, namely the

Social Exchange Theory and Achievement Motivation Theory, provide a proper idea and framework to understand the role of green reward strategies in enhancing sustainability performance in the hotel industry through the mediating role of OCB, green value creation and green decision-making infusion. The research gap illustrated in our study concerns the need for a more profound understanding of the mediation processes by which green value creation and green decision-making impact corporations' sustainability performance. Much of the existing Research is done on different variables that impact sustainability performance, but there needs to be a gap in identifying the intermediary and mediating roles of green decision-making and green value creation(Ching-Hsun Chang, 2018; Zahid Yousaf, 2021).

The variable green value creation, as explored by (Ching-Hsun Chang, 2018)and (Zahid Yousaf, 2021), has previously been referred to as green value co-creation. The Research has shown that green value co-creation mediates between green motivations and green product innovation performance and between green practices, green innovation, and green dynamic capacities in small and medium-sized enterprises. However, this Research introduces the variable of green value creation as a mediator between green reward strategies and sustainability performance (Ching-Hsun Chang, 2018; Zahid Yousaf, 2021).

The variable of green decision-making, which has been previously investigated as a dependent variable and as a fundamental construct directing sustainable practices within reverse logistics operations, is taken from the work of Ante Basic-Sontic et al. (2017) and Haji Vahabzadeh et al. (2015). In another study by (Farzana Riva et al., 2021) discussion is made on the role of green decision-making in shaping environmental performance, in which the mediating role is played by green innovation. In our Research, green decision-making is acting as a mediator between green reward strategies and sustainability performance (Ante Basic-Sontic et al., 2017;Ali Haji Vahabzadeh et al., 2015; Farzana Riva et al., 2021).

Hence, our study investigates the mediating impacts of green value creation and green decision-making to address this research gap. This will help us understand the connection between managerial procedures, employee behavior, and sustainable performance. Our results will help build more effective sustainability policies in many businesses.

The preceding discussion generates the following mediating hypotheses:

H1: Green value creation mediates the relationship between green reward strategies and sustainability performance in Pakistan's hotel industry.

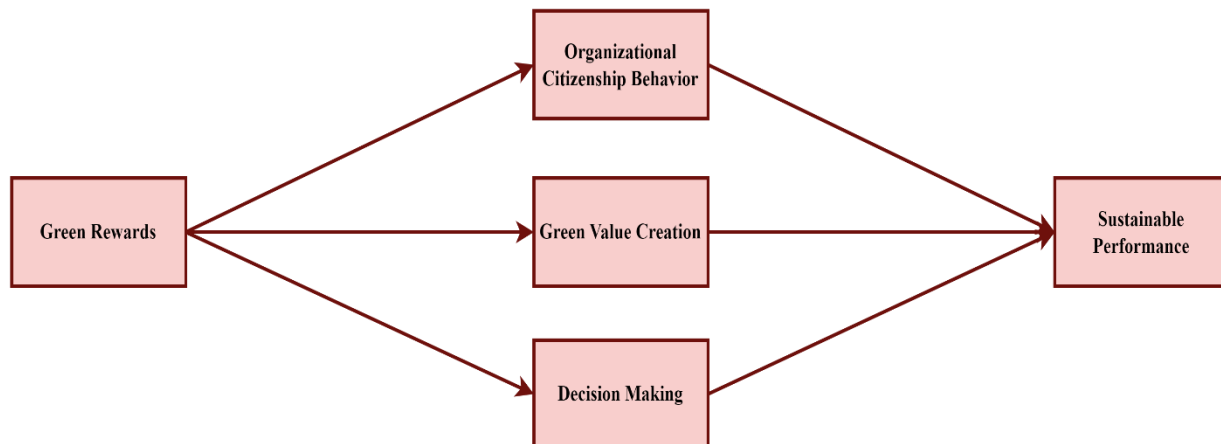
H2: Green decision-making mediates the relationship between green reward strategies and sustainability performance in Pakistan's hotel industry.

H3: Organizational Citizenship Behavior mediates the relationship between green reward strategies and sustainability performance in Pakistan's hotel industry.

Research Framework

Model Development

From the studies conducted by (Yu-Shan Chen (2011) and Chang (2018), we derived the variable "green value creation" for our Research. The terms "green reward strategies" and "organizational citizenship behavior" were adopted from the works of (Nhat Tan Pham et al., 2019), whereas "green decision-making" was borrowed from the investigations of Ali Haji Vahabzadeh et al. (2015)and (Farzana Riva et al., 2021). In Pakistan's hotel industry, we present a novel model of green value creation and green decision-making as mediators, drawing inspiration from the Research conducted by Nhat Tan Pham et al.in 2019 regarding the relationship between OCB-mediated green rewards and sustainability performance. The voids in the previous Research conducted by (Nhat Tan Pham et al.in 2019 are identified by our proposed model. This suggests



that sustainability performance can be substantially enhanced by integrating green value creation and green Decision-making into organizational processes. By adopting this all-encompassing methodology, we hope to gain a deeper understanding of the determinants that

drive sustainability in the hotel industry, Pakistan in particular. This will serve as a more solid basis for subsequent Research and application.

Figure 1 Proposed Model

Measurement Development

The questionnaire items employed in this study corresponded to each variable and were obtained from credible research publications. The sustainable performance assessment was conducted per the criteria and a five-point scale developed by (Ibrahim et al., 2020) Ten products composed the green reward, which was evaluated using a five-point scale. The utilized indicators were derived from the Research conducted by Kang et al. (2022). The organizational citizenship behavior construct consisted of 36 items and was evaluated on a five-point scale, integrated indicators sourced from the Research conducted by (K. Sharma & Mahajan, 2017; S. K. Sharma & Agrawal, 2014). Four discrete components make up the investigation into the production of green value, as delineated in the Research conducted by (Mingyue Wang et al. (2021). The selection of these four items was predicated on their applicability in quantifying the value generated by environmentally sustainable activities and initiatives. The questionnaire employed to evaluate green decision-making was likewise constructed by (Heesup Han et al. (2009). Each of the six survey questions was evaluated utilizing a five-point Likert scale (Hafeez et al., 2023; Jahangir et al., 2022; Jahangir & Hafeez, 2022; Mehtab Hameed et al., 2023; Zhao et al., 2020).

Data collection

Data was collected from Islamabad and Rawalpindi because of the presence of the vast hotel industry in these cities and its significant role in sustainability, acting as crucial centers for a range of activities, including politics, military, tourism, and commerce. In these hotels, we distributed 350 questionnaires to the workers of the hotels and received 315 responses but utilized only 300 because some of the questionnaires were not filled. This dataset allows for a thorough investigation of the relationship between green rewards and sustainability performance. It provides information on factors such as green value creation and decision-making that play a role in this association. The dataset also offers valuable insights specifically for Pakistan's hotel sector.

Table 1 Respondents' Demographics Details (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
Income		21	5.1
	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

The participants (n=474) were 66.5% male and 33.5% female, as shown in Table 1. Between 35 and 54, 24.9% of the population is the biggest subgroup. This group is 64.3% married. In addition, 30.1% have a bachelor’s degree and 24.1% earn \$36,000 to \$45,000. This quick assessment of the sample's characteristics helps contextualize the study's outcomes.

Table 2 Confirmative Factor Analysis, Data Reliability and Validity

Items	DM	CA	CR	AVE
Decision Making		0.847	0.887	0.567
DM1	0.780			
DM2	0.762			
DM3	0.736			
DM4	0.764			
DM5	0.721			
DM6	0.754			
Green Reward				
GRI	0.784	0.930	0.940	0.612

GR10	0.770			
GR2	0.780			
GR3	0.801			
GR4	0.779			
GR5	0.777			
GR6	0.783			
GR7	0.794			
GR8	0.780			
GR9	0.775			
Organizational Citizenship Behavior		0.975	0.976	0.529
OCB1	0.716			
OCB10	0.724			
OCB11	0.730			
OCB12	0.741			
OCB13	0.765			
OCB14	0.711			
OCB15	0.700			
OCB16	0.727			
OCB17	0.728			
OCB18	0.731			
OCB19	0.713			
OCB2	0.737			
OCB20	0.742			
OCB21	0.722			
OCB22	0.733			
OCB23	0.725			
OCB24	0.725			
OCB25	0.725			
OCB26	0.720			
OCB27	0.725			
OCB28	0.739			
OCB29	0.733			
OCB3	0.724	5		
OCB30	0.717			
OCB31	0.721			
OCB32	0.729			
OCB33	0.730			
OCB34	0.738			
OCB35	0.723			
OCB36	0.728			
OCB4	0.727			
OCB5	0.750			

OCB6	0.714			
OCB7	0.725			
OCB8	0.711			
OCB9	0.731			
Sustainable Performance		0.927	0.940	0.661
SP1	0.804			
SP2	0.789			
SP3	0.830			
SP4	0.816			
SP5	0.810			
SP6	0.812			
SP7	0.837			
SP8	0.804			
Value Creation		0.725	0.829	0.548
VC1	0.727			
VC2	0.714			
VC3	0.753			
VC4	0.766			

Confirmatory Factor Analysis findings in Table 2 show the measurement model's reliability and validity. Over 0.7 composite reliability (CR) scores imply good internal consistency and dependability across all variables, including decision-making, Green Reward, OCB, Sustainable Performance, and Value Creation. The measuring model's convergent validity is supported by AVE values over 0.5 and factor loadings of individual items. Our results show that the measuring model reflects the underlying components, providing a solid framework for analyses and interpretations.

Table 3 Discriminant Validity

	DM	GR	OCB	SP	VC
DM					
GR	0.731				
OCB	0.677	0.845			
SP	0.918	0.843	0.762		
VC	0.933	0.725	0.645	0.888	

To ensure discriminant validity, the values for each construct (Decision Making, Green Reward, Organizational Citizenship Behavior, Sustainable Performance, and Value Creation) are higher than the correlation coefficients between constructs, as shown in Table 3. This

suggests that each construct measures separate ideas and is more strongly connected with its indicators than with indicators of other constructs, validating the measurement model's uniqueness. These results provide credibility to the measuring technique and ensure that the Research appropriately represents the constructs. With tight consistency between actual and anticipated covariance matrices, the Saturated Model (SRMR=0.033, Chi-square=3103.426, $d_{ULS} = 2.293$, $d_G = 1.283$, and NFI = 0.86) fits well. As per these values, our model is fit, indicating adequate correspondence between observed and predicted covariance matrices, and effectively capturing variance in the observed variables. As per R square value, our model is explained by approximately 76.5%.

Table 4 Mediating Path Analysis

Hypotheses	B	SD	T Value	P values	Results
H1 GR → OCB → SP	0.262	0.042	6.300	0.000	Positively Accepted
H2 GR → DM → SP	0.297	0.041	7.201	0.000	Positively Accepted
H3 GR → VC → SP	0.130	0.028	4.603	0.000	Positively Accepted

Mediational path analysis shows positive correlations between variables. Hypotheses 1, 2, and 3 show positive acceptance, demonstrating that Organizational Citizenship Behavior (OCB), Decision Making (DM), and Value Creation (VC) mediate Green Reward (GR) and Sustainable Performance (SP). OCB, DM, and VC are important mediators, highlighting how green rewards affect hotel sustainability performance. These findings emphasize the need for organizational citizenship, decision-making, and value-creation to improve sustainable performance. Table 4 results and figure 2 path analysis values support the interpretations.

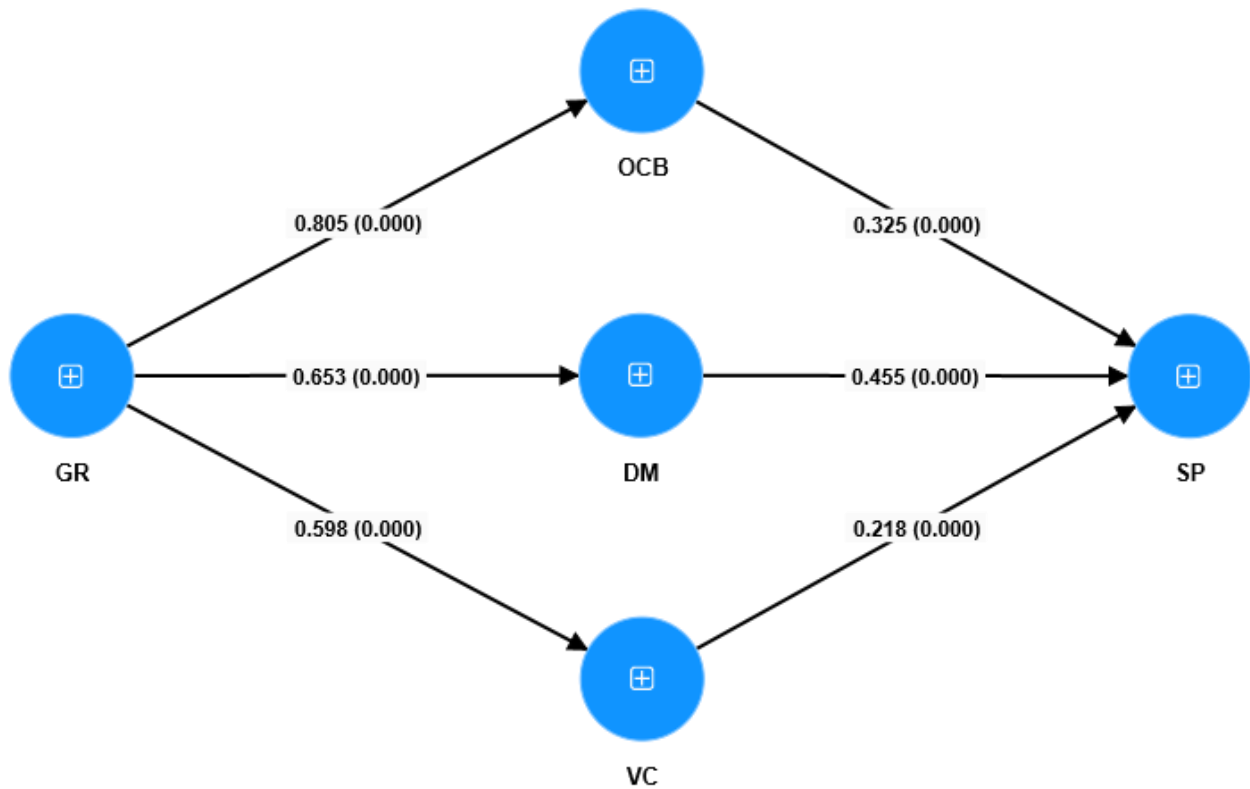


Figure 2 Path Analysis

Discussion

Ching-Hsun Chang (2018) and Zahid Yousaf (2021) found that promoting sustainability and engaging workers in green activities boost sustainability performance. Our study proposes green value creation as a mediator between green incentive systems and sustainability performance. Green awards foster a culture where workers actively seek sustainable ways to produce value, improving sustainability performance. Our study shows that green value creation via green rewards improves sustainable performance, underlining the need to integrate sustainability into organizational practices for long-term viability and competitiveness.

Previous studies stress incorporating sustainability into decision-making for greater environmental performance (Ante Basic-Sontic et al., 2017; Ali Haji Vahabzadeh et al., 2015). Our Research introduces green decision-making as a mediator between a green reward system and sustainable performance. Rewards for environment-friendly actions motivate individuals to prioritize sustainability, improving businesses' long-term viability. Our study demonstrates that

using green incentives enhances the process of making sustainable decisions. Green choices promote ingenuity, durability, and ecological activism.

Abdou et al. (2023) have shown that green awards and Organizational Citizenship Behavior (OCB) improve sustainability outcomes. Our Research suggests that Organizational Citizenship Behavior (OCB) has a role in the relationship between Green Rewards and sustainable performance. When workers see that their sustainability efforts are acknowledged and valued, they are more inclined to engage in Organizational Citizenship Behavior (OCB), enhancing the overall sustainability of the firm.

Conclusion

This Research emphasizes the significance of implementing green reward systems to promote and sustain organizational sustainability. We demonstrated the importance of promoting environmentally sustainable behaviors among workers via the examination of mediating mechanisms such as green value creation and green decision-making infusion. The findings of our study highlight the importance of promoting responsible environmental behavior and providing rewards to employees for their sustainability initiatives.

Green rewards techniques are essential for enhancing sustainability performance and cultivating a culture of environmental responsibility inside organizations. Their approach to promoting sustainability includes encouraging employee engagement, fostering innovation, and actively engaging in proactive efforts, all of which contribute to developing a sustainable culture. Our Research revealed that creating value via environmentally friendly practices, including green decision-making and promoting Organizational Citizenship Behavior (OCB), plays a crucial role in connecting organizational practices, employee behaviors, and sustainability outcomes. Organizations should apply the abovementioned understanding in developing and implementing green rewards programs. Businesses can flourish and remain competitive in an environmentally conscious society by incentivizing and integrating sustainable behavior into their decision-making processes. Consensus, innovation, and continuous evaluation are essential to sustainable development.

Research Recommendations

Longitudinal Research to evaluate green reward techniques' long-term effects, comparative studies to examine cultural impacts, and mixed methods approaches for deeper insights are

recommended. Develop standardized measuring tools and experimentation inside companies to assess causal impacts. Moderators, like company culture, can assist in enhancing the influence of green awards on sustainability results.

Implications

This study highlights the benefits of green rewards for corporate sustainability and employee engagement. These initiatives promote environmental responsibility by linking individual contributions to sustainability objectives. Optimizing their effect requires integrating sustainability into decision-making and understanding green value creation. Green rewards tailored to the hotel industry can also prove lucrative. These insights may help policymakers and practitioners enhance sustainability for companies and society.

Limitations

A Pakistani hotel industry sample may restrict generalizability due to organizational structure differences and cultural norms between sectors and locations. Cross-sectional studies reveal connections but do not prove causation, requiring longitudinal analysis. Operational culture and external constraints may have been disregarded while studying mediators like green value creation and decision-making. Political and economic variables may also impact green incentive methods and sustainability performance.

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