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LINK BETWEEN GREEN TRAINING & DEVELOPMENT AND ORGANIZATIONAL CITIZENSHIP BEHVAIOR: A STUDY ON GOVERNMENT HOSPITALS OF KARACHI

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Abstract

This study explored the relationship between Green Training and development and Organizational Citizenship Behavior (OCB) in government hospitals. OCB was the dependent variable, while the independent variables were Green Awareness Training, Green Motivation towards Training, Green Employee Involvement in Training and Development, Green T&D Evaluation, and Green Training Feedback. The results indicated a significant positive relationship between OCB and both Green T&D Evaluation and Green Training Feedback. However, Green Awareness Training, Green Motivation towards Training, and Green Employee Involvement in Training and Development showed no significant impact on OCB. The study revealed that government hospitals lack structured Green Training and Development programs, leading to limited employee participation in green initiatives. The findings suggest that if these hospitals implement and evaluate such programs, employees may become more engaged in environmentally friendly practices. The study was conducted in four government hospitals in Karachi, Pakistan, with a sample of 183 Allied Workers selected using purposive sampling. The main limitation was the small sample size and the focus on a specific population. Future research should expand the scope to include more hospitals and explore the implementation of Green Training programs to enhance OCB among healthcare workers.

Keywords: Green Awareness Training, Green Motivation towards Training, Green Employee Involvement in T&D, Green T&D Evaluation, Green Training Feedback.

Introduction

The challenges of global ecological issues are increasing day by day, making it difficult for firms to adopt environmentally friendly practices to reduce the detrimental effects of resource waste and environmental degradation while still being sustainable (Afsar & Umrani, 2020). The aim is to protect natural ecosystems from the harmful effects of pollution, environmental discharges, and waste while enhancing overall organizational performance (Singh et al., 2020). As a result, many business activities are contributing to

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rapid environmental changes (Ahmed et al., 2022), prompting organisations to adopt green business operations (Camilleri, 2022). The term "green HRM" refers to organizations committed to preserving nature and promoting sustainable business policies and HRM activities. Its core concept is integrating ecological considerations into Human Resource Management practices, with green HRM focusing on environmental factors to ensure nature's protection. According to the study of Nawangsari and Wardhani (2022), raising awareness among the employees of a firm plays a significant role in enhancing their contribution toward sustainable programmes as well as improving environmental outcomes. Thus, to ensure full involvement and interest in environmental development, employees are required to appreciate green HRM. Environmental training is known to play a very important role in the effectiveness of green HRM practices (Shah & Soomro, 2023). Green training and development, a subfield of green HRM, is the idea of training employees regarding sustainability issues and developing their awareness to incorporate sustainable environmental objectives in the organisation (Yusoff et al., 2020).

In the healthcare sector, human resource management applies to the acquisition and maintenance of proficient, competent and productive personnel. It is very important to know that healthcare is a very dynamic and competitive sector which has numerous and specific issues that can be solved only with the help of adequate HRM techniques in order to deliver proper patient care (Blštáková & Palenčárová, 2021; Mahapatro, 2021). Whereas in global healthcare facilities, the healthcare waste stream is next to the most dangerous, which is radiation waste (Saqlain et al., 2020).

Furthermore, citizenship behaviours are those activities that the employees do without any thought of any reimbursement, and these behaviours act as moderators between green HRM adoption and performance (Chen et al., 2023). As a matter of fact, while reporting their study on green human resource management and its impact on enhancing employee performance, Hooi et al. also stated that the best strategy for the overall improvement of the rate of performance is by practising organisational citizenship behaviour. As revealed by prior research, OCB, an extra-role behaviour that is displayed at the workplace through environmental issues without expecting any personal gains, is central (Gupta & Gupta, 2019). Thus, by embracing green practices, firms are able to minimise the use of energy and the generation of waste (Sun et al., 2022). A large number of empirical investigations have provided evidence that the relationship between the adoption of GHMRM strategies and the level of OCBE is positive. Different authors have concurred that the relationship between GHRM and OCBE has a huge influence on the performance of firms (Wu et al., 2022; Lu et al., 2022). This study could be beneficial for managers in revising their strategies and developing policies for Green Training and Development in government hospitals in Karachi. Past research has highlighted the importance of aligning sustainability with education for future leaders so that all learners acquire the necessary skills and knowledge to promote sustainable development (Education for Sustainable Development, 2021). Allied Health workers' curricula reflect this need, albeit with some inconsistencies, indicating a need for collaboration among Allied Health Professionals to optimise green leadership (Shaw E et al. 2021).

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Problem Statement

The word green is not new in research, but there is much more to explore, especially in developing countries like Pakistan. Practising green is challenging in Government Hospitals of Karachi. Many firms are working on Green human resource management; in these practices, one factor is training and development; most organisations do not focus much on this step because it is less attention important, although training and development are crucial for the employees and for the Hospitals, especially public ones. The problem in government hospitals is not focused on present problems and future dangers related to the environment. To provide an eco-friendly environment, employees of Government Hospitals should know why green Training and development is important and why organisations must focus on this area. The main issue of Government Hospitals is their low budget and their mechanistic structures. This study will help hospitals retain employees who are willing to work without thinking about monetary benefits; they are willing to work for their organisation by themselves, and this firm can encourage them to participate in different training sessions and train and develop them. Additionally, Green HRM is now arranging HR practices with ecological management, increasing the employee's commitment to environment-conscious behaviour. (Aftab *et al.*, 2023). Government Hospitals can adopt environment-friendly practices to make a better place to live; the implementation of various pieces of training and development creates awareness and motivation, increases involvement in employees, provides valuable evaluation and feedback to workers and enhances their citizenship behaviour towards society. However, even though the concept of sustainability is everywhere and organisations are moving towards it, Pakistan is still under research and not adopting and implementing green practices, especially in government sectors. It is now crucial for hospitals to explore Green HRM practices and train their employees; this study will uncover all the aspects of how important green training and development are and why Green practices are a serious issue for government hospitals. Moreover, training programs and continuous education on sustainability help healthcare workers meet the demands of their roles and accept new healthcare technologies and green practices. Through this study, the researcher will identify to what extent different training and development affect OCB and which step of training and development influences the behaviour of an employee the most; after this study, HR managers could take help by knowing the gaps and how much these green training are important, and what initiatives managers can take to help the society in terms of making it clean.

Research Questions

1. What is the impact of Green Training and development on Allied Employees and Organizational Citizenship Behavior?

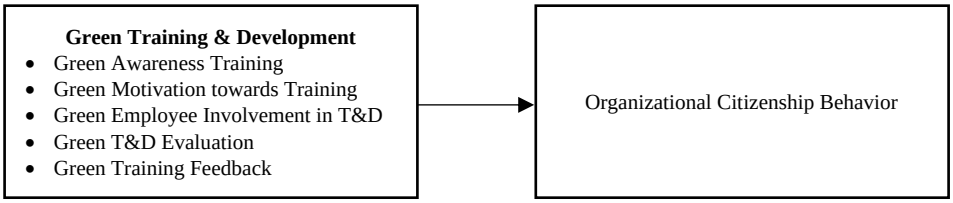
2. Which process of training is most significant for Government Hospital Allied Workers?

Research Objectives

- To examine the effect of Green Awareness Training, Green Motivation towards Training, Green Employee Involvement in T&D, Green T&D evaluation and Green Training Feedback on Organizational Citizenship Behavior in Government Hospitals of Karachi.

- To identify how these steps of Green Training and Development Influence Employee's Citizenship Behavior.

Conceptual Framework



Literature Review

Theoretical Review

According to a study by Sobaih (2020), Green HRM can help in the right utilisation of raw materials and exercise due care for the protection of the environment. Effective training and development searches, also referred to as environmentally sustainable training and development, could help to enhance an ethical firm culture, as well as employee commitment (Ali et al., 2023). AMO is one of the prime theories the extant literature uses to understand the consequences of green practices within employees and firms. That means that human resource management practices can improve the skills of humans by using training, education, sponsoring, communicating, and engaging them in problem-solving and knowledge-sharing activities regarding green issues. Therefore, according to the theory under consideration, HRM practices may impact the employees' awareness of environmental sustainability using green training and development practices (Shen et al., 2018).

Furthermore, according to Diri (2021), a sustainable environment refers to the process of satisfying society's needs using natural resources without degrading or violating those resources, the way by which future generations are taught about environmental conservation. According to the social exchange theory, potential work engagement is developed when the employees demonstrate a commitment towards the goals of the environmental task with emotional and psychological bonds (Ababneh et al., 2021). When managers support and facilitate employees to participate in going green, it then becomes the managers' obligation to guard the environment (Kumar et al., 2022). Further, employees become more loyal when firms uphold the following: recruitment and selection, training and evaluations, and green rewards (Pham et al., 2019).

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Green Awareness Training and OCB

Green training programs are implemented to raise awareness of environmental sustainability, helping employees to better understand green skills, attitudes, and knowledge. Companies provide various environmental training sessions, such as recycling practices, sustainability analysis, or online training, to emphasise the importance of protecting the environment (Mukherjee et al., 2020). Employees' environmental awareness is demonstrated through their willingness and care for the environment. Initiatives from each member contribute to improving the environment. Furthermore, green training awareness should include seminars and workshops to help employees acquire the knowledge and skills necessary to manage the environment properly, thereby exhibiting environmentally responsible behaviours and becoming eco-friendly (Ali et al., 2021).

H_1: Green Awareness Training and OCB have a positive and significant impact.

Green Motivation towards Training and OCB

Training is crucial as it helps individuals perform their tasks and solve issues. Leaders encourage employees to participate in all company programs, which tends to increase organisational involvement (Wijayanti et al., 2020). In HRM practices, training is important as it stimulates workers to support and respect each other. While training is linked to employees, it significantly impacts organisations as well (Mwita, 2019). Additionally, past studies have revealed a positive link between GHRM and green OCB, showing that green training positively affects environmental, social, and economic performance. Furthermore, green citizenship behaviour towards the environment contributes to workers' performance (Saputro & Nawangsari, 2021). Rewards also play a role in attracting, motivating, and retaining top performers (Kumar et al., 2022).

H_2: Green motivation has a positive and significant impact on training and OCB.

Green Employee Involvement in Training and Development and OCB

Employees' behaviours toward improving the environment are reflected in green organisational citizenship behaviours, which are not financially compensated by the firm (Hooi et al., 2022). Chen et al. (2023) revealed that the sustainable environment of an organisation and its employees is related to green OCB, as employees who work beyond their formal duties and without pay can benefit the organisation (Pham et al., 2019). To increase operational effectiveness, Green OCB can recognise the capabilities and working style of the employees; also, they can get feedback on their performance (Z. Liu et al., 2021). Furthermore, Green OCB enhances the performance of employees, motivation, teamwork reputation, engagement, and innovation. The development of Green OCB by various firms improves the general healthy working environment (X. et al., 2023). In furtherance, Green Training aims to assist the workers in becoming acquainted with environmental protection, energy conservation measures, energy efficiency optimisation, waste reduction, and preservation of resources (Anwar et al., 2020; Sobaih et al., 2020).

The involvement may increase with efficiency when there is proper communication (Kim, 2020).

H_3: Green employee involvement in training and development with OCB has a positive and significant impact.

Green Training and Development Evaluation and Organizational Citizenship Behaviour

Task forces and other green projects are created where employees can become involved in different problem-solving projects through the job rotation process, including green assignments as part of the green career training and development programs. Research has established a significant relationship between OCB and GT, where the rational and strategic planning and execution of green training motivate employees to practice green activities. In addition, many researchers defined green training and development as a set of activities that encourages employees to acquire environmental protection knowledge and become aware of environmental concerns, which is crucial for achieving the organisation's environmental aims (Pinzone et al., 2019; Saeed et al., 2019; Elahi et al., 2020; Hameed et al., 2020).

H_4: Green training evaluation has a positive and significant impact on OCB.

Green Training and Development Feedback and OCB

When members of an organisation feel they are contributing to maintaining a sustainable workplace structure, their motivation and engagement may increase. When employees feel motivated and valued, they work more willingly, contribute more, and become more committed to the firm (Khan et al., 2022). This study aligns with previous research by Aboramadan (2022), which reveals a positive impact of GHRM on organisational performance. The findings are consistent with the AMO theory, which suggests that AMO can be applied by understanding employees' abilities to implement environmentally sustainable practices, motivating them through rewards and incentives, and providing the resources and opportunities needed for participating in GHRM practices (Zhao et al., 2021). It is important to have open communication and promote green HRM practices with managers to enhance worker empowerment and self-exploration (Kumar et al., 2022; Aftab et al., 2023).

H_5: Green Training and Development Feedback has a positive and significant impact on OCB.

Methodology

Research Philosophy

For the present study, a positivist research philosophy was chosen. This type of research is based on a deductive approach, where the researcher starts with general ideas and narrows down to specific conclusions. In this research, after reviewing different theories and literature, a conceptual framework was constructed. The framework consists

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of five independent variables related to Green Training and Development: Green Awareness Training (Flores et al., 2024; Han et al., 2023), Green Motivation towards Training (Hameed et al., 2022), Green Employee Involvement in Training (Anwar et al., 2020), Green Training and Development Evaluation (Flores et al., 2024), and Green Training Feedback (Ojo et al., 2022; Flores et al., 2024). The dependent variable is Organizational Citizenship Behavior (Anwar et al., 2020).

Research Design and Approach

This study used a quantitative research approach to understand the relationships between independent and dependent variables and to determine the extent to which each independent variable impacts the dependent variable. This approach allows for results to be measured numerically. Additionally, a deductive method was employed, where a framework was constructed based on past studies and theories.

Research Sampling

Purposive sampling was used for this study. This technique is beneficial when the researcher is familiar with the population and has already selected a specific sample from it. However, this technique cannot be generalised as it is limited to the chosen sample only. In this study, only Allied Health workers were selected for data collection, and the findings cannot be generalised to other areas of hospitals.

Choice of Method

Primary data was used in the form of close-ended questionnaires, which were quantitative. Data was collected from Allied Health workers in four hospitals: Civil Hospital, Jinnah Hospital, Services Hospital (Karachi), and Abbasi Shaheed Hospital, all located in Karachi, Pakistan.

Time Horizon

A cross-sectional study was conducted because it involved collecting data at a single point in time. The data was collected within a specific timeframe from Allied Health workers in four government hospitals in Karachi. Due to time constraints, a limited sample was gathered from the selected population.

Data Collection and Analysis

Close-ended questionnaires were distributed among Allied Health workers in four government hospitals for data collection. The questionnaires were constructed using a five-point Likert scale, ranging from 1 ("Strongly Disagree") to 5 ("Strongly Agree"). For data analysis, SPSS Version 25.0 was employed. Reliability analysis was conducted to assess the consistency among items, with a Cronbach’s Alpha value of .865, indicating that all items were consistent and could be used for the survey. Correlation analysis was then performed to examine the associations and significance among the variables, followed by regression analysis to determine the impact of Green Training and Development on Organizational Citizenship Behavior.

Data Analysis

In this study, the analysis was conducted using SPSS Version 25.0 software. The study included descriptive statistics, correlation analysis, and multiple regression to examine all five hypotheses: Green Awareness Training, Green Motivation towards Training, Green Employee Involvement in T&D, Green T&D Evaluation, and Green Training Feedback on Organizational Citizenship Behavior (OCB). The correlation results showed that four independent variables had a positive association with OCB (the dependent variable). This indicates that if hospitals motivate their employees towards green training, the employees will be encouraged to participate, as they also desire a better environment. Secondly, hospitals should involve their staff in green training and development by arranging seminars or talks related to environmental sustainability. In that case, it will be advantageous for the organisation because employees are willing to participate. Thirdly, when managers evaluate based on green training and development, employees will appreciate it, as they possess citizenship behaviour and will learn and accept challenges. Fourthly, Green Training Feedback provides employees with a clear understanding because when members of an organisation strive for a better workplace and society, they view feedback as an opportunity or challenge.

On the other hand, Green Awareness Training showed a negative association with OCB, indicating no significant relationship between these two variables. This suggests that even without awareness, employees are still motivated and want to work for the betterment of society. The regression results showed that three variables—Green Awareness Training, Green Motivation towards Training, and Green Employee Involvement—were insignificant in relation to OCB. These results suggest that there was no significant impact of green awareness, green motivation, or green employee involvement on an employee's citizenship behaviour. The reasons for these findings could be the lack of effective training, an organisational culture that does not prioritise green practices, or limited opportunities given to employees to motivate them and involve them in sustainable environmental initiatives.

Hospitals should implement programs that raise workers' awareness of the importance of sustainability and why these practices are crucial. Furthermore, two hypotheses—Green Employee Evaluation and Green Feedback—were found to significantly impact OCB. These results concluded that when employees are evaluated based on environmental performance, motivation and engagement in OCB are increased. Additionally, when employees receive feedback on their efforts to create a green environment, it makes them feel valued, which ultimately leads to an increase in OCB.

Table 01: Reliability Statistics

Cronbach's Alpha	N of Items
0.865	22

The value of Cronbach's Alpha: The overall Reliability of 22 items together was 0.865. This suggests that the internal consistency of all items is good, as it exceeds the

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rule of thumb criteria of 0.7. All items of the questionnaire are interconnected and can be used for further investigation.

Table 02: Correlations Analysis

		Green Awareness Training	Green Motivation Training	Green Employee Involvement	Green Evaluation	Green Feedback	OCB
Green Awareness Training	Pearson Correlation	1	0.561	0.286	0.393	0.406	0.138
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.063
Green Motivation Training	Pearson Correlation	0.561	1	0.663	0.500	0.494	0.251
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.001
Green Employee Involvement	Pearson Correlation	0.286	0.663	1	0.646	0.581	0.282
	Sig. (2-tailed)	0.000	000		0.000	0.000	0.000
Green Evaluation	Pearson Correlation	0.393	0.500	0.646	1	0.667	0.418
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
Green Feedback	Pearson Correlation	0.406	0.494	0.581	0.667	1	0.444
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
OCB	Pearson Correlation	0.138	0.251	0.282	0.418	0.444	1
	Sig. (2-tailed)	0.063	0.001	0.000	0.000	0.000	
	N	183	183	183	183	183	183

Correlation is significant at the 0.01 level (2-tailed).

In the above table, OCB has a positive relationship with four independent variables, green motivation (.001), green employee involvement (.000), green evaluation (.000) and green feedback (.000), except green awareness training (.063). These results showed that there is no impact of green training awareness and employee citizenship behaviour; even if there is no awareness given to employees of green training still, if they are loyal to the organisation, they will care for the hospital. However, other independent variables showed that if motivation is not high, their citizenship behaviour will drop; involvement, evaluation, and feedback are all important for OCB.

Table 03: Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.486[a]	0.236	0.215	0.396

a. Predictors: (Constant), green feedback, green awareness training, green employee involvement, green evaluation, green motivation training

The regression model describes the fitness of the model. The value of R Square shows how many independent variables explain the dependent variable. In the present table, the value of R Square was 0.236, which means only 23.6%. Hence, it was revealed that the model was not a good fit. Still, 77% is a gap, which means more variables could

be incorporated with OCB (*dependent variable*) to get better results. In the present study there, five variables of Green Training and Development were taken with OCB. However, future researchers could add more relevant variables to check the impact of different variables with OCB.

Table 04: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.597	5	1.719	10.955	0.000[b]
	Residual	27.780	177	0.157		
	Total	36.377	182			

a. Dependent Variable: OCB

b. Predictors: (Constant), green feedback, green awareness training, green employee involvement, green evaluation, green motivation training

The above table shows the significance of the model; the degree of freedom is 5, which means there were five independent variables with a residual value of about 27%, which showed the low ability of the independent variables to explain the significance of the model. The F value is 10.955, and the significance value is 0.00, which means the model could be improved with more independent variables. Through the alpha value of 0.000, the null hypothesis was rejected, and this result showed that there was a difference in the means of the groups.

Table 05: Coefficients of Regression

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	
		B	Std. Error	Beta			Results
1	(Constant)	2.309	0.256		9.011	0.000	
	Green Awareness Training	-0.113	0.075	-0.127	-1.507	0.134	Not Supported
	Green Motivation Training	.0072	0.075	0.098	0.957	0.340	Not supported
	Green Employee Involvement	-0.091	0.083	-0.117	-1.102	0.272	Not supported
	Green Evaluation	0.208	0.076	0.272	2.747	0.007	Supported
	Green Feedback	0.275	0.077	0.334	3.573	0.000	Supported

a. Dependent Variable: OCB

H_{1A}: Green Awareness Training and OCB have no positive and significant impact.

H_1: Green Awareness Training and OCB have a positive and significant impact.

H_{2A}: Green motivation has no positive significant impact on training and OCB.

H_2: Green motivation has a positive significant impact on training and OCB.

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H_{3A}: Green employee involvement in training and development with OCB has no positive and significant impact.

H_3: Green employee involvement in training and development with OCB has a positive and significant impact.

H_{4A}: Green training evaluation has no positive and significant impact on OCB.

H_4: Green training evaluation has a positive and significant impact on OCB.

H_{5A}: Green training and development feedback has no positive and significant impact on OCB.

H_5: Green Training and Development Feedback has a positive and significant impact on OCB.

Conclusion

The study explored green training and development with Organizational Citizenship Behavior in the context of Government Hospitals; through different theories like AMO and Social Exchange theory, it was revealed that when managers understand the abilities of employees, they will provide them with opportunities and make them motivated, will result in fulfilment of goals and objectives. The SET explained that if the relationship between supervisor and employee is healthy, it will increase the chances of productivity. According to the results, Green Awareness Training, Green Motivation and Green Involvement were insignificant to Organizational Citizenship Behavior, which showed that all these three independent variables had no impact on the dependent variable (*OCB*). This might happen because of limited training related to Green practices or citizenship. Behaviour does not increase or decrease these factors. On the other hand, Green Training Evaluation and Green Training & Development Feedback were significant and positive with Organizational Citizenship Behavior, that if the criteria of evaluation become effective, employees' behaviour towards the environment gets better, and if proper feedback is given to the employees on their training could lead to increase citizenship behaviour. With these findings, researchers can clearly state that government hospitals of Karachi must look into green training to protect the earth. The hospitals need to work on the policies and strategies of how to give awareness to employees regarding eco-friendly practices, motivate their people to take part in cleaning the planet, give them rewards, appreciate them for their efforts, and give them freedom in decision-making on how to implement green practices in the hospital. In addition, the results showed that green evaluation and feedback are positively significant with OCB, revealing that employees who have the trait of OCB and feel that they are good citizens and participate in green practices would be satisfied and more committed to the hospital if evaluation and feedback are given to them on the bases of their performance.

Recommendations

Healthcare facilities such as hospitals should prioritise comprehensive green awareness training programs that are relevant to the roles of employees and engage in

order to increase the effectiveness of green human resource management (GHRM) practices in promoting organisational citizenship behaviour (OCB). Furthermore, it is critical to establish a culture within the company that actively encourages people to adopt sustainable practices. It has been demonstrated that frequent assessments and feedback systems centred on environmental performance greatly inspire and involve hospital staff. Furthermore, offering concrete rewards and chances for staff members to get involved in eco-friendly projects will strengthen their dedication to environmental sustainability and eventually develop a more accountable and environmentally aware workforce.

Practical Implications

For practical implications, supervisors and HR managers should prioritise providing awareness of the environment and motivating their people to play a positive role in society. Darvishmotevali, M., & Altinay, L. (2022). The evaluation of employees helps in knowing the green performance based on the behaviour that will decide the rewards, including financial and non-financial. Hameed, Z., Khan et al. (2020). Firms must look into the behaviour of employees when recruiting them; in addition, environment-friendly training and development programs enhance the behaviour, which helps in achieving the organisation's goals (Fapohunda et al.; L. O., 2022). In addition, managers must establish a good relationship with their employees so that when supervisors explain green ecological practices, employees listen to them and apply them. In Pakistan, Green HRM practices are limited, and organisations are slowly moving towards these changes. Unfortunately, government sectors like hospitals are not adopting the new sustainability practices. HR managers should discuss the consequences and detrimental effects of non-green practices on their Hospital; they could make such programs aware of their employees' house training and appreciate them with monetary and non-monetary rewards.

Limitation and Future Work

For future recommendations, the Government of Pakistan should make such policies and rules that will be mandatory for government hospitals to follow green practices, retain those candidates who know environmental issues and their harmful effects, provide green training, arrange seminars in hospitals to understand how these practices are crucial for the society, hospitals must encourage employees to participate in making the world a better place, motivate them through intrinsic and extrinsic rewards, involve their workers in how to plan and implement green training in the hospitals. Moreover, feedback is important because when supervisors give feedback to the members, they will understand the gaps in their work. In the current study, only Allied Workers were taken as a sample, and the statistical results revealed that workers do not have any knowledge or have very limited exposure to green training and development. This study will be very beneficial for managers in the context of applying practices related to an eco-friendly environment; through this study, managers should understand that their employees are not aware of these practices, and they should implement such programs which boost employees' energy and interest towards sustainability.

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In the current research, the quantitative method was used, and for the statistical analysis, SPSS software version 25.0 was used; it was conducted in government hospitals of Karachi, Pakistan, in a limited time frame. Furthermore, the sample was taken from Allied health workers only; for future researchers, the study could be conducted through qualitative or mixed methods approaches; other industries could be chosen, or any other population could be taken except Allied health Workers from Hospitals. Moreover, only one software was employed in this study. In the future, for better understanding and results, SEM could be a good option or Smart PLS for further investigation. Another limitation is that this study chose green training and development variables. Only future researchers can add more variables to organisational citizenship behaviour.

Significance of the study

This research is important as it adds to the knowledge of how green human resource management (GHRM) techniques might improve organisational citizenship behaviour (OCB) in healthcare environments. This study emphasises how green training, incentives, and feedback may promote an environmentally conscious work culture as environmental sustainability gains importance. The study offers important insights into hospital management on how to incorporate sustainability into organisational practices, thereby fostering a better work environment and supporting larger societal goals, by examining the effects of these factors on OCB. Furthermore, the results have practical relevance for HR professionals and policymakers in developing strategies that effectively involve employees in sustainability activities, which will ultimately result in enhanced organisational performance and a beneficial environmental impact.

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