Academic Citizenship Behaviour Mediates Between Green Compensations and Rewarding, Green Recruitment and Selection, and Organization Environmental Performance in The Jordanian Government Universities

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Abstract
Background: This paper examines the academic citizenship behaviour mediating the effect between green compensation and rewards, green recruitment and selection, and organization environmental performance in Jordanian government universities.
Methods: The paper contributes to filling this research gap by examining these effects. A sample of 404 employees in the Jordanian Government universities was analysed using contemporary variance-based structural equation modeling (Amos - SEM) software.
Results: The results indicated a positive association between green compensation and rewards and two variables, namely academic citizenship behavior, and organization environmental performance. They also indicated a positive association between green recruitment and selection and two variables: academic citizenship behavior and organization environmental performance. As well as between academic citizenship behavior and organization environmental performance. Furthermore, they showed mediating effects of academic citizenship behavior in the relationship between green compensation and rewards and organization environmental performance and between green recruitment and selection and organization environmental performance.
Conclusion: This paper helps to provide insights to HRM practitioners, shedding light on the importance of GHRM practices and their role in enhancing organization environmental performance.
Keywords: Green Human Resource Management Practices, Green Compensation and Rewards, Green Recruitment And Selection, Academic Citizenship Behavior, and Organization Environmental Performance.

Introduction

In contemporary organizational settings, the imperative to adopt environmentally sustainable practices has become increasingly salient. This urgency stems from the recognition of the profound impact human activities exert on the environment and the pressing need for concerted efforts to mitigate these effects. Within the sphere of academia, where knowledge generation and dissemination are paramount, the integration of sustainable practices holds particular significance. This introduction explores the nexus between academic citizenship behavior (ACB), green compensations, rewarding systems, green recruitment and selection practices, and organizational environmental performance within the context of Jordanian Government Universities (Alqudah & Yusuf, 2024).

Academic citizenship behavior represents a multifaceted construct encapsulating the voluntary contributions and proactive engagement of faculty members and staff beyond their contractual obligations, aimed at enhancing the academic community and its broader societal impact (Bennett et al., 2019; Altbach & Salmi, 2011). Such behaviors encompass various dimensions including collegiality, professional development, and institutional loyalty, all of which are integral to the functioning and vitality of academic institutions.

The implementation of green compensations, defined as financial or non-financial rewards offered to employees for adopting environmentally friendly behaviors (Sarkis et al., 2010), has emerged as a strategic approach to incentivize eco-conscious practices within organizations. Simultaneously, organizations increasingly recognize the importance of integrating green principles into their recruitment and selection processes, ensuring that prospective employees possess the requisite environmental awareness and commitment to sustainability (Zhu et al., 2019). Moreover, the role of rewarding systems, encompassing both tangible and intangible incentives, in shaping employee behavior towards sustainable practices has garnered considerable attention in organizational literature (Bocken et al., 2014). Rewarding systems are instrumental in fostering a culture of sustainability by reinforcing desired behaviors and values aligned with environmental stewardship.

Against this backdrop, the mediating role of academic citizenship behavior in the relationship between green compensations, rewarding systems, green recruitment and selection practices, and organizational environmental performance represents a critical yet underexplored area of inquiry. By elucidating the mechanisms through which academic citizenship behavior influences the adoption and efficacy of environmentally sustainable practices within Jordanian Government Universities, this study seeks to offer valuable insights for academia, policy-makers, and organizational leaders striving to advance sustainability agendas.

Objective of this Study

This research aims to measure the academic citizenship behavior effect between green green compensation and reward, green recruitment and selection on organization environmental performance.

1- To measure the effect of green compensation and reward on organization environmental performance.
2- To measure the effect of green recruitment and selection on organization environmental performance.
3- To measure the effect of green compensation and reward on academic citizenship behavior.

4- To measure the effect of green recruitment and selection on academic citizenship behavior.
5- To measure the effect of academic citizenship behavior on organization environmental performance.
6- To measure the academic citizenship behavior that mediates the effect between green compensation and reward on organization environmental performance.
7- To measure the academic citizenship behavior that mediates the effect between green recruitment and selection on organization environmental performance.

Significance of this Study

This study contributes to filling the gap in academic literature by offering empirical evidence and theoretical insights into the interplay between ACB, green compensations, rewarding systems, green recruitment and selection practices, and organizational environmental performance. By exploring these relationships within the context of Jordanian Government Universities, it enriches the understanding of organizational behavior and sustainability management in higher education institutions.

Findings from this study can provide practical guidance for organizational leaders in Jordanian Government Universities and similar institutions worldwide. Understanding how ACB mediates the relationship between various factors and organizational environmental performance can inform the design and implementation of policies and practices aimed at fostering sustainability within academic settings.

The study's findings may inform the development of policies and initiatives by governmental bodies and educational authorities in Jordan and beyond. Insights into the mechanisms through which green compensations, rewarding systems, and recruitment practices influence ACB and, subsequently, organizational environmental performance can support the formulation of evidence-based policies to promote sustainability in higher education. By identifying the mediating role of ACB, the study offers avenues for enhancing organizational sustainability through targeted interventions. Understanding how academic citizenship behaviors can be incentivized and nurtured to promote environmentally responsible practices can empower universities to cultivate a culture of sustainability among faculty, staff, and students.

Given the increasing importance of environmental sustainability at both local and global levels, the study's findings can have broader societal implications. By fostering environmentally responsible behaviors and practices within academic institutions, the research contributes to the collective efforts towards mitigating environmental degradation and advancing sustainable development goals.

In conclusion, the significance of this study lies in its potential to advance knowledge, inform practice, guide policy-making, enhance organizational sustainability, and contribute to broader societal efforts towards environmental stewardship within the context of Jordanian Government Universities and beyond..

Scope of the Study

The study aims to investigate the relationship between organizational environmental performance and green human resource (HR) practices, focusing specifically on academic lecturers from Government Universities. Drawing on suggestions by Neal, West, and Patterson (2004) and Huselid and Becker (2000), the sampling strategy prioritizes individuals with comprehensive insights into departmental operations and relevant subject matter.

These academic lecturers typically possess formal knowledge in HRM acquired through university education or specialized training programs. The primary goal of the data collection process is to empirically examine hypotheses concerning the influence of various aspects of green HRM practices on organizational environmental performance. It is important to note that the findings will be confined to the specific cohort of academic lecturers affiliated with Government Universities in Jordan.

Literature Review
Green Human Resource Management
The concept of green human resource management (GHRM) has been delineated by a select few scholars within academic literature. Renwick et al (2008) defined GHRM as the integration of environmental management practices into HRM, emphasizing the alignment of personnel activities with the organization's environmental objectives. They identified employment policies, recruitment and selection, training, labor relations, and reward systems as key tools for synchronizing personnel with environmental strategies. Subsequently, scholars such as Jabbour et al (2010) expanded this definition to encompass the "greening" of various HRM functions, including job analysis, recruitment, training, and performance evaluation. Similarly, Jabbour (2011) characterized GHRM in terms of its alignment with the functional and competitive dimensions of HRM.

Building upon these conceptualizations, the researcher proposes a precise definition of GHRM as the eco-centric direction of all HRM practices across organizational levels, aiming to address environmental sustainability imperatives. This approach emphasizes the integration of environmental considerations into HRM's fundamental principles, objectives, functions, operations, activities, and strategies.

GHRM, as articulated by Arulrajah and Opatha (2016), encompasses policies, procedures, and systems designed to cultivate ecologically responsible behavior among employees, aligning conventional HRM practices with environmental management objectives. This integration of HRM with environmental concerns, as noted by Bombiak and Kluska (2018), extends beyond mere compliance to foster sustainable practices and cultivate a green workforce, reflecting a broader corporate social responsibility framework.

Empirical research across various industries, including manufacturing, healthcare, and information technology, has explored the implementation and outcomes of GHRM practices (Chaudhary, 2020; Jia et al., 2018; Ojo & Raman, 2019). However, there remains a dearth of studies investigating the application of GHRM in higher education institutions to promote environmental sustainability (Gilal et al., 2019). Hooi et al (2012) emphasized the pivotal role of talent and HR management in driving university greening initiatives, while Galal et al. (2019) underscored the importance of integrating green behaviors into higher education's environmental management processes to enhance staff engagement and institutional efficiency.

To fulfill green governance objectives, higher education institutions are encouraged to adopt GHRM practices, as advocated by Amin et al (2014), to ensure alignment with strategic objectives. Recent research has increasingly focused on individual outcomes of GHRM, exploring environmental behaviors, perceptions, loyalty, and performance among employees (Pham et al., 2019; Kim et al., 2019; Saeed et al., 2019). However, further investigation is warranted to elucidate the mechanisms linking GHRM to employee behavior, particularly in diverse organizational contexts such as higher education institutes (Yong et al., 2019). Additionally, research gaps persist regarding the critical pathways between GHRM and

environmental green behavior, including the role of environmental knowledge (Ren et al., 2018). Thus, future studies should endeavor to explore these nuanced relationships to advance understanding and implementation of GHRM practices effectively.

Green Compensation and Reward
Green compensation and rewards serve as strategies to incentivize and motivate employees by offering both monetary and non-monetary incentives to achieve environmental objectives (Zibarras & Coan, 2015; Jackson et al., 2011). Studies suggest that employee motivation is positively influenced by non-cash rewards such as recognition and praise (Jabbour & Santos, 2008), which can effectively link individual performance with organizational goals. In addition to financial rewards, non-financial incentives like green travel benefits, tax incentives, and acknowledgment play a crucial role in fostering environmental stewardship among employees (Cheema & Javed, 2017). Tax breaks for using environmentally friendly vehicles are among the green tax incentives available, while non-monetary rewards such as gifts, certificates of appreciation, and verbal praise are utilized to acknowledge environmentally responsible behaviors, leading to increased employee inspiration and a sense of pride in contributing to environmental protection (Sudin, 2011).

Within the context of green human resource management (GHRM), compensations and rewards emerge as potential tools for supporting firms' environmental initiatives. Modern businesses are increasingly adopting incentive programs to encourage environmentally friendly actions among their workforce, as evidenced by a survey in the UK indicating that 8% of businesses reward eco-friendly behavior with various incentives (Phillips, 2011). These initiatives have been shown to effectively motivate staff to engage in eco-friendly initiatives (Ramus, 2002). Research by Forman and Jorgensen (2001) found that when employees were rewarded for engaging in environmentally responsible activities, their commitment to environmental management programs increased, underscoring the importance of employee involvement in such initiatives.

Further evidence of the efficacy of green awards and compensation comes from a study by Berrone and Gomez-Mejia (2009), which examined 469 US companies in high-pollution industries. The study revealed that CEOs at green companies received higher compensation compared to their counterparts at non-green companies, and there was a correlation between superior pollution control performance and long-term corporate success aligned with compensation. However, challenges exist in designing effective financial incentives due to difficulties in accurately assessing and measuring environmental behaviors and performance (Fernandez et al., 2003). Nevertheless, integrating elements of green management into compensation programs can incentivize environmentally friendly behaviors among employees and foster a green organizational culture (Gupta, 2008). By incorporating green rewards and compensation systems into HRM processes, managers can encourage the submission of green ideas by employees, which can then be integrated into mutually agreed-upon goals, with incentives tied to their achievement.

Additionally, research by Mabaso and Dlamini (2018) explored how organizational loyalty among academic staff is influenced by total rewards. The findings suggested a positive association between dedication and certain aspects of total rewards, emphasizing the importance of developing effective reward strategies to attract, retain, and motivate talent. This underscores the significance of recruitment and selection in shaping academic staff members' commitment and the potential for the current study's findings to inform the development of reward programs aimed at retaining high-performing personnel.

Green Recruitment and Selection

All human resource management functions pivot around the recruitment and selection processes, which serve as foundational elements for organizational success (Tomková, 2016). Without appropriate personnel and effective techniques, other HR functions are unlikely to operate efficiently. Recruitment, the process of identifying and attracting potential employees, and selection, the subsequent process of choosing the most suitable candidates from a pool of applicants, constitute distinct yet interrelated stages in the hiring process (Oaya et al., 2017; Singh et al., 2020).

In the context of environmental sustainability, green recruitment entails the ongoing effort to attract and hire individuals who possess knowledge, skills, and a commitment to environmental protection and conservation (Green, as cited in Stringer, 2009). Recognizing the importance of hiring quality talent in the competitive landscape, organizations increasingly view entrepreneurship as a means to attract innovative and creative individuals who can contribute to organizational growth (Renwick et al., 2013; Stringer, 2009).

Green recruitment and selection practices involve identifying candidates with behaviors, knowledge, and competencies aligned with an organization's environmental management system (Saini & Shukla, 2016). Utilizing online platforms such as email, application forms, and global talent pools streamlines the recruitment process while minimizing environmental impacts associated with travel. By showcasing their commitment to environmental sustainability, organizations can attract candidates who share similar values and are proficient in sustainable practices such as recycling and waste management (Sanyal, 2017).

Embracing greener hiring practices, such as paperless recruitment processes facilitated by online tools and virtual interviews, not only reduces environmental footprint but also enhances efficiency (Sharma, 2011). Studies, such as that conducted by Catherine (2016) in the IT sector, underscore the effectiveness of green recruitment practices in attracting and retaining top talent, ultimately contributing to long-term organizational profitability. As the corporate sector increasingly adopts sustainability initiatives, human resource departments play a pivotal role in championing and implementing green practices, thereby aligning organizational objectives with environmental stewardship principles.

Academic Citizenship Behavior

According to Yong, Yusliza, and Fawehinmi (2019), research investigating the impact of Green Human Resource Management (GHRM) on employee behavior is still in its nascent stages, necessitating further exploration, particularly in various organizational contexts like higher education. Additionally, there is a need for additional research to comprehend the key mechanisms linking environmental knowledge with employee behavior within the realm of GHRM.

Green behavior, denoted as Environmental Green Behavior (EGB), pertains to actions undertaken by individuals who prioritize environmental conservation. Scholars such as Ones and Dilchert (2012a) have underscored the importance of fostering EGB in the workplace, defining it as quantifiable behaviors that support environmental sustainability goals. Block and Wagner (2014) further elaborate on EGB, characterizing it as employees' conscious efforts to minimize their environmental footprint by practicing sustainable behaviors such as efficient paper usage, reducing energy consumption, and proper waste disposal at work. Such behaviors not only contribute to enhancing organizational environmental efficiency but also promote the effective implementation of environmental management systems.

EGB encompasses various role-playing behaviors, as highlighted by Dumont et al. (2017), each contributing to the organization's environmental performance in distinct yet complementary ways. However, despite previous research examining the relationship between GHRM and EGB, limited attention has been paid to the impact of GHRM strategies on staff performance, particularly in higher education settings. The influence of environmental factors on GHRM strategies has also been underexplored, with some scholars suggesting that despite the implementation of GHRM practices, employees may still lack the necessary skills and motivation to engage in environmentally responsible behaviors.

Efforts to enhance employees' environmental awareness and competencies through initiatives such as Green Training (GT) can contribute to bridging this gap by providing them with knowledge about environmental issues and solutions (Pinzone et al., 2019). Mishra (2017) suggests that GHRM plays a pivotal role in recruiting and motivating employees aligned with organizational goals, such as environmental sustainability initiatives. By clarifying expectations and highlighting the benefits of supporting sustainability efforts, organizations can motivate employees to actively participate in EGB and contribute to the success of sustainability initiatives.

Organization Environmental Performance

The business's endeavors to foster a sustainable environment are centered around achieving environmental efficiency, a critical determinant of the success of its core operations. Environmental efficiency, often assessed within the framework of an environmental management system, denotes the measurable outcome of environmental management efforts in alignment with environmental policies, objectives, and goals (Ikhsan, 2008).

Organizational effectiveness encompasses the culmination of all its activities and can be gauged by comparing the efficiency and efficacy of its current practices (Ghosh & Mukherjee, 2006). According to the resource-based theory, managing organizational resources in a manner that enhances positive efficiency can generate synergies and propel the organization to a leadership position in the market (Ghosh & Mukherjee, 2006). A key metric of environmental efficiency is the extent to which businesses engage in environmentally sustainable practices to mitigate the adverse effects of their operations on the environment (Wong et al., 2013). Organizations are deemed environmentally efficient when they consistently undertake actions that contribute to environmental conservation. Hence, companies are encouraged to adopt effective environmental management techniques to reap the benefits of environmental stewardship (Jackson & Seo, 2010).

Numerous studies have demonstrated the significant and positive impact of various green human resource management (GHRM) practices on organizational and environmental performance (Paille et al., 2014; Renwick et al., 2013; Masri et al.; Ahmad, 2015; Roy & Xastagir, 2016; Mandip, 2012). GHRM initiatives such as green recruitment, green training, and green recognition programs serve to enhance and reinforce an organization's environmental performance while also fostering a competitive advantage..

Previous Studies
Green Compensation and Reward and Organizational environmental performance

Rawashdeh (2018) suggests a positive association between the environmental performance of the Jordanian health sector and the implementation of green compensation and reward systems. Al-Rawashdah (2018) further supports this notion, indicating that green payment and rewards contribute positively to the environmental performance of organizations.

In a study by Mabasu and Dlamini (2018) investigating the impact of general awards on institutional commitments within universities, results revealed a significant and favorable relationship between commitment and various components of overall rewards. However, the study also highlighted a negative influence of work-life balance on organizational commitment. These findings underscore the importance of attracting, retaining, and motivating talent through the development of robust reward strategies. Total rewards serve as a mechanism for talent retention, while improvements in recruitment and selection are imperative due to their influence on employee engagement, as noted by Brefo-Manuh (2017) in a comparative analysis of performance appraisal and organizational performance in public and private institutions within the Kumasi metropolis.

According to the studies, the researcher showed a positive and significant effect between green compensation and reward, and organization environmental performance, supporting the (H1).

H1: Green compensation and reward are positively effect on organization environmental performance.

Green Recruitment and Selection Organizational environmental performance

Rawashdeh (2018) conducted a study examining the organizational environmental performance within Jordanian health service organizations. This research delved into the relationship between green human resource management (HRM) strategies, such as green recruitment and selection, within Jordanian healthcare companies. The study revealed a moderate level of adoption of green HRM practices in Jordanian hospitals, with the recruitment and selection processes showing the strongest correlation. Additionally, a statistically significant association was found between these HRM practices and environmental performance. Positioned as the pioneering study of its kind in Jordan, it explored how human resource functions, particularly in hospitals and other healthcare organizations, contribute to environmental performance. This study contributes to the limited literature on environmental conservation and green HRM, particularly in developing nations like Jordan, suggesting the need for larger sample sizes and interdisciplinary research collaborations (Rawashdeh, 2018).

Renwick et al (2013) assert that environmentally friendly hiring processes can lead to improved organizational environmental performance. Al-Rawashdah (2018) further supports this claim by highlighting the significant positive impact of green employment and selection on organizational environmental performance. Training staff in green workplace techniques, as advocated by Zoogah (2011), can enhance environmental performance by reducing waste, optimizing resource usage, conserving energy, and mitigating environmental degradation.

According to the studies, the researcher showed a positive and significant effect between green recruitment and selection, and organization environmental performance, supporting the (H2).

H2: Green recruitment and selection are positively effect on organization environmental performance.

Green Compensation and Reward Academic citizenship behavior

Yong et al (2019) is conducting research titled "Assessing Environmental Behavior Among Scientists: The Role of Human Resource Management and Environmental Knowledge." Their

study addresses concerns regarding the relationship between knowledge acquisition and employee behavior within human resource management practices. By focusing on educating professors at public research universities in Malaysia about environmental issues, the research aims to investigate the impact of green human resource management (green HRM) on green employee behavior (EGB). The study's findings reveal that general environmental literacy serves as a mediator between green HRM and EGB, suggesting theoretical implications for motivation, capability, and opportunity (Yong et al., 2019).

In a study by Dumont et al (2016), the concept of Green HRM, also known as "green human resource management," is explored with the objective of promoting sustainable behaviors among employees in the workplace. Their findings indicate that Green HRM directly influences green behaviors and indirectly influences them through psychological green climate, particularly in extrarole behaviors. Personal green values were found to attenuate the impact of psychological green climate on extrarole green behaviors but did not diminish the influence of Green HRM or psychological green climate on green role behaviors. These results suggest that Green HRM affects how employees behave in various occupational roles through diverse social and psychological processes, underscoring the importance of examining its effects on both green and nongreen attitudinal and behavioral outcomes (Dumont et al., 2016).

Despite the growing attention to the interaction between Green HRM and Environmental Citizenship Behavior (ECB), there has been comparatively less focus on Green HRM itself (Dumont et al., 2016; Kim et al., 2019; Saeed et al., 2019). However, understanding this interaction holds potential for enhancing environmental impact mediation. The significance of environmental metrics within organizations, particularly in the higher education sector, underscores the need for further exploration of the link between EGB and HRM. Additionally, the impact of environmental factors on Green HRM strategies has been insufficiently studied (Ren et al., 2018), with some suggesting that despite the implementation of Green HRM techniques, employees may still lack the necessary skills to engage in environmentally responsible actions. Hence, efficient adoption of Green HRM strategies is essential to influence employees' motivation, talent, and performance positively. Employees who undergo green training (GT) are better equipped with knowledge about environmental issues and solutions (Pinzone et al., 2019).

According to the studies, the researcher showed a positive and significant effect between green compensation and reward, and academic citizenship behavior, supporting the hypothesis (H3)

H3: Green compensation and reward are positively effect on academic citizenship behavior.

Green Recruitment and Selection Academic citizenship behavior

Yong et al (2019) conducted research that raised inquiries regarding the interplay between knowledge acquisition and employee behavior within human resource management practices. Their study aimed to explore the impact of green human resource management (green HRM) on green employee behavior (EGB) by educating professors at public research universities in Malaysia about environmental issues. The study's findings revealed that general environmental literacy serves as a mediator between green HRM and EGB, offering theoretical implications for motivation, capability, and opportunity (Yong et al., 2019).

In a study by Dumont et al (2016), the evolving concept of green HRM (Green Human Resource Management) was conceptualized to influence employees' green behavior in the

workplace. Their findings indicated that green HRM directly and indirectly affects green behaviors within specific roles and additionally through psychological green climate in extra roles. While individual green values mitigated the impact of psychological green climate on extra green behaviors, they did not diminish the effect of green HRM or psychological green climate on green role behaviors. These results suggest that green human resource management influences the behavior of environmentally conscious employees in various job roles through a variety of social and psychological processes. The study recommends further exploration of employee nongreen attitudinal and behavioral outcomes of green HRM, which would significantly contribute to HRM literature on the influence of HRM on employee workplace outcomes (Dumont et al., 2016).

Although researchers have previously examined the relationship between Green HRM and Environmental Citizenship Behavior (ECB), there has been limited attention to green human resource management itself (Saeed et al., 2019; Dumont et al., 2016; Kim et al., 2019). Exploring this relationship holds potential for enhancing mediation and environmental impact. The significance of organizational environmental metrics in relation to the link between EGB and HRM, particularly in the higher education sector, underscores the need for further investigation. Additionally, the impact of environmental factors on green human resource management strategies has been insufficiently addressed (Ren et al., 2018), with some suggesting that even after implementing Green HRM techniques, employees may still lack the necessary skills to engage in environmentally responsible actions. Therefore, efficient adoption of Green HRM strategies is essential to positively influence employees' inherent abilities, motivation, and performance. Employees who undergo green training (GT) are better equipped with knowledge about environmental issues and solutions (Pinzone et al., 2019).

According to the studies, the researcher showed a positive and significant effect between green recruitment and selection, and academic citizenship behavior, supporting the hypothesis (H4)

H4: Green recruitment and selection are positively effect on academic citizenship behavior.

Academic Citizenship Behavior on Organization Environmental Performance
In 2016, Wiernik, Dilchert, and Deniz conducted a study titled "Age and Employee Green Behaviors Effect on Environmental Performance: A Meta-Analysis." This research involved a meta-analysis of 132 independent correlations and 336 d-values, encompassing 4676 professional employees from 22 samples across 11 countries. The aim was to explore the manifestation of age differences in pro-environmental actions. Contrary to popular belief, the study found slight positive associations between age and pro-environmental behaviors, suggesting that older individuals tended to engage in these activities slightly more frequently at work. Specifically, behaviors such as conserving resources, avoiding harm, and taking initiative displayed linear relationships with age, while non-linear patterns were observed for behaviors related to self-change and influencing others. The research emphasizes that employees' strong sense of environmental responsibility contributes to the positive impact of green behaviors on the environmental performance of organizations (Dilchert et al., 2016).

Employee Green Behavior (EGB) is defined as quantifiable actions that support workplace environmental sustainability goals, as highlighted by (Ones and Dilchert, 2012). Block et al (2014) further elaborate on EGB, describing it as the conscious efforts of employees to reduce the adverse effects of their behavior on the environment, such as through improved paper

usage, reduced electricity waste, and proper recycling practices in the workplace. Organizations are encouraged to enhance their environmental efficiency by promoting the effective implementation of EGB within their organizational environmental management systems.

According to the studies, the researcher showed a positive and significant effect between academic citizenship behavior and organization environmental performance, supporting the hypothesis (H5).

H6: Academic citizenship behavior at Government Universities are positively effect on organization environmental performance.

Academic Citizenship Behavior that's mediates the affect between Green Compensation and Reward, Green Recruitment and Selection on Organization Environmental Performance.

Al Kerdawy (2019) discussed the influence of employee behavior within environmentally focused organizations and the practices of green human resource management (GHRM), particularly examining the interaction impact of green emotions. This study aims to deepen the understanding of the relationship between GHRM and organizational behavior for environmental conservation (OCBE) by exploring the potential mediating role of green emotions. Adopting a constructive view, the study employs quantitative research methodology to test its hypotheses through empirical measurements and statistical techniques. Utilizing recent literature, the study investigates the mediating function of green emotions between GHRM and OCBE. Reciprocal changes and interconnections among variables such as green passion (GP), OCBE, and GHRM are examined. SPSS software is utilized for quantitative data analysis. The findings suggest a positive impact of GHRM on OCBE and green passion, with the association between GHRM and OCBE significantly mediated by green emotions.

Limited research has been conducted on the relationship and impact of Green compensation and reward, Green recruitment and selection, Environmental organizational performance, and academic citizenship behaviors (Al Kerdawy, 2019; Mayangsari & Nawangsari, 2019; Yong et al., 2019).

According to the studies, the researcher showed that academic citizenship behavior positively affects green human resource practices on organization environmental performance and supports the hypothesis (H6, H7).

H6: Academic citizenship behavior effect positively between green compensation and reward on organization environmental performance.

H7: Academic citizenship behavior effect positively between green recruitment and selection on organization environmental performance.

Study Model

Smyth (2004) posits that the research framework serves as a scaffold constructed from concepts and theories aimed at aiding in problem identification and the formulation of research questions through relevant literature review. The framework encompasses the interaction among dependent, independent, and mediating variables. An independent variable is one manipulated by the researcher to bring about changes in or effects on the dependent variable, which, in turn, represents the data measured, monitored, or predicted

to be influenced by the independent variable. A mediating variable provides an explanation for the mechanism or rationale underlying the relationship between two independent variables and their dependent variables.

In the context of the study titled "The Academic Citizenship Behavior Effect Between Green Compensations and Rewards, and Green Recruitment and Selection on Organizational Environmental Performance in the Government Universities in Jordan," four variables demand examination. Among these variables, two are independent, while the dependent variable is organizational environmental performance. This performance hinges on the influence of the following independent variables: green compensations and rewards, and green recruitment and selection (as depicted in Figure 1). Serving as the mediating variable is academic citizenship behavior.
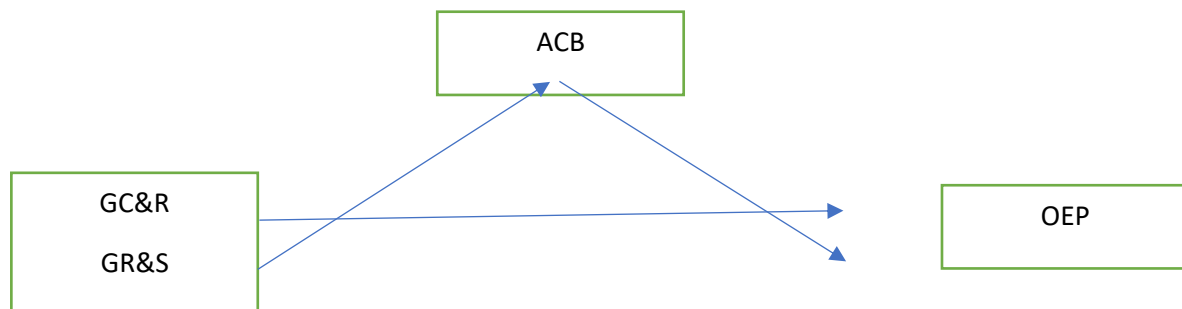
Research Methodology
Methods and Instruments

Structural Equation Modeling (SEM) was employed in the analytical phase of a quantitative survey utilized for the purposes of this research. Respondents to the study comprised academics from ten universities under the administration of the Jordanian government. These institutions include Jordan University of Science & Technology, The University of Jordan, Tafila Technical University, Yarmouk University, Mutah University, The Hashemite University, AL-Hussein Bin Talal University, Al albayt University, AL-Balqa Applied University, and German Jordanian University.

Sample and Procedures

To gather data from academics in Jordanian Government universities, a self-administered questionnaire was utilized. Prior to approaching the universities, the research objectives were clearly communicated. A convenience sampling method was adopted for this study. The finalized questionnaire was disseminated via email to the heads of the HR departments, who then forwarded it to the permanent faculty members at their respective universities. Respondents were asked to rate all items on a 10-point Likert scale, ranging from "strongly disagree" (1) to "strongly agree" (10). A total of 450 academics were invited to participate in the survey. However, 16 responses were deemed incomplete upon survey completion, resulting in a final sample size of 404 respondents. Further details regarding participant demographics are provided in Table 1.

Table 1
Demographics Profile

Variable		Frequency	Percentage%
Gender	Males	343	84.9%
	Females	61	15.1%
Marital Status	Single	100	24.8%
	Married	298	73.8%
	Others	6	1.5%
Age	20-29	15	3.7%
	30-39	102	25.2%
	40-49	133	32.9%
	50-59	145	35.9%
	60 and above	9	2.2%
Experience	0-5	18	4.5%
	6-10	189	46.8%
	11-15	166	41.1%
	15-20	20	5%
	20 and above	11	2.7%
Educational qualification	Master	35	8.7%
	PhD	369	91.3%
Academic rank	Lecturer	35	8.7%
	Assistant Prof	189	46.8%
	Assoc. Prof	136	33.7%
	Prof	44	10.9%
Total		404	100%

Data Analysis and Results
Common Method Bias (CMB)
Various factors contribute to common method bias (CMB) among respondents, such as unclear item wording, low self-confidence, lengthy scales, or feeling obliged to participate (MacKenzie & Podsakoff, 2012). This bias can lead to inaccuracies in study findings regarding the relationships between research variables (Jakobsen & Jensen, 2015). Therefore, it is essential for researchers to assess CMB before conducting statistical analyses. In this study, Harman's single-factor test was utilized to evaluate CMB (Rawashdeh et al., 2021; Sembada & Kalantari, 2020; Van Assen, 2021). According to Jacobsen and Jensen (2015), the primary objective of CMB assessment is to determine if a single factor predominantly contributes to the covariance among research variables. Riley et al. (2018) suggest that the shared variance among survey items should be below 50%. The results of factor extraction using IBM SPSS 24.0 indicate that the current data is not affected by CMB, as the total variance explained was 24.07%.

Multicollinearity
Multiple regression models experiencing multicollinearity display significant intercorrelation among the independent variables, leading to inflated standard errors. Shrestha (2020) suggests three methods for detecting multicollinearity: examining eigenvalue values,

assessing variance inflation factor, and analyzing correlation coefficients between independent variables.

Validity and Reliability

Validity and reliability were scrutinized based on the outcomes of exploratory factor analysis (EFA). Convergent validity was evaluated by examining the average extracted variance (AVE) of all indicators for each construct, while discriminant validity was assessed using the square root of AVE values. For AVE values to be considered acceptable, they must exceed the correlation coefficients between any two independent variables (Purwanto & Sudargini, 2021). Reliability was measured using Cronbach's alpha (α) and composite reliability (CR), with a threshold of 0.60 (Rawashdeh et al., 2021). Details of the validity and reliability assessments are presented in Table 2.

Table 2
Results of validity and reliability

Variable	Item	Factor loading	AVE	Composite Reliability
Green Compensation and Reward	GCR1	0.774		
	GCR2	0.684		
	GCR4	0.789		
	GCR5	0.751	0.574	0.889
	GCR6	0.679		
	GCR7	0.854		
Green Recruitment and Selection	GRS1	0.891		
	GRS2	0.824		
	GRS3	0.686		
	GRS4	0.846		
	GRS5	0.783		
	GRS6	0.722		
	GRS7	0.642	0.925	0.579
	GRS8	0.69		
	GRS9	0.728		
Academic citizenship behavior	ACB1	0.794		
	ACB2	0.831		
	ACB3	0.941		
	ACB4	0.869	0.607	0.923
	ACB5	0.917		
	ACB7	0.612		
	ACB9	0.608		
Organization Environmental Performance	OEP1	0.812		
	OEP3	0.738	0.938	0.583
	OEP4	0.609		
	OEP5	0.77		
	OEP6	0.802		
	OEP7	0.744		

OEP8	0.875
OEP9	0.638
OEP10	0.869
OEP11	0.632
OEP12	0.849

The results presented in Table 1 indicate that both validity and reliability were confirmed. The square root of AVE values exceeded the correlation coefficients between independent variables, and both composite reliability values and alpha coefficients were above 0.60. Additionally, all AVE values surpassed 0.50.

To assess the fit of the measurement and structural models, four indices—CMIN/DF (Chi-square-to-degree of freedom ratio), GFI (Goodness of Fit Index), CFI (Comparative Fit Index), and RMSEA (Root Mean Squared Approximation of Error)—were utilized. According to Porcel-Gálvez et al. (2018), the CMIN/DF value should be below 3, and both GFI and CFI should exceed 0.90 (Haney et al., 2019), while RMSEA should be less than 0.08 (Soto & Rojas, 2019). The data presented in Table 3 demonstrate that the existing data align well with both the measurement and structural models.

Table 3
The Fitness Indexes assessment for the measurement
model

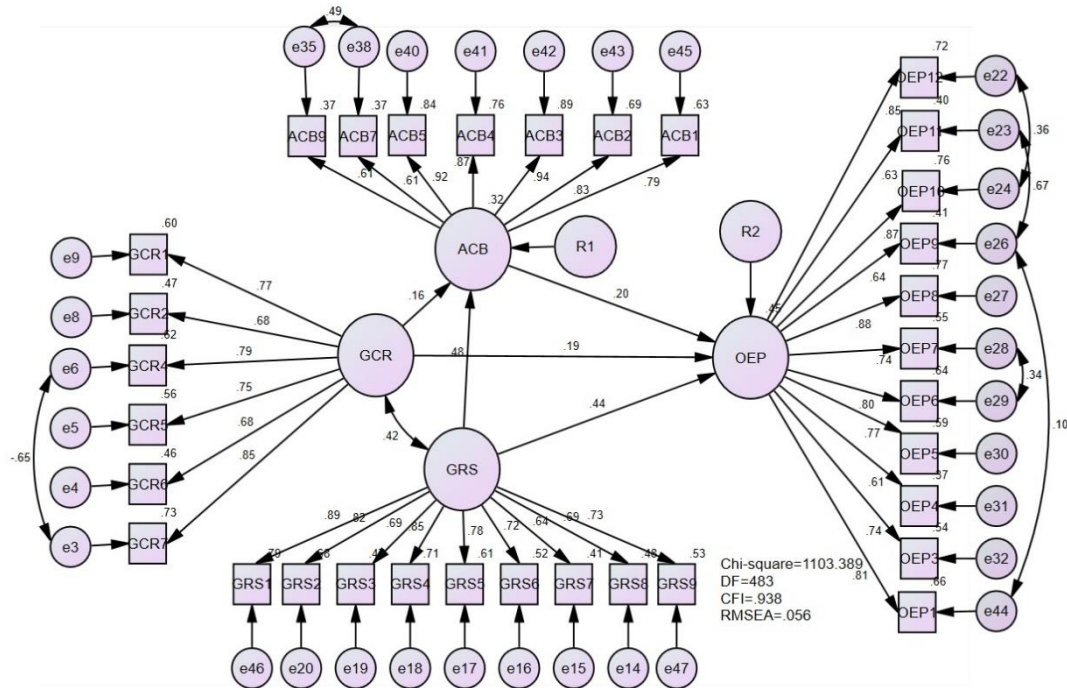| Model Fit Indices	Value	Recommended value	Comments
X^2/df	2.240	< 5.00	The required level is achieved
Comparative fit index (CFI)	0.938	> 0.90	The required level is achieved
Root Mean Squared Error of Approximation (RMSEA)	0.056	< 0.080	The required level is achieved
Goodness-of-Fit (GFI)	0.907	> 0.90	The required level is achieved

Figure 1: The Structural Equation Modelling (SEM)

Hypotheses testing

Several prerequisites must be satisfied to examine the mediating role between independent and dependent variables. These prerequisites entail both a direct relationship between the independent and dependent variables and an indirect relationship mediated by a mediator variable (Awang, 2014; 2015). The mediation effect becomes relevant only when the direct effect is statistically significant. If there is a diminished direct impact of the independent variable on the dependent variable along with a significant indirect effect via the mediator, the mediator plays an indirect mediating role in the link between the independent and dependent variables.

To compute confidence intervals of 90% for the indirect effects, the bootstrapping procedure was executed 2000 times. The presence of statistical significance for the mediating effect is determined by whether the lower and upper confidence intervals exclude zero (Preacher & Hayes, 2008). Figure 2 displays the outcomes of the path analysis for hypothesis testing utilizing bootstrapping.
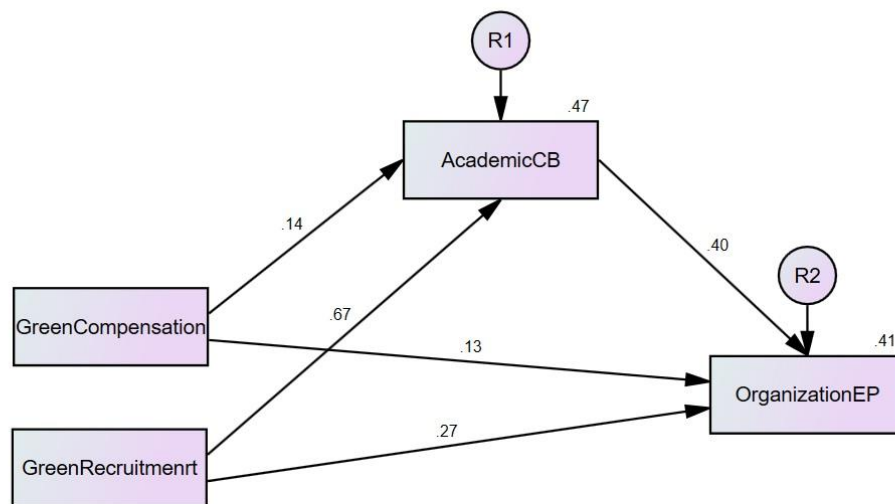
Figure 3: Path analysis results for Hypothesis

According to Table 7, the empirical results supported the existence of a statistical significance of the direct effect between green compensation and rewards and organization environmental performance, as the results were (Estimate = 0.168, p = 0.000); also the direct effect between green recruitment and selection and organization environmental performance as the results were (Estimate = 0.380, p = 0.000); other effects between academic citizenship behavior and organization environmental performance as the results were (Estimate = 0.277, p = 0.000); table 7 shows also the positive significant effect between green compensation and rewards and academic citizenship behavior as the results were (Estimate = 0.102, p = 0.000); and significant effect between green recruitment and selection and academic citizenship behavior as the results were (Estimate = 0.292, p = 0.000).

Table 7
Results of hypotheses testing (Direct Effect)

H				Estimate	S.E.	C.R.	P	Label
H1	ACB	<---	GCR	.102	.032	3.170	***	par_36
H2	ACB	<---	GRS	.292	.039	7.471	***	par_38
H3	OEP	<---	GCR	.168	.042	4.026	***	par_37
H4	OEP	<---	GRS	.380	.051	7.510	***	par_39
H5	OEP	<---	ACB	.277	.073	3.774	***	par_40

According to Table 8, the empirical results supported the existence of a statistical significance of the indirect effect of academic citizenship behavior in the relationship between green compensation and rewards and organization environmental performance, as the results were

(Estimate = .048, p = 0.001), and the confidence intervals did not include zero (lower = 0.026, upper = 0.099) This confirms the existence of statistical significance for this effect.

And the empirical results supported the existence of a statistical significance of the indirect effect of academic citizenship behavior in the relationship between green recruitment and selection and organization environmental performance, as the results were (Estimate = .247, p = 0.000), and the confidence intervals did not include zero (lower = 0.193, upper = 0.359) This confirms the existence of statistical significance for this effect.

Table 8
Results of hypotheses testing (Indirect Effects)

H	Indirect			Estimate	Upper	Lower	P
H6	OEP	<---	GC&R	.048	.099	.026	.001
H7	OEP	<---	GR&S	.247	.359	.193	.000

Table 8
The Results of Hypothesis Analysis

	Hypothesis	Estimate	Result	Analysis
H1	Green compensation and rewards at Government Universities are positive effect on an organization environmental performance.	.168	Accepted	SEM
H2	Green recruitment and selection at Government Universities are a positively effect on an organization environmental performance.	.380	Accepted	SEM
H3	Green compensation and rewards at Government Universities are positively effect on academic citizenship behavior.	.102	Accepted	SEM
H4	Green recruitment and selection at Government Universities are positively effect on an academic citizenship behavior.	.292	Accepted	SEM
H5	Academic citizenship behavior at Government Universities are positively effect on organization environmental performance.	.277	Accepted	SEM
H6	Academic citizenship behavior mediates the effect positively between green compensation and rewards on organization environmental performance.	.048	Accepted	SEM
H7	Academic citizenship behavior mediates the effect positively between green recruitment and selection on organization environmental performance.	.247	Accepted	SEM

Conclusions, Implications, Limitations and Further Research

Over the past decade, the university sector has emerged as a crucial domain in Jordan. The outcomes of this study align with previous research and confirm the link between green human resource management (GHRM), academic citizenship behavior, and environmental performance within Jordanian government universities. These findings underscore that a significant presence of green compensation, rewards, and recruitment and selection among university academicians can promote and enhance environmental performance in the workplace. Moreover, effective implementation of GHRM practices fosters the development of academic citizenship behavior, thereby further improving environmental performance.

For future research endeavors, it is recommended to explore additional GHRM practices, especially those focusing on employee development, to enrich and expand the study's findings. This study employed a convenience sampling method; future studies might consider employing alternative sampling techniques such as simple random sampling. Additionally, as this study was conducted solely in Jordan, caution should be exercised in generalizing the results to other regions. Future studies could replicate the investigation in other emerging countries, such as those in the Middle East, for a broader perspective.

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