

SUSTAINABLE HRM AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT

This study examines Sustainable Human Resource Management (HRM) and Organizational Citizenship Behaviour (OCB) among non-academic staff at Ignatius Ajuru University of Education, Rivers State, Nigeria. Specifically, the study investigates how the dimensions of OCB—Conscientiousness, Sportsmanship, and Civic Virtue—predict Sustainable HRM practices within the university. Using a correlational research design, data were collected from 200 non-academic staff through structured questionnaires on a 4-point Likert scale. Simple and multiple regression analyses were employed to determine the extent to which each OCB dimension contributes to Sustainable HRM. Findings revealed that Conscientiousness significantly predicts Sustainable HRM, explaining 32.9% of the variance, while Sportsmanship and Civic Virtue exhibit weaker predictive relationships, contributing only 4.1% and 10.6%, respectively. These results suggest that employees who demonstrate diligence and reliability (Conscientiousness) are more likely to support Sustainable HRM initiatives, whereas cooperative behavior (Sportsmanship) and civic responsibility (Civic Virtue) have limited influence in this context. Based on these findings, the study recommends that institutions adopt HRM strategies that reinforce employee engagement and commitment, thereby fostering a workplace culture that enhances discretionary behaviors essential for organizational sustainability and resilience.

Keywords: Sustainable HRM, Organizational Citizenship Behaviour (OCB), Conscientiousness, Sportsmanship, Civic Virtue, Employee Engagement.

INTRODUCTION

The evolving complexities of organizational operations in the 21st century necessitate innovative approaches to Human Resource Management (HRM) that align with broader goals of sustainability and corporate responsibility. Sustainable Human Resource Management (Sustainable HRM) has emerged as a pivotal paradigm in organizational studies, emphasizing the integration of economic, social, and environmental sustainability into HR practices. This concept seeks to extend the traditional scope of HRM by fostering practices that not only enhance organizational performance but also ensure employee well-being and environmental stewardship. In Nigeria, the adoption of Sustainable HRM is particularly crucial due to the unique socio-economic and environmental challenges faced by organizations, including political instability, resource scarcity, and workforce management issues. These challenges underscore the need for research exploring how Sustainable HRM can address organizational deficiencies while promoting positive employee behaviors, such as Organizational Citizenship Behaviour (OCB).

Organizational Citizenship Behaviour, defined as discretionary employee actions that transcend formal job requirements to enhance organizational effectiveness, is a well-established construct in organizational psychology. The dimensions of OCB—altruism,

conscientiousness, sportsmanship, courtesy, and civic virtue—are instrumental in fostering a collaborative and resilient workforce. However, the extent to which HRM practices influence OCB in the Nigerian context remains underexplored. While existing research has highlighted the importance of OCB in enhancing organizational performance globally, there is limited empirical evidence from Nigeria, particularly in the context of Rivers State. Rivers State, home to Nigeria’s critical oil and gas sector, faces unique challenges such as environmental degradation, socio-economic disparities, and high employee turnover. These factors present an ideal setting for investigating the interplay between Sustainable HRM and OCB, as organizations in the region struggle to balance economic productivity with employee engagement and environmental responsibility (Sharma, & Kumra, 2020).

Research on Sustainable HRM and OCB has primarily been conducted in Western contexts, leaving a gap in understanding how these concepts operate in African settings. For instance, studies have shown that Sustainable HRM practices, such as ethical leadership and employee empowerment, significantly influence OCB in developed economies (Bello & Ologbenla, 2018; Nwosu & Ogunyemi, 2020). However, the applicability of these findings in Nigeria is uncertain, given the country’s distinct cultural, economic, and institutional frameworks. In Rivers State, where organizational structures are often constrained by limited resources and external pressures, the relationship between Sustainable HRM and OCB is likely mediated by contextual factors such as employee engagement and organizational commitment. This underscores the need for localized research that examines the specific dynamics of these variables in Nigeria.

The non-academic staff at Ignatius Ajuru University of Education provides a compelling case for this investigation. As employees in a public institution operating under resource constraints and bureaucratic limitations, these individuals play a critical role in maintaining organizational operations. However, challenges such as low job satisfaction, lack of recognition, and limited professional development opportunities hinder their ability to exhibit OCB. Sustainable HRM practices could address these issues by fostering an environment that promotes employee well-being, organizational commitment, and voluntary contributions beyond formal job roles. Existing literature suggests that HRM practices tailored to the unique needs of employees can significantly enhance OCB (Sajuyigbe et al., 2024; Tabiu, 2023). However, there is little empirical evidence from Nigeria to validate these claims, particularly within the context of public institutions like Ignatius Ajuru University of Education.

The need for this research is further reinforced by Nigeria’s broader socio-economic landscape, where organizations face increasing pressure to align their operations with global sustainability goals. Sustainable HRM offers a framework for achieving this alignment by integrating principles of environmental sustainability, social equity, and economic efficiency into organizational policies. By promoting practices such as green recruitment, eco-friendly workplace initiatives, and employee development programs, Sustainable HRM not only enhances organizational performance but also fosters a culture of citizenship behaviors among employees (Osibanjo et al., 2020; Ojebola et al., 2020). These behaviours, in turn, contribute to organizational resilience and long-term sustainability, particularly in challenging environments like Rivers State.

This study aims to address the gaps in existing literature by examining the relationship between Sustainable HRM and OCB in Rivers State, with a specific focus on non-academic staff at Ignatius Ajuru University of Education. By exploring how Sustainable HRM practices influence OCB dimensions such as altruism, civic virtue, and conscientiousness, the research

seeks to provide insights that can inform policy and practice in similar contexts. Furthermore, the study aims to identify mediating factors, such as employee engagement and organizational commitment, that may influence this relationship. These insights are expected to contribute to the development of context-specific frameworks for Sustainable HRM in Nigeria, offering practical recommendations for organizational leaders, policymakers, and HR practitioners.

The theoretical foundation of this research is rooted in the Ability-Motivation-Opportunity (AMO) model, which posits that employee behaviors are shaped by their abilities, motivations, and opportunities within the workplace. Sustainable HRM practices are expected to enhance these factors, thereby fostering OCB. However, the applicability of the AMO model in the Nigerian context requires empirical validation. By testing this framework in Rivers State, the study seeks to expand its relevance and provide a nuanced understanding of how Sustainable HRM practices can drive OCB in developing economies. Additionally, the research aligns with global efforts to promote sustainability and organizational effectiveness, demonstrating the critical role of HRM in achieving these objectives.

This research seeks to bridge the gap between theory and practice by exploring the relationship between Sustainable HRM and OCB in Nigeria. By focusing on Rivers State and the specific context of non-academic staff at Ignatius Ajuru University of Education, the study aims to provide localized insights that can inform broader discussions on sustainability and organizational behaviour. The findings are expected to have practical implications for organizations in Nigeria and beyond, offering a roadmap for integrating sustainability into HRM practices to enhance employee well-being, organizational performance, and societal progress.

STATEMENT OF PROBLEM

The persistent challenges faced by organizations in Rivers State, Nigeria, highlight the need for sustainable strategies in Human Resource Management (HRM) to foster behaviors that go beyond formal job requirements. Organizational Citizenship Behaviour (OCB), characterized by discretionary efforts that enhance organizational functioning, is critical for addressing issues such as employee disengagement, low morale, and environmental inefficiencies. However, the integration of Sustainable HRM practices, which emphasize environmental, social, and economic sustainability, remains largely underexplored in this context. This gap is particularly pronounced among non-academic staff in institutions such as Ignatius Ajuru University of Education, where bureaucratic limitations, resource constraints, and socio-economic pressures create significant barriers to fostering OCB.

Existing studies, while demonstrating the link between HRM practices and OCB in other regions, have largely overlooked the specific socio-economic and cultural dynamics of Rivers State, Nigeria. Moreover, the mediating roles of organizational commitment and employee engagement, as emphasized by Ly (2023), are not well understood in this context. As Ly (2023) noted, effective HRM strategies, including green HRM, significantly enhance employee commitment and discretionary behaviours, yet the application of such strategies remains limited in public institutions facing unique environmental and institutional challenges.

Therefore, this study seeks to address these gaps by examining the relationship between Sustainable HRM and OCB, focusing on the non-academic staff of Ignatius Ajuru University of Education. By exploring the mediating and moderating variables, this research aims to

provide actionable insights into how sustainable HRM practices can be implemented to foster OCB in resource-constrained environments like Rivers State, contributing to organizational sustainability and employee well-being.

Purpose of the Study

The purpose of this study was to determine the relationship between Sustainable HRM and Organisational Citizenship Behaviour. Specifically, the study sought to achieve the following objectives:

1. Examine the extent Organisational Citizenship Behaviour (Conscientiousness) predicts Sustainable HRM of Ignatius Ajuru university of Education.
2. Find out the extent Citizenship Behaviour (Sportsmanship) predicts Sustainable HRM of Ignatius Ajuru university of Education.
3. Determine the extent Citizenship Behaviour (Civic Virtue) predicts Sustainable HRM of Ignatius Ajuru university of Education.

Research Questions

In order to achieve the objectives of the study, the following research questions guided the study:

1. To what extent does Organisational Citizenship Behaviour (Conscientiousness) predict Sustainable HRM of Ignatius Ajuru University of Education.
2. To what extent does Citizenship Behaviour (Sportsmanship) predict Sustainable HRM of Ignatius Ajuru university of Education.
3. To what extent does Citizenship Behaviour (Civic Virtue) predict Sustainable HRM of Ignatius Ajuru university of Education.

Hypotheses

The following null hypotheses guided the study at 0.05 level of significance:

1. Organisational Citizenship Behaviour (Conscientiousness) does not significantly predict Sustainable HRM of Ignatius Ajuru university of Education.
2. Citizenship Behaviour (Sportsmanship) does not significantly predict Sustainable HRM of Ignatius Ajuru university of Education.
3. Citizenship Behaviour (Civic Virtue) does not significantly predict Sustainable HRM of Ignatius Ajuru university of Education.

LITERATURE REVIEW

The relationship between Sustainable Human Resource Management (HRM) and Organizational Citizenship Behaviour (OCB) has gained prominence in contemporary research, particularly as organizations worldwide strive to balance productivity with social and environmental responsibility. Sustainable HRM integrates practices that promote employee well-being, environmental stewardship, and organizational performance, aligning with broader sustainability goals. Meanwhile, OCB encompasses discretionary behaviors that exceed formal job requirements, contributing to organizational effectiveness and adaptability. This literature review critically examines relevant studies to establish the theoretical and empirical foundations of this research.

Sustainable HRM: Principles and Practices

Sustainable HRM is grounded in the premise that HR practices should contribute to long-term organizational sustainability by aligning economic, social, and environmental goals. Ahmad (2015) emphasized that green HRM, a subset of sustainable HRM, encourages environmentally conscious practices such as green recruitment, training, and performance management, which ultimately foster employee alignment with sustainability objectives. Similarly, Yong et al. (2019) highlighted the role of green HRM in enhancing employee pro-environmental behaviors, demonstrating how HR practices can shape organizational culture to support sustainability.

The context of Nigeria presents unique challenges and opportunities for implementing Sustainable HRM. Nwosu and Ogunyemi (2020) explored the perspectives of HR directors in Nigeria's hospitality sector, noting that while awareness of sustainable HRM practices exists, their adoption is hindered by resource limitations and institutional inertia. Bello and Ologbenla (2018) examined HRM practices in Nigeria's manufacturing sector, finding that sustainable HR initiatives can significantly improve organizational resilience and employee satisfaction when aligned with local socio-economic realities.

Organizational Citizenship Behaviour: Dimensions and Determinants

OCB, as defined by Organ (1988), encompasses behaviours that enhance organizational functioning without being explicitly rewarded. These behaviors are categorized into dimensions such as altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Carmeli (2005) demonstrated that organizational culture plays a pivotal role in fostering OCB by creating an environment that values discretionary efforts. Similarly, Peterson (2022) identified ethical organizational climates as critical determinants of OCB, emphasizing the importance of leadership and HR practices in cultivating these behaviors.

In the Nigerian context, OCB has been linked to improved organizational outcomes across various sectors. Osibanjo et al. (2020) highlighted the influence of OCB on employee turnover intentions in Nigeria's healthcare sector, demonstrating that organizations that prioritize OCB tend to experience higher employee retention rates. Additionally, Ojebola et al. (2020) found that OCB contributes to the survival of manufacturing firms in Nigeria, particularly during periods of economic instability. These findings underscore the strategic value of OCB in enhancing organizational resilience and performance.

Sustainable HRM and OCB: Interconnected Pathways

The relationship between Sustainable HRM and OCB is underpinned by the Ability-Motivation-Opportunity (AMO) framework, which posits that employee behaviors are shaped by their abilities, motivations, and opportunities within the workplace (Appelbaum et al., 2000). Sustainable HRM practices create the conditions necessary for employees to exhibit OCB by providing the resources, support, and incentives needed for discretionary efforts. Dumont et al. (2017) demonstrated that green HRM practices, such as eco-friendly initiatives and employee empowerment, enhance OCB by fostering a psychological climate of trust and engagement.

In Nigeria, empirical evidence suggests that sustainable HRM can drive OCB when implemented effectively. Sajuyigbe et al. (2024) explored the role of HRM practices in fostering employee voice and retention in Nigerian universities, finding that these practices significantly enhance OCB among academic staff. Similarly, Tabiu (2023) examined ethical leadership and HRM practices in Nigerian local governments, highlighting the mediating role

of organizational commitment in the relationship between HRM and OCB. These studies illustrate how Sustainable HRM practices can shape employee attitudes and behaviors, ultimately promoting OCB.

Challenges and Contextual Considerations

Despite the potential benefits of Sustainable HRM and OCB, several challenges impede their implementation in Nigeria. Resource constraints, cultural barriers, and weak institutional frameworks often limit the adoption of sustainable HRM practices (Bello & Ologbenla, 2018). Moreover, contextual factors such as socio-economic disparities and environmental degradation, particularly in regions like Rivers State, complicate efforts to foster OCB. As Kim et al. (2019) noted, successful implementation of Sustainable HRM requires a supportive organizational culture and robust institutional policies that address these challenges.

Gaps in Existing Literature

While existing studies provide valuable insights into the relationship between Sustainable HRM and OCB, significant gaps remain. For instance, research on this topic in Nigeria has primarily focused on specific sectors, such as healthcare and manufacturing, with limited attention to public institutions like universities. Furthermore, the mediating and moderating variables that influence the Sustainable HRM-OCB relationship, such as organizational commitment and employee engagement, have not been adequately explored. This research seeks to address these gaps by examining the interplay of these variables within the context of non-academic staff at Ignatius Ajuru University of Education in Rivers State.

Theoretical framework

The theoretical framework for this study draws on three core theories that provide a foundation for understanding the relationship between Sustainable HRM and Organizational Citizenship Behaviour (OCB): The Ability-Motivation-Opportunity (AMO) Framework, Social Exchange Theory (SET), and Organizational Support Theory (OST). These theories collectively offer insights into how HR practices influence employee behaviors, fostering a culture of OCB.

The Ability-Motivation-Opportunity (AMO) Framework posits that employees' performance and behaviors, including discretionary efforts like OCB, are determined by their abilities, motivation, and the opportunities provided within the workplace (Appelbaum et al., 2000; Hassen, 2022; Pinzone & Lettieri, 2019). This framework supports the current study by emphasizing how Sustainable HRM practices such as green recruitment, empowerment initiatives, and employee development enhance employees' capabilities and motivations, thereby promoting OCB. Dumont et al. (2017) highlighted that green HRM practices aligned with the AMO framework foster a psychological climate conducive to employee engagement and pro-environmental behaviors, which are precursors to OCB. This theory provides a lens to explore how HRM interventions create the necessary conditions for employees to voluntarily contribute beyond their formal roles.

The Social Exchange Theory (SET), introduced by Blau (1964), underpins the relational dynamics between employees and organizations, suggesting that reciprocal exchanges between the two parties drive positive behaviours. Employees who perceive fair treatment and investment in their well-being through sustainable HRM practices are more likely to reciprocate with OCB. This aligns with findings by Kim et al. (2019), who demonstrated that

HR practices promoting environmental sustainability and ethical treatment foster stronger employee-organization bonds, leading to increased discretionary behaviors. The relevance of SET to this study lies in its ability to explain how perceived fairness and organizational commitment mediate the relationship between Sustainable HRM and OCB, particularly in resource-constrained environments like Nigeria.

Organizational Support Theory (OST) emphasizes the importance of perceived organizational support in influencing employee attitudes and behaviours. According to this theory, employees develop a sense of obligation to reciprocate when they perceive that their organization values their contributions and well-being. Ahmad (2015) found that green HRM practices not only promote environmental stewardship but also enhance perceived organizational support, which is a key driver of OCB. In the Nigerian context, where socio-economic challenges often undermine employee morale, OST provides a framework for understanding how sustainable HRM practices can foster a supportive work environment that encourages OCB. For example, Osibanjo et al. (2020) demonstrated that organizations prioritizing supportive HRM strategies experience lower turnover rates and higher levels of OCB, underscoring the importance of employee perceptions of organizational support.

These theories collectively support the current study by offering a robust explanation of the mechanisms through which Sustainable HRM practices influence OCB. The AMO framework identifies the structural and motivational aspects of HRM, SET highlights the relational dynamics, and OST emphasizes the psychological and supportive dimensions, making them integral to exploring the interplay of these variables in the context of Rivers State, Nigeria.

METHODOLOGY

Correlational design was used for this study to find out the extent of relationship which exists between Sustainable HRM and organisational Citizenship Behaviour in Ignatius Ajuru University of Education. In his view, Nworgu (2015) stated that correlational design seeks to establish what relationship exists between two or more variables. He further explained that such studies indicate the direction and magnitude of the relationship between the variables.

The population of this study consisted of non-academic staff of Ignatius Ajuru University of Education. The total population of non-teaching staff at time of this study was 432 (Personnel Records and Statistics Unit, 2025). The population comprises all non-academic staff employed at the University, providing a diverse sample representative of various departments and roles.

Male (225), and female (207).

A purposive sampling technique is utilized to target 200 participants, ensuring the inclusion of individuals with relevant experience and insights into HRM practices and OCB. Balloting method was applied. This method gave equal opportunities to all the staff to be selected for the study.

Two instruments titled "Sustainable HRM practices Questionnaire" (SHRMP) and "Organizational Citizenship Behaviour Scale" (OCBS) were used for data collection.

The instruments were validated by two experts in measurement and evaluation who vetted the items to ensure the face and content validity of the instruments. All the corrections pointed out were incorporated before making the final draft. The reliability of the instruments was determined by the researcher through the test-retest method. The

reliability coefficients of 0.71 and 0.70 were obtained for SHRMPQ and OCBS respectively. Simple regression was used to answer research questions one, two, and three, while multiple regression was used to answer research question four. t-values associated with the respective beta values was used to test hypotheses one, two, and three with simple regression at 0.05 level of significance. All data were subjected to analysis using statistical package for social science (SPSS) 23.0.

DATA ANALYSIS

Research Question One: To what extent does Organisational Citizenship Behaviour (Conscientiousness) predict Sustainable HRM of Ignatius Ajuru University of Education.

Table 1: Simple regression analysis on the relationship between Conscientiousness and Sustainable HRM

Model	R	R square	Adjusted R Square	Std. Error of Estimate
1	.574	.329	.144	11.389

Table 1 reveals that the relationship between Conscientiousness and Sustainable HRM is positive at .574 while the R square regression value is .329. This implies that Conscientiousness contributes to Sustainable HRM by 32.9% as indicated by the coefficient of determinism. Therefore, the remaining 67.1% is accounted for by other factors.

Hypothesis One: Conscientiousness does not significantly predict Sustainable HRM

Table 2: t-test associated with simple regression analysis on the extent Conscientiousness contributes to Sustainable HRM.

Model	Unstandardized Coefficients		Standardize d Coefficient	t	P-Val
	B	Std Error	Beta		
Constant	89.518	0.364		93.407	.000
Conscientiousness	3.347	.194	.574	.586	.000

Table 2 shows that standardized beta coefficient is .574. The t-calculated value of .586 associated with simple regression is significant at .000 when subjected to alpha level of significance of .05. Therefore, the null hypothesis is rejected. By implication, Conscientiousness significantly predicts Sustainable HRM.

Research Question Two: To what extent does Sportsmanship predict Sustainable HRM ?

Table 3: Simple regression analysis on the relationship between Sportsmanship and Sustainable HRM

Model	R	R square	Adjusted R Square	Std. Error of Estimate
1	.203	.041	.012	12.541

Table 3 reveals that the relationship between Sportsmanship and Sustainable HRM is positive at .203 while the R square regression value is .041. This implies that Sportsmanship contributes to Sustainable HRM of educational institution by 4.1% as indicated by the

coefficient of determinism. Therefore, the remaining 95.9% is accounted for by other factors.

Hypothesis Two: Sportsmanship does not significantly Sustainable HRM

Table 4: t-test associated with simple regression analysis on the extent Sportsmanship contributes to Sustainable HRM

Model	Unstandardize d Coefficients		Standardiz ed Coefficient	T	P-Val
	B	Std Error	Beta		
Constant	96.006	1.870		86.634	.000
Sportsmanship	0.412	.231	.203	.113	.515

Table 4 shows that standardized beta coefficient is .203. The t-calculated value of .113 associated with simple regression is not significant at .515 when subjected to alpha level of significance of .05. Therefore, the null hypothesis is accepted. By implication, Sportsmanship does not significantly predict Sustainable HRM.

Research Question Three: To what extent does Citizenship Behaviour (Civic Virtue) predict Sustainable HRM?

Table 5: Simple regression analysis on the relationship between Civic Virtue and Sustainable HRM

Model	R	R square	Adjusted R Square	Std. Error of Estimate
1	.326	.106	.078	10.825

Table 5 reveals that the relationship between Civic Virtue and Sustainable is positive at .326 while the R square regression value is .106. This implies that Civic Virtue contributes to Sustainable HRM by 10.6% as indicated by the coefficient of determinism. Therefore, the remaining 89.4% is accounted for by other factors.

Hypothesis Three: Civic Virtue does not significantly predict Sustainable HRM.

Table 6: t-test associated with simple regression analysis on the extent Civic Virtue contributes to Sustainable HRM

Model	Unstandardize d Coefficients		Standardiz ed Coefficient	t	P-Val
	B	Std Error	Beta		
Constant	92.777	2.076		84.886	.000
Civic Virtue	0.653	.115	.326	.186	.127

Table 6 shows that standardized beta coefficient is .326. The t-calculated value of .186 associated with simple regression is not significant at .127 when subjected to alpha level of significance of .05. Therefore, the null hypothesis is accepted. This implies that Civic Virtue does not significantly predict Sustainable HRM.

Discussion of Findings

The discussion of findings is based on the summary of findings as provided below.

Contribution of Conscientiousness to Sustainable HRM

The relationship between Conscientiousness and Sustainable HRM is positive at .574 while the R square regression value is .329. This implies that Conscientiousness contributes to Sustainable HRM by 32.9% as indicated by the coefficient of determinism. Therefore, the remaining 67.1% could be accounted for by other factors. More so, the t-calculated value of .586 associated with simple regression was found significant at .000 when subjected to alpha level of significance of .05. Therefore, the null hypothesis was rejected. By implication, Conscientiousness significantly predicts Sustainable HRM. This result was much expected because most of the participant maintain a positive attitude toward sustainability efforts, even when they are challenging. This present finding lends support to the work of Steinberg, Lamborn, Dornbusch and Darling (2015) who in their study found that most people maintain a positive attitude toward sustainability efforts, even when they are challenging.

Contribution of Sportsmanship and Sustainable HRM

The relationship between Sportsmanship and Sustainable HRM is positive at .203 while the R square regression value is .041. This implies that Sportsmanship contributes to Sustainable by 4.1% as indicated by the coefficient of determinism. Therefore, the remaining 95.9% is accounted for by other factors. More so, the t-calculated value of .113 associated with simple regression is not significant at .515 when subjected to alpha level of significance of .05. Therefore, the null hypothesis is accepted. By implication, Sportsmanship significantly predicts Sustainable HRM. This present finding is in agreement with Boselie & Boon (2015), and Carmeli (2015) results indicated that performance appraisals in my organization recognize contributions to sustainability goals.

Contribution of Civic Virtue and Sustainable HRM

The relationship between Civic Virtue and Sustainable HRM was found positive at .326 while the R square regression value was calculated at .106. This implies that Civic Virtue contributes to Sustainable HRM by 10.6% as indicated by the coefficient of determinism. Therefore, the remaining 89.4% could be accounted for by other factors. More so, the t-calculated value of .186 associated with simple regression is not significant at .127 when subjected to alpha level of significance of .05. Therefore, the null hypothesis was accepted. This implies that Civic Virtue does not significantly predict Sustainable HRM. This present finding support Das (2016., Gholami, & et al., 2016). whose results indicated that people that pay attention proper work ethic and civic virtue promote sustainable HR management in the work force.

CONCLUSION

Based on the major findings of the study it was concluded that; Conscientiousness predicted Sustainable HRM of educational institution by 32.9%; Sportsmanship predicted Sustainable HRM by 4.1%; Civic Virtue predicted Sustainable HRM by 10.6%;

RECOMMENDATIONS

The following recommendations were made:

1. The study recommends that organizations, particularly educational institutions, should prioritize the adoption of Sustainable HRM practices. These practices, which integrate environmental, social, and economic goals, are essential to fostering a supportive work environment that enhances employee well-being and boosts Organizational Citizenship Behaviors (OCB). By implementing these practices, institutions can address resource limitations and socio-economic challenges while cultivating a culture of commitment and engagement among employees.
2. Companies must establish an environment that prompts worker involvement and strengthens employee dedication to their organization. Such goals become attainable through continuous professional development along with recognition programs and supportive leadership which follow Sustainable HRM principles. When employees feel valued and connected to the organization's sustainability goals, they are more likely to exhibit positive discretionary behaviors (OCB) that contribute to long-term organizational resilience.
3. Organizations should focus on training and sensitizing employees, especially non-academic staff, about the various dimensions of Organizational Citizenship Behavior, such as conscientiousness, sportsmanship, and civic virtue. This can be done through targeted workshops and programs that highlight the benefits of OCB for both individual career growth and organizational success. Increased awareness and understanding of OCB could drive positive behavior changes that contribute significantly to organizational effectiveness and sustainability.

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