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Research Article

The Impact of Green Organizational Culture on Employee Performance: An Evidence from Higher Education Institutions of Pokhara Metropolitan City

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ABSTRACT

This paper is to analyze the relationships between the green organizational culture (GOC) and employee performance (EP), and the impact of GOC on EP in higher education institutions (HEIs) in Pokhara Metropolitan City. The relationship has been analyzed from the perspective of non-teaching staff of HEIs. The study is based on objectivism ontology and used descriptive and causal comparative research design, using the quantitative survey approach. The study sampled 55 non-teaching staff from five HEIs that include both constituent and public campuses of the study area. The independent variables are clan, adhocracy, hierarchy and market culture that constitute GOC and the dependent variable includes EP that was constructed with task, contextual and adaptive performance. Adopting correlation and regression analysis, the study was found that the independent variables have an average positive significant relationship to the dependent variable. There are lower than the average impact on the dependent variable by the independent variables. There is a positive significant impact of only the market culture on EP. The practice of GOC is more or less alike the public and constituent campuses. Hence, the GOC is compulsory for enhancing the performance of non-teaching staff of HEIs. This paper has practical, theoretical and policy implications and also provide some insights for upcoming research to make various institutions green.

KEYWORDS: Green organizational culture, employee performance, higher education institutions, non-teaching staff

INTRODUCTION

Droughts, coastal flooding, storms,

increasing sea levels, tsunamis (Zhnag et al., 2022) dry landslides and the melting of the Himalayan ice continue to plague the world. Climate change puts the world's sustainable lifestyle in jeopardy, forcing developing and developed countries, including Nepal, to act jointly and quickly. In the recent decades, the world has encountered several challenges and issues related to sustainable development, pollution, social responsibility initiatives, and the delicate balance between economy and society aimed at promoting a "harmonious society" (Shulla et al., 2020). Despite these challenges, strong commitment is needed to achieve the sustainable development goals (SDGs). In this regard, green organizational culture (GOC) provides an opportunity for companies and employees to address these societal challenges by implementing environmentally focused policies while supporting environmentally sustainable development (Sugiarto et al., 2022). The educational sector, particularly higher education, must increasingly play active role in assisting Nepalese society for achieving strategic goals of sustainable environmental development (Yadav et al., 2020). Higher education lies at the heart of the economic development of any nation due to its numerous implications for knowledge and technological development (Singh & Stückelberger, 2017). Meanwhile, in Nepal universities are incorporating environmental management into their policies, curricula, research projects, building designs, technology, and other campus activities as they become more aware of their responsibilities to the environment (Anwar et al., 2020; Yadav et al., 2020) and have been engaged in environmental statements. Nevertheless, their development toward sustainability is extremely slow (Piwowar-Sulej, 2021).

Up until recently, university environmental initiatives were more concerned with the behavioral aspects of environmental performance than the technical aspects, such as energy use and greenhouse gas (GHG) emissions (Fawehinmi et al., 2020). The impact of GOC on employee behavior is still being studied (Anwar & Sajid Bashir, 2017), and green campus need to research at it (Gandasari et al., 2020). Furthermore, the "indirect" effects of educational institutions on sustainable development, which extend beyond energy consumption, should not be disregarded. The 'Green Campus' idea has resulted in a new approach to reconciling the existing requirements of society with environmentally sustainable practices. A green campus is the best initiative that could be taken to resolve the problems facing the sector, in universities, with an aim of achieving the construction of "Green Campus" (Yadav et al., 2020; Zhu et al., 2021). Therefore, many universities have adopted large scale environmental sustainability initiatives but still their progress towards environmental management is slow, inefficient, and encountered with many obstacles (Pandey & Asif, 2022). Furthermore, according to Anwar et al. (2020), the institutionalization of environmental sustainability in colleges heavily relies on the dedication and active involvement of staff. The ability of staff to support initiatives and their willingness to do so are crucial components for achieving environmental sustainability in higher education institutions (Ali et al., 2022). Furthermore, according to Anwar et al (2020), the institutionalization of environmental sustainability in colleges heavily relies on the dedication and active involvement of staff. The ability of staff to support initiatives and their willingness to do so are crucial components for achieving environmental sustainability in higher education institutions (Ali et al., 2022). Furthermore, according to Anwar et al. (2020), the institutionalization of environmental sustainability in colleges heavily relies on the dedication and active involvement of staff. The ability of staff to support initiatives and their willingness to do so are crucial components for achieving

environmental sustainability in higher education institutions (Ali et al., 2022). Nepal's public colleges are still in the early stages of developing green campuses, and as a result, there are still many aspects that require research and improvement. While previous studies have explored the relationship between green behavior and green campus, as well as GOC and green behavior in various contexts, there is limited research focusing on public college staff. This paper raises an issue regarding green organization culture and their practices, relation and impact on employee performance in Nepalese colleges specially in Pokhara valley.

This empirical study holds important implication for both academic research and practical application in educational institutions. This work is significant for its potential to bridge the gap between environmental sustainability and employee performance, offering actionable insights for educational institutions in Pokhara to foster a green culture while enhancing organizational results. This paper aims to analyze the relationship between GOC and EP and also examine the impact of GOC on the EP of higher educational institution in Pokhara. It comprises abstract, background, objectives, method, major findings, and conclusion.

LITERATURE REVIEW

The organizational culture refers to the beliefs, shared values, attitudes, and behaviours that characterize a company or any group of people working together to achieve a common goal. It includes all aspects of how a company oprates and affects the attitides, actions and output of its workers (Gautam & Gautam, 2019). OC is known as an important success factor for corporate excellence and acts as a nonlinear integrator of intellectual capital, particularly influencing employee motivation and emotional knowledge (Ghinea & Bratianu, 2012). The OC is classified by Schein (2010) in three levels and named as 'Schein's three levels of organizational culture' comprises Artifacts, Espoused values and Basic Underlying Assumptions. "The Competing Values Framework (CVF) provides a comprehensive typology for understanding organizational effectiveness and culture" (Cameron & Quinn, 2011, p.43). They classified OC on two dimensions; stability vs flexibility and internal vs external focus. With the help of these two dimensions, they came with four types of OC; Clan, Adhocracy, Market and Hierarchy culture. "Organizational culture can be analyzed using dimensions similar to national cultures, especially in multinational corporations" (Hofstede, 1991, p. 89). According to Deal and Kennedy's Culture Model; Deal and Kennedy (1982) have classified organizational culture based on the degree of risk and response speed in the environment. The model developed by Denison (1990) named as Denison's Model of Organizational Culture identified four important characters of effective organizational culture. According to this model the organizational culture includes involvement, consistency, adaptability and mission culture. Another scholar, Charles Handy (1996) proposed four types of culture on the basis of power and authority structure, they are: power culture, task culture, role culture and person culture. Employee in organizations with strong cultures typically report higher levels of job satisfaction, when an organization's values and goals align, employees are more satisfied with their work and perform better (Denison and Mishra, 1995). It plays a crucial role in shaping employee morale, engagement, creativity and performance, as well as affecting how the organization adapts to change, handles conflicts, and makes decisions. The organizational culture may be leadership, innovative culture, supportive culture, communication pattern socialization etc. (Schein, 2010; Cameron & Quinn, 2011; Kotter and Heskett (1992). GOC surrounds ecological awareness into

the core of organizational activities, decision making and employee behavour. According to Sharma (2000), GOC is considered by a shared commitment to environment safety, where sustainability is unified with strategic goals, operational processes, and corporate identity.

A key component of organizational success is employee performance, which is impacted by a number of factors like work environment, motivation and competency (Wijayanto & Riani, 2021; Alefari et al., 2020). Employee performance comprises task performance, contextual performance and adaptive performance (Pradhan & Jena, 2017). Social Identity Theory (SIT) highlighted that, it affects workplace dynamics, motivation and productivity, it has a significant impact on employees' performance. Employees are more likely to internalize organizational goals, show greater commitment, and participate in performance enhancing behaviours like cooperation and discretionary effort when they have a strong sense of belonging to their work group or organization (Riketta, 2005). Resource Based View (RBV) is relevant to employees' performance as it views employees' skills, knowledge, and abilities as a human capital. High-performing employees with unique expertise contribute to organizational success by enhancing innovation, efficiency, and adaptability, thereby sustaining competitive advantage (Wright et al., 2001). By relating attitudes, workplace norms and perceived control to aims to complete job duties, Theory of Planned Behaviour (TPB) forecasts employees' performance. High control, encouraging norms, and positive attitudes all boost motivation and improve performance results (Armitage & Conner, 2001). The organization in this day must cope their activities to enhance the performance of employees to sustain and save the globe. This empirical research raised the research questions which seek the answer of the relationships between GOC and EP and the impact of GOC on employees' performance of higher educational institutions in Pokhara.

Research showed that GOC boosts employees' performance. GOC significantly influences environmental performance and overall organizational outcomes (Imran et al., 2021; Wang, 2019). Green human resource management (GHRM) practises, like hiring, training and incentive related activities, play a crucial role in fostering a GOC and increasing environment related performance (Roscoe et al., 2019; Alma'abreh et al., 2024). Key enablers of GOC include leadership emphasis, message trustworthiness, peer association and personnel empowerment (Roscoe et al., 2019). Green innovation mediates the association between organizational green culture and competitive advantage (Wang, 2019). Moreover, OC mediates the relationship between GHRM and job performance of employees' (Alma'abreh et al., 2024). These results recommend that institutionalizing green practices through HR systems can shape employees' eco-friendly behaviour and improve workflow efficiency and contribute to sustainable development (Alma'abreh et al., 2024; Roscoe et al., 2019). Workers in organizations with strong green culture are more expected to exhibit proactive environmental behaviours, which in turn enhance workers overall productivity and work engagement (Chen, 2015). A study conducted by Dell'Olio et al., (2021), found that green culture considerably predicts employee performance through the mediating role of green organizational citizenship behaviour (GOCB). Similarly, Shen and Zhang (2020) confirmed that the green culture definitely affects employee performance by enhancing job satisfaction and motivation. Their findings, were based on data acquired from more than 400 employees from manufacturing firms in Chinese, found that the workplace stress can be reduced by a supportive green culture and increases employees' intrinsic motivation, leading to higher levels of innovation and task performance. Raza

et al. (2022) have highlighted that green culture acts as a medium for development and learning, enabling workers to obtain new skills related to sustainability. On the basis of above advocacy of various scholars, the following hypothesis can be formulated for this research work:

H1: There is a significant positive relationship between the GOC and employees' performance of educational institutions in Pokhara.

The Clan Culture (CC) is the characteristic of Chinese collectivist ideals, positively influences strategic analysis and defensiveness, which in turn enhance new product performance (Chuang et al., 2012). Stronger CCs in privately held Chinese enterprises improve social performance, especially employee welfare, but hinder financial performance (Xiong et al., 2021). Employee competencies determine how CC influences stress, which in turn impacts performance of employees. To lower employee stress, organizations that prioritize their client orientations should encourage a market culture, while those that seek adaptive competencies could cultivate a clan culture (Kim & Jung, 2022). These findings highlight the nuanced effects of CC on EP across different contexts and suggest the need for situational application of organizational culture types. The sub hypothesis can be set as

H1a: The CC has positive significant effect on employee performance in the educational institutions of Pokhara.

Adhocracy culture (AC), along with transformational leadership, positively impacts employees' performance and innovation work behaviour (Pham et al., 2025). It likewise promotes the integrated ness of performance measurement systems (Tuan, 2010). Leadership behaviour plays a central role in shaping OC, with perceived leadership behaviour influencing all four types of cultural characteristics, including adhocracy (Popa et al., 2023). AC has a favorable impact on open innovation practices, including inbound and outward innovation, in the context of small and medium (SMEs) sized enterprises (Shahin et al., 2025). These findings highlight the importance of fostering an AC to improve innovation, EP and organizational competitiveness, mainly in resource-constrained environments like SMEs. The research together emphasizes the role of leadership in cultivating AC and its subsequent benefits for organizational outcomes. Thus, the hypothesis can be formulated as follows:

H1b: There is significant impact of adhocracy culture on employee performance of the educational institutions in Pokhara.

One of the four components of Cameron and Quinn's (2011) Competing Values Framework (CVF), market culture (MC) places a strong emphasis on achieving objectives, being competitive and having an outward focus on consumers, markets and outcomes. Research consistently shows that a strong MC positively influences EP, particularly in terms of goal attainment, productivity and customer-oriented outcomes. MC significantly forecasts EP through increased accountability and performance-based reward systems. The authors argue that 'in a market culture, employees are more likely to align their efforts with organizational goals due to emphasis on competition and achievement' (Ali et al., 2020). Likewise, Sarens and De Beuckelaer (2019) explained that market-oriented cultures are related with advanced levels of individual and team performance, particularly in dynamic and competitive industries. The study focused that MC strengthens performance by making a clear emphasis on external benchmarks, customer satisfaction and financial outcomes, which in turn drive employees to exceed expectations. The scholars also highlighted that MC improves performance accountability and reduces ambiguity in performance expectations. Ogbonna and Harries (2021) summarized finding from 45

studies and confirmed a moderate positive connection between MC and EP. In case of manufacturing firms, MC positively related to innovation performance, mediated by absorptive capacity (Kara et al., 2024). The relationship is moderated by resistance to change, which negatively affects the relation between MC and innovation performance. Market oriented, a key aspect of MC, improves organizational performance through a chain of effects; it improves unit level market- oriented behaviour, which rises employee job satisfaction and product quality, ultimately enhancing firm performance (Zhou et al., 2008). So, the researcher can set sub-hypothesis as follows:

H1c: There is significance relationship between the market culture and employee's performance of educational institutions in Pokhara.

Organizations with a solid hierarchy culture (HC) prioritize efficiency, predictability and adherence to rules and procedures (Denison et al., 2014). Another scholar Agarwal (2014) found that HC positively influenced EP in stable, routine-intensive environments where standardization and compliance were critical. The study found that because of the well-defined expectations and organized feedback systems, workers in such environments performed better on task. According to Liu, et al., (2019) the excessive reliance on HC reduced adaptive performance and employee initiative, particularly in dynamic markets. The scholars claimed that inflexible structures suppress information sharing and discourage risk- taking, finally constraining individual and team performance. Another study by Jung, et al. (2003) has shown that HC correlates positively with task performance in manufacturing and public sector organizations but shows a negative or neutral relationship in knowledge intensive sectors. Hence, the sub-hypothesis can be

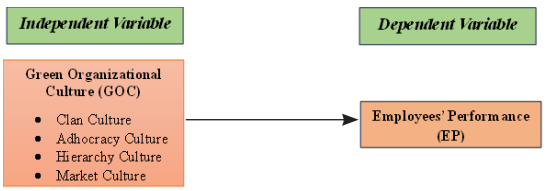
H1d: Hierarchy culture of organization is positively associated with employees' performance of educational institutions of Pokhara.

However, there is limited research assessing the efficiency of GOC in promoting green behaviors and improving green campus. the significance of GOC, the green behavior of academic staff, and the creation of a green campus in public colleges are emphasized as crucial factors in fostering sustainability. Meanwhile, it identifies a research gap in understanding the specific relationship between GOC practices, the green behavior of staff, and the development of a sustainable campus. In additional, emphasizing the importance of addressing the research gap. The potential benefits of studying the relationship between GOC practices, staff green behavior, and finally, the development of a green campus are highlighted. These include enhanced sustainability initiatives, improved resource management, and a positive impact on the environment. Most GOC performance evidence is drawn from corporate or public sectors contexts outside Nepal. So, it helps to fulfil the contextualize gap.

This research paper has used CC, AC, HC and MC as the construct of GOC and the EP comprises task, contextual and adaptive performance. The conceptual framework for this research paper is presented with the help of subsequent figure.

Figure 1

Conceptual Framework



RESEARCH METHODS

The ontological orientation of this research paper is objectivism. The researcher has taken a quantitative method and survey research design has been implemented to collect the data from the respondent of

sample HEIs as a first-hand data. It also used casual design of research to investigate the link and impact between the variables. The source of data is primary and self-administered questionnaire was used. The questionnaire was prepared on five-point Likert scale and distributed to the non-teaching staff of HEIs located in Pokhara valley. Survey questionnaire was conducted by using 'drop and collect' approach. Under this approach the researcher provided (Drop) the questionnaire to the respondents and collect it after few days. The population for this empirical paper is the constitution and affiliated campuses from Tribhuvan University located in Pokhara valley.

The four affiliated and one constituent campus were selected by applying simple random sampling method following lottery method to minimize the sampling errors. Number of non-teaching staff on those sample campuses were 155. The researcher distributed the eighty questionnaires about fifty percent by following purposive sampling method but only 55 responses were collected in a useable format which is more than 30 % i.e., the sample captured over one third (Creswell & Creswell, 2018). Collected data were coded into number after getting back the questionnaires from the respondents. After acquiring data from the respondents, it was converted into SPSS file. The normality of information was tested and for the reliability the Cronbach's alpha was used and all the variables have more than 0.75 alpha value. All the statements of questionnaire were acquired from the previous article and consulted with some expert so that the statement could be valid. The normality test also used to assess whether a dataset follows a normal distribution by using normality, histogram, Normal Q-Q plot. The further analysis was conducted after the test of normality. IBM- SPSS software was applied for the descriptive and causal analysis based on quantitative data acquired form survey. The sample (demographics) and overall findings were described using descriptive analysis via percentages, frequencies, mean and standard deviations. The additional data analysis was conducted using Perarons's correlation and multiple regression model. The model employed here is econometric for this empirical research and tries to analyze the relationship and impact between various independent variables and the employee's performance. The following regression model is applied in the study to examine the empirical effect of CC, HC, AC and MC on the EP of non-teaching workers in the HEIs of Pokhara valley.

$$EP = \beta o + \beta 1cc + \beta 2AC + \beta 3MC + \beta 4HC + EP + \varepsilon \ldots\ldots(i)$$

In this model, the dependent variable is employees' performance comprises task, contextual and adaptive performance whereas the independent variables are considered as Clan culture (CC), Adhocracy culture (AC), Hierarchy Culture (HC) and Market culture (MC) and the symbol ε denotes the term of error.

RESULTS AND DISCUSSION

The data collected from the non-teaching staff of sample campuses are presented in the subsequent table following by the description of data mention in the table. The characteristics such as gender, respondents' institution, their age, educational qualification, their level of job and job experience are presented in the following Table 1.

The relationship and impact among the variables are presented in the following tables and discuss subsequently.

The table 2 reveals mean, standard deviation and correlation of the study variables. The correlation coefficient between the GOC (CC, HC, AC & MC) and EP are positive and expected. There is significant positive relationship between the GOC and EP as a whole. The correlation between GOC and EP is more than fifty percent (52.5%) at significant level of 0.01. The correlation between EP and CC, EP and HC, EP and AC and EP and AC seem to be similar and average; r = .497, .422, .455 and .546

respectively. But higher correlation is with EP and MC. Whatever the relationship they are statistically significant.

Table 1

Demographic Characteristics

N=55

Characteristics	Category	Frequency	Percentage
Gender	Male	37	67.3
	Female	18	32.7
Institutions	JMC	14	25.5
	Kanya	4	7.3
	GMMC	6	10.9
	KMC	5	9.1
	PNC	26	47.3
Age in years	Below 25	3	5.5
	25 to 35	9	16.4
	36 to 45	19	34.5
	46 to 55	18	32.7
	Above 55	6	10.9
Educational Qualification	Under +2	6	10.9
	+2/PCL	10	18.2
	Bachelors	22	40.0
	Masters	17	30.9
Job Position/Level	Non-Graded	9	16.4
	Assistant	19	34.5
	Senor Assistant	19	34.5
	Officer Level	8	14.5
Job Experience	Below 3 years	3	5.5
	3 to 8 years	10	18.2
	9 to 15 years	12	21.8
	Above 15 years	30	54.5

Source: Survey, 2025

Table 2

Relationship between Employees Performance and Green Organizational Culture

	Mean	SD	EP	GOC	CC	HC	AC	MC	TP	CP	AP
EP	4.06	0.77	1								
GOC	3.37	1.23	.525**	1							
CC	3.41	1.06	.497**	.900**	1						
HC	3.26	0.96	.422**	.902**	.787**	1					
AC	3.27	0.99	.455**	.930**	.765**	.795**	1				
MC	3.53	0.96	.546**	.860**	.685**	.715**	.771**	1			

**Correlation is significant at the 0.01 level

The result was partially supported by Wang (2019), Roscoe et al. (2019), and Alma'abreh et al. (2024) because they believe that GOC significantly influences environmental performance and overall organizational outcomes and GHRM play a crucial role in fostering GOC and increasing performance. At the same time Wang (2019) highlighted that the green innovation mediates the association between GOC and competitive advantage. Raza et al., (2022) also indirectly support the finding of this study because the researcher advocated that green culture acts as a medium for development and learning, enabling workers to obtain new skills related to sustainability. Hussain, I. (2022) also agreed with the finding of this research work by highlighting that the HR culture of organization is related to employee performance. Similarly, the relationship between GOC and its components CC, HC, AC and MC is also about 90% each. Hence competing values framework (CVF) theory of Cameron & Quinn's (2011) support these results regarding the culture of institution and regarding the EP the idea of Olise and Okalocha (2021) also near to this regard.

Table 3

Impact of GOC's components on EP

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	53.583	7.374		7.266	.000		
CC	.541	.376	.290	1.437	.157	.346	2.894
HC	-.190	.497	-.082	-.381	.705	.304	3.284
AC	-.050	.452	-.026	-.111	.912	.251	3.992
MC	.983	.443	.423	2.218	.031	.389	2.572

R-Square = .323, Adjusted R-Square = .266, F- statistics = 5.713, p<0.001

Source: SPSS Output based on Survey data

The researcher used multiple linear regression analysis to see if the CC, HC, AC and MC have an impact on the employees' performance in HEIs of Pokhara. Table 3 shows that the Variance Inflation Factor (VIF) ranges between 2.284 and 3.992, which is less than 10, thus it is concluded that the problem of multicollinearity does not exist among the exogenous variables (Pallant, 2016). The multiple regression analysis was conducted verify the impact of all four predictors (CC, HC, AC and MC) on EP. As per the SPSS generated table above, the equation appears as;

$$EP = 53.583 + 0.541CC - 0.190HC - 0.50AC + 0.983MC$$

Based on the regression equation established, when all factors of GOC (CC, HC, AC & MC) held constant at one, the EP would be 53.583.The data finding analyzed also indicates that when all the other independent variable are held at one, a unit increases in CC will lead to a 0.541 increase in EP, a unit decrease in HC will lead to 0.190 decrease in EP, a unit decrease in AC will lead to 0.050 decrease in EP and a unit increases in MC will lead to a 0.983 increase in EP. Hence, the major influencing role is played by the last one that is MC. The significance factors here are only MC at 95% confidence level and 5% significance level because the ρ -value of above-mentioned variable is less than 0.05 (ρ< 0.05).

The table 3 shows that the fitted model or all four predictors together explain around 32.3% of the total variation of the dependent variable (EP) and remaining about two third (67.7%) by other variables which are not included in this mini research. An adjusted R square value of 0.266 suggests that approximately 26.6% of the variability in the dependent variable is explained by the independent variables in our model, while also accounting for the potential over fitting due to the number of variables included. The value of the F-statistics is 5.713 and a significant as the level of significant is 0.000 which is less than 0.05. The F-statistic indicates whether the model as a whole provides a better fit to the data than a model with no predictors. Since the F-statistics is significant (P<0.05), it demonstrates that the regression model significantly improves prediction accuracy, even if not all individual predictors are significant. Hair et al. (2019) Hence, the result indicated that the developed regression model is statistically significant that it can be relied upon to describe the influence of GOC on the EP. That means only MC is significant measure of GOC.

The estimated coefficient of CC, HC, AC and MC on EP have positive as well as negative expected signs. The value of t-statistics of CC, HC and AC are not significant at 5% significant level if we include all as an independent variable. Regarding regression analysis; coefficient of ρ-value of CC, HC and AC is more than 5% but only MC's ρ-value value is less than (ρ-value = 0.031) 0.05. The significance factors here are only MC at 95% level of confidence and 5% level of significance because the ρ-value of above-mentioned variables is less than 0.05 (ρ < 0.05). The finding is mismatched with the finding of Pham et. al. (2025) because they advocate AC positively impacts employees' performance but finding of this research is that only MC has positively impacted on EP. But the fining of this section is consistent with the idea of Sarens and De Beuckelaer (2019) because they explained that market-oriented cultures are related with advanced levels of individual and team performance. Ogbonna and Harries (2021) also focused that there is positive connection between MC and EP and same version is provided by Kara et al., (2024). The result is not matched with the idea of Agarwal (2014) because he found that HC positively influenced employee performance. In case of stepwise regression analysis CC, HC, AC and MC (Appendix) has significant impact on the EP of campus located in Pokhara because p-value is less than 0.005 (ρ-value 0.0000< 0.05). It is due to the different culture of different organization and countries.

Coefficient of regression of GOC as a whole on EP as a whole is positive i.e., 0.304. While determining EP, the effect of GOC is positive that shows increase in GOC leads to EP. The coefficient's t-statistics is 4.405 and ρ-value is 0.000. Therefore, t-statistic and ρ-value is significant at 5% significance level. The R-square of 0.276 indicates that the proportion of the variance in the dependent variable explained by the independent variables and the F- statistic tests the overall significance of the model. The value of F-statistic is significant (F=19.406, ρ < 0.001), indicating that the model as a whole is a good fit for the data.

Table 4

Impact of GOC on EP

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
Constant	56.745	6.533		8.687	.000		
GOC	.304	.069	.525	4.405	.000	1.000	1.000
R-Square = 0.276, Adjusted R-Square = 0.261, F-Statistic = 19.406, $\rho < 0.001$							

Source: SPSS Output based on survey data

CONCLUSION

This subunit discusses the research findings with the goal of answering the study's research questions and attaining the study's objectives. The specific objectives were analyzing the relationship between GOC and EP and impact of GOC in EP of higher educational institution in Pokhara. The conclusion regarding the objective is that there is positive moderate relationship between GOC and EP. The higher relationship is between GOC and MC. The overall relationship between GOC and EP is average. That means the culture of sample campuses are market oriented. On the basis of SPSS outputs, all the four predictors together explain about one third percent (32.3%) of the total variation of the dependent variable (GOC). So, there is lower than average impact on dependent variables by the independent variables. But significance is with only MC. In case of joint of independent variables, the SPSS result shows there is significance impact of each independent variable with dependent variable. Hence jointly independent variables in Nepalese context works better due to culture of collectivism.

RECOMMENDATIONS

MC strongly boosts EP. HEIs should adopt goal-oriented practices, like clear sustainability targets and performance metrics, to reward competitive actions and drive market aligned environmental outcomes. CC moderately correlates with EP but lacks significance in regression. Weak environmental policy communication calls for campuses to enhance awareness through workshops or digital platforms. HC with low mean and no significant impact on performance, suffers from inadequate sustainability training. HEIs should implement structured training to strengthen green practices. The campuses should also introduce recognition or incentive for innovative eco-friendly initiatives to foster and enhance sustainably. Only MC significantly impacts EP in multiple regression so further research should explore what are the reasons for more influential in specific context of HEIs. The study focusses on non-teaching worker in the campuses of Pokhara and moderate explanatory power indicates that other unstudied factors may influence EP, suggesting a need to expanded theoretical model. HIEs should formalize GOC, paper reduction, annual plantation programs into institutional policies. Policies should mandate regular environmental audits, paperless workflows and annual green initiatives to expand and sustain GOC in their campuses. The policymaker should design targeted training and engagement programs for non-teaching worker.

FUTURE RESEARCH DIRECTIVES

This mini research is based on few samples (N=55) and focuses only on Pokhara based campuses. So, future research should include a larger and more diverse sample across multiple regions to compare GOC and EP. The R-square value

is moderate (0.323), it suggests that other factors influence EP. Further study should incorporate other variables too besides CC, AC, HC and MC such as leadership, regulations, resources of organization etc. This mini research is cross sectional in nature hence the longitudinal research could examine how GOC evolves over time and its sustained impact on EP. Comparing GOC and EP across different types of institutions.

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