An Najah National University

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ASSESSMENT OF SOCIAL RESPONSIBILITY PRACTICES AND ORGANIZATIONAL BEHAVIOR OF CORPORATE CITIZENSHIP ON GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL SUSTAINABILITY IN THE HEALTHSECTOR IN PALESTINE

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Dedication

The researcher may dedicate his work to relatives, friends and family members.

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Declaration

I, the undersigned, declare that I submitted the thesis entitled:

ASSESSMENT OF SOCIAL RESPONSIBILITY PRACTICES AND ORGANIZATIONAL BEHAVIOR OF CORPORATE CITIZENSHIP ON GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL SUSTAINABILITY IN THE HEALTHSECTOR IN PALESTINE

I declare that the work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

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Signature:

Date: **2022/03/28**

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Abstract

Background: Healthcare sector is considered as one of the most important sectors in the world, in addition of being the largest services sectors in both developed and developing countries. The importance and the arising interest in this sector are justified by its noble role in preserving humanity, Modernization and environmental issues helped to launch ground breaking practices in Human Resources Management (HRM) that promotes an environmentally friendly practices called Green Human Resources Management (GHRM).

Objectives: The paper aims to investigate the relationship between Green human resources management (GHRM) practices in Palestinian healthcare organizations, and their impact on organizations sustainability (OS) as well as the role of corporate social responsibilities (CSR) and organization citizenship behavior environmental (OCBE) in mediating the GHRM practices– OS relationship.

Methodology: This paper applied a quantitative method in which data were collected from a survey with from 88 respondents who have been using green human resource management practices at different managerial levels. The data analysis was conducted using the partial least squares structural equation modeling.

Results: This paper provides empirical insights into how to enhance OS via GHRM practices, CSR and OCBE Palestinian healthcare organizations. In addition, the results showed that GHRM practices positively influenced both of CSR and OCBE and both of CSR and OCBE positively influenced OS. The findings contributed to the development of the AMO theory further by empirically exploring the significance of GHRM practices

coupled with CSR and OCBE as competencies and capability to drive OS. The testing of the dual mediators' effects further added value to this study.

Conclusion: This paper includes implications for achieving the health care sector's long-term sustainability by linking strategic environmental goals of human resource management practices with practices of social responsibility and organizational citizenship behavior, which ensures employee participation in the formulation of policies and strategies for the organization

Kayword: Green Human Resources Management(GHRM), Green Training and Involvement(GTI), Green Performance and Compensation(GPC), Sustainability performance, Corporate Social Responsibility (CSR), Organizational citizenship behavior environmental (OCBE),

Chapter One
Introduction

1.1 Chapter Overview

This chapter introduces the research problem at hand, including a general background on the issue and its scope of research. In addition, a problem statement is addressed to outline and provide a better understanding on this research. Moreover, research objectives, questions, and significance are presented in this chapter to clarify the research intended contribution to the literature. Finally, the organization of this thesis is shown in the last section.

1.2 General Background

The healthcare sector is considered one of the most important and largest service sectors in both developed and developing countries (Ganapathy and Ashokkumar, 2017). However, despite of its significance, previous studies have shown a negative impact on the environment caused by the healthcare sector (Ahsan and Rahman, 2017). Therefore, the implementation of practices which support the achievement of (OS) is a pressing necessity. One way to achieve OS is to adopt green management practices, including the broadly known (GHRM) practices. According to Renwick et al. (2013), GHRM is the emerging discipline in Environmental Management which is related to managing Human Resources (HR), to promote the sustainable performance of employees. Nowadays, due to the brutal competition in different sectors, decision-makers and top management should consider improving their businesses beyond products and services. One way to enhance the organization's competitive advantage is the investment in its HR, because of its ability to improve the organizational profitability and sustainable performance (Mousa and Othman, 2020; Sheehan, 2014).

In the past, organizational success was measured by economic revenues only; however, such a criterion isn't feasible nowadays because of the environmental and social responsibilities of organizations in addition to the economic dimension. The aforementioned GHRM practices doesn't only consider the awareness of the environment and its well-being, it also includes the social and economic welfare of the organization, employees and other involved parties (Ahmad, 2015). Therefore, the integration of

GHRM and CSR is promising in terms of organizational success and prosperity, despite the lack of considering the combination of those practices together in the literature. According to De Stefano-Bagdadli and Camuffo (2018), the relationship between GHRM and CSR wasn't explored adequately and there is a plenty of researches that could be made to investigate this relationship. As mentioned by Carrol and Shabana (2010), CSR isn't a new trend, where serving the society without gaining any profit exists and running from centuries. On the other hand, Burke and Logsdon (1996) argued that if employed properly and contributes in achieving goals and missions, CSR becomes strategic and creates strategic benefits for an organization. Thus, if employed, CSR could result in significant benefits and real value for all involved stakeholders including the organization, society and employees (Kucharska and Kowalczyk, 2019).

Another practice which crucially affects OS is (OCBE). OCBE is defined by Boiral and Paillé (2012) as the voluntary actions of employees that isn't rewarded or held accountable for, that yields in effective environmental performance for an organization. The effect of GHRM practices on OCBE is investigated by Pham et al. (2019), where the effect of three different GHRM practices on OCBE was examined. The results showed a linear positive impact of the proposed GHRM practices on OCBE. Therefore, the role of OCBE as a mediator to achieve OS through GHRM practices is promising and worthy to be investigated in the healthcare sector.

Therefore, this research aims at investigating the effect of GHRM bundle of practices on OS. In addition, the effect of GHRM practices on CSR practices and OCBE is studied to reveal if a positive or negative relationship exists. Moreover, the mediating role of CSR between GHRM bundle practices and OS is examined; similarly, the mediating role of OCBE between GHRM bundle practices and OS is investigated.

1.3 Problem Statement

The Healthcare sector is one of the most critical and active sectors if not the most important in the world, since its primary goal is the well-being of people. According to Stock et al. (2018), the main goal of the healthcare sector is to protect the human element and provide the best possible service. Despite the honorable and noble services provided in this sector, if the internal processes within are not managed properly, Significant damage will occur to the internal and external environment of the organization, on the

internal level, the responsibility of the employee and his affiliation with the institution will decrease, but at the external level healthcare sector is a known source for both hazardous and non-hazardous wastes that cause various forms of pollution to the environment (Mohamed et al., 2009). In addition to behaving responsibly towards the environment, nowadays any company needs to behave in a socially responsible way when attempting to achieve its economic goals (Gupta et al., 2018), and promote their human resources to follow green goals in order to achieve environmental sustainability (Daily and Huang, 2001). Therefore, there is an emerging need in the healthcare sector to fulfill its responsibility towards employees, the environment and society. It was found that, through reviewing previous studies, that there is a great suffering in the absence of studies on social responsibility in the health sector in Palestine (Mousa and Othman, 2020). Especially in the Public sector, which needs to consider CSR operations' financial and social outcomes into account from a managerial viewpoint (Zaid et al., 2019). There is a lack of awareness and education about the concept of social responsibility, with the allocation of an additional budget to support the dimensions of social responsibility programs (legal, ethical and humanitarian) in health institutions (Al-Mutairi et al., 2018).

On the other hand, several indirect benefits could be gained when promoting behaviors such as OCBE. According to Robertson and Barling (2017), through individual behaviors such as saving energy, recycling and influencing other colleagues to adopt environmentally friendly behaviors. A reduction in waste, material consumption and the amount of burned fuel for energy are some of many results of the aforementioned behaviors. Therefore, OCBE indirectly affect the profitability of the organization and it is essential to achieve OS (Robertson & Barling, 2017). In light of what had been discussed, this research aims at investigating the effect and relationship between GHRM practices and OS in the healthcare sector in West Bank / Palestine. In addition, the effect of CSR practices and OCBE on OS is examined, as mediators which are enabled through GHRM practices. To the best of our knowledge, the effect of GHRM on OS through CSR practices and OCBE in the Palestinian healthcare sector was not investigated, therefore the results of this research is believed to offer a significant contribution to the literature of GHRM practices in healthcare sector. This study well targets the hospitals in the West Bank / Palestine. According to the World Health Organization (WHO) annual report in 2019, the number of the hospitals in the West Bank is 48 (MOH, 2019).

1.4 Research Significance

The significance of this research lies on its approach to explore the effect of GHRM bundle of practices on OS through CSR and OCBE as mediators, in healthcare institutions and hospitals in West Bank Palestine. Our research introduces an empirical contribution on the healthcare sector by studying the effect of GHRM on OS, through a quantitative approach of collecting data using questionnaires with HR managers and other managers in healthcare sector. In addition, this research will reveal the significance effect of each practice in GHRM, CSR and OCBE on OS, thus creating a better understanding on the role of each practice in achieving sustainability especially in developing countries.

1.5 Research Questions

The Following points present significant questions that must be answered after conducting this research based on the problem statement and in accordance with the research background.

- What are the CSR practices that affect the sustainable performance in Palestinian healthcare organizations?
- What is the relationship between GHRM practices and CSR practices?
- What is the relationship between GHRM practices and OCBE behaviors?
- How do GHRM practices, OCBE and CSR practices affect sustainable performance?

Moreover, the following hypotheses are formulated in accordance with the research goal and based on the research questions:

H_1: GHRM bundle practices positively affect OS.

H_2: GHRM bundle practices positively affect OCBE.

H_3: GHRM bundle practices positively affect CSR practices.

H_4: OCBE positively affects OS.

H_5: CSR practices positively affect OS.

H_6: The OCBE mediator between the GHRM bundle practices and OS.

H_7: The CSR practices mediator between the GHRM bundle practices and OS.

1.6 Research Objectives

In order to answer the research questions as well as, testing the proposed hypotheses, the following objectives for carrying out this study are formulated:

1. To identify CSR practices adopted in Palestinian healthcare organizations that affect the sustainable performance.
2. To identify relationship between GHRM practices and CSR practices.
3. To identify relationship between GHRM practices and OCBE behaviors.
4. To develop a conceptual model to represent the effect of GHRM practices on OS, through CSR practices and OCBE as mediators, in Palestinian healthcare organizations.

1.7 Thesis Organization

This thesis is organized as follows: the first chapter presents a brief background, problem statement and significance of the study, as well as, the formulated research questions, objectives and hypotheses. In chapter two, a literature related to GHRM, CSR and OCBE in the healthcare sector was presented, in addition to a review on the healthcare sector in West Bank Palestine. Moreover, based on the revived literature in chapter two, a theoretical framework was developed and presented. Chapter three discusses the used methodology including research design, population understudy, data collection methods and finally data analysis approach. In the fourth chapter, the obtained results are presented, analyzed and discussed. Moreover, the research findings were linked and compared to other previous contributions in the literature. Finally, chapter five discusses the drawn conclusions from this study, as well as, highlights the theoretical and practical implications, recommendations for future work and limitations of study.

Chapter Two
Literature Review

2.1 Chapter overview

This chapter aims to provide an overview of GHRM practices, specifically the current status of these practices in the healthcare sector, and their impact on sustainable performance in health care organizations, by studying the mediating role of organizational citizenship behavior towards the environment and corporate social responsibility in health care institutions.

2.2 Green Human Resource Management

2.2.1 An overview in GHRM

The principle of green human resource management (GHRM) is an attractive term nowadays in different sectors and industries, GHRM is applied to enable and enhance the environmental management in the organization to achieve its sustainability goals (Ren, 2018). Many GHRM studies encourages the use of a group of environmentally friendly practices that form a cluster rather than a single stand-alone activity, such group of practices are called GHRM bundle which is applied to spread the idea and culture of environmental standards and values inside an organization (Nejati *et al*., 2017; Mousa and Othman, 2020).There are a lot of green behaviors that if followed by the society will increase the sustainability of environment, for example, using room temperature drinking water rather than cold water will result a reduction in electrical consumption (Watson, 2017). In addition, the implementation of GHRM practices will ensure the creation of a better work environment that brings out the best of employees in terms of effectiveness and efficiency. As well as, a safer and healthier work place for employees (Malmir *et al*., 2019). Therefore, the practices of GHRM as a bundle are of great importance to the green improvement of companies due to its significance as an instrument for engaging workers in green practices, thus raising the efficiency of the businesses (Zaid *et al*., 2018). Previous studies explain that GHRM practices are largely applied in companies in Palestine.

Singh et al. (2020) examined how GHRM plays a crucial role in creating the "Relationship between" green leadership in transition, "Green innovation" and sustainability of the environment. They discovered that GHRM activities had a major impact on Green Innovation. The activities of GHRM have an important effect on the environmental sustainability; the three GHRM bundles have a positive relationship with environmental performance (Rawashdeh, 2018; Arulrajah et al., 2015). It indicated that firms will build the support required to succeed in their attempts to protect the environment by developing environmentally concerned new jobs or relating environmental tasks to the duties and obligations of each role in order to focus in particular on the environmental protection aspects of companies. Previous studies have shown HR fails to go away in order to get high important impact on an organization through the improvement of HR is autonomous, so that the door is better open than integrating into the company's green human resources management (bundle's) program in general (Mehta & Mehta, 2017).

2.2.2 GHRM definitions

GHRM utilizes HRM strategies to facilitate the sustainable use of assets within an organization in order to achieve the aim of environmental sustainability (Shafaei et al., 2020; Rangarajan & Rahm, 2011). When GHRM policies are adopted by companies, they explicitly indicate that they have a deep corporate social mission and respect the environment and the social priorities of current and potential workers, all contributing to external credibility, with the corporation likely to become more valuable to employees. The additional responsibility of top management and human resources is to incorporate green practices by integrating the GHRM principle into the vision and mission statement of the company, and this allows managers to understand how to better motivate employees of the organization in a more meaningful and optimistic way towards environmental concerns (Amjad et al., 2021). GHRM is the integration of Corporate Environmental Management into HRM (Renwick et al., 2013), greening of HRM's functional dimensions, such as job description and review, recruiting, recruitment, training, performance evaluation and rewards (Jabbour et al., 2010), All the tasks involved in designing, enforcing and sustaining a framework that aims to make green employees in the organization (Opatha, 2013). GHRM is the discipline and practice of managing people at work efficiently and effectively in order to achieve goals of the organization (Opatha, 2019).

Aragón-Correa (2013) and Firdaus & Udin (2014) said that numerous companies accomplish GHRM to support their personnel as well as their financial results, GHRM also helps to keep talent pools together(Patel, 2014), in addition to the environment, Companies may deliver substantial engagement, commitment, morale, work-life efficiency and productivity through equal and equitable GHRM (Hosain & Rahman, 2016), Many researchers have researched whether GHRM could support organizations, GHRM practices can improve the well-being of employees by fostering a healthy work environment (Renwick et al., 2013). GHRM's advantages include minimizing expenses, corporate social responsibility, talent management, and competitive advantages (Aggarwal & Sharma., 2014).

2.2.2.1 Green hiring (GH)

Organizations need to recruit job candidates with actions and environmental sensitivity since they need to relay on the willingness of employees to participate environmentally friendly actions to enhance their success in terms of sustainability (Guerci *et al*., 2016). Zibarras and Coan (2015) suggested that through interviews of candidates, the level of green values and environmental awareness can be determined in addition to their qualifications that reflects sustainability awareness. With regard to technology and green practices, Khurshid and Darzi (2016) suggested that employment of the available advance technologies in a right way can improve the sustainable practices of the organization. For example, using the internet and social media for advertising is more efficient and greener than printed ones, in addition, the use of emails rather than printing official letters promotes the level of the organization sustainability wise. Guerci et al. (2016) found the existence of environmental sustainability policies in the organization is essential in attracting job applicants. The use of an ISO 14001 certification system that improves environmental performance improves the organization’s reputation, increases customer satisfaction and other financial results (Obeidat et al., 2020), green selection means those skilled employees who are motivated enough to bring change and contribute towards environmental management so green recruitment and selection (GRS) are grouped into three categories: (a) applicant green awareness, (b) green employer branding (c) green criteria for attracting applicants (Tang et al., 2018).

2.2.2.2 Green training and involvement (GTI)

Green training is a powerful resource for an effective sustainability effort, as well as, achieving specific goals (Umrani *et al*., 2020), in addition to providing a detailed information about the policies and regulation of the organization along with its processes and programs (Mandip, 2012). Moreover, green training empowers employees to have a better understanding on green practices such as lower energy consumption and green waste management (Ahmad, 2015), and enables staff to improve their skills to understand and apply green solutions (Govindarajulu & Daily, 2004).

Moreover, green training, referred to environment concerned training to employees with the required understanding of a company's environmental policies, its procedures, and the attitudes required (Jabbour *et al*., 2010). Green training and involvement (GTI) is an important strategy for every organization to ensure their long term sustainable development (Pinzone *et al*., 2019). Some certain activities were suggested to be incorporated in the environmental conservation training programs including training on energy conservation, safety, green place of work research, waste management, environmental training and programs, and career alternation for future green managers within the company. The design of these programs must be dedicated on the need for training in order to obtain the maximum environmental benefits of training (Cherian & Jacob, 2012). The organization should provide environmental guidance to members participating in greening programs to increase environmental awareness (Zaid et al., 2018). Green training provides a sense of challenge for workers that motivates them to invest in green discretionary efforts, and that green training makes employees more satisfied with their work, distinct from other forms of training (Pinzone et al., 2019).

2.2.2.3 Green performance management and compensation (GPC)

The performance management system helps to assess an employee's current productivity, identify gaps, explore improvisational strategies, and set potential goals (Mishra, 2017). Performance management can be considered as one of the core methods of human resources to support environmental actions and sustainable development (Gholami *et al*., 2016). The compensation and incentive programs are an essential mechanism for human resources in which workers are compensated for their success. This system tunes the objective of the person and the organization. It inspires workers to make additional efforts

(Mishra, 2017). Combining environmental management with the performance assessment process aligns the performance practices of workers with the long-term objectives of companies' sustainable development. According to the AMO theory's motivational component (M), The AMO theory suggests that there are three independent work system components that shape employee characteristics and contribute to the success of the organization. According to the theory, organizational interests are best served by a system that attends to the employee's ability, motivation, and opportunity (AMO). continuous evaluation and input on the performance of employees towards the success in meeting the companies' green goals encourages employees to voluntary participate in efforts of generalizing green behaviors that improve the performance of the organizational setting (Chaudhary, 2019). Setting green performance metrics requires the creation of a collection of environmental standards for all employees in the evaluation process, as well as the implementation of green policies. Organizational performance was most important in influencing the usefulness of compensation (Ahmad, 2015). The use of bright green indicators was important in the practice of performance management. Green management includes evaluating managers' green outcomes and holding them responsibility of dealing with individuals who do not follow green success standards (Renwick et al., 2013). Green reward and compensation is a method of financial and nonfinancial benefits aimed at recruiting, maintaining, and motivating employees to contribute to sustainable priorities, in line with a systematic approach to reward management (Jabbour et al., 2013). Haque (2017) exhibited companies in the United Kingdom adopted financial incentives that have a significant impact on employees' ability to protect the environment, and green appreciation is a nonfinancial compensation reward for employees that includes things like companywide public recognition, paid holidays, and gift certificates. Green appreciation awards instill pride in employees and more effectively encourage pro-environmental action (Veleva & Ellenbecker, 2001). Academic interest in HRM's position in environmental protection has grown in recent years (Jackson & Seo, 2010; Renwick et al., 2013).

2.3 Sustainability performance

The common representation of the concept of sustainability today pivots on three 'pillars' in different forms and models: the environment, society and the economy (Gibson, 2006). Economic development must be in line with social equity and ecological limits. This

three-dimensional approach is therefore widely used to organize the efforts needed for the success of sustainable growth (stock *et al*., 2018).

Healthcare pollution is currently causing indirect harm to public health. Therefore, it should achieve a sustainable healthcare system and meet ambitious goals such as those set by the Intergovernmental Panel on Climate Change, a revolutionary vision is required (Intergovernmental Panel on Climate Change, 2018). Healthcare waste is one of the most dangerous and hazardous wastes in various industries, therefore, adequate management of these wastes should be done to preserve the eco-system and the environment (Al-Khatib *et al*., 2020), Pollution is a leading cause of mortality and morbidity, responsible for 9 million deaths annually (or 16 percent of all deaths) worldwide in 2015 (Landrigan et al., 2018). The majority of these deaths are currently attributed to environmental factors, with air pollution accounting for one out of every eight deaths (Cohen et al., 2017). There is an important link between environmental management and the resulting economic efficiency (Siyambalapitiya *et al*., 2018), for example, almost regulations agree on the necessity to develop strategy for waste management, since the current practices of allocating certain areas for landfilling of waste as disposal process is harmful and toxic for the environment and human-being, whereas, new techniques for disposal such as non-incineration as treatment methods is more safer and environmentally friendly, as well as, the economic benefit (Windfeld and Brooks, 2015). The healthcare sector has changed dramatically in recent years as a result of increased competitiveness, the growing influence of patients, and the need to provide health services in a more efficient and effective environment. (Aptel & Pourjalali, 2001; de Vries & Huijsman, 2011). Since the human element is present in the healthcare process (Santilli & Vogenberg, 2015), social sustainability is also integrated with the human side of sustainability (Huq et al., 2014). This suggests that stakeholders including employers and suppliers play a critical role in achieving social sustainability goals by promoting progress and offering input into how to successfully integrate sustainable practices into healthcare (Marshall et al., 2015; Sherman et al., 2020). The Industrial Environment Framework aims to create solutions and methods for reducing waste and emissions in human environments, preserving products and resources, and replenishing natural systems. The most common analytical method used to assess healthcare sustainability is the Internationally Standardized Scientific Approach (LCA), improving resource and waste management practices are

critical components of healthcare sustainability, but they are ineffective; we must rethink all facets of healthcare delivery to achieve a sustainable future (Zimmerman et al., 2020).

2.4 Corporate Social Responsibility (CSR)

In the three pillars of sustainability, the Palestinian Central Bureau of Statistics has adopted the definition of social responsibility as an expression of a culture of commitment to responsibility within the priorities of strategic planning for institutions and providing support and assistance for sustainable development, meaning responsibility is a strategic approach to do business in our society in a sustainable and responsible manner (Saadeh & Khalidi, 2019).

Social responsibility must be a priority for all employees in the health sector, and the best way to implement these responsibilities is to manage human resources, according to the words of Director Tarek Al-Masry at the Ministry of National Economy, "According to the Companies Law, a public shareholding company must allocate no less than 1% of the profits to be spent on supporting scientific research and professional training. Also, the public shareholding company must allocate less than what is about 1% of its net profits for spending in the field of social responsibility. This percentage was determined based on the experiences of neighboring countries such as the Emirates (Al-Masry, 2018).

Studies have shown that corporate social responsibility is very necessary. The application of corporate social responsibility as a strategic tool improves the hospital's value (Lubis, 2018). On the other side, Úbeda-García *et al*. (2020) studied the relationship between CSR and GHRM practices in hotel industry in Spain. The research aimed at investigating the effect of CSR on the companies' performance, in addition to economic and environmental outcomes. The model was solved using Partial Least Square (PLS) equation modeling approach; the results showed a positive relationship between CSR and organizational performance in addition an indirect effect on the mentioned relationship caused by GHRM practices in the hotel. In addition, Santana *et al*. (2020) studied the connection between CSR and HRM using Science Mapping Analysis Tool (SciMAT). 194 studies were reviewed from 2006 to 2019, several topics were reviewed and studied to reveal their link to the aforementioned relationship between CSR and HRM, including: GHRM, environmental management and sustainable HRM.

2.5 Organizational citizenship behavior environmental (OCBE)

Scholars are increasingly interested in the processes that motivate employees' pro-environmental behavior (Luu, 2019a). Individual pro-environmental behaviors have only recently received academic attention in the hospitality literature, as employees are the agents that put organizational green policies into action (Dumont et al., 2017; Rayner & Morgan, 2018). according to (Hartnell et al. 2016, Ostroff and Bowen, 2016) Employee attitudes toward the organization would be better if they have organizational policies. As a result, we expect that "organizational support for green behaviors" will improve the leader's pro environmental indications and their effect on employee OCBE. The importance of HR practices in transforming organizational strategies into employee behaviors and contributing to organizational success has been highlighted (Barrena-Martínez et al., 2017). Organizational citizenship behavior for the environment (OCBE) reflects an employee's ability to work with his company and its stakeholders to implement activities that support the natural environment within his job responsibilities (Daily et al., 2009). Organizations include OCBE because it improves organizational performance and makes achieving organizational objectives (Fisher et al., 2010). Moreover, OCBE can improve an individual's productivity (Bergeron et al., 2014; Shareef & Atan, 2019). Employees should be given opportunities to participate in decision-making processes to stimulate OCBE and minimize the probability of leaving from organization. Individuals who exhibit OCBI, make time to listen to coworkers or managers, provide assistance when needed, and show a personal interest in their well-being, Individuals who display OCBO, on the other direction, have high participation rates, avoid unassigned job breaks, follow informal guidelines, and protect organizational property (Gerpott et al., 2017). Managers should participate in all three GHRM practices at the same time because doing so would improve individuals' voluntary green behavior much more (Pham et al., 2019). OCBE was strongly affected by green HRM practices. Furthermore, OCBE was found to have a strong connection to environmental performance. The results of the mediation analysis revealed that OCBE acted as a source for Green HRM practices to provide a positive impact on environmental performance (Anwar et al., 2020).

2.6 Hypotheses Development

This study focuses on green human resource management practices, employee citizenship behavior, and social responsibility to improve the level of organizational sustainability inside and outside the organization. Therefore, we hypothesis that:

H_1: GHRM bundle practices positively affect OS.

Green competence building practices include green recruitment and selection, as well as green training and development, mainly aimed to raise environmental awareness and sustainability (Teixeira et al., 2012). Employee green awareness is an important part of the green hiring process because if an employee's environmental values align with those of the organization, he or she is more likely to respond positively to the organization environmental issues (Tang et al., 2017), Environmental sustainability causes organizational changes that are distinct from those caused by other reasons such as globalization and technological advancement. Embedding environmental sustainability into an organization necessitates changes in the thinking and behavior of all employees across the board (Laszlo & Zhexembayeva, 2011), Considerations of economic, social, and environmental sustainability need linking the silos of functional efficiency with those of organizational effectiveness and sustainability in order to integrate environmental sustainability in a company (Dubois & Dubois, 2012), As a result, Green Behaviour (pro-environmental behavior) is defined as behavior that respects the environment.(Unsworth, Dmitrieva, & Adriasola, 2013).

H_2: GHRM bundle practices positively affect OCBE.

Employees can engage, share knowledge, and provide new solutions to complex problems through teamwork (Daily et al., 2007). Through open debates, the exchange of ideas, and the sharing of various viewpoints on environmental concerns, involvement opportunities aid in the development of a pro-environmental culture in the organization (Alt & Spitzeck, 2016), Green HRM involves incorporating environmental awareness into the entire HRM process of hiring, training, rewarding, and building a green workforce that knows and values environmentally friendly beliefs, practices, and activities. Furthermore, recent studies that highlight the role of human resources in environmental performance have focused on environmentally friendly employee behavior as a critical aspect in successfully implementing environmental regulations at work (Kim

et al., 2017), Employee involvement, according to prior research, is an important instrument that indirectly increases OCBE (Pham et al., 2019). Other studies suggest a good association between Green HRM and OCBE (Luu, 2019b), and Green HRM combined with AMO Theory can influence OCBE. Previous research in the United Kingdom using a methodology to assess the influence of Green HRM Practices on OCBE found that Green Building Competency Practices, Green Performance Management Practices, and Green Employee Involvement all have a beneficial impact on collective OCBE (Pinzone et al., 2016).

H_3: GHRM bundle practices positively affect CSR practices.

GHRM bundles, when implemented correctly, can improve environmental sustainability (Singh et al., 2020; Yong et al., 2019; Pham et al., 2019). They will be essential to CSR's efficiency. Although the importance of GHRM and the development of research, there are still significant gaps in the literature, specifically research that investigates the relationship between GHRM and CSR practices (Freitas et al., 2020), Green programs and strategies assist human resources in establishing social responsibility principles among employees. As a result, green human resource management is critical to improving an organization's social performance(Wesselink et al., 2017), promoting the use of sustainable HR practices in developing employee involvement/engagement in CSR agendas, including as sustainability-related training, CSR agenda integration in performance management and incentive systems, and communication (Podgorodnichenko et al., 2020), CSR involvement/engagement involves great leadership development and communication (Leidner et al., 2019).

H_4: OCBE positively affects OS.

According to Roy et al. (2001), OCBE is a critical component of successful environmental management system development and the integration of environmental policy into workplace practices, Eco-helping, eco-civic participation, and eco-initiatives are three elements of pro-environmental behavior outlined (Boiral & Paille, 2012). First, eco-initiatives are personal initiatives taken for employees to reduce negative effects on the environment at work, such as recycling paper and minimizing resource waste (Afsar & Umrani, 2020). Second, eco-engagement employee engagement in projects that an organization has established and voluntary participation in the organization's

environmental activities (Wang et al., 2021) Finally, eco-helping means motivating employees to be environmentally responsible (Hameed et al., 2019), OCBE is focusing an increased significance on assisting organizations in achieving sustainable growth by lowering individual and organizational resource consumption. Its goal could be to help the company while also improving the environment and conserving resources (Zhao & Jiang, 2021).

H_5: CSR practices positively affect OS.

CSR has become more essential for organization's growth (Turyakira et al., 2014). Sustainability is a term that encompasses social, economic, and environmental responsibilities, and it is important to study for two reasons. First, to save each company's resources. Second, businesses must operate in a safe and responsible manner, with a focus on the health and safety of their employees (Gimenez et al., 2012). CSR is described as any responsible' sustainable activity that enables a company to obtain a long-term competitive advantage, regardless of the motivation. (McWilliams & Siegel, 2011), Intel is an example of a company that incorporates CSR into its strategy and day-to-day operations (Aguinis & Glavas, 2013). Intel's primary mission is to enrich the lives of everyone on the planet, and in its 2019–2020 CSR report, the company outlined its 2030 strategic goals of "responsible, inclusive, and sustainable" practices enabled by "technology, creativity, expertise, and the enthusiasm of [their] employees" (Aguinis et al., 2020).

H_6: The OCBE mediate between the GHRM bundle practices and OS.

According to Ren, Tang and Jackson (2018) Effective GHRM regulations must take into account employees' environmental attitudes and behaviors. The behaviors that employees are willing to engage in beyond their suggested and necessary job descriptions are referred to as organizational citizenship behavior for the environment OCBE (Pham et al., 2019), Green competence building techniques include green recruiting and selection, as well as green training and development programs, all aimed at enhancing workers' environmental knowledge and abilities (Teixeira et al., 2012), the link between strategic human resource management, OCBE, and environmental performance was investigated by Paille et al. (2014). The study's findings revealed that strategic HRM adds to an organization's environmental performance, whereas OCBE was discovered to mediate the link between

strategic HRM and environmental performance, Finally, connecting with employees can assist raise employees' knowledge of a company's mission and provide opportunities for them to learn and behave in more environmentally friendly ways, eg. OV, initiative suggesting, adapting tasks at work, more OCBE (Paille & Boreal, 2013).

H_7: The CSR practices mediate between the GHRM bundle practices and OS.

GHRM has affected the performance of academics and researchers all around the world in recent years (Yong et al., 2019). It is seen as a contemporary research trend capable of contributing to organizations' sustainable development strategies, since it may improve both sustainability and competitiveness through employee participation at both the organizational and individual levels (Pham et al., 2019), through the promotion of corporate citizenship, business ethics, stakeholder management, and sustainability (Dubey et al., 2015), which promotes a beneficial and substantial performance (Carrol & Shabana, 2010). It's even associated with environmental protection efforts (Su & Swanson, 2019).

2.7 Theoretical frameworks

2.7.1 Existing frameworks

There are models that have been developed to explore the mediating effect of organizational citizenship action toward the environment and corporate social responsibility on the relationship between green human resource management (green recruiting and selection, green preparation, green incentives, and green performance appraisal) and sustainability performance (economic, social, and environmental performance) Malik et al. (2021) developed a conceptual model that explained the association between GHRM practices, CSR, and sustainable performance with the addition of OCBE as a mediator. Only those participants who are aware of CSR, green practices, and sustainable results were contacted, yielding a response rate of 75%. 200 questionnaires were distributed, and 150 completed questionnaires were used in the study.

According to the findings of this study, organizations can achieve sustainability by engaging in green practices and exhibiting socially responsible behavior. OCBE can be effective in motivating employees. As a result, companies will gain a competitive advantage and long-term sustainability by implementing GHRM, CSR, and OCBE, The

researcher recommended that hospitality, tourism and higher education institutions should be included in future studies, as there are no studies linking this relationship in these sectors, (Freitas et al., 2020) analyzes the relationship between GHRM and corporate social responsibility (CSR) in Brazilian companies, The researchers adopted company's age, size, ISO 9001 and 14001 certifications are the control variables.

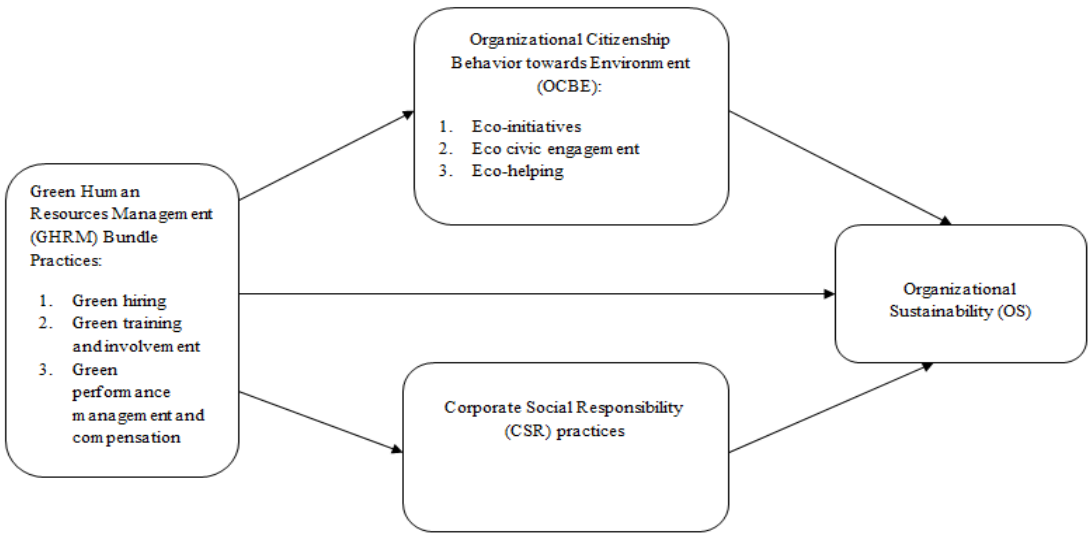
The results show that the most critical practices for improving CSR performance are performance assessment, teamwork, and recruitment and selection. According to the findings, the "ISO 9001 certification" controls variable has a positive and important impact on CSR.

2.7.2 Research framework

The following framework suggests four sets of relationship bonds (GHRM bundle that include GH , GTI and GPC, and sustainability performance that include environmental, economic and social) to improve environmental practices and sustainability performance with healthcare sector, with the addition of OCBE and CSR as a mediator. It is based on previous researchs (Anwar et al., 2020; Freitas et al., 2020; Mousa and Othman, 2020; Amjad et al., 2021), (see Figure 2).

Figure 1

Proposed theoretical framework.

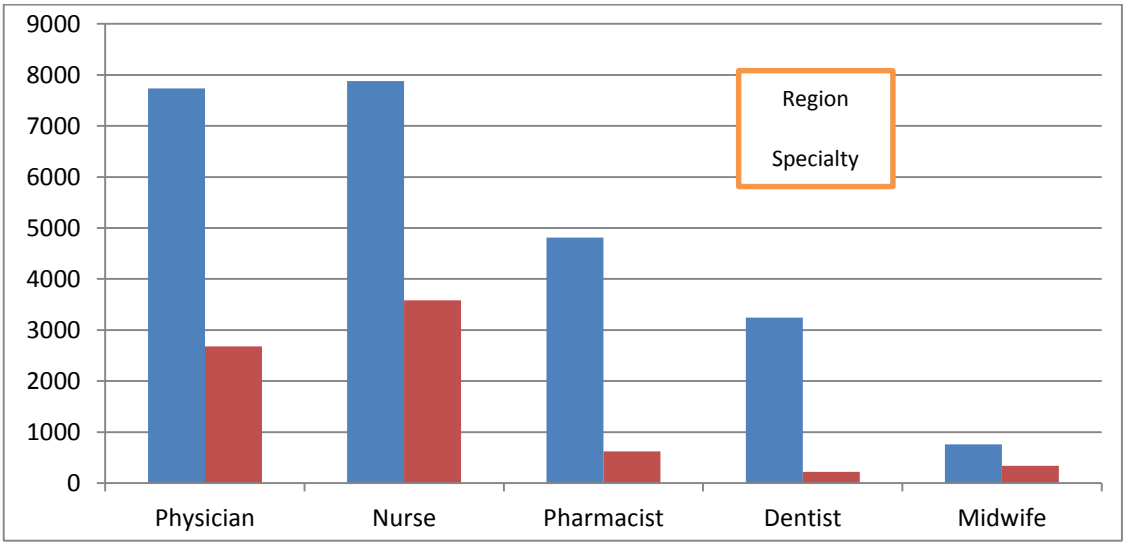


2.8 Healthcare sector in Palestine

Palestinian healthcare professionals are creating new healthcare programs and displaying a high level of sustainability (Waterston & Nasser, 2017). The General Administration of Public Health aims to promote and protect citizens' health and to create a stable community by delivering preventive and curative health services to all segments of society in accordance with international standards, using the most up-to-date scientific methods, and on the basis of science, knowledge and skills required with trained cadres and active participation of relevant parties and society to keep up with society's growth and needs (MOH, 2021). According to the Palestinian Central Bureau of Statistics (PCBS) and Ministry of Health (MOH) annual report on health accounts in Palestine, the healthcare industry accounts for 11.4 percent of the Gross Domestic Product (GDP) in Palestine in 2018, and the Palestinian MOH's monetary revenues in 2018 were about $ 218,624,185. (PCBS, 2018; MOH, 2018). The Ministry of Health's finance department announced that the ministry's budget for 2018 was NIS 1,767,295,225, with wages accounting for 48 percent of the budget (PHIC, 2018), In 2019, the number of operating hospitals in Palestine reached to 85, and the total number of hospital beds reached to 6750. The Ministry of Health has about 27 hospitals, with a total bed size of 3462 beds, The Ministry of Health's largest employer, with 14,430 permanent workers, including physicians, nurses, pharmacists, allied medical practitioners, and administration and service (MOH), see (Figure 3.).

Figure 2

Distribution of medical human resources by specialty & region, Palestine.



2.9 Chapter summary

Through a review of the literature related to green human resource management and sustainability performance in the health care sector, it was found that there is a gap in the studies that link GHRM bundle that include GH, GTI and GPC, and sustainability performance that include environmental, economic and social, with the addition of OCBE and CSR as a mediator, to improve environmental practices and sustainability performance with healthcare sector. One of the limitations of the study (Malik et al., 2021) it was exclusive on the industrial sector, and the researcher recommended that it should be applied to other sectors, especially the health sector. Finally, the importance of the health sector lies in the continuation of human life. Therefore, it was necessary for researchers to develop this sector, and to explore all the elements that would increase the quality of the performance of the health sector.

Chapter Three
Research Methodology

3.1 Chapter overview

In this chapter, the research design, population and sampling, survey method (questionnaires), pilot study, and other issues are discussed. Finally, the chapter concludes with a description of data processing methods for both qualitative and quantitative approaches.

3.2 Research Types

Scientific research is conducted by defining research questions and then collecting data related to these questions and then answering those questions. From this point of view, the research can be divided into the following categories:

- Descriptive research: this type of study aims to systematically attempts to describe problems, situations or phenomena, to provide information about these communities, or to describe attitudes towards certain issues.
- Exploratory research: this sort of research attempts to learn more about a new field of study or the feasibility of doing a specific research stud
- Explanatory research: the study highlights or explains how and why two components of a phenomenon or situation are related in this sort of study.

This type of study was directed as there are few studies in healthcare sector. The appropriate type of research for this study is the exploratory study.

3.3 Research approach

The term "research approaches" refers to research plans and methods that span everything from study ideas to specific data collection, analysis, and assessment methodologies. (Creswell, 2014). They are three research approaches; qualitative, quantitative and mixed methods, in this research, a quantitative approach was used, questionnaires, which are the instrument used to collect data throughout this study, are distributed in the healthcare sector, As it has been clarified in the literature review chapter about the importance of this study, since there are a few studies conducted in service sector, especially with the

absence of these types of studies in healthcare sector in the developing countries. The best type of research to conduct is the exploratory study, specifically sequential exploratory research. Unfortunately, the COVID-19 pandemic has obstructed us from reaching the managers, working on personal interviews with them in order to obtain a mixed approach.

3.4 Research methodology flow chart

In this study, the study's problem, goal, and purpose, as well as the study's scope, are presented. In order to formulate research questions and hypotheses, The second stage is to start collecting data, where the appropriate sample was selected for the study, and we started collecting data, by distributing questionnaires to the selected sample, after collecting the data, it was analyzed to test hypotheses and answer research questions And finding the relationship between the variables, and in the end, a framework was developed to help workers in the health sector to implement these practices, and some suggestions and recommendations for future studies related to this study.

3.5 Research population and sample size

This study was conducted on the healthcare sector in the West Bank in the year 2020-2021. The research population was chosen based on the competence required to complete the questionnaire, includes primary care centers from the fourth level, which include centers under governmental control such as MOH and MMS, tertiary care centers (hospitals and rehabilitation centers). MOH, private sector, NGOs, and MMS.

As shown in Table 1, we took primary care centers affiliated to the MOH and MMS, and secondary and tertiary care centers (all hospitals) and include the government, private and non- profit sectors.

Table 1

Distribution of care centers in the health sector (MOH, 2019; MMS, 2020)

N	Healthcare classification	Population
1	Primary care centers	10 Primary healthcare centers of the MMS. 11 Primary healthcare centers of the MOH
2	Secondary and tertiary care centers	67 Facilities included General Hospitals, Specialized Hospitals, Maternity Hospitals and Rehabilitation and Physiotherapy centers
	Total	88
	Requested sample	80
	Response rate	91%

The statistical method is the correct approach to compute the sample size to establish an acceptable and representative minimum sample size for conducting the survey (Denscombe, 2014), Thompson's formula (Thompson, 2012).

$$n = \frac{N * P(1-P)}{\left[\left(N-1\right) * \left(\frac{d^2}{z^2}\right)\right] + P(1-P)}$$

Where:

n= the sample size.
N= the total number of population, 88.
d= the percentage error (0.05).
P= proportion of the property offers and neutral (0.5).
z= is the upper α/2 of the normal distribution (1.96 for 95% confidence level).
n= 88*0.5(1-0.5)/ ((88-1)*(0.005^2/1.96^2)+0.5(1-0.5))

The sample size was determined using Thompson's equation, and 80 questionnaires were obtained from 88 health care centers and hospitals, all of which were correct, and thus the response rate reached 91%.

3.6 Data collection

We used a combination of primary and secondary data in this stage, and we rely on questionnaires to generate primary data in the main data phase. The WHO, PCBS records, and reports from the Health Information Center were the only other sources of secondary data.

3.7 Survey

A quantitative survey was used in the research. The instrument was created using literature research, and data was collected using a questionnaire. The data was then statistically analyzed to identify responses to study questions and hypotheses. In order to share hard-to-reach places, certain questionnaires were also delivered via Google Drive.

3.8 Questionnaire design

The researcher designed the questionnaire to have several sections, each with many questions, allowing the respondent expert to select one of several options for each question that represented their organization's current position with the practices under study, The questionnaire was created by reviewing a number of previous studies, after which it was presented to a jury and some health-care experts for feedback, The updated version of the questionnaire contains the following:

- The first section: (9 items): The goal of this section is to obtain general information about the organization, such as the respondent's gender, the organization's categorization in the healthcare sector, the number of employees, the geographic location, job title, and years of experience. In addition, we employed a variety of alternatives in this section.
- The second section: (12 items): Its goal is to determine the extent to which GHRM methods and environmental behavior are used and embraced in healthcare settings. the section is divided into three categories green hiring, green training and involvement, and green performance management and compensation. A five-point likert scale of 1 (not at all) to 5 (a Very Great Extent) was used in this section. This section was adapted from (Siyambalapitiya et al., 2018).
- The third Section: (17 items) the indicators of OCBE and CSR as a mediator in Palestinian healthcare organizations and their effects on healthcare organizations in terms of applying GHRM practices and organizational sustainability.

Section four: (12 items): the section is divided into three categories Environmental, economic, and social performance.

Finally, a space was left for the respondents in order to put any notes they had at the end of the questionnaire. The questionnaire was reviewed by a group of experts to ensure the validity and reliability of the survey. The questionnaire was prepared in English (see Appendix A), and since the questionnaire was translated into Arabic because Arabic is the mother tongue in Palestine (see Appendix B), in terms of distributing the questionnaire, there were some areas that were difficult for us to access, so the questionnaire was sent electronically via Google Drive, nearly two months were spent on collecting data from all cities.

3.8.1 Questionnaire reliability

The first criterion for assessing the quality of results is reliability, which refers to the degree of consistency of a result through time; a study is regarded dependable if its findings can be replicated and produced using identical procedures in a variety of settings. The convergent validity test is used to assess the reliability of the five-point likert scales employed in the study, which is the degree to which elements in the same construct have a positive correlation with one another. Cronbach's alpha is a conventional measure of internal consistency that provides a reliable assessment based on the inter correlations of the indicator variables. The reliability of the composite (Cronbach's alpha) should be greater than 0.7 (Djakasaputra et al., 2021).

3.8.2 Questionnaire validity

Another critical indicator to evaluate the quality of results produced from the study is internal validity (Hair et al., 2016). Noteworthy, validity refers to the extent to measure a concept accurately in quantitative research (Carpenter, 2018), Validity helps to determine whether the research actually measures what it was prepared to measure or the reality of the research results (Wieland et al., 2017). It is worth mentioning that most items used in questionnaire are adopted from previous literature reviews in GHRM studies, where the reliability and validity of these items were already tested. Beside of conducted a pilot study to reveal any problem that effected the quality of results. The Discriminant Validity test, which comprises the Fornell-Larcker criterion and cross loadings, is used to assess the validity of research data.

3.9 Methodology of analysis

This section discusses the methods for assessing data from quantitative stages (the data collected from the questionnaires).

3.9.1 Questionnaire analysis

Quantitative data from a survey (questionnaire) was analyzed using Structural Equation Modeling (PLS-SEM) software, Version 3.3.3, to evaluate and explore the correlations between the questionnaire's elements. Smart PLS software was utilized to meet the objectives and test the research hypotheses.

3.9.2 Assessment of the measurement model

Because this study employed reflective measuring methods, the following criteria were applied to examine their reliability and validity. The degree to which several components measure the same structure is referred to as convergent validity (Bornmann et al., 2019). Convergent validity is measured using the criteria listed below:

1. Factor loading - individual item reliability
2. Composite reliability (CR)
3. Average variance extracted (AVE)

The degree to which items discriminate across constructs or the correlations between assessments of potentially overlapping components is referred to as discriminant validity. The following are some of the criteria used to assess discriminant validity:

1. A cross-loading
2. Correlation of latent variables (square root of AVE)
3. The HTMT (heterotrait-monotrait) correlation ratio

In appendix C, Table C.1 contains additional information about the precise criteria used to assess convergent and discriminant validity.

3.9.3 Assessment of the structural model

The structural model was evaluated using the following five tests:

1. Coefficient of Determination (R2): Endogenous latent variables with R^2 values of 0.75, 0.50, or 0.25 are classified as significant, moderate, or weak.
2. Effect Size (f^2): Guidelines for evaluating the results values of ($f2$) according to (Purwanto, & Sudargini, 2021), that the values of 0.02, 0.15, and 0.35, considered as small, medium, and large effects respectively for the exogenous latent variables.
3. Predictive Relevance (Q2): If Q2 is positive (higher than zero), the model has predictive validity; if it is negative, the model does not (Hair Jr et al., 2020).
4. Path Coefficients (hypotheses test): The route coefficient magnitude is assessed using the Bootstrapping approach, which is defined as "a resampling approach that draws a large number of subsamples from the original data (with replacement) and estimates models for each subsample" (Meng & Berger, 2019).

5. Goodness-Of-Fit Index (GoF): It's not a good option to use this in exploratory studies. according to (Bandalos & Finney, 2018).

3.10 Chapter summary

This chapter discusses the research methodology used in this study to achieve the study's objectives. This chapter also covers study design, variables, measurement, survey questionnaire design, demographic and sample, data collection, and analytic procedures. The results of the data analysis are discussed in the following chapter.

Chapter Four

Results and Analysis

4.1 An overview

This chapter summarizes the study's research findings based on data received from respondents in the health industry in the West Bank. This chapter is divided into the following sections. First, consider the response rate. Respondents' Demographic Distribution. Second, data screening and preliminary analysis are offered, as well as specifics about the sample's characteristics. Third, the outcomes of tests for scale reliability and validity are evaluated. The outcomes of hypothesis testing are analyzed and presented.

4.2 Response Rate

The surveys in this study were self-administered. Attempts have been made to boost response rates by reminding participants via phone calls, SMS messaging, and physical visits (Sekaran & Bougie, 2009). As a result of these efforts, in Palestine, 88 surveys out of 91 questions presented to participants' employees in the health sector) were returned. As a result, the response rate is 91 percent; However, all 88 answers provided were used to run the study, resulting in a 91 percent correct response rate (Yehuda, 1999). There were no wrongly completed surveys found.

4.3 Respondents Demographic

The study was conducted between June 2021 and mid-September 2021. The final data sample consisted of 88 individuals who completed the study questionnaire, and their position in the firm is depicted in Table C.2.

Table C.2 illustrated that more than 60% of the participants were working in Government and Private sector; the rest were 25% Non-profit organizations or Military of 113% or UNRWA of 1.1%.

Table C.3 below shows that more than 92% of them were Human Resources Managers. Also, more than 53% of them were hold a Bachelor degree and more than 43% holding a

master degree, that's mean more than 96% had a post graduate degree. And more than 91% of them had more than 6 years of experiences.

Table C.4 below shows that more than 61% of the organisations are Secondary care center (Hospitals) and 19.3% are Primary care center and Triple Care Center (Rehabilitation centers) also, more than 38% of them had more than 250 employees, and 30.6% has 100-250 employees, however no organization has less than 19 employees at all.

Table C.5 show that 51.1% of the organizations integrate environmental management practices into its daily activities while 48.8%, of the organisations currently has no implementation plans. and 53.4% of the companies has a formal environmental management program such as ISO (14001), or any environmental initiatives or certificates related to environmental issues, while 46.6% of them didn't have.

The response rate and location of a company in each governorate are shown in Table C.6 Ramallah and Qalqilya had the largest number of responders, with Ramallah having 20 and Qalqilya having 16, with response rates of 21.7 percent and 17.3 percent, respectively. While, Tubas has the smallest in number of respondents with three respondents with response rates of 3.2%.

4.3.1 Respondents outline of Demographic Distribution

We can observe that more than 60% of the participants were working in Government and Private sector; the rest were 25% Non-profit organizations or Military of 113% or UNRWA of 1.1%. more than 92% of them were Human Resources Managers. Also, more than 53% of them were hold a Bachelor degree and more than 43% holding a master degree, that's mean more than 96% had a post graduate degree. And more than 91% of them had more than 6 years of experiences. Moreover, more than 61% of the organisations are Secondary care center (Hospitals) and 19.3% are Primary care center and Triple Care Center (Rehabilitation centers) also, more than 38% of them had more than 250 employees, and 30.6% has 100-250 employees, however no organization has less than 19 employees at all.

Moreover, we can see that 51.1% of the organizations integrate environmental management practices into its daily activities while 48.8%, of the organisations currently has no implementation plans. and 53.4% of the companies has a formal environmental

management program such as ISO (14001), or any environmental initiatives or certificates related to environmental issues, while 46.6% of them didn't have.

Qalqilya and Ramallah had the most responders, Ramallah with 20 and Qalqilya with 16, with response rates of 21.7 percent and 17.3 percent, respectively. while, Tubas has the smallest in number of respondents with three respondents with response rates of 3.2%.

4.4 Why PLS-SEM

PLS-SEM is a marketing and commercial research technique that has garnered a lot of traction. The PLSSEM is the method to utilize if the purpose of the study is to make predictions and create theories. If the purpose of the research is to test and confirm theories, CBSEM is the method to apply (Hair et al., 2011).

PLS-SEM is a route modeling statistical approach for modeling complicated multivariate connections between observable and latent variables, according to Vinzi et al. (2010). The use of SEM to investigate cause-and-effect relationships between latent components has become commonplace. Hair, among other things (2011) PLS-SEM route modeling also allows for more precise and reliable confirmatory factor analysis (Afthanorhan & Afthanorhan, 2013).

PLS-SEM has been utilized as a statistical tool by multiple academics in the social sciences, including business research. (Hair, 2014). PLS-SEM is more resilient in dealing with non-normal data because it makes flexible assumptions regarding the normality of the variable distribution (Henseler et al., 2009). However, several of PLS-advantages, SEM's such as small sample size, and prediction power, are additional benefits rather than requirements for the PLS-SEM technique (Sarstedt et al., 2014). Furthermore, under non-normality settings and with fewer samples, the PLS-SEM technique looks to be preferable. Furthermore, unlike covariance-based SEM, PLS-SEM eliminates the statistical power problem inside analysis in similar data scenarios (Haenlein & Kaplan, 2011; Reinartz et al., 2009).

4.5 Removing Outliers

Outliers are data that are significantly different from the rest of the dataset (Byrne, 2010). Outliers in a study can be discovered using a variety of strategies, including

categorizing data points based on their observed distance from the expected values in the research (Hair et al., 2010). The Mahalanobis distance metric is considered to be the most adequate indicator for outlier treatments because it adjusts for correlations and weights all variables equally (Hair et al., 2010). The empirical optimum values were determined using the table of chi-square statistics as the threshold value in this investigation. The value of 26.124 was chosen for this inquiry because it was linked to the eight assessment factors (at level 0.001). The chi-square as indicated in the table was compared to the new Mahalanobis output in this investigation, which was termed MAH 1. Zero cases were identified as outliers based on MAH 1 output since all MAH 1 values were less than the threshold value (26.124). All 88 samples were used in the study's final analysis.

4.6 Multicollinearity Test

Before putting the proposed model to the test, it's a good idea to check for multicollinearity among the independent variables (Hair et al., 2010). The correlation matrix was used to test for multicollinearity in this study. The collinearity statistics for all of the independent variables in the study model have been summarized in Table C.9. Multicollinearity was not a problem because the correlations between variables were less than 0.90. VIF values ranged from 1.439 to 2.849, while tolerance values ranged from 0.807 to 0.351. The multicollinearity assumption was not broken as a result of the data.

The heterotrait-monotrait ratio was used to assess discriminant validity, according to Henseler et al. (2015). (HTMT). Each HTMT ratio was less than the most restricting criterion of 0.85. The results reveal that none of the exogenous factors were substantially associated with each other. The correlation values were significantly below the 0.85 criterion and above, as shown in Table C.10. As a result, there was no issue with strong correlation among the variables, indicating a robust discriminant validity feature.

4.7 Evaluation of PLS-SEM Result

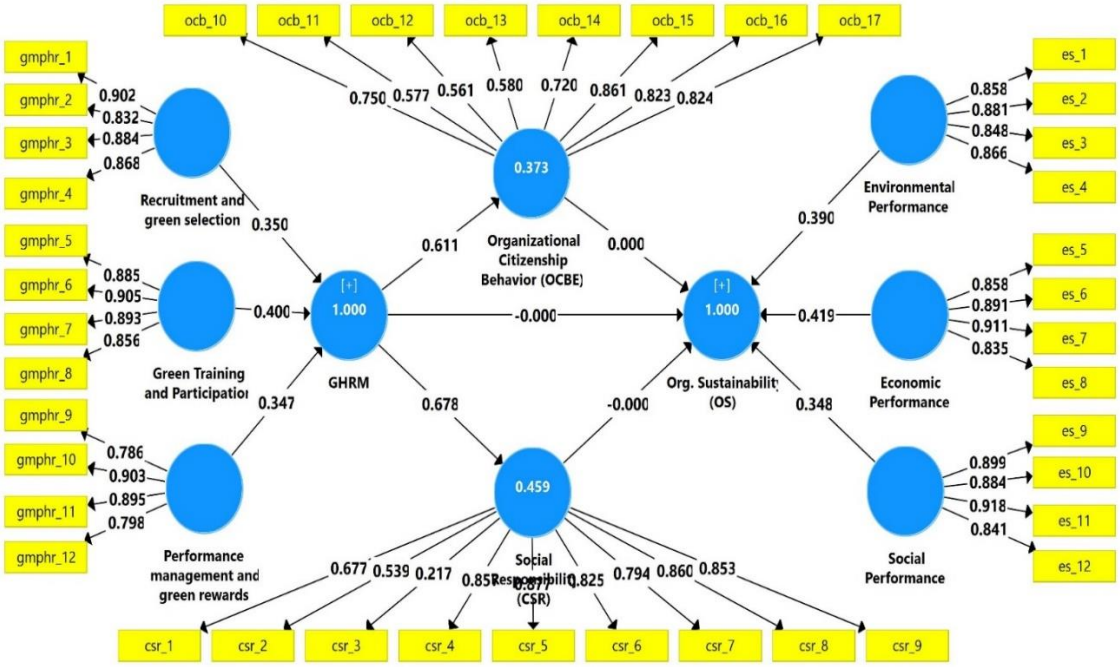
In this study, the reliability and validity of concept measurements were evaluated. In the context of factor analysis, PLS-SEM was utilized to analyze the study's direct, indirect, and mediating results. To discover causal linkages among the constructs in these theoretical models, Ringle et al. (2015) employed SmartPLS 3.3.

Indications should be explained to determine which are formative and which are reflecting. It's important to remember that model design is critical since evaluating a reflecting measurement model differs significantly from testing a formative measurement model (Lowry & Gaskin, 2014).

Reflective variables are latent (unobserved) and indicator variables, as opposed to formative variables (observed). Furthermore, this research did not look into second-order structures having two layers of components. To put it another way, the research components of the inner model were viewed as first-order constructs. The study comprises six exogenous latent variables in terms of sequence and linkage among the components, including one independent variable (GHRM) and two mediator variables, Organizational Citizenship Behavior (OCBE) and Social Responsibility (CSR). The dependent variable Organizational Sustainability is the study's endogenous variable (OS). The original study model contained 41 reflecting assessment items (manifest variables or indicators) for eight variables based on the assumptions stated in the study (latent variables). It consists of one independent variable, one dependent variable, and two mediator variables, with seven connections constructed between them (see Figure 4).

Figure 3

Original study mode The Measurement Model



Validity and reliability are the two main criteria used to assess measurement models. The reliability study was conducted after assessing concept validity, convergent and discriminant validity.

4.7.1 Construct Validity

The construct validity of a measure refers to how well the test's results match the beliefs that it is founded on (Sekaran & Bougie, 2009). Loadings on factors should be bigger than 0.70. (Hair et al., 2011). As a result, the construct explains more than half of the variation in the observed variable. Based on the foregoing guidelines, this study used a 0.60 cut-off value for factor loadings as a significant cut-off value. As a result, five loadings were removed since their values were less than 0.55. csr 2 (0.539), csr 3 (0.217), ocb 11 (0.577), ocb 12 (0.561), and ocb 13 (0.561) were the results (0.58). They were clearly represented in Figure 5 and Table C.7 before they were deleted. Following the removal of these items, all remaining items that measured a specific construct loaded heavily on that construct while scoring poorly on the others, suggesting construct validity. Table C.8 shows the outcome after deletion some factor loadings.

4.7.2 Convergent Validity

The degree of agreement among numerous items evaluating the same idea is called convergent validity (Ramayah et al., 2011). Convergent validity is based on the correlation between replies gained from diverse techniques of assessing a particular issue, according to classic test theory (Peter, 1981). Researchers should use factor loadings, composite reliability (CR), and average variance extracted to assess convergence validity (AVE), according to Hair et al. (2010).

According to Hair et al. (2011) and Valérie (2012), all item loadings should be more than 0.70. Additionally, composite reliability ratings should be greater than 0.70 and indicate how well construct indicators reveal the hidden variable. The composite reliability values in this study ranged from 0.756 to 0.903, showing high convergent validity, as shown in Table 2.

Finally, the average variance extracted (AVE) calculates the variation enclosed by the indicators in relation to measurement error, and it should be greater than 0.50 to justify the construct's use (Valérie, 2012). The AVEs in this study ranged from 0.516 to 0.671,

all of which were within the acceptable range (Except the AVE of two constructs). Even though, in some cases if the EVE is less than 0.50, According to (Lam, 2012), if the composite reliability is more than the acceptable level of 0.60, then the internal reliability of the measurement items is acceptable (see Table 2). As a result, the convergent validity criteria were met, and the full collection of latent variables met the threshold value.

Table 2.

Measurement Model Results

Constructs	Measurement Item	Items Loading	CR	AVE
Green Training and Participation	gmphr_5	0.885	0.935	0.783
	gmphr_6	0.905		
	gmphr_7	0.893		
	gmphr_8	0.856		
Economic Performance	Es_5	0.858	0.928	0.765
	es_6	0.891		
	es_7	0.911		
	es_8	0.835		
Environmental Performance	es_1	0.858	0.921	0.746
	es_2	0.881		
	es_3	0.848		
	es_4	0.866		
Organizational Citizenship Behavior	ocb_10	0.74	0.914	0.683
	ocb_14	0.702		
	ocb_15	0.918		
	ocb_16	0.898		
	ocb_17	0.853		
Performance management and green rewards	gmphr_9	0.787	0.910	0.718
	gmphr_10	0.903		
	gmphr_11	0.894		
	gmphr 12	0.798		
Recruitment and green selection	gmphr_1	0.902	0927	0.761
	gmphr_2	0.833		
	gmphr_3	0.884		
	gmphr_4	0.869		
Social Performance	es_9	0.899	0.936	0.785
	es_10	0.884		
	es_11	0.918		
	es_12	0.841		
Social Responsibility (CSR)	csr_1	0.652	0.937	0.683
	csr_4	0.864		
	csr_5	0.886		
	csr_6	0.83		
	csr_7	0.801		
	csr_8	0.864		
	csr_9	0.866		

4.7.3 Discriminant Validity

Discriminant validity is a measure of how successfully items differentiate across conceptions or measure different ideas. According to Hair et al. (2011), discriminant needed to demonstrate that each AVE latent construct has a greater squared correlation with other latent variables than the highest squared correlation with other latent variables criterion (Fornell & Larcker, 1981).

The discriminant validity of the measures was investigated in this study using the Fornell and Larcker (1981) criteria. The diagonal elements, like the correlation matrix in Table 3, represent the latent components' average variance square root. Discriminant validity obtains when the diagonal elements in the rows and columns are bigger than the off-diagonal elements. In the correlation matrix, this was the case, showing that discriminant validity was verified.

Table 3

Correlations among Constructs and Discriminant Validity

Variable	GTB	ECP	EP	OCB	BMG	RGS	SP	CSR
GTB	0.885							
ECP	0.652	0.874						
EP	0.591	0.824	0.863					
OCB	0.603	0.632	0.73	0.827				
BMG	0.752	0.523	0.404	0.449	0.847			
RGS	0.753	0.484	0.459	0.525	0.734	0.872		
SP	0.467	0.545	0.457	0.48	0.624	0.359	0.886	
CSR	0.629	0.585	0.542	0.662	0.693	0.564	0.679	0.827

Note: GTB= Green Training and Participation, EcP = Economic Performance, EP = Environmental Performance, OCB = Organizational Citizenship Behavior (OCBE), BMG = Performance management and green rewards, RGS = Recruitment and green selection, SP = Social Performance, CSR = Social Responsibility (CSR).

4.7.4 Reliability Analysis

Cronbach's alpha and composite reliability (CR) values greater than 0.70 are recommended by Hair et al. (2011). Cronbach's alpha and Cronbach's CR values for all items are shown in Table C.11. They were all greater than the 0.70 required quantity. As a result, the construct's dependability was established.

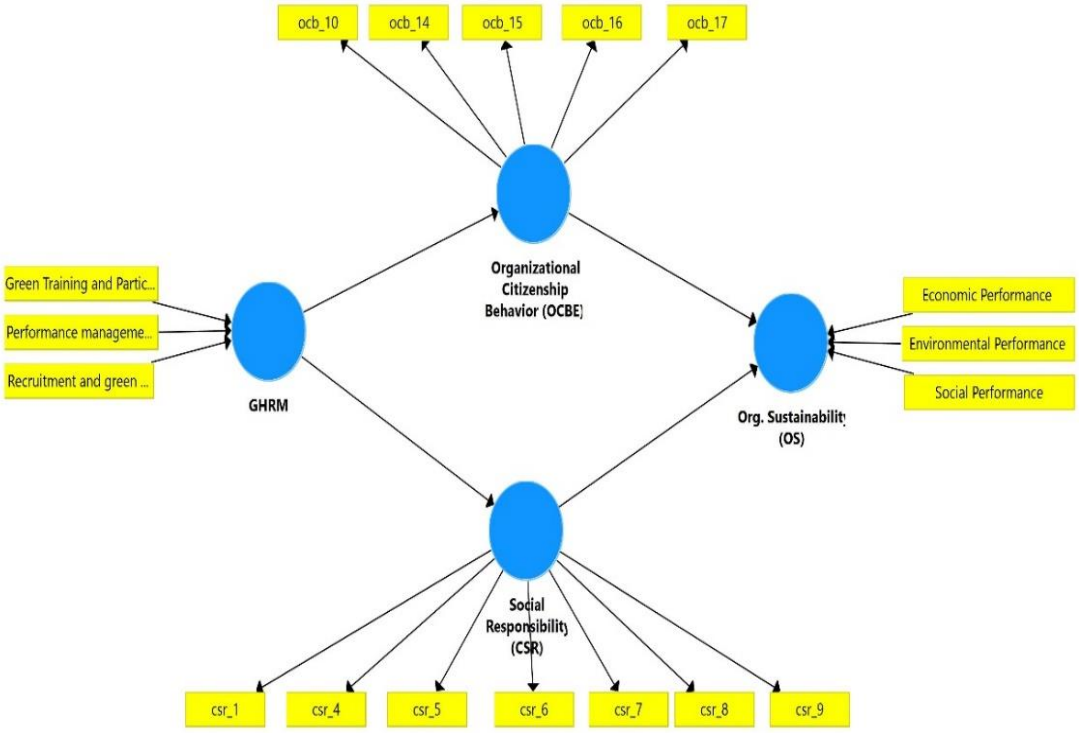
4.7.5 Validity and reliability of second-order constructs-two stage approach

The GHRM bundle is a second-order latent variable made up of three first-order latent variables in this study. Three manifest variables make up OS's first order latent variable.

As a result, the GHRM bundle basic first-order latent variable's twelve manifest variables, as well as the Org. Sustainability (OS) fundamental first-order latent variable's twelve manifest variables, can be used to specify the second-order latent variable. As a result, the manifest variables are used twice: once for primary loadings, also known as first-order latent variables, and again for secondary loadings, also known as second-order latent variables. Alternatively, the first-order construct of the reflecting model is modeled to the second-order construct. RGS, GTB, and BMG models will now use the second-order, particularly GHRM, while EP, ECP, and SP models will use the second-order, mainly Org. sustainability (OS). Figure 5 illustrates the second-order overall model.

Figure 4

Second Order Construct.



A second-order construct model was used to study the relationship between the reflective low and the reflective-formative. To precisely mediate variables, the higher order notion is used. As a result, the two-stage PLS measurement is recommended to suit the needs of this HCM model in order to investigate mediating effects (Cheah et al., 2019). The two-stage technique manipulates the benefits of PLS route modeling by allowing it to explicitly estimate latent variable scores. Models exhibiting interaction effects among the constructs investigated by the reflective indicators may benefit from the two-stage technique. In this study, second-order constructions RGS, GTP, and PMG are

modeled after the GHRM bundle. The sequential latent variable score approach is one of the methods for describing the hierarchy, according to Ringle et al. (2012).

4.7.6 Reflective – formative measurement model

Prior to analyzing the structural model and mediator interaction, the two-stage procedure is accomplished. As a result, reflective and formative measurement indicators must be used to assess the second order construct once more. Tables 4.10 and 4.11 summarize and display the second-order PLS algorithm results.

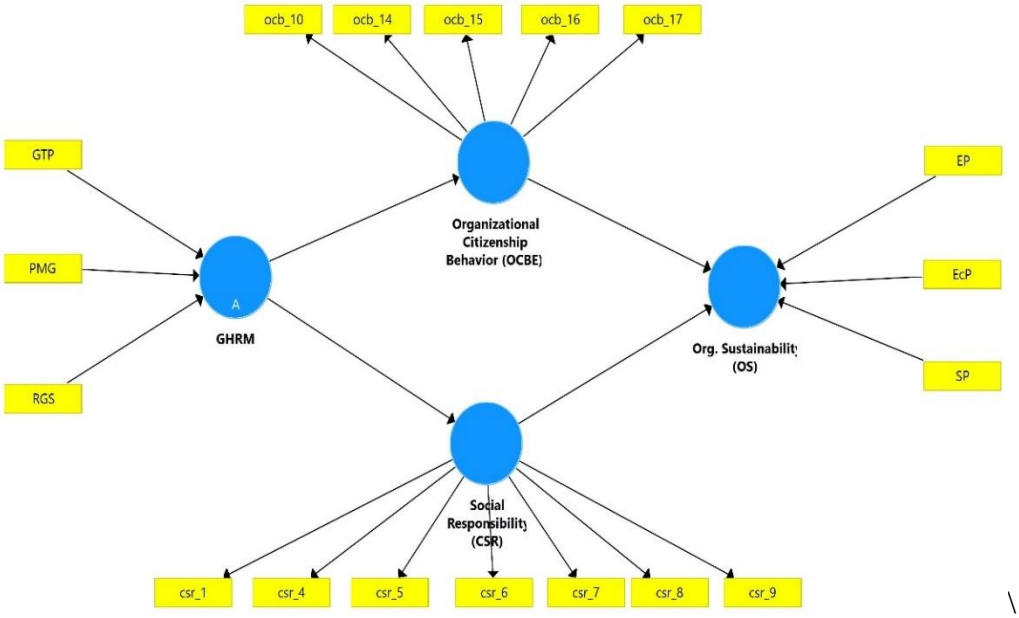
Tables C.12 and C.13 detail the two-stage procedure of the second order reflective model, demonstrating that the reflective measurement condition is met. Measurement standards such as CR, Indicator Loading, and AVE were met by both internal and external GSCM procedures. The Cross Loading, Fornell Larcker's, and HTMT criteria all yielded the same findings in Tables C.14, C.15, and C.16, suggesting that the constructs met the measurement standards.

The convergent validity results are the first step in the formative construct's second-order evaluation. Convergent validity is studied in this study by adding particular items to questionnaires as they are being developed and before data is gathered (Ramayah et al., 2018). The items in the questionnaires are general indicators that can be used to examine the convergent validity of the formative measures' components. An endogenous latent variable is operationalized through one or more reflectively appraised indicators, and an exogenous latent variable is employed to help predict it (Wong, 2013b). The global reflective measure - convergent validity of the GHRM bundle is shown in Table C.17.

The model shown in Figure 6 is the final model for hierarchical component analysis, according to this study, and it comprises the components listed. Second order components were removed from latent variable scores in SmartPLS, as shown in this diagram. Yellow rectangles indicate the first order elements, whereas blue circles represent the second order variables. The first-order elements, on the other hand, become second-order build items, with the final model's second-order construct regarded the first. The researcher continued to examine the produced model to evaluate the study hypotheses after the tests proved the data's dependability and validity, as indicated in the next section.

Figure 5

Final Research Model

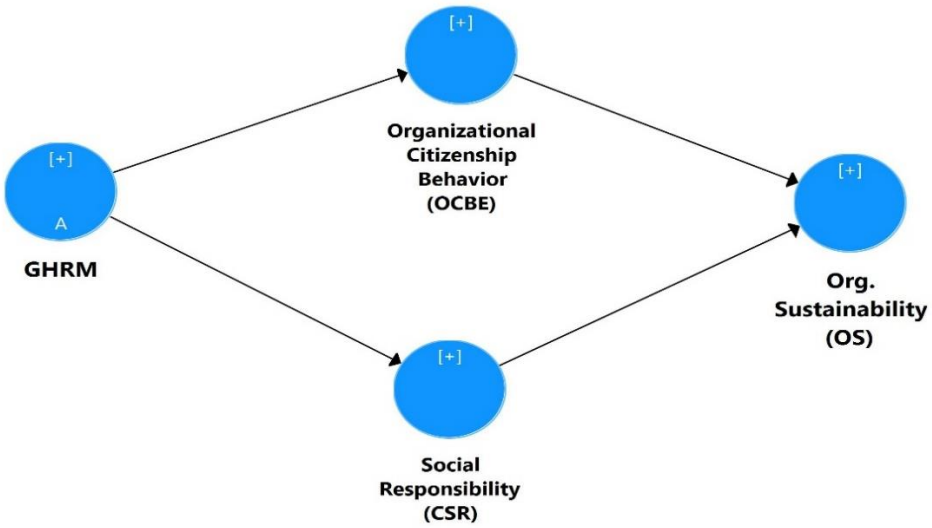


4.8 Structural Model Results (Inner Model)

The structural model, also known as the inner model, was investigated in the PLS analysis after the measurement model had been evaluated. As proposed by Chin (2010), R2 values, effect size (f2), predictive significance of the model, and quality of fit. The magnitude and significance of path coefficients, along with bootstrapping, were used to test the study's hypotheses. The following step entails analyzing the structural or inner model and as a result of the two-stage approach. The structural model is depicted in Figure 7.

Figure 6

Structural Model



Reflective and formative constructs make up the structural model. The model is the first to be tested for collinearity (Ramayah et al., 2018). When significant amounts of collinearity among the predictor constructs are involved in the estimate, the path coefficients may be skewed, similar to normal multiple regression, because the path coefficients in structural models are based on each endogenous latent variable's OLS regressions on its conforming predecessor constructs.

Collinearity is investigated using methods similar to those used in formative assessment, such as tolerance and VIF values model evaluation. As a result, in this assessment, tolerance values below 0.20 and VIF values above 5 in predictor constructs are considered important degrees of collinearity (Hair et al. 2016).

4.8.1 R Square (R^2)

The R2 value, which shows the variance in the endogenous variable that the exogenous factors explain, can be used to evaluate the structural model's quality in the PLS-SEM evaluation. The following can be deduced from the results.

1. First, The R2 value of Organizational Citizenship Behavior (OCBE) was 0.336, implying that GHRM can explain 33.6 percent of the variance in the extent of Organizational Citizenship Behavior (OCBE).

2. Second, the R^2 value of Social Responsibility (CSR) was 0.503, suggesting that 50.3 % of the variance in extent of Social Responsibility (CSR) can be explained by GHRM. Because the R^2 value was more than 25%, it was in the moderate range.
3. Finally, the R2 of Organizational Sustainability (OS) was 0.818, indicating that GHRM, Organizational Citizenship Behavior (OCBE), and Social Responsibility (CSR) can explain 81.8 percent of the variation in Organizational Sustainability (OS), which was within the range. Table 4 below shows the results of R2 using SmartPLS 3.0.

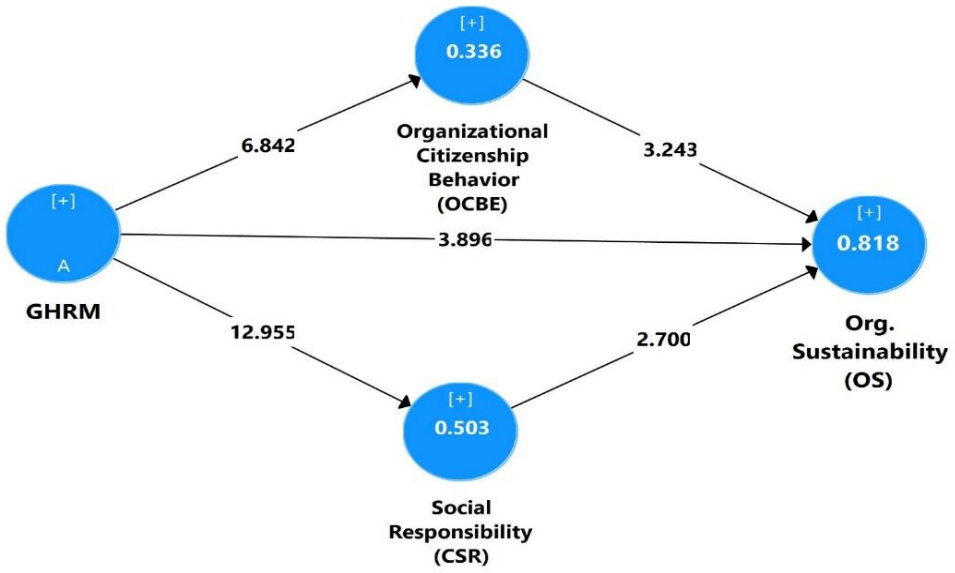
Table 4

R^2 values for endogenous variables

Variable	R^2 value
Org. Sustainability (OS)	81.8%
Organizational Citizenship Behavior (OCBE)	33.6%
Social Responsibility (CSR)	50.3%

Figure 7

R-Square (R^2) for Endogenous Latent Variable



4.8.2 Effect Size (f2)

With the use of f^2 analysis, which is a supplement to R^2 analysis, you may also evaluate the effect sizes of individual latent variables' effects on the dependent variables (Chin, 2010). The f^2 effect size had to be estimated because it isn't provided by PLS. The size

was estimated manually using the formula; f^2 = (R^2 included - R^2 excluded) / (1 - R^2 included) represented by:

$$\text{Effect size}: f^2 = \frac{R^2_{incl} - R^2_{excl}}{1 - R^2_{incl}}$$

Cohen (1988) recommended that f2 values of 0.02, 0.15, and 0.35 be used to explain small, medium, and large impact sizes of predictive variables, respectively. Based on the study's proposed model, the impact sizes of various latent variables and the function of moderators may be evaluated using the same technique given by Cohen (1988). A number of academics who have employed comparable assessments have utilized PLS analysis (Landau & Bock, 2013; Lew & Sinkovics, 2013).

the impact size f2 is calculated using the formula indicated below, according to Cohen (1988). When analyzing the moderator model, Henseler and Fassott (2010) suggested that the main effects be modified to simple/single effects

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

Table 5 demonstrates that GHRM (f^2 = 0.189) has a medium effect size on organizational sustainability and that OCBE (f^2=0.164) has a moderate effect size. While CSR had a minor effect size on organizational sustainability (f^2 = 0.053), it did have a small effect size on organizational sustainability.

Table 5

The Effect Size of the Exogenous Constructs

Variables	F^2	Effect size rating
GHRM → Organizational Sustainability (OS)	0.189	medium Effect size
OCBE → Organizational Sustainability (OS)	0.164	medium Effect size
CSR → Organizational Sustainability (OS)	0.053	small Effect size

4.8.3 Predictive Relevance of the Model (Q^2)

When testing the validity of a structural model, in addition to looking at R^2 values and effect sizes, a blindfolding procedure may be used to obtain cross-validate communality

and cross-validated redundancy. The PLS-SEM estimates of both the structural model and the measurement models were evaluated for cross-validation to forecast data, which exactly fits the PLS-SEM approach, as advised by Hair et al. (2011). Explanatory latent constructs are predictive if the cross-validated redundancy measure value (Q^2) for a specific endogenous latent variable is larger than zero.

The predictive relevance criteria (Q^2) is used to evaluate how well the model predicts the data of missing cases (Hair et al., 2013). The Stone-Geisser test is calculated using the formula below, according to Valérie (2012, p. 109).

$$Q^2 = 1\text{-}SSE/SSO$$

Organizational Sustainability (OS), Organizational Citizenship Behavior (OCBE), and Social Responsibility (CSR) were found to have cross validated redundancy values of 0.465, 0.215, and 0.316, respectively, as shown in Table C.18. These findings back up the claim that the model's prediction quality is satisfactory.

4.8.4 Goodness of Fit (GoF) of the Model

Tenenhaus et al. (2005, p. 176) define the global fit measure as the single measure of GoF in PLS Structural Equation Modeling, This is the geometric mean of the extracted average variance and the average R2 of the endogenous variables. The following formula is used to compute it:

$$GoF=\sqrt{}\ (Avg\ (R^2)\ X\ Avg(AVE)\ )$$

$$GOF = \sqrt{0.552 \text{ X } 0.740}$$

$$GOF = \sqrt{0.359} = 0.599$$

The GoF value of 0.599 was compared to the Watzels et al. (2009) suggested baseline values (low = 0.1, medium = 0.25, and high >= 0.36). The data demonstrated that the model's goodness of fit was greater than the global PLS model's appropriate validity.

4.9 Hypotheses Testing

The final step was to run the PLS and bootstrapping algorithms in SmartPLS 3.0 to test the hypothesized associations. Although path coefficients are critical in PLS analysis,

(Hair et al., 2011) verified that the prior hypothesis should be discarded when routes are non-significant or indicate indicators that contradict the expected direction. Significant pathways indicating the hypothesized direction, on the other hand, empirically support the postulated causal link. They also noted that the importance of each path coefficient, as well as the weights and loadings of the indicators, may be determined using a bootstrapping approach.

A minimum bootstrap sample size of 5000 is necessary when using the bootstrapping technique to calculate route coefficients, with the number of cases equal to the number of observations in the original sample (Hair et al., 2011). Furthermore, for a two-tailed test, the crucial t-values are 1.65 (at a 10% significance level), 1.96 (at a 5% significance level), and 2.58. (With a significance level of 5 percent). (With a significance level of one percent). The researcher utilized a 5000 re-sampling with a replacement number from the bootstrap cases equal to the original number of samples to calculate standard errors and t-statistics (88). Figure 9 and Figure 10 show the route coefficient and bootstrapping results, while Table 6 shows the hypothesized connections that were tested:

H1: The outcome supported H1 ($\beta = 0.132$, $t = 3.896$, $p = 0.000$). This suggests that the GHRM bundle practices affected the Organizational Sustainability (OS), and so the hypothesis was supported.

H2: The hypothesis was validated by the finding that the anticipated association between GHRM bundle practices and Organizational Citizenship Behavior (OCBE) was very significant ($\beta = 0.085$, $t = 6.842$, $p = .000$).

H3: The findings supported H3 ($\beta = 0.055$, $t = 12.955$, $p = 0.000$). This means that GHRM bundle practices affected Social Responsibility (CSR), and so the hypothesis was supported.

H4: The outcome supported H4 ($\beta = 0.081$, $t = 3.243$, $p = 0.001$). This means that Organizational Citizenship Behavior (OCBE) affected Organizational Sustainability (OS), and so the hypothesis was supported.

H5: The result provided support for H5 ($\beta = 0.100$, $t = 2.700$, $p = 0.007$). This implies that the Organizational Sustainability (OS) was influenced by Social Responsibility (CSR), and, therefore, the hypothesis was supported.

H6: The findings supported H6 ($\beta = 0.052$, $t = 2.939$, $p = 0.003$). The idea was supported since the OCBE mediates between the GHRM bundle procedures and the OS.

H7: The result supported H7 ($\beta = 0.075$, $t = 2.561$, $p = 0.011$). This means that CSR practices operate as a mediator between the GHRM bundle practices and the OS, and so the hypothesis was supported.

Figure 8

PLS bootstrapping (t-values) for the study model A.

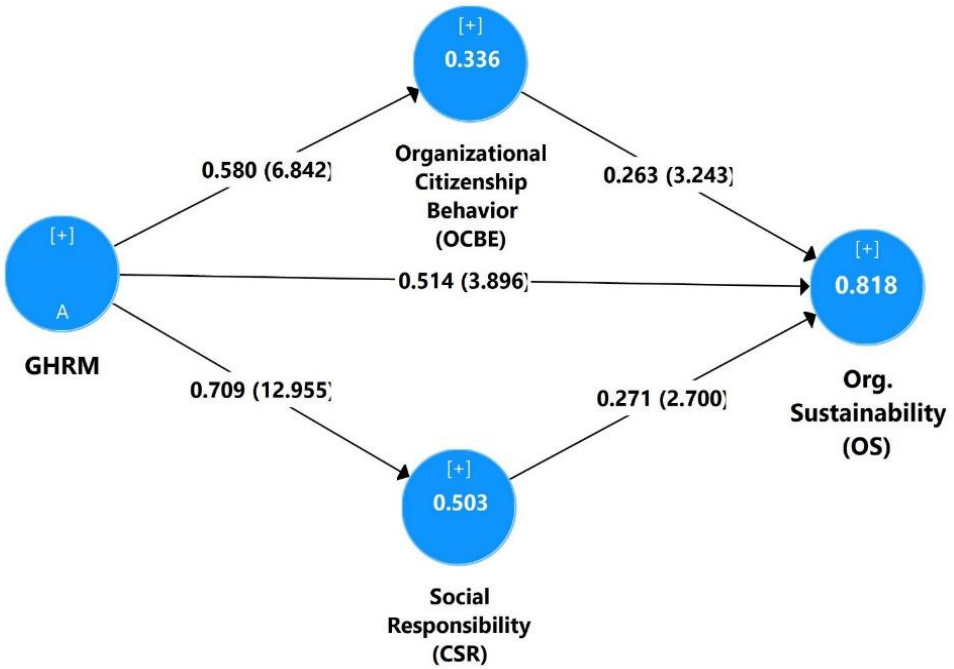


Figure 9

PLS bootstrapping (t-values) for study model B- direct effect

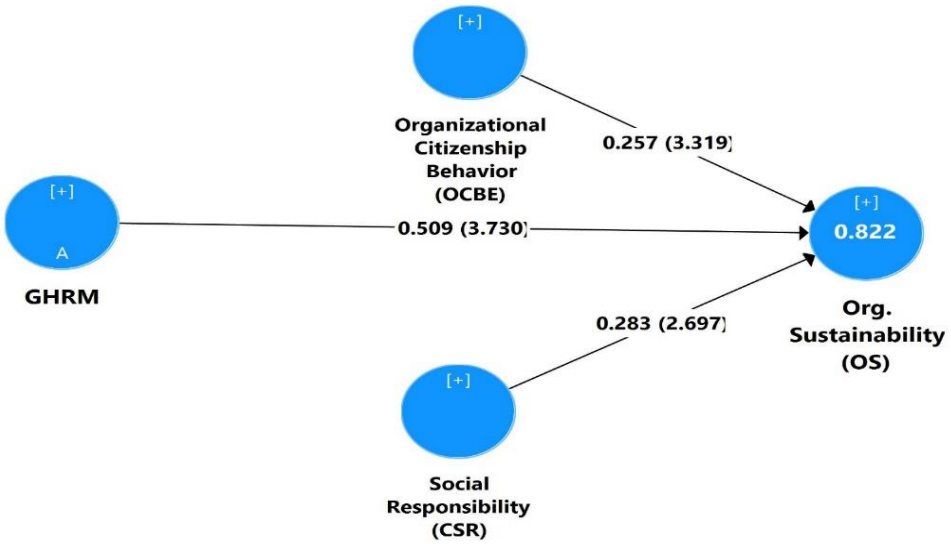


Table 6

Result of Hypothesis Testing

Hypothesis	Relationship	Path coefficient	Standard Deviation	t-value	P-value	Supported
H1	GHRM → OS	0.514	0.132	3.896	0.000	Yes
H2	GHRM → OCBE	0.58	0.085	6.842	0.000	Yes
H3	GHRM → CSR	0.709	0.055	12.95	0.000	Yes
H4	OCBE → OS	0.263	0.081	3.243	0.001	Yes
H5	CSR → OS	0.271	0.1	2.7	0.007	Yes

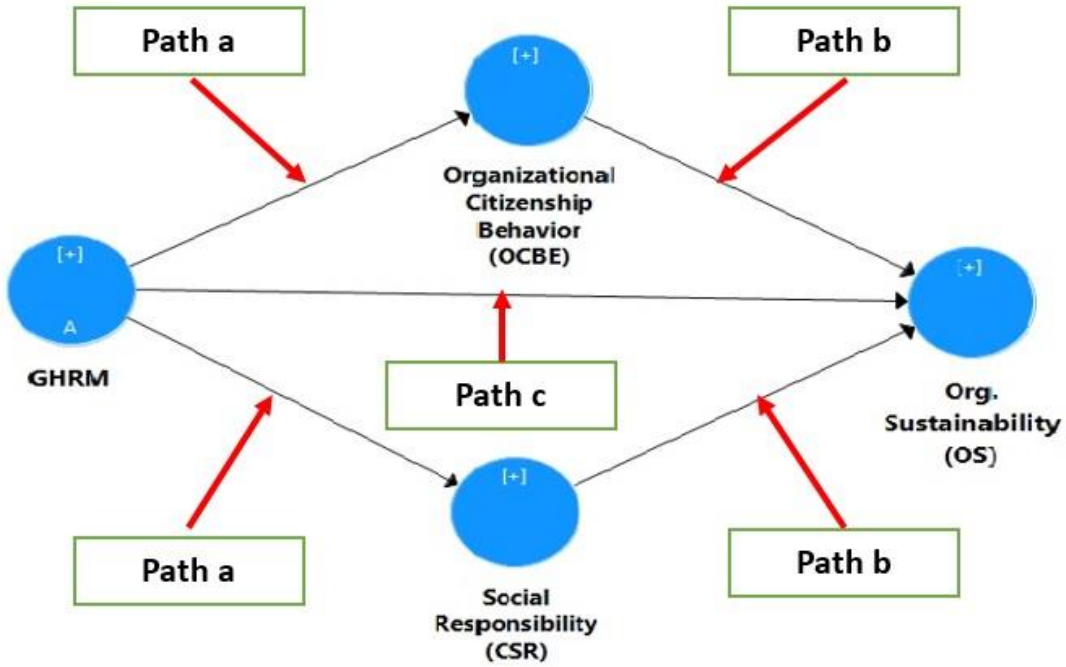
Notes: t-values > 1.65* (p < 0.10); t-values > 1.96** (p < 0.05); t-values > 2.58*** (p < 0.01).

4.10 Testing Mediation Relationship (Indirect Effects)

The theoretical technique of this study provides a unique opportunity to determine if OCBE and CSR moderate the link between GHRM bundle practices and organizational sustainability performance (OS) features. Figure 11 depicts the projected mediation influence of OCBE and CSR between GHRM bundle practices and organizational sustainability performance (OS).

Figure 10.

Mediating role of both OCBE and CSR



Quantitative research analysis reveals that there are two techniques to analyzing a mediating variable. The Sobel test and the bootstrapping test are two of them. There is no necessity for the data to be consistently distributed or a free distribution assumption in a bootstrapping technique (Chin, 2010). The bootstrapping approach works equally well with large and small samples. As a consequence, because PLS-SEM is a soft distributional assumption, and the sample size in this study is similarly small, the significant mediating connection was examined using the bootstrapping procedure.

One issue with CB-variance statistics tools like AMOUS is that they do not allow you to characterize many different mediation effects (Hair et al., 2017c). GHRM package practices, for example, were predictive of organizational sustainability performance (OS) in this study's model; nevertheless, the impacts manifested separately via multiple mediators such as OCBE and CSR. The total and indirect effects are estimated by most SEM software, however the indirect effects are the "total indirect impact" for both mediators. When assessing models with several mediators, Memon et al. (2018) urge that researchers evaluate individual indirect effects rather than total indirect effects. The current Smart PLS 3.3.2 software versions, on the other hand, provide a new capability called multiple specific indirect effects,' which allows you to look at several mediators. This programme estimates indirect effect measurements for each mediator (or any number of mediators) that mediates through OCBE and CSR. As a result, evaluating models with a large number of mediators is much easier (Memon et al., 2018). As a result, one of the contributions of this research is to look into mediated interactions. The results of the particular indirect effect for the mediating variable are shown in Table 7.

According to Preacher and Hayes (2008), there are two prerequisites for mediator analysis: 1) the association between IV and DV via mediator must be substantial, and 2) the Confidence interval (Total effect) should not be zero between LL and UL. The mediation result report is shown in Table 8

Table 7

Mediation Result

						Bootstrapped Confidence Interval		
	Std. Beta Path a	Std. Beta Path b	Indirect Effect	Std. Error	t-value	95% LL	95% UL	Result
OCBE	0.580	0.263	0.153	0.072	2.119	0.011	0.294	Mediati
CSR	0.709	0.263	0.186	0.069	2.702	0.051	0.322	Mediati

The results above show that the second condition is met for both mediators OCBE and CSR. Preacher and Hayes (2008) also found that the indirect impact 0.153, 95 percent Boot CI: [LL = 0.011, UL = 0.294] does not straddle a 0 in between, indicating that the first mediator is (OCBE). The indirect effect 0.196, 95 percent Boot CI: [LL = 0.051, UL = 0.322] does not straddle a 0 in the middle, showing that the second mediator is (CSR).

Table 8

Result of Hypothesis Testing

Hypothesis	Relationship	B	Standard Deviation	t-value	P-value	Supported
H6	GHRM → OCBE → OS	0.152	0.052	2.939	0.003	Yes
H7	GHRM → CSR → OS	0.192	0.075	2.561	0.011	Yes
	Notes: t-values > 1.65* ($p < 0.10$); t-values > 1.96** ($p < 0.05$); t-values > 2.58*** ($p < 0.01$).					

Mediation test results exposed that OCBE mediated the relationship between GHRM bundle and OS, thus supporting H6, ($\beta = 0.152$, $p < 0.003$), which suggests that GHRM bundle facilitates OCBE practices and ensures better sustainable performance. Moreover, the CSR also mediate the relationship between GHRM bundle and OS, thus supporting H7, ($\beta = 0.192$, $p = 0.011$).

4.11 Summary of Findings

The findings of this investigation were presented in this chapter. It also included information on the response rate and features, measurement refining procedures, and evaluations of instrument validity and reliability tests, among other things. In general, the results showed significant relationships between GHRM bundle practices and Organizational Citizenship Behavior (OCBE), GHRM bundle practices and Social Responsibility (CSR), Organizational Citizenship Behavior (OCBE) and Organizational

Sustainability (OS) and OCBE significantly mediate the relationship between the GHRM bundle practices and OS. This chapter, in particular, presented the results of PLS analysis based on the evaluation of the measurement model, structural model, and hypothesis testing. All-important hypotheses were recognized as significant, as indicated in the numerous studies above.

Chapter five
Conclusions result and Recommendations

5.1 Chapter overview

This chapter summarizes the study's findings and highlights its theoretical and literature contributions. It also includes a guide and recommendations for healthcare management. It also outlines the study's limitations and makes recommendations for future research. Finally, it reviews and summarizes the study's major findings.

5.2 Summary of the Study

The growing interest in Organizational sustainability and green human resource management has created a situation of pressure on organizations to give more attention to the environment, especially in the field of health care and a lot of health waste that is greatly harmful to the environment, and this importance is not limited to the problem of environmental pollution only, but it affects many issues. The task is especially in dealing with people and the way to develop the strategies of this sector based mainly on the management of green human resources and organizational sustainability by raising the level of social responsibility among employees and organizational citizenship behavior, and the extent of their impact on green human resources and organizational sustainability. The purpose of this study is to verify the relationships between a set of GHRMs, Social Responsibility, Organizational Citizenship Behavior, and Sustainable Performance, as well as to investigate the role of the mediator in the relationships between GHRM and sustainable performance in the context of the Palestinian health-care sector. Future research questions, in light of the study's aims, are as follows:

What CSR activities have an impact on the sustainable performance of Palestinian healthcare institutions?

1. What is the association between GHRM and CSR practices?
2. What is the association between GHRM and OCBE behaviors?
3. How do GHRM, OCBE, and CSR practices impact sustainable performance?

The following are the research objectives that have been met:

1. Determine the corporate social responsibility practices used in Palestinian health care organizations that have an impact on sustainable performance.
2. To investigate the link between GHRM and CSR practices.
3. To identify the relationship between GHRM practices and OCBE behaviors.
4. Investigate the influence of GHRM practices on sustainable performance in Palestinian healthcare institutions, using CSR and OCBE activities as mediators.

5.3 Research Findings

This research aims to explore the extent to which GHRM implements the practices of healthcare institutions in the Palestinian context. The research includes first, evaluating GHRM practices, and secondly, testing the relationship between GHRM practices and sustainable performance in health care organizations to develop an environmental culture in an important service sector, thirdly, the relationship that links social responsibility with green human resource management practices and sustainable performance, fourthly, the relationship that links the behavior of Organizational citizenship with green human resource management practices and sustainable performance. It addresses the most important issues that help promote organizational sustainability in health care institutions, the results of this research were presented in previous chapter. It also included information on the response rate and features, measurement refinement techniques, and evaluations of instrument validity and reliability tests, among other things. Overall, the results revealed significant links between GHRM bundle practices and Organizational Citizenship Behavior (OCBE), GHRM bundle practices and Social Responsibility (CSR), Organizational Citizenship Behavior (OCBE) and Organizational Sustainability (OS), and OCBE significantly mediates the link between GHRM bundle practices and OS. More importantly, and based on the literature review and current situation in the Palestinian healthcare sector, seven hypotheses were tested. After analyzing the data collected, , Next sections discuss the finding in the sequences of research objectives.

5.3.1 CSR and OCBE practices adopted in Palestinian healthcare organizations

Strategic CSR has become a buzzword in recent years, that is choice of an attempted sustainability performance level, expression of a culture of commitment to responsibility within the priorities of strategic planning for institutions and providing support and

assistance towards sustainable development in the three pillars of sustainability, meaning Social responsibility must be a priority for all employees in the health sector, Effective CSR strategy has a favorable impact on environmental sustainability disclosures in organizations (Helfaya & Moussa, 2017). (Aragón-Correa et al., 2008; Christmann, 2000) have found that proactive sustainability and CSR strategies are positively connected with company sustainability performance. It is anticipated that the effectiveness of CSR strategies will lead to improved corporate environmental and social performance, based on theoretical development and findings from previous studies.

OCBE is an important part of developing an effective environmental management system and incorporating environmental policy into workplace operations. The three elements of pro-environmental behavior mentioned earlier are eco-helping, eco-civic participation, and eco-initiatives. Scholars are increasingly interested in the processes that motivate employees' pro-environmental behavior, and OCBE has been found to have a strong link to environmental performance. According to the findings of the mediation analysis, OCBE served as a source for Green HRM practices that had a beneficial impact on environmental performance, The findings support OCBE's role as a major mediator of corporate green performance. This is the first study to look into such impacts in order to address a research gap in previously published studies.

The empirical findings show that these strategies have an impact on environmental performance due to the influence of OCBE. As a result, increasing the effectiveness of environmental training and performance management policies intended at attaining the organization's goals requires boosting employees' attachment, responsibility, and discretion at work (pham et al., 2020).

The data demonstrated that there is a positive and substantial link between HRM bundle, CSR, and OCBE with EP, Ec.P, and SP, based on the assumptions and hypotheses given in this study (H1, H4, and H5). According to this finding, the GHRM bundle, CSR, and OCBE all have a positive and significant relationship with ESP.

5.3.2 Relationship between GHRM practices and CSR practices

The increased demand for CSR, GHRM methods is being used more frequently, and future GHRM research should include CSR (Yusliza et al., 2017). In this way, the

findings of the study backed up the following research hypothesis: H3. GHRM has a beneficial effect on CSR.

Furthermore, according to various studies, major corporations have considerable resources to cope with environmental challenges (Surroca et al., 2010; Luu, 2019c). As a result, an organization's size, as well as its years of existence, can influence CSR practices, as can the strength and structure of its management (Lee, 2008), As a result, when properly implemented, GHRM practices can improve environmental performance (Singh et al., 2020; Yong et al., 2019). As a result, they will be critical to the effectiveness of CSR.

5.3.3 Relationship between GHRM practices and OCBE behaviors

Green employee engagement activities were shown to influence OCBE significantly and this finding supported the following hypothesis H2: GHRM bundle practices positively affect OCBE. This conclusion is compatible with earlier studies that have indicated a positive association between green participation practices and OCBE (Alt & Spitzeck, 2016; Pinzone et al., 2016). This result indicates that organizations that provide employees with opportunities to participate in environmental projects and encourage them to share solutions for resolving environmental challenges are more likely to adopt discretionary environmental behavior.

5.3.4 A conceptual model for GHRM practices in healthcare organizations.

This study recorded data on the positive impact of 'green' training on employees' OCBEs and CSR, as well as their mediation processes with regard to organizational sustainability. The findings of the mediation test revealed that OCBE mediated the association between the GHRM bundle and the OS, therefore confirming H6, implying that the GHRM bundle encourages OCBE practices and assures superior long-term performance. Furthermore, the CSR mediates the link between the GHRM bundle and the OS, hence confirming H7. According to Preacher and Hayes (2008), both conditions for mediator analysis have been achieved, the relationship between IV and DV via mediator-must be significant, and the Confidence interval (Total effect) should not be zero between LL and UL, indicating that there is mediation for the first mediator (OCBE), and there is mediation for the second mediator (OCBE) (CSR). The findings of the mediation test revealed that OCBE mediated the association between GHRM bundle and OS, thus supporting H6, implying that

GHRM bundle enables OCBE practices and ensures higher long-term performance. Furthermore, the CSR mediates the link between the GHRM bundle and the operating system, thereby supporting H7.

5.4 Research Contributions

The significance of this research lies on its approach to explore the effect of GHRM bundle of practices on OS through CSR and OCBE as mediators, in healthcare institutions and hospitals in West Bank, Palestine. In addition, this research will reveal the significance effect of each practice in GHRM, CSR and OCBE on OS, thus creating a better understanding on the role of each practice in achieving sustainability especially in developing countries.

The current study contributes to the body of the literature by responding to the lack of the empirical researches, especially in service sector (e.g. healthcare sector), where a few studies were conducted in this context since these practices are still emerged in developing countries and require more attention and focus from decision makers who work in Palestinian healthcare organizations.

The study adds a link that has not yet been explored in the healthcare organizations of developed and developing countries, significant relationships between GHRM bundle practices and Organizational Citizenship Behavior (OCBE), GHRM bundle practices and corporate Social Responsibility (CSR), Organizational Citizenship Behavior (OCBE) and Environment organizational Sustainability (EOS), corporate Social Responsibility (CSR) and Environment organizational Sustainability (EOS), CSR and OCBE significantly mediate the relationship between the GHRM bundle practices and EOS, where this study is considered the first study in service sector in general, and healthcare sector specifically in Palestine context.

This conceptual framework is considered as a valid mechanism that helps managers working in the healthcare sector to facilitate implementation and adopting green culture in their organizations which will be reflected in positive sustainable performance in the future, and how health care institutions should link their strategic plans with green human resource practices without forgetting social responsibility and organizational citizenship behavior to enhance their sustainable performance.

5.4.1 Theoretical Contributions

First, our research is critical to a better understanding of the basic mechanism in which the healthcare sector operates, especially the importance of this sector in the world. The study adds a link that has not yet been explored in the healthcare organizations from a developing country context, where CSR and OCBE significantly mediate the relationship between the GHRM bundle practices and OS, According to the researcher's knowledge where this study is considered the first study in service sector in general, and healthcare sector specifically in the Palestinian context. Second, this study adds to a relationship that has yet to be researched or studied by integrating green human resource practices with sustainable performance to provide a more sustainable health sector through the implementation of social responsibility and organizational citizenship behavior. Third, since empirical studies in the healthcare sector linking GHRM and EOS with CSR and OCBE are scarce, so it can be claimed that this study makes a contribution to the literature.

5.4.2 Practical Contributions

From a practical perspective, this study can assist in achieving the health care sector's long-term performance by linking strategic environmental goals of human resource management practices with practices of social responsibility and organizational citizenship behavior, which ensures employee participation in the formulation of policies and strategies for the organization. Second, the results of the study improve the performance of employees and motivate them to work in a decent and environmentally friendly manner. Third, according to the findings of the study, work must be done to enhance the culture of employees, raise the extent of social responsibility and improve organizational citizenship behavior to work on the sustainability of environmental performance in the organization.

5.5 Recommendations

Palestinian healthcare institutions can improve environmental culture, long-term performance, and social responsibility and organizational behavior, all of which will give numerous economic, social, and environmental benefits to organizations. This section contains some recommendations for senior management in health-care organizations to improve their working environment. The following are the practices and performances

health care institutions to enhance their environment. The practices and performance are as follows:

- The government (MOH and MMS) should create an environmental management system in healthcare organizations where it has legal authority to require healthcare organizations to implement green culture and green HR.
- Top managements and decision makers support are the key success for implementing these policies in any organizations.
- Establishing a special department for sustainability in health care institutions with responsibility and duties and providing the government (Ministry of Health) with annual reports.
- The human resources department in health care organizations should be responsible for implementing strategic plans for social responsibility and improving organizational citizenship behavior that is concerned with environmental issues through the use of the descriptive function of green standards and norms in health care organizations.

5.6 Research Limitations and Future Studies

This research revealed a number of limitations. The first limitation is the spread of Covid-19, which made it difficult for us to reach many areas. The second barrier is the political environment, which makes it difficult for researchers to visit some cities in the Occupied Territories, such as Jerusalem and the Gaza Strip, so we changed the scientific research methodology, inability to conduct interviews with managers due to the pandemic that forced us to resort to quantitative research methodology, which was better to be a mixed method. These limitations have an impact on the difficulty of generalizing results. A mixed research approach provides strengths research that addresses weaknesses in both quantitative and qualitative research. For example, quantitative research struggles to understand the context or situation in which people act, which qualitative research compensates for. The mixed approach provides a more complete and comprehensive understanding of the research problem than either quantitative or qualitative methods alone, as well as a strategy for developing tools that are better and more appropriate to the research context, such as qualitative research and information on a specific topic. The subject can be collected or constructed in order to develop an instrument of high structural

validity, i.e. it measures the structure of knowledge that the researcher intends to measure in his research.

This study opens several possibilities for future research by other researchers, such as: first, future research might include a mediating element such as collective work satisfaction or collective efficacy. Second, this study should be undertaken on sectors that have not previously been studied using the same proposed assumptions. Finally, the hypotheses offered in this study should be tested in the healthcare sectors of other developing countries in order to generalize the proposed framework.

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Appendices

Appendix A

Questionnaire in English

An-Najah National University
Faculty of Graduate Studies

Engineering Management Program

Survey

Assessment of social responsibility practices and organizational behavior of corporate citizenship on green human resource management practices and environmental sustainability in the health sector in Palestine

Respected Sir/Mrs.

Thank you for taking the time to fill out this questionnaire

Evaluation of corporate social responsibility practices and organizational behavior for citizenship on green human resource management practices and orgnizational sustainability in the health sector in Palestine in the West Bank, in order to complete the requirements for obtaining a master's degree in engineering management. **Where it means raising the level of green human resources management, which includes (recruitment, training, performance evaluation and rewards) and raising the awareness of employees and their commitment towards the environment through studying the evaluation of the impact of social responsibility and employee behavior within the organization We would like to thank you for your precious time and participation.**

This questionnaire is divided into four sections:

The first section: aims to collect general information related to the reader, in addition to the current environmental management situation in the institution.

The second section: aims to assess the level of application of green management practices for human resources in institutions operating in the health sector.

The third section: aims to know the impact of the application of social responsibility practices and organizational behavior within the institution on the management of green human resources and orgnizational sustainability (environmental, financial and social performance) on institutions operating in the health care sector.

Section IV: aims to assess the level of application of orgnizational sustainability in institutions operating in the health sector

This evaluation will take you 10 minutes to complete. Please kindly read all the paragraphs of the questionnaire carefully، and put the degree you deem appropriate in front of each paragraph objectively and impartially. Note that all information will be confidential and will only be used for scientific research purposes.

Regards, Mahdi ziyadeh.

Researcher, Master of Engineering Management

Email: **mahdewaleed96@gmail.com**

Mob: +972-598359958

Section I: General and Personal Information

Please kindly answer the following questions by signal (X) in the answer that suits you.

1. The sector you are working is:

☐ (Government) ☐ (Military) ☐ (Private sector)

☐ (Non-profit organizations) ☐ (UNRWA)

2. Classification of your organization according to the health system:

☐ Primary care center ☐ Secondary care center(Hospitals)

☐Triple Care Center (Rehabilitation centers) ☐ Laboratories or Blood Bank

3. Number of employees in the institution:

☐ 1-9 ☐ 10-19 ☐ 20-49

☐ 50-99 ☐ 100- 249 ☐ 250 above

4. City

☐ (Ramallah) ☐ (Nablus) ☐ (Tulkarm) ☐ (Jenin)
☐ (Tulkarm) ☐(Bethlehem) ☐ (Hebron) ☐ (Qalqilya)
☐ (salfet) ☐ (Tubas) ☐ (Jericho) and the Jordan Valley

5. Your current position in your company:

☐ General manager/CEO ☐ Human Resources Manager

☐Director of Administration ☐ Quality Manager

6. Your education degree:

☐ Diploma ☐ Bachelor

☐ Master's degree ☐ Ph.D.

7. You are working in the organization since

☐ (Less than two years) ☐(2-5 years) ☐ (6-10 years)

☐ (11-15 years) ☐15 years and over

8. Does your organization integrate environmental management practices into its daily activities?

☐ Currently exist ☐ There are currently no implementation plans

☐ Plan of implementation within 12 months ☐ Plan of implementation in more than 12 months
☐ Not sure ☐ Some practices exist through activities in the institution

9. Your company has a formal environmental management program such as ISO (14001), or any environmental initiatives or certificates related to environmental issues

☐ Currently exist ☐ There are currently no implementation plans

☐ Plan of implementation within 12 months ☐ Plan of implementation in more than 12 months

☐ Not sure

Section 2: Assessing the implication of GHRM

This section aims to know to what degree the organization applies green management practices for human resources, please mark (√) in the appropriate column:

No	Statement

Part 1: Recruitment and green selection							
No	Statement	Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
1	The institution prefers to select job applicants who have sufficient knowledge of environmental commitment.					
2	Job applicants in the organization are subject to interviews covering environmental issues and the extent of the employee's social responsibility.					
3	The Foundation is interested in selecting employees who have experience in charitable volunteer work					
4	There are special criteria when selecting employees, usually related to the behavior and creativity of people inside and outside the organization.					

Part 2: Green Training and Participation							
No	Statement	Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
5	The organization provides environmental training to employees.					
6	The organization promotes the values of social responsibility among employees by carrying out volunteer work or training courses.					
7	Employees are introduced to environmental practices through a green training need analysis.					
8	There is integration of green training and development with the institution's environmental, social and economic objectives.					

Part 3: Performance management and green rewards

No	Statement	Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
9	Employees who submit environmental and social proposals and initiatives are rewarded					
10	The evaluation of employees within the organization is based on environmental commitment, organizational behavior inside and outside the organization, and the level of social responsibility					
11	There are some penalties for employees who do not comply with the organization's environmental and social objectives.					
12	There are adequate evaluations of employees' performance after attending courses related to environmental topics.					

Section 3: Evaluate the extent to which social responsibility practices and organizational citizenship behavior are applied inside and outside the organization

This section aims to know to what degree the institution applies the practices of social responsibility and organizational behavior, please put a tick (√) in the appropriate column:

No	Statement
Part 1: Corporate Social Responsibility it means a strategic approach to doing business within the organization in a sustainable and responsible manner.	

No	Statement	Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
1	The organization relies on processes and activities to improve the quality of the natural environment.					
2	The Foundation encourages its employees to participate in voluntary social work.					
3	The Foundation seeks to provide charitable contributions and assistance.					
4	The organization encourages employee skills development through training.					
5	The Foundation contributes to the establishment or development of social and environmentally friendly green projects.					
6	The organization considers that social responsibility is important to operating efficiency					
7	The Foundation realizes that social responsibility is important within the organization, under pressure from management					
8	The organization owns tools to monitor the performance of social responsibility, for example (ISO 9001), such as					
9	Within the institution there are committees such as the work ethics committee.					
10	The Foundation develops strategies to increase the opportunities and options available to people with special needs					
11	The Foundation is working on developing a health program to contribute to the health of citizens.					

Part 2: Organizational citizenship behavior inside and outside the organization.							
No	Statement	Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
12	I weigh my actions before					
13	Doing something that can affect the environment					
14	I voluntarily implement environmental actions and initiatives					
15	I give suggestions to my colleagues about methods of protection					
16	environment more effectively					
17	I spontaneously give my time to help my colleagues get green in everything they do at work.					

Section 4: Orgnizational Sustainability

Please indicate the extent to which you agree with the following statements as they relate to the changes in your organization performance in the last two years caused by current the practices (as you indicated in section 2)

t	Part 1: Environmental Performance.	Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
1	Reduction of harmful substances issued by the institution.					
2	Reducing the waste generated by the establishment. Recycle					
3	Increasing commitment to a special system based on isolating waste, each according to its classification.					
4	Increasing trend towards purchasing environmentally friendly goods.					
Part 2: Economic Performance.		Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
5	Reducing the cost of energy use and rationalizing energy consumption.					
6	Increase in the market share of the enterprise and improve the reputation of the organization.					

7	Increasing the use of alternative energy in order to reduce the operational cost.					
8	Reduction in waste handling and disposal fees taking into account economic costs					
Part 3: Social Performance		Not at All	To a slight degree	To a Moderate Degree	To a Great Extent	To a Very Great Extent
9	Increase the maintenance and safety of employees when using hazardous materials.					
10	Improving community health and limiting the spread of infection, especially when a particular epidemic spreads.					
11	Improving the quality of service provided and employees' commitment to the Code of Ethics.					
12	Increase employee participation in initiatives for better service development					

Notes:

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THANK YOU

Appendix B

Questionnaire in Arabic

جامعة النجاح الوطنية

كلية الدراسات العليا

برنامج ماجستير الإدارة الهندسية

تقييم ممارسات المسؤولية الاجتماعية والسلوك التنظيمي للمواطنة للشركات على ممارسات إدارة الموارد البشرية الخضراء والاستدامة البيئية في القطاع الصحي في فلسطين

عزيزي القارئ\القارئة:

تحية طيبة،،، أشكرك على تخصيص جزء من وقتك لتعبئة هذا الاستبيان ، الذي يهدف الى

تقييم ممارسات المسؤولية الاجتماعية والسلوك التنظيمي للشركات للمواطنة على ممارسات إدارة الموارد البشرية الخضراء والاستدامة البيئية في القطاع الصحي في فلسطين

في الضفة الغربية ، وذلك استكمالا لمتطلبات الحصول على درجة الماجستير في تخصص الادارة الهندسية.

حيث تعنى **رفع مستوى ادارة الموارد البشرية الخضراء والتي تشمل (التوظيف، التدريب، تقيم الاداء والمكافئات) وزيادة وعي الموظفين والتزامهم اتجاه البيئة من خلال دراسة تقييم اثر المسؤولية الاجتماعية وسلوك الموظفين داخل المنظمة**

ينقسم هذه الاستبيان الى أربعة اقسام:

القسم الأول: يهدف الى جمع معلومات عامة تخص القارئ\القارئة بالإضافة الى وضع الادارة البيئية حاليا في المؤسسة.

القسم الثاني: يهدف الى تقييم مستوى تطبيق ممارسات الادارة الخضراء للموارد البشرية في المؤسسات العاملة في القطاع الصحي.

القسم الثالث: يهدف الى معرفة اثر تطبيق ممارسات المسؤولية الاجتماعية والسلوك التنظيمي داخل المؤسسة على إدارة الموارد البشرية الخضراء والاستدامة البيئية (الأداء البيئي والمالي والاجتماعي) على المؤسسات العاملة في قطاع الرعاية الصحية.

القسم الرابع: يهدف الى تقييم مستوى تطبيق الاستدامة البيئية في المؤسسات العاملة في القطاع الصحي

هذا التقييم سوف يستغرق منك 10 دقائق لإتمامه الرجاء التفضل بقراءة جميع فقرات الاستبيان بدقة ، ووضع الدرجة التي تراها مناسبة أمام كل فقرة بموضوعية وحيادية. علما بأن كافة المعلومات سوف تكون سرية ولن تستخدم الا لأغراض البحث العلمي.

الباحث: مهدي زيادة.

ماجستير الادارة الهندسية

Email: mahdewaleed96@gmail.com

Mob +972-598359958

القسم الاول: المعلومات العامة والشخصية

نرجوا وضع علامة (√) في المكان المناسب:

1.انت تعمل في قطاع:

☐ حكومي ☐ قطاع خاص

☐ منظمات غير ربحية (اهليه)

2.عدد العاملين في المؤسسة:

☐ 1-9 ☐ 10-19 ☐ 20-49

☐ 50 – 99 ☐ 100 -249 ☐ 250 فما فوق

3.الموقع

☐ رام الله ☐ نابلس ☐ طولكرم ☐ جنين

☐ القدس ☐ بيت لحم ☐ الخليل ☐ قلقيلية

☐ سلفيت ☐ طوباس ☐ اريحا والاغوار

4. الموقع الوظيفي:

☐ المدير العام / المدير التنفيذي ☐ مدير الموارد البشرية

☐ مدير الشؤون الادارية ☐ مدير الجودة

5.الدرجة العلمية:

☐ دبلوم ☐ بكالوريس

☐ماجستير ☐ دكتوراه

6.أنت تعمل في المؤسسة منذ

☐ اقل من سنتين ☐ 2-5 سنوات ☐ 6-10 سنوات

☐11-15 سنة ☐ 15 سنة فأكثر

7. هل تدمج مؤسستكم ممارسات الادارة البيئية في انشطتها واعمالها اليومية

☐نعم موجودة حاليا ☐لا توجد حاليا خطط للتنفيذ

☐ لدى المؤسسة خطة للتنفيذ خلال 12 شهرا ☐يوجد خطة للتنفيذ في اكثر من 12 شهر

☐ غير متا كد ☐ توجد بعض الممارسات من خلال انشطة في المؤسسة

8. لدى مؤسستكم برنامج رسمي للادارة البيئية مثل (الايزو 14001)، او اي مبادرات بيئية او شهادات متعلقة بالقضايا البيئية

☐ موجودة حاليا ☐لا توجد حاليا خطط للتنفيذ

☐ خطة للتنفيذ خلال 12 شهرا ☐ خطة للتنفيذ في اكثرمن 12 شهرا

☐ غير متاكد

القسم الثاني: تقييم مدى تطبيق ممارسات الإدارة الخضراء للموارد البشرية

يهدف هذا القسم لمعرفة الى اي درجة تطبق المؤسسة ممارسات الإدارة الخضراء للموارد البشرية، نرجوا وضع علامة (√) في العمود المناسب:

الرقم	الجزء الاول: التوظيف والإختيار الاخضر	بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
1	تفضل المؤسسة اختيار المتقدمين للوظيفة الذين هم على معرفة كافية بالالتزام البيئي.					
2	يخضع المتقدمون للوظائف في المؤسسة لمقابلات تشمل القضايا البيئية ومدى المسؤولية الاجتماعية للموظف.					
3	تهتم المؤسسة باختيار الموظفين الذين لديهم الخبرة في الاعمال التطوعية الخيرية					
4	يوجد معايير خاصة اثناء اختيار الموظفين ترتبط عادة بسلوك وابداعات الاشخاص داخل المؤسسة وخارجها.					
الجزء الثاني: التدريب والمشاركة الخضراء.		بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
5	توفر المؤسسة التدريب البيئي للموظفين.					
6	تعزز المؤسسة قيم المسؤولية الاجتماعية لدى الموظفين من خلال القيام بأعمال تطوعية او دورات تدريبية.					
7	يتم تعريف الموظفين بالممارسات البيئية من خلال تحليل الاحتياج للتدريب الأخضر.					
8	يوجد تكامل بالتدريب والتطوير الأخضر مع أهداف المؤسسة البيئية، الاجتماعية والاقتصادية.					
الجزء الثالث: إدارة الاداء والمكافئات الخضراء		بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
9	تتم مكافأة الموظفين الذين يقدمون مقترحات ومبادرات بيئية واجتماعية					
10	يعتمد تقييم الموظفين داخل المؤسسة بناء على الالتزام البيئي والسلوك التنظيمي داخل وخارج المؤسسة ومستوى المسؤولية الاجتماعية					

11	يوجد بعض العقوبات على الموظفين الغير ملتزمين بالأهداف البيئية والاجتماعية للمؤسسة.
12	يوجد هناك تقييمات كافية لأداء الموظفين بعد حضور دورات تتعلق بالمواضيع البيئية.

القسم الثالث: تقيم مدى تطبيق ممارسات المسؤولية الاجتماعية وسلوك المواطنة التنظيمي داخل وخارج المؤسسة

يهدف هذا القسم لمعرفة الى اي درجة تطبق المؤسسة ممارسات المسؤولية الاجتماعية والسلوك التنظيمي، نرجوا وضع علامة (√) في العمود المناسب:

الجزء الاول: المسؤولية الاجتماعية للمؤسسة ويقصد به نهج استراتيجي لممارسة الأعمال داخل المؤسسة بطريقة مستدامة ومسؤولة.

الرقم	الجملة	بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
1	تقوم المنظمة بالاعتماد على عمليات وانشطة وتحسين جودة البيئة الطبيعية.					
2	تشجع المؤسسة موظفيها على المشاركة في العمل الاجتماعي التطوعي.					
3	تنفيذ سياسات مرنة لتوفير توازن جيد بين العمل والحياة للموظفين.					
4	العمل على تقديم مساهمات ومساعدات خيرية.					
5	تشجيع تنمية مهارات الموظفين عن طريق التدريب.					
6	المساهمة في انشاء او تطوير مشاريع اجتماعية ومشاريع خضراء صديقة للبيئة.					
7	المسؤولية الاجتماعية مهمة لكفاءة التشغيل لدى المؤسسة					
8	المسؤولية الاجتماعية مهمة داخل المؤسسة وذلك بضغط من الادارة					
9	تمتلك المؤسسة ادوات مراقبة أداء المسؤولية الاجتماعية مثل ISO(9001) على سبيل المثال					
10	يوجد داخل المؤسسة مثل لجنة اخلاقيات العمل.					
11	تقوم المؤسسة على تطوير استراتيجيات لزيادة الفرص والخيارات المتاحة لذوي الاحتياجات الخاصة					
12	تعمل المؤسسة على وضع برنامج صحي للمساهمة في صحة المواطنين.					

الجزء الثاني: سلوك المواطنة التنظيمي داخل وخارج المؤسسة						
الرقم	الجملة	بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
13	أزن أفعالي من قبل فعل شيء يمكن أن يؤثر على البيئة					
14	أقوم بشكل تطوعي بتنفيذ الأعمال والمبادرات البيئية					
15	أقدم اقتراحات لزملائي حول طرق الحماية البيئية بشكل أكثر فاعلية					
16	أمنح وقتي بشكل عفوي لمساعدة زملائي في الحصول على مراعاة البيئة في كل ما يفعلونه في العمل.					
17	أشجع زملائي على التعبير عن أفكارهم وآرائهم حول القضايا البيئية.					
18	أتطوع في المشاريع أو المساعي أو الأحداث التي تخاطب القضايا البيئية داخل وخارج المؤسسة.					

القسم الرابع: الاستدامة البيئية

يرجى الإشارة إلى مدى موافقتك على العبارات التالية من حيث صلتها بالتغيرات في أداء مؤسستك في العامين الماضيين بسبب الممارسات الحالية (كما أشرت في القسم 2)

الرقم	الجزء الاول: الاداء البيئي	بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
1	تسعى المؤسسة الى سياسة تقليل المواد الضارة الصادرة عنها.					
2	يوجد سياسة إعادة تدوير النفايات الصادرة عن المؤسسة.					
3	وجود نظام خاص يقوم على عزل النفايات كل حسب صنفها.					
4	التوجه نحو شراء سلع صديقة للبيئة.					
	الجزء الثاني: الاداء الاقتصادي	بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
11	تسعى المؤسسة الى ترشيد استهلاك الطاقة.					
21	تسعى المؤسسة بتحسين ورفع سمعتها بين المؤسسات.					
13	تسعى المؤسسة الى استخدام الطاقة البديلة وذلك من أجل تقليل التكلفة التشغيلية.					
14	تسعى المؤسسة الى معالجة والتخلص من النفايات مع مراعاة التكاليف الاقتصادية					
	الجزء الثالث: الاداء الاجتماعي.	بدرجة قليلة جدا	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة	بدرجة كبيرة جدا
15	تسعى المؤسسة على الحفاظ وسلامة الموظفين وذلك عند استخدام المواد الخطرة.					
16	تسعى المؤسسة الى الحد من انتشار العدوى خصوصا عند انتشار وباء معين.					
19	اهتمام المؤسسة بالالتزام الموظفين بميثاق اخلاق المهنة.					

ملاحظات:

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Appendix C

Tables

Table C. 1: *Criteria for Assessing Measurement Model*

Assessment	Criterion	Note	Reference
Item reliability	Individual item standardised loading on parent factor.	Min. of .50	Hair et al. (2010)
Convergent validity	Individual item standardised loading on parent factor, and	Min. of .50	Hair et al. (2010)
	Loadings with sig. *p*-value	$p < .05$	Gefen and Straub (2005)
	Composite reliability	> .70	Fornell and Larcker (1981) Nunnally and Bernstein (1994) Hair et al. (2010)
	Average variance extracted (AVE)	> .50	Hair et al. (2010) Urbach and Ahlemann (2010)
Discriminant validity	Square-root of AVE	More than the correlations of the latent variables.	Hair et al. (2010)

Table C. 2: *Working Sector*

Respondents Category	Frequency	Percentage (%)
Government	29	32.9
Military	10	11.3
Private sector	26	29.5
Non-profit organizations	22	25
UNRWA	1	1.1
Total	88	100

Table C. 3: *Participant's Demographic (N=88)*

Demographic	Category	Frequency	(%)
Current position	General manager/CEO	0	0
	Human Resources Manager	81	92
	Director of Administration	0	0
	Quality Manager	7	7.9
Education background	Diploma	0	0
	Bachelor	47	53.4
	Master's	38	43.1
	Ph.D	3	3.4
Work experience	Less than two years	0	0
	2-5 years	6	6.8
	6-10 years	21	23.8
	11-15 years	33	37.5
	> 15 years	28	31.8

Table C. 4: *Organization according to the health system / Number of employees (N=88)*

Variable	Category	Frequency	Percentage (%)
The health system	Primary care center	17	19.3
	Secondary care center (Hospitals)	54	61.3
	Triple Care Center (Rehabilitation	17	19.3
	Laboratories or Blood Bank	0	0
Number of employees	1-9	0	0
	10-19	0	0
	20-49	7	7.9
	50-99	20	22.7
	100-249	27	30.6
	> 250	34	38.6

Table C. 5: *Environmental management and environmental management Programs (N=88)*

Variable	Category	Frequency	Percentage (%)
Integrating environmental management practices in daily activities	Currently exist	43	48.8
	No implementation plans	45	51.1
	Within 12 months	0	0
	More than 12 months	0	0
	Not sure	0	0
	Some practices exist	0	0
Does company have a formal environmental management program such as ISO (14001), or any environmental initiatives or certificates related to environmental issues	Currently exist	47	53.4
	No implementation plans	41	46.6
	Within 12 months	0	0
	More than 12 months	0	0
	Not sure	0	0

Table C. 6: *The response rate and location of a company*

No	Region	Frequency	Percentage (%)
1	Ramallah	20	21.7
2	Nablus	14	15.2
3	Tulkarm	8	8.6
4	Jenin	9	9.7
5	Bethlehem	4	4.3
6	Hebron	10	10.8
7	Qalqilya	16	17.3
8	Salfit	4	4.3
9	Tubas	3	3.2
10	(Jericho) and the Jordan Valley	4	4.3
	Total	92	100

Table C. 7: *Loadings and Cross Loadings (Before Deletion)*

	GTB	ECP	EP	OCB	BMG	RGS	SP	CSR
csr_1	0.264	0.388	0.351	0.544	0.45	0.257	0.567	0.677
csr_2	0.254	0.379	0.38	0.4	0.262	0.059	0.35	0.539
csr_3	0.02	0.096	0.105	0.139	0.231	0.104	0.104	0.217
csr_4	0.499	0.443	0.364	0.597	0.643	0.455	0.606	0.857
csr_5	0.649	0.501	0.476	0.717	0.607	0.566	0.572	0.877
csr_6	0.595	0.523	0.548	0.661	0.479	0.504	0.474	0.825
csr_7	0.414	0.49	0.389	0.496	0.562	0.388	0.685	0.794
csr_8	0.548	0.505	0.478	0.615	0.63	0.489	0.564	0.86
csr_9	0.594	0.525	0.507	0.604	0.627	0.546	0.501	0.853
es_1	0.523	0.68	0.858	0.539	0.211	0.397	0.132	0.329
es_2	0.45	0.682	0.881	0.68	0.258	0.359	0.318	0.441
es_3	0.479	0.675	0.848	0.546	0.405	0.398	0.49	0.51
es_4	0.581	0.793	0.866	0.666	0.479	0.426	0.573	0.591
es_5	0.595	0.858	0.649	0.537	0.563	0.41	0.658	0.58
es_6	0.629	0.891	0.638	0.56	0.649	0.488	0.586	0.648
es_7	0.558	0.911	0.795	0.55	0.359	0.418	0.367	0.474
es_8	0.492	0.835	0.809	0.568	0.237	0.375	0.273	0.358
es_9	0.327	0.472	0.336	0.462	0.485	0.25	0.899	0.542
es_10	0.379	0.547	0.494	0.444	0.503	0.275	0.884	0.592
es_11	0.464	0.474	0.427	0.522	0.604	0.356	0.918	0.609
es_12	0.493	0.427	0.345	0.546	0.629	0.402	0.841	0.671
gmphr_1	0.678	0.394	0.346	0.467	0.688	0.902	0.306	0.509
gmphr_2	0.651	0.507	0.571	0.476	0.48	0.832	0.162	0.385
gmphr_3	0.645	0.35	0.278	0.447	0.739	0.884	0.375	0.532
gmphr_4	0.653	0.451	0.43	0.464	0.634	0.868	0.396	0.458
gmphr_5	0.885	0.491	0.412	0.488	0.727	0.658	0.484	0.553
gmphr_6	0.905	0.565	0.522	0.552	0.655	0.599	0.387	0.511
gmphr_7	0.893	0.669	0.62	0.586	0.657	0.731	0.429	0.565
gmphr_8	0.856	0.582	0.538	0.525	0.62	0.673	0.35	0.562
gmphr_9	0.678	0.469	0.441	0.461	0.786	0.637	0.3	0.543
gmphr_10	0.692	0.422	0.347	0.515	0.903	0.717	0.564	0.669
gmphr_11	0.673	0.47	0.336	0.497	0.895	0.64	0.713	0.656
gmphr_12	0.476	0.41	0.226	0.257	0.798	0.459	0.532	0.435
ocb_10	0.45	0.497	0.537	0.75	0.43	0.4	0.552	0.591
ocb_11	0.256	0.373	0.312	0.577	0.392	0.246	0.453	0.581
ocb_12	0.438	0.252	0.327	0.561	0.435	0.37	0.37	0.469
ocb_13	0.243	0.339	0.302	0.58	0.379	0.206	0.45	0.506
ocb_14	0.348	0.412	0.497	0.72	0.2	0.252	0.262	0.455
ocb_15	0.549	0.566	0.708	0.861	0.374	0.488	0.349	0.554
ocb_16	0.545	0.489	0.612	0.823	0.333	0.484	0.315	0.541
ocb_17	0.558	0.613	0.635	0.824	0.466	0.494	0.467	0.569

Table C.8 : *Loadings and Cross Loadings (After Deletion)*

	GTB	ECP	EP	OCB	BMG	RGS	SP	CSR
csr_1	0.264	0.388	0.351	0.416	0.45	0.257	0.567	0.652
csr_4	0.499	0.443	0.364	0.533	0.643	0.455	0.606	0.864
csr_5	0.649	0.501	0.476	0.666	0.607	0.566	0.572	0.886
csr_6	0.595	0.523	0.548	0.637	0.479	0.504	0.474	0.83
csr_7	0.414	0.49	0.389	0.441	0.562	0.387	0.685	0.801
csr_8	0.548	0.505	0.478	0.545	0.63	0.489	0.564	0.864

csr_9	0.594	0.525	0.507	0.562	0.627	0.546	0.501	0.866
es_1	0.523	0.68	0.858	0.629	0.211	0.397	0.132	0.322
es_2	0.45	0.682	0.881	0.724	0.259	0.359	0.318	0.428
es_3	0.479	0.675	0.848	0.533	0.405	0.398	0.49	0.513
es_4	0.581	0.793	0.866	0.638	0.479	0.426	0.573	0.574
es_5	0.595	0.858	0.649	0.478	0.563	0.41	0.658	0.572
es_6	0.629	0.891	0.638	0.513	0.649	0.488	0.586	0.64
es_7	0.558	0.911	0.795	0.599	0.359	0.418	0.367	0.466
es_8	0.492	0.835	0.809	0.629	0.237	0.375	0.273	0.355
es_9	0.327	0.472	0.336	0.424	0.484	0.25	0.899	0.54
es_10	0.379	0.547	0.494	0.4	0.503	0.275	0.884	0.597
es_11	0.464	0.474	0.427	0.442	0.603	0.356	0.918	0.607
es_12	0.493	0.427	0.345	0.438	0.629	0.402	0.841	0.67
gmphr_1	0.678	0.394	0.346	0.461	0.688	0.902	0.306	0.527
gmphr_2	0.651	0.507	0.571	0.519	0.481	0.833	0.162	0.404
gmphr_3	0.645	0.35	0.278	0.418	0.739	0.884	0.375	0.548
gmphr_4	0.653	0.451	0.43	0.442	0.634	0.869	0.396	0.478
gmphr_5	0.885	0.491	0.412	0.465	0.727	0.658	0.484	0.559
gmphr_6	0.905	0.565	0.522	0.571	0.655	0.599	0.387	0.523
gmphr_7	0.893	0.669	0.62	0.586	0.658	0.731	0.429	0.577
gmphr_8	0.856	0.582	0.538	0.511	0.62	0.673	0.35	0.566
gmphr_9	0.678	0.469	0.441	0.448	0.787	0.637	0.3	0.548
gmphr_10	0.692	0.422	0.347	0.446	0.903	0.717	0.564	0.675
gmphr_11	0.673	0.47	0.336	0.416	0.894	0.64	0.713	0.663
gmphr_12	0.476	0.41	0.226	0.169	0.798	0.458	0.532	0.43
ocb_10	0.45	0.497	0.537	0.74	0.43	0.4	0.552	0.596
ocb_14	0.348	0.412	0.497	0.702	0.2	0.252	0.262	0.454
ocb_15	0.55	0.566	0.708	0.918	0.374	0.488	0.349	0.559
ocb_16	0.545	0.489	0.612	0.898	0.333	0.484	0.315	0.549
ocb_17	0.558	0.613	0.635	0.853	0.466	0.494	0.467	0.564

Table C. 9: *Multicollinearity Test*

Model		Collinearity Statistics	
		Tolerance	VIF
Recruitment and green selection	GHRM	0.573	1.746
Green training and participation		0.351	2.849
Performance management and green rewards		0.527	1.897
Environmental performance	OS	0.807	1.439
Economic performance		0.520	1.823
Social performance		0.578	1.732

Note: The dependent variable is OS.

Table C. 10: *Correlations among the Exogenous Variables*

Variable	GTB	ECP	EP	OCB	BMG	RGS	SP	CSR
GTB								
ECP	0.721							
EP	0.656	0.922						
OCB	0.666	0.707	0.822					
BMG	0.838	0.587	0.441	0.488				
RGS	0.835	0.544	0.521	0.582	0.817			
SP	0.516	0.594	0.483	0.53	0.705	0.397		
CSR	0.675	0.639	0.585	0.73	0.765	0.609	0.754	

Note: GTB = Green Training and Participation, EcP = Economic Performance, EP = Environmental Performance, OCB = Organizational Citizenship Behavior (OCBE), BMG = Performance management and green rewards, RGS = Recruitment and green selection, SP = Social Performance, CSR = Social Responsibility (CSR).

Table C. 11: *Cronbach's Alpha and Composite Reliabilities of Constructs*

	Number of items	Cronbach's alpha	CR
Green training and participation	4	0.908	0.935
Economic performance	4	0.897	0.928
Environmental performance	4	0.887	0.921
Organizational citizenship behavior (OCBE)	5	0.881	0.914
Performance management and green rewards	4	0.868	0.91
Recruitment and green selection	4	0.895	0.927
Social performance	4	0.908	0.936
Social responsibility (CSR)	7	0.921	0.937

Table C.12: *Summary of measurement two stage process second order (reflective – reflective type)*

Construct	Item	Loadings	CR	AVE
			0.914	0.683
OCBE	ocb_10	0.741		
	ocb_14	0.702		
	ocb_15	0.918		
	ocb_16	0.898		
	ocb_17	0.853		
			0.937	0.683
CSR	csr_1	0.653		
	csr_4	0.864		
	csr_5	0.886		
	csr_6	0.83		
	csr_7	0.801		
	csr_8	0.864		
	csr_9	0.866		

Table C. 13: *Measurement two stage process second order (reflective – formative type)*

Construct	Item	Loadings	CR	AVE	Weight	VIF	Redund-ancy	t-value	p-valu
GHRM	GTP	0.921				2.881		50.876	0.000
	PMG	0.909				2.706		42.011	0.000
	RGS	0.903				2.71		48.39	0.000
OS	EP	0.894				3.115		44.908	0.000
	SP	0.761				1.422		10.049	0.000
	EcP	0.923				3.504		36.878	0.000

Table C. 14*: Cross loading measurement result second order reflective model*

Construct	GHRM	Org. Sustainability (OS)	Organizational Citizenship Behavior (OCBE)	Social Responsibility (CSR)
EP	0.534	0.898	0.73	0.542
SP	0.533	0.798	0.48	0.680
EcP	0.61	0.852	0.632	0.585
GTP	0.921	0.64	0.603	0.628
PMG	0.909	0.588	0.449	0.694
RGS	0.903	0.493	0.525	0.563
csr_1	0.355	0.516	0.416	0.654
csr_4	0.585	0.547	0.534	0.864
csr_5	0.668	0.605	0.666	0.886
csr_6	0.579	0.604	0.637	0.83
csr_7	0.499	0.605	0.441	0.801
csr_8	0.611	0.603	0.545	0.864
csr_9	0.647	0.593	0.563	0.865
ocb_10	0.469	0.632	0.742	0.596
ocb_14	0.295	0.463	0.702	0.454
ocb_15	0.517	0.646	0.918	0.559
ocb_16	0.499	0.565	0.898	0.548
ocb_17	0.557	0.663	0.851	0.564

Table C.15: *Fornell and Larcker's result for the second order reflective model*

	GHRM	Org. Sustainability (OS)	Organizational Citizenship Behavior (OCBE)	Social Responsibility (CSR)
GHRM	Formative.			
Org. Sustainability (OS)	0.633	Formative.		
Organizational Citizenship Behavior (OCBE)	0.578	0.727	0.827	
Social Responsibility (CSR)	0.691	0.704	0.663	0.827

Table C.16: *HTMT measurement result reflective second order*

	Organizational Citizenship Behavior (OCBE)	Social Responsibility (CSR)
Organizational Citizenship Behavior (OCBE)		
Social Responsibility (CSR)	0.73	

Table C. 17: *Global reflective measure*

Global Reflective Measures – Convergence Validity	
Indicator	Statement
GHRM bundle	Please explain your company's level of GHRM bundle adoption.

Table C. 18: *Prediction Relevance of the Model*

Total	SSO	SSE	1-SSE/SSO
Org. Sustainability (OS)	264	141.357	0.465
Organizational Citizenship Behavior (OCBE)	440	345.262	0.215
Social Responsibility (CSR)	616	421.159	0.316

جامعة النجاح الوطنية

كلية الدراسات العليا

تقييم ممارسات المسؤولية الاجتماعية والسلوك التنظيمي لجنسية الشركات بشأن ممارسات إدارة الموارد البشرية الخضراء والاستدامة البيئية في قطاع الصحة في فلسطين

إعداد

مهدي وليد زيادة

إشراف

د. محمد عثمان

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قدمت هذه الرسالة استكمالا لمتطلبات الحصول على درجة الماجستير في الإدارة الهندسية من كلية الدراسات العليا، في جامعة النجاح الوطنية، نابلس –فلسطين

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الملخص

الغرض: يعتبر قطاع الرعاية الصحية من أهم القطاعات في العالم، بالإضافة إلى كونه أكبر قطاعات الخدمات في كل من الدول المتقدمة والنامية. إن الأهمية والاهتمام المتزايد بهذا القطاع يبرران دوره النبيل في الحفاظ على الإنسانية. وعلى الرغم من كل الدعم والاهتمام إلا أن هناك العديد من المعوقات والمشكلات التي تواجه هذا القطاع وخاصة في الدول النامية. ساعدت القضايا البيئية على إطلاق ممارسات رائدة في إدارة الموارد البشرية التي تعزز ممارسات صديقة للبيئة تسمى إدارة الموارد البشرية الخضراء.

الأهداف: تهدف هذه الدراسة إلى أولا: تحديد ممارسات المسؤولية الاجتماعية للشركات المعتمدة في مؤسسات الرعاية الصحية الفلسطينية والتي تؤثر على الأداء المستدام، ثانيا: تحديد العلاقة بين ممارسات ادارة الموارد البشرية الخضراء وممارسات المسؤولية الاجتماعية للشركات، ثالثا: توضيح العلاقة بين ممارسات ادارة الموارد البشرية الخضراء وسلوكيات المواطنة التنظيمي البيئي، وأخيراً تطوير نموذج لتمثيل تأثير ممارسات ادارة الموارد البشرية الخضراء على الاستدامة البيئية، من خلال ممارسات المسؤولية الاجتماعية للشركات وسلوك المواطنة التنظيمي كوسطاء، في مؤسسات الرعاية الصحية الفلسطينية.

المنهجية: تم إجراء منهج البحث الكمي، وكانت الاستبيانات ذاتية الإدارة، وبسبب هذه الجهود، تمت إعادة 88 استبيانًا من أصل 91 سؤالًا تم إجراؤها لموظف المشارك في القطاع الصحي) في فلسطين. وبذلك تكون

نسبة الاستجابة 96٪؛ ومع ذلك، من أصل 88 إجابة تم الحصول عليها، تم استخدامها جميعًا لإجراء التحليل الاحصائي.

النتائج: تظهر لنا النتائج وجود علاقات إيجابية بين أداء الركائز الثلاث للاستدامة (الاقتصادية والبيئية والاجتماعية) والعديد من حزم الموارد البشرية لإدارة الأداء البيئي. المسؤولية الاجتماعية للشركات لها تأثير كبير على جودة المستشفى وجدارة المرضى وقيمة المستشفى. ترجع أهمية المسؤولية الاجتماعية للشركات في قطاع الرعاية الصحية إلى التفاعل بين الرعاية الصحية والمجتمع، بالإضافة إلى إبراز أهمية ممارسات الموارد البشرية في تحويل الاستراتيجيات التنظيمية إلى سلوكيات للموظفين والمساهمة في النجاح التنظيمي، وأهمية ممارسات الموارد البشرية في التحول التنظيمي استراتيجيات في سلوكيات الموظفين والمساهمة في النجاح التنظيمي، وقد تم تسليط الضوء على سلوك المواطنة التنظيمي وكشفت نتائج تحليل الوساطة أن له علاقة قوية بالأداء البيئي.

الخلاصة: تتضمن هذه الورقة الآثار المترتبة على تحقيق استدامة قطاع الرعاية الصحية على المدى الطويل من خلال ربط الأهداف البيئية الاستراتيجية لممارسات إدارة الموارد البشرية بممارسات المسؤولية الاجتماعية وسلوك المواطنة التنظيمية، مما يضمن مشاركة الموظف في صياغة السياسات والاستراتيجيات الخاصة بالمنظمة.

الكلمات المفتاحية: إدارة الموارد البشرية الخضراء، التدريب الأخضر والمشاركة، الأداء البيئي والتعويضات، أداء الاستدامة، المسؤولية الاجتماعية للشركات، سلوك المواطنة التنظيمية البيئية.