



Arab American University -Palestine

Faculty of Graduate Studies

**Impact of Implementation of Green HRM Practices on Institutional
Performance in the Telecommunication Sector in Palestine.**

By

Raeda Mahmoud Mohammad Faraj

Supervisor

Assoc. Prof. Dr. Sharif M. Abu Karsh

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for the the Master's Degree in Human Recourse Management**

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By:

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This thesis was successfully defended on 26th March, 2022 and approved by:

Committee members:

Signature

Dr. Sharif Musbah Naser Abukarsh

Supervisor



Dr. Atieh Mohammad Musleh

External Examiner



Dr. Raed Ali Mahmoud Iriqat

Internal Examiner



Declaration

The work provided in this thesis, unless otherwise refereed, is the researcher's own work and has not been submitted for any other degree or qualification.

Students Name: Raeda Mahmoud Mohammad Faraj

Signature:



Date: 26.3.2022

Acknowledgment

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Dedication

All word will not be enough to thank you

Believing in my self comes from your support

Efforts done in this research comes from your encouragement

Real happiness comes from your being in my life

I Dedicate this thesis for you :

My Father, My mother, My Sisters & Brothers

My Dearest sister Dr. Mai Dama'

My Dearest Brother Dr. Nael Al-Arda,

and all my friends

Abstract

Concerns about environmental issues have grown in recent years around the world. These concerns increased the pressure on businesses and industries to develop and implement green management strategies, such as adopting environmentally friendly practices and products. People today are more willing than ever before to operate in an environmentally responsible manner, and they recognize that they are a part of society, should adopt green practices in organizations. Academic researchers and practitioners have recently become interested in Green Human Resources Management (GHRM). Regardless of how important green human resource management is from a variety of perspectives,

In Palestine, the telecommunications sector is regarded as a source of hazardous forms of pollution that must be assessed, monitored, and corrected. As a result, all employees, beginning with HR, should be involved in achieving the organization's environmental sustainability goals. The purpose of this study is to determine the impact of implementing green human resource management practices on institutional performance in the Palestinian telecommunications sector.

To conduct this research a descriptive research method was adopted, also a questionnaire was formulated to collect data from the HR managers and employees who's working at the general administration departments in the largest three companies working in the telecommunications sector in Palestine: Palestinian telecommunication Group (Paltel), Jawwal Company and Ooredoo Palestine.

After analyzing the collected data, the researcher concluded that there is significant relationship between Green HRM practices including Green Recruitment and Selection, Green Training and Development, Green Performance Management and Green Reward and Compensation, and Institutional performance at the telecommunications sector in Palestine, and the telecommunications sector had a higher performance according to the demographic data.

Finally the results of this research expected to provide useful information to future research direction.

Abbreviation

HR: Human Resource

HRM : Human resource management.

GRHRM: Green human resource management

EM: Environmental management

EMS: Environmental management sustainability

PM: Performance management.

IT: Information technology

E-business: Electronic business

e-HR: Electronic human resource

e-mail: Electronic email

CSR: Corporate social responsibility

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CHAPTER ONE

The Problem and It's Background

1.1 Chapter Overview:

This chapter offers a general framework of the study, contains the introduction, the problem of the study, its justifications, its importance, its objectives, its questions, its assumptions, its structure, and the scope of the study.

1.2 Introduction:

The problem of environmental pollution is not a new or urgent problem, but the new is the increase in the intensity of pollution in terms of quantity and quality. This comes because of the misuse and depletion of natural resources due to human behavior resulting from a lack of awareness of the serious environmental problems that occurs around it (Willerding et al,2016). In turn, negatively affecting the surrounding environment leading to pollution of land, water, air and drains energy and causes a disruption in biodiversity and ecologies and climate changes. As a result of this environmental deterioration, the world today is turning to caring for nature and preserving its resources by turning to nature free from pollution, through transforming all the activities of companies and organizations into green activities (Marcus & Fremeth,2009).

Green human resources as a necessity of the 21st Century, play a significant role in saving planet by implementing environmentally friendly practices and working to change harmful behaviors, thus, Green human resources can make a significant contribution to the environmental movement (Bhalla, 2016).

The effect of pollution extends beyond borders, and it is the result of human activities within factories, large and small institutions use natural resources to manufacture products and provide services to their customers with the aim of satisfying customers, achieving competitive advantage and improving the image of their brand. As a result there were international calls to examine this concern (Shaik, 2010). The convening of the United Nations Conference on the Human Environment in Stockholm in 1972 marked the beginning, it reaffirmed the importance of protecting and developing the human environment for the benefit of current and future generations. Protection and preservation of the environment from pollution threats, which necessitated the development of an effective environmental management system, is also a requirement. (Trivedi, 2015).

Therefore, the attention of those interested in green management systems, especially human resources management, was drawn as the cornerstone of the green movement that aimed to protect the environment from pollution by preserving land, water, air and energy from a future that threatened to risk if man continues his wrong and irresponsible practices in caring for the environment around him. For example, behaviors, activities and practices of the human element within the institutions can be

converted into green practices, green activities and green behavior, for example when printing or copying images or texts, using both sides of the paper reduces electricity consumption and helps to preserve trees.

Thus, this study investigates the reality of implementing GHRM practices in Palestinian telecommunications sector and its impact on institutional performance. It demonstrates the methods they employ to encourage environmental stewardship among their workforce. Individuals and organizations that practice environmental protection and green practices make a significant contribution to communities, countries, and the world in general, and support people to understand the importance of incorporating Green practices into their job and lifestyles.

1.3 Research Problem:

GHRM is an environmental strategy that adheres to the organization's environmental policy and preservation initiatives. (Ren et al., 2018). It is a set of rules and processes intended to encourage company employees to conserve the abundance of knowledge capital in the most environmentally friendly and cost-effective manner possible. (Tang et al., 2018; Masri & Jaaron, 2017). Policies and procedures lay the groundwork for implementing the GHRM and developing HR practices within the organization. (Prasad, 2013). GHRM practices such as selection and appointment, training and development, performance evaluation, rewards and compensation help to increase workers' green skills, inspire employees to stay green, and create green opportunities. (Pellegrini et al 2018; Renwick et al., 2013) which, in turn, improves employee green behavior in order to voluntarily improve organizational performance (Kim et al., 2019).

In recent years Organizations' growing interest in environmental issues has made the concept of green orientation a focus of attention, prompting many green initiatives such as green management, green marketing, green supply chain, green packaging, and GHRM. GHRM is gaining popularity as the transition to green practices in any human resource support organization necessitates (Mosa,2018).

Countries have lately tended to activate and enhance green HRM practices and convert them from their traditional theoretical perspective to practical application in all fields, because human resources have a significant and effective role for the advancement of the countries 'economy (Ahmad,2015), and the human resource is the most helpless to being affected by internal and external environmental changes. The same case is in Palestine, which has begun to approve the idea of activating green HRM practices in all aspects, establishing green culture among members of society, and encouraging the creation of new opportunities and concepts that contribute to improving the performance of organizations, this, in turn, ensures the organization's continuity and survival, as well as the incorporation of environmental and human resource management to achieve excellence, whether at the level of individuals or at the institutional level in all sectors.

In previous studies Scholars have paid little attention to the effects of the GHRM bundle on company performance rather than just individual practices (zaid et al 2018; Tadic and Pivac, 2014). Furthermore, according to some literature, green employee empowerment is critical for organizations to perform green tasks. (Traig etl al, 2016). And the recent global pandemic (COVID-19) and its aftermath have accentuated the necessity and significance of this trend (GHRM) (Liang et al, 2022),

As a result the the problem of the study, which centered on:

The Impact of Implementation of GHRM practices on institutional performance in the telecommunication sector in Palestine.

1.4 Research Significance and Justifications

In Palestinian, a few studies have investigated GHRM and its impact on institutional performance, as the study of (Aburahma et al,2020).

The important role of the telecommunication sector in influencing the environment through GHRM and the need to pay attention to coming up with a set of results and recommendations that would participate to the development of administrative systems, which in turn affect the institutional performance, and reflected in its economy and then development of the state's economy. This study also helps decision-makers in drawing new policies, taking appropriate decisions, and developing strategic plans that would enable and develop these sectors. And finally, to contribute to directing the attention of higher managements in the telecommunications sector to take into consideration adopting GRHM, especially the HRM and top management in managing and developing organization strategies and polices through HR practices.

The importance of this research refers to the following:

- 1- This research adds to the body of knowledge about Green HRM and raises concerns and awareness among other researchers about the concept and subjects of Green HRM.
- 2- This study is regarded as a resource for scholars and academic institutions in the field of Green HRM..

- 3- This study offers recommendations for Green HRM practices that can be implemented in Palestinian institutions, assisting managers and employees in changing their daily behaviors and activities to be more environmentally conscious.
- 4- The research benefits a broad section of Palestinian society by providing practical recommendations for a variety of sectors, including technology, manufacturing, and business, as well as raising awareness among them..

For the researcher, it is important to change our attitudes toward the environment, as well as the lifestyle and culture of those around us, in order to become as green as possible.

1.5 Objectives of the Study:

The main objective of the study is as follows:

1. To assess the reality of implementation GHRM practices (Green recruitment and selection, Green training and development, Green performance evaluation and Green comensation and rewards) in the Palestinian telecommunication sector.

From the main objective, the following sub-objectives are divided:

- 1.1 To assess the reality of implementing GRHM practices on the institutional performance in the Palestinian telecommunication sector.
- 1.2 To exmine the effect of implementing GHRM practices on the institutional performance in the Palestinian telecommunications sector.

1.3 To analyze the differences in the respondents' answers about the degree of implementation GHRM practices and its effect on institutional performance due to demographic data.

1.6 Research Questions:

The main question of the Research :

1. **What is the effect of implementing GHRM Practice (Green recruitment and selection, Green training and development, Green performance evaluation and Green compensation and rewards) on institutional performance?**

The sub questions are:

- 1.1 **What is the degree of implementing GHRM practices (Green recruitment and selection, Green training and development, Green performance evaluation and Green compensation and rewards) in the palestinian telecommunication sector?.**
- 1.2 **What is the effect of implementing GHRM practices (Green recruitment and selection, Green training and development, Green performance evaluation and Green compensation and rewards) on the institutional performance in the palestinian telecommunication sector?.**

1.3 Is there any statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample according to the demographic profile (Gender, Age, Qualification, Specialization, Job title, Experience, and Workplace)?.

1.4 Do GHRM practices (Green Recruitment and selection, Green training and development, Green performance evaluation and Green compensation and rewards) explain the variation in the dependent variable (institutional performance) in Palestinian Telecommunication sector?

1.7 Research Hypotheses:

Typically, the following hypotheses are tested in this study:

Ha1: There is a significant effect of implementing GHRM Practice (Green Recruitment and selection, Green training and development, Green performance evaluation and Green Compensation and rewards) on institutional performance in Palestinian Telecommunications sector.

Ha2: There are statistical significant differences at ($\alpha \leq 0.05$) in the responses of the research participants due to demographic variable (Gender, Age, Qualification, Specialization, Job title, Experience, and Workplace).

1.8 Model of the Study:

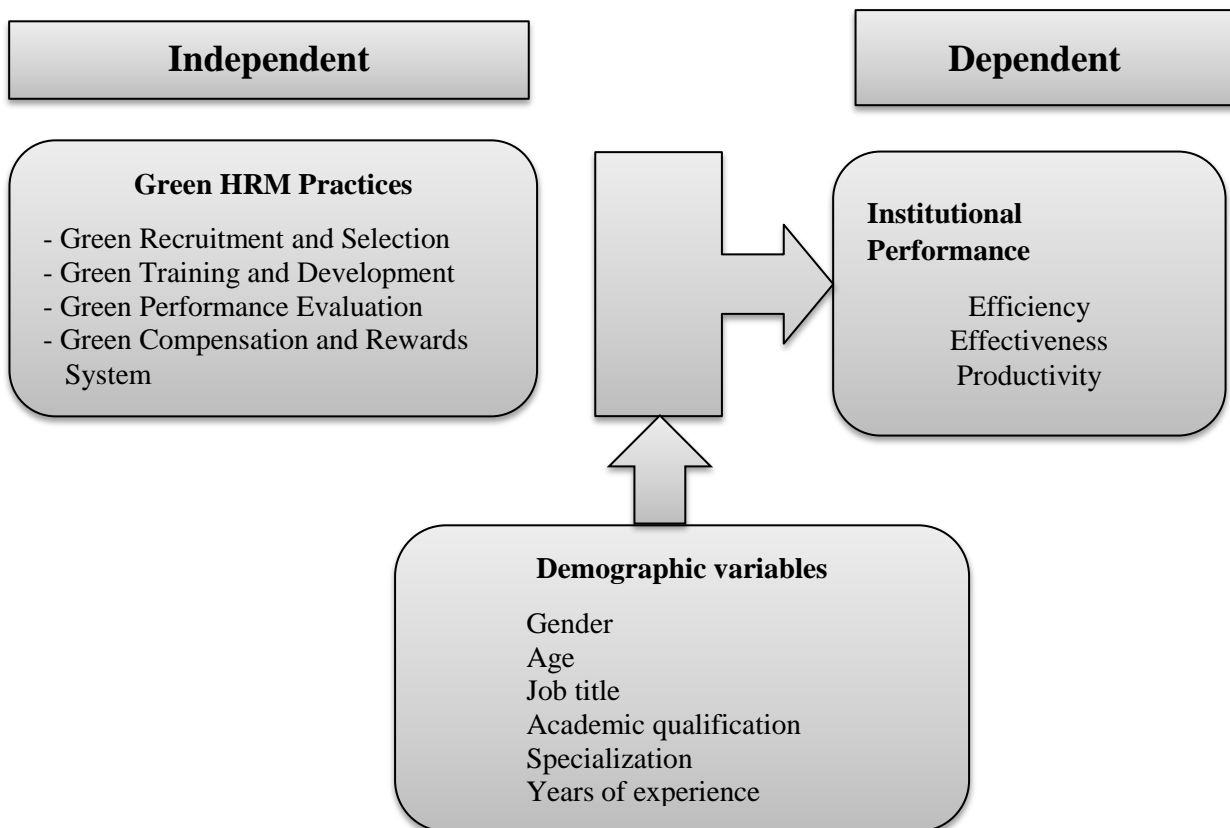


Figure (1.1): Research Variables

1.9 Definitions of Terms:

To ensure a consistent reading and understanding of this text, the following key terms are defined and simplified to the extent of their usage in this study.

- **Human Resource management:** a collection of activities, functions, and processes that are intertwined in order to attract, develop, and retain human resources in organizations (Mitsakis, 2014).
- **Human Resource Practices:** Practices used in recruiting, training, performance review, and compensation all contribute to employee beliefs in a psychological contract with their employer (Kehoe et al, 2013).
- **Green Human Resource Management (GHRM):** The most effective use of human resource management policies and practices to achieve the most efficient use of resources in the organization in order to promote environmental sustainability(Ahmad, 2015).
- **Institutional performance :** the conversion of inputs into outputs in order to achieve specific results (the objectives that the system seeks to achieve) (Chen, et al. 2006).
- **Telecommunication:** it refers to the electronic transmission of data over long distances in the form of voice telephone calls, data, text, images, or video (Olsson,2005).

1.10 Structur of the study:

This study has been divided into five chapters to create a good flow of the information.

- **Chapter One: The Problem and It's Background.**

This chapter begins with the background of the research. It introduces the reader to the research topic. It covers the statement of the problem, justification of the study,

research objectives, questions, hypotheses, research design, research contribution to knowledge as well as research outline

- **Chapter Two: Literature Review:**

This chapter is devoted to a review of the literature relevant to the research problem of the study, its define GRHM, It gives a background of the concept, and brief description of GHRM practices that can be implemented by the organizations.

- **Chapter Three: Research Methodology.**

This chapter dwells on the research design and method. It also details technique used in the analysis and the manner related to data collection

- **Chapter Four: Analysis and Interpretation of Data.**

Chapter four is devoted to the study findings and their discussion. The researcher provides an analysis and discussion of the findings and holds a comparison between them and findings of previous studies.

- **Chapter Five: Findings, Conclusion and Recommendations.**

- References
- Appendices

CHAPTER TWO

Review of Related Literature and Studies

2.1 Chapter Overview :

This chapter summarizes the pertinent contemporary literatures and studies both old and recent vantage which the researcher found in international abstract and graduate school libraries in Palestine, These materials facilitated research thrusts, and construction of the questionnaire. But none of them is identical with this study nor this study a replication of any of them.

2.2 Literature Review :

This section analyzes and reviews previous studies focusing primarily on GHRM. These studies were gathered from various websites and online databases. Reading these studies is critical for crystallizing the research problem and determining its dimensions. Furthermore, they enrich the problem of various hypotheses, beliefs, and findings of other researchers, as well as identify scientific gap that assists the researcher in understanding what has been written about GHRM. This section examines 18 foreign, Arabic, and Palestinian studies, which are arranged chronologically from the most recent to the oldest; 2021 to 2012. The researcher focuses on three

main themes in each study: goal, results, and recommendations. Finally, the researcher discusses previous studies, compares them to this research, and explains why the research gap exists.

As a result of industrial growth in the modern era, the increase in the educational level and cultural awareness among workers, the increase in government intervention in the relations between employers and workers through the issuance of labor laws and legislation, and the emergence of trade unions as a result of an increase in disputes between employers and workers, the need has become urgent and necessary for the existence of a specialized management that maintains the application of regulations and laws in the work environment, concerned with the employees affairs within the institution, and contributes mainly to achieve the institutions vision and objectives. (Mathis et al, 2016).

Human resource management is regarded as an asset and most valuable resource in any institution, with the goal of developing organizational capabilities and competencies in the organization through a focus on the human element, the most valuable resources in any organization, which influencing the production process and increasing profits, as the institution's ability to achieve its goals is dependent on the efficiency of the human element (Ahmad, 2015). The management scholars have been interested in establishing basic principles for creating value for all individuals working in the organization through human resource management and their functions, starting with planning, selection, appointment, training, developing, evaluation, and the preparation of wages, incentives and rewards systems for employees (Schroeder,2012).

2.2.1 Human Resource Management:

Human resource management is defined as a set of "interconnected activities, functions, and processes for attracting, developing, and retaining human resources in organizations." (Lado & Wilson, 1994). According to (Holdford, 2004) , "HRM is the process of achieving organizational goals through human resource management, responsibilities connected with HRM including selection, appointment , training , developing and terminating employees .

Due to the fact that the corporate world has become more globalized, and in addition to the global increasing interest and awareness in the subject of environmental issues, which is concerned with meeting natural resource needs while preserving future generations' right to meet their own natural resource needs, traditional financial and economic systems have given way to modern, capacity-based economic systems (Shaikh, 2010), as the role of human resources has evolved into a driver of sustainability by aligning their systems and activities with environmental goals, and promoting sustainability and raising employee awareness and interest in environmental issues by utilizing each employee's interface.

As a result, a new concept known GRHM has emerged in modern business thought, which has become the most prevalent in the business world, leading to an increase in its importance and progress over time (Marhatta & Adhikari, 2013).

2.2.2 Green Human Resource Management:

In different dictionaries, the word "green" has different meanings; for example, in the Cambridge online dictionary, the word "green" means environmental protection. "Going Green"

entails doing more to protect the environment and nature (Cambridge, 2015). The color green is associated with "peace, friendliness, growth, happiness, and life, and greening means "protecting natural resources, nurturing habits, reducing pollution in the atmosphere, and promoting greenery."" (Aggarwal & Sharma, 2015). GHRM is the result of HRM practices that promote the sustainable use of resources within organizations and environmental protection, both of which are important factors in improving employee morale and satisfaction (Mandip, 2012; Asraf et al 2017). GHRM concept encompassed all practice-based activities aimed at reducing carbon footprints through HRM practices, as green employment, green planning, green recruiting, green training and development, and green performance evaluation (Opata & Arulrajah, 2014). Strategic management and leadership orientation and direction are the other dimensions, people are the machine that creates sustainability, and they are the ones who advocate for the adoption of sustainable practices in their businesses.

GHRM is a technique for implementing an environmentally friendly HR policy concept that leads to increased employee engagement, cost-effective leadership, and corporate sustainability. Training and development would aim to advance employees environmental abilities, expertise, knowledge, competencies, attitudes, and practices, as well as the GHRM concept (Shandra Das & Singh, 2016). Work practices and processes, development, such as how to save energy, engage employees in various activities to solve environmental problems, and waste reduction are all examples of green HRM activities that will direct employees to improve and strengthen their skills, attitude, and behavior toward the organization's sustainability (Carter & Dressner, 2001; Shandra Das & Singh 2016).

GHRM which concern with the new concept (green management) and green economic (Ahmad, 2015). The most effective application of human resource management policies and practices to promote the organization's long-term resource management and environmental sustainability. (Marhatta & Adhikari, 2013) GHRM in direct responsible for developing a green labor force that recognizes and appreciates the activities and objectives in the human resource management procedure, including recruitment, appointment, training, and development, in order to promote human capital. According to (Mathapati, 2013; Opatha & Arulrajah, 2014) Green workplace policies, practices and systems that encourage employees to use green workplace practices for the benefit of individuals, organizations, the environment and businesses are referred to as GHRM. When it comes to managing employees at their workplace, the term "green" or "greening" has four different meanings, according to (Opatha & Arulrajah, 2014):

1. Preservation of the natural environment: Land, forests, plants, animals, and other natural phenomena all belong to the natural environment, which is defined as everything in the world that is not caused or controlled by humans, to keep it in its original condition and to protect it from damage, loss, alteration, or misuse.
2. Conservation of the natural environment: utilizing natural resources in a way that ensures their preservation and future generations' ability to use them to meet their needs.
3. Avoidance environmental risks pollution that lead to air and water pollution and endanger the planet and thus expose humans and non-humans to danger because of this pollution through the ingestion of noxious and toxic materials and waste.

4. Creation of parks and natural areas: to plant, tree, and grass in parks and other areas, in general, they all seek to clarify the value of striking achieving a balance between economic growth and environmental protection in order for future generations to thrive (Daily and Huang, 2001).

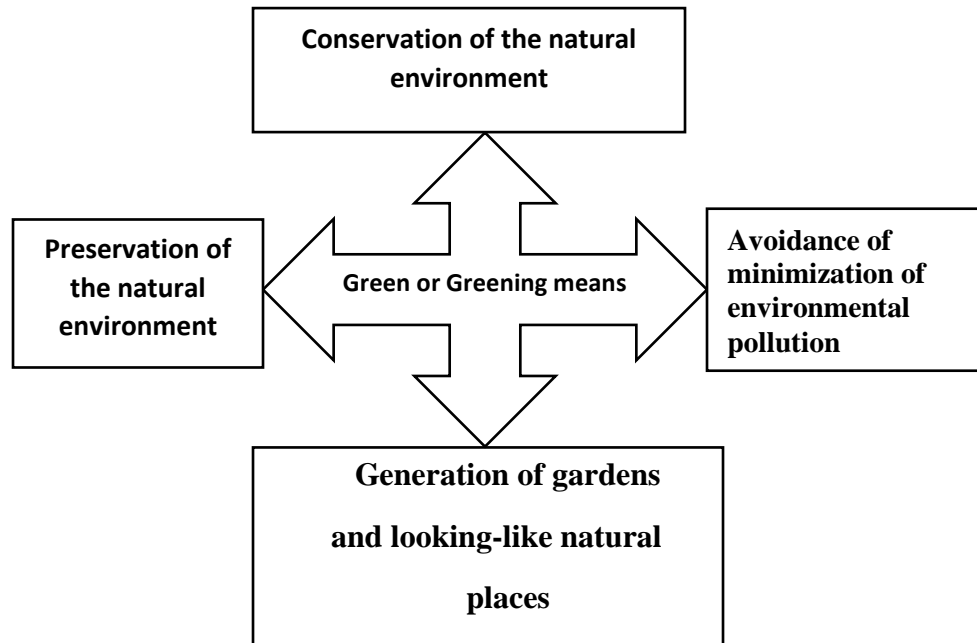


Figure (2.1): Four meanings of green in the context of HRM (Opatha & Arulrajah, 2014).

The Green human resources management through its activities exceeds the boundaries of the social responsibility of organizations, as it plays a significant role in solving problems related to the environment by training employees about the requirements of implementing laws associated to environmental safety and the protection of natural resources. Where the topic of green human resources initiatives has become an important factor for many companies and institutions, and

the green concept has become a standard in the field of research, in addition to green accounting, environmental management, and human resource management (Margareta & Sargih 2013).

Recently there are been an increase awareness and interest within organizations on the importance of relying on different methods for managing the environment, and the world of organizations is gaining a global character and is witnessing a revolution from the traditional economy to an economy based on efficiency that is willing to explore green economic aspects of business through environmental awareness and green behavior (Ahmad, 2015).

2.2.3 Importance of Green Human Resource Management:

The Green Human Resource Department plays an important role in implementing environmentally friendly activities by attractive employees as part of green initiatives, as the implementation of practices such as recruitment, selection, and training encourage diversity and leadership, and are integrated to improve the organization's environment. Green human resources management also contributes to green functional areas and thus takes a holistic approach to ensuring that employees are in sync with the organization's environmental strategy (Mishra et al, 2014). Despite variety and diversity of green human resource management concepts, all of them emphasize the role of human resources in putting green activities and practices into practice. Green human resource management techniques play a dynamic role in motivating and raising employee morale, strengthen the organization brand , which benefits for both the firm and the employees according to (Bangwal & Tiwari, 2015), the organization can earn a variety of benefits as a result of implementing Green HRM as:

1. Increase employee retention: Employee loyalty would increase in a company with a clear vision and strategy for implementing green management and encouraging environmentally friendly practices.
2. Develop corporate image: Companies that reinforced green projects and encouraged their workers to be environmentally conscious and environmental protection would enhance their corporate image both domestically and internationally.
3. Attract competent candidates: organizations are increasingly focusing on attracting those with extraordinary skills and the ability to deliver innovative ideas, Green orientation could assist them in attracting and retaining those personnel.
4. Increase productivity: focusing on environmentally friendly methods leads to the creation of organizations with high output levels that can achieve long-term sustainability.
5. Achieve sustainability while using resources: this entails instilling environmental stewardship in workforces and encouraging them to take responsibility for caring "natural resources" as well as not overusing them.
6. Reduce environmentally harmful practices: Implementing eco-friendly practices reduces the extreme harm done to the environment.
7. Raise profits while decreasing the costs that use green technologies will reduce costs while increasing profits in the long run.

Furthermore, every organization is required to accomplish corporate environmental management, and ecological goals and environmental necessities, as a result must be met by the organization (some of which based on ISO 14001 and others which may be legal necessities related to the environment) (Opatha & Arulrajah, 2014).

2.2.4 Need for Green Human Resource Management:

GHRM is required by organizations for a variety of reasons. There are several reasons, according to the existing literature :

1. To keep the environment from global warming, climate change, energy crisis, and so on, as well as to make work meaningful and the workplace safe and healthy for both employees and non-employees. (Shrivastava. 1994).
2. Employees should be trained and motivated (financially or otherwise) to carry out their business in an environmentally responsible manner (Shrivastava. 1995).
3. To provide environmentally friendly products and services in order to successfully manage corporate environmental plans and overcome program implementation challenges. (Milliman & Clair. 1996).
4. Encouraging the companies' environmental activities to be successful. (Wehrmeyer. 2017).
5. Provide active corporate environmental management and train, recognize, reward, and motivate employees to participate in proactive corporate environmental management because employees are one of the most powerful forces in proactive corporate environmental management. (Berry & Rondinelli. 1998).
6. Avoid failures in corporate environmental management and achieve long-term sustainability (attaining sustainability will need not only concern to the methodological aspects of systems but also the HR factor). (Daily & Huang. 2001).
7. Develop environmentally friendly products and behaviors (eco-innovation by employees) (Ramus, 2002).
8. To develop the company's ecological performance. (Govindarajulu & Daily. 2004).

9. To enhance corporate environmental performance through human resource functions such as training, employee empowerment, and EMS rewards. (Daily, et al 2007).
10. To turn your company into a green one. (Phillips, 2007; Stringer, 2009).
11. To promote long-term establishments (Jabbour et al, 2010).
12. To comply with the requirements of the procedures for implementing an environmental management system (ISO 14001) in businesses. (Jabbour et al., 2010).
13. To successfully implement Cleaner Production within organizations (Cleaner Production is unachievable without human resources support) (Neto & Jabbour, 2010).
14. Ensure long-term environmental performance or to maintain corporate environmental performance over time (Jabbour, 2011).
15. Inspire participating employees in corporate environmental management practices, to advance green skills, and give employees chances to contribute in corporate environmental management initiatives and efforts. (Renwick et al., 2008).

2.2.5 Green Human Resource Management Rules:

According to (Fetzer & Aaron, 2010) they discussed the principle guidelines, organization might follow to green human resources:

- 1- Get the Mindset: At this stage, it is relied on changing the attitudes and thoughts of individuals to be environmentally friendly behaviors.
- 2- Make the business case: By learning about real experiences of businesses that have implemented green policies and attained positive results, these real experiences may inspire companies to adopt these policies.

- 3- Get your coworkers on board, which means getting them to participate in green initiatives, which helps to raise awareness and interest, as well as increase employee participation in green initiatives.
- 4- Have two-way conversations: Using several methods and techniques to convince employees to be environmentally friendly.
- 5- Work together: This strategy highlights on the importance of joint work and effort from all parties, whether organizations or governments, to contribute to solving and preserving environmental problems.
- 6- As part of the culture and daily behaviors, Managers and employees must always be environmentally conscious.

Organizations can strengthen their efforts to instill a greening culture in their employees' spirits and minds by enforcing a variety of rules, such as encouraging teamwork and internal discussions, this results in organizations that serve as beneficial bacteria to other organizations in society.

2.2.6 Green Human Resource Management Requirements:

Green practices, Such as using environmentally friendly production and printing machines and providing employees with public transportation., were mandated for businesses (Bangwal & Tiwari, 2015). (Deshwal, 2015) stated that by using electronic methods instead of paper in the recruitment and selection process, new technologies assist organizations in reducing the use of paper. According to (Opatha & Arulrajah 2014), Green human resource necessities to achieve organizational environmental goals or greening are divided into four categories: green competencies, green attitude, green behaviors, and green results.

Figure (2.2) shows these requirements and relevant



Figure (2.2) Describes Green HR Requirements (Opatha & Arulrajah, 2014, p.105)

2.2.7 The Green Human Resource Management Practices:

GHRM is the process of investing in human resource management policies, strategies, and practices to mobilize human resources for long-term development and environmental development. Green HRM practices were defined as "actual green HRM

programs, processes, and techniques that are actually implemented in organizations with the goal of reducing adverse environmental consequences or enhancing the organizations' positive environmental impacts" (Opatha & Arulrajah, 2014).

These practices (GHRM) are discussed in this study based on a review of GHRM literature. GHRM practices are those that "involve both traditional "HR practices" and strategic HRM dimensions aligned with environmental goals," according to (Gholami, et al 2016).

2.2.7.1 Green Recruitment and Selection:

It's a novel idea for businesses because it's a long-term partner for businesses looking for environmental sustainability. Limiting travel and its associated environmental impacts is one of the most important requirements for green recruitment. Green recruitment is a paperless process that uses the internet to reduce pollution caused by carbon emissions from travel and its effluents on the environment (conducting audio/visual interviews, selecting candidates online, sending SMS, and e-mail) (Muniandi & Nasruddin 2015). Green Recruitment is a technique for identifying new talent who are familiar with environmental preservation and practical applications of sustainable practices in a natural setting. Video recruitment and the use of online and video interviews to reduce travel requirements are examples of typical green activities (Kalaivani, 2020). According to (Pavitra, 2017) Green recruitment and selection are divided into two parts:

1. Using green hiring methods during the recruitment and selection process, such as online tools and limiting the use of paper.

2. During the selection process, people who value green practices and engage in basic environmentally friendly activities such as recycling, printing less, and conserving energy are taken into account..

There are three aspects of green recruitment that can be summarized as follows: Green candidate awareness, green employer branding, and green criteria to attract candidates are all important factors to consider.

1. Green awareness, which includes personality traits like green awareness, conscientiousness, and sociability, is an important part of green recruitment and selection. (Yusoff & Nejati 2017).
2. Green employer branding, on the other hand, is the image and reputation of a company in terms of environmental management that can be considered through green HRM activities (Jackson et al 2011).
3. Green principles should be used to assess and select employees, recruiting firms, in job descriptions and employee specifications, for example, environmental considerations can be emphasized, employees who excel in these areas can be identified by polling them on their environmental knowledge, values, and beliefs (Renwick, 2013).

2.2.7.2 Green Training and Development:

Training and development is a technique that focuses on improving employees' skills, knowledge, and attitudes to prevent the loss of EM-related information, skills, attitudes, green education and training, employees are educated on the importance of EM, are trained in energy-saving and waste-reduction techniques, the firm's environmental awareness is raised, and employees are allowed to participate in environmental problem-solving (Zoogah, 2011).

Employees are made aware of various aspects and the importance of environmental management through green training and development activities. It enables them to accept various conservation strategies, such as waste management, within a business, it also improves a worker's ability to deal with a wide range of environmental issues. Managers were polled about the best management practices in a survey (Ramus, 2002). Environmental training and education, as well as establishing a positive environmental culture for employees that makes them feel like they are a part of environmental outcomes, are the most important HRM processes for achieving environmental results. In the research of the role of HR in fostering a long-term culture (Liebowitz, 2010) HR can provide leadership advance seminars according to the author, to assist managers in changing their "front wheel" soft, individuals skills, or behavioral abilities..

Upcoming research that enables and assists businesses in developing environmentally responsible managers who can engage in and support sustainability throughout the process.

Thus, businesses must educate their employees on best practices and encourage them to participate in green activities. Training and education that is long-term personnel should also be able to teach their customers about the returns of environmental friendliness and green product purchases.

2.2.7.3 Green Performance Management:

Employees are encouraged to improve their professional skills in order to help the company achieve its goals through performance management. In the PM, the recognition of the corporate strategy comes to a head. The PM benefits from the green wave, and the EM has an impact on

global business strategy. Green performance management is concerned with the company's environmental concerns and practices. It also focuses on how environmental responsibilities are implemented. (Epstein & Roy, 1997) mentioned that when HR management incorporates environmental performance into PM systems, environmental management protects against damage. Nowadays, some businesses address the subject of performance management by implementing environmental ideals across the board and providing useful environmental data in the form of Green Information Systems/Audits (Marcus & Fremeth, 2009).

The most crucial aspect of performance management is performance assessment, effective performance assessments provide employees with useful feedback and support ongoing improvements in the business environment, in addition to satisfying the reliability, legitimacy, and fairness criteria (Jackson et al., 2011). In addition to broader performance goals, environmental issues in the Performance Assessment concern the need for EM performance managers. (Renwick et al., 2013).

Future Green Performance Assessment research should concentrate on issues like environmental incidents, environmental responsibility, environmental strategy communication, green information systems, and audits. Teamwork, collaboration, diversity, innovation, and environmental management, among other behavioral and technical skills, should be rated in the HR department's rating system. These skills would support the company's core values (Liebowitz, 2010). Managers are expected to talk to employees about their performance and give them the feedback they need all year, not just during the appraisal period. As a result of this practice, employees' skills and attitudes will improve.

2.2.7.4 Green Compensation and Reward:

Compensation and Rewards: The methods by which employees are rewarded for their efforts, these are the most effective methods to combine a person's and a company's interests. Furthermore, we argue that incentives can influence the workforce's concern and encourage employees to make their best efforts to achieve their organization aims.

Rewards and compensation can be considered potential tools to support environmental activities within organizations in the context of GHRM. Modern organizations develop reward systems to encourage green initiatives undertaken by their employees, in accordance with a strategic approach to reward and management. According to a survey conducted by CIPD/KPMG in the United Kingdom, 80 percent of UK firms are rewarded for green behavior through a variety of rewards or financial incentives (Phillips, 2007; Ramus, 2002). In a survey by (Forman & Jorgensen, 2001) on the significant of employee contribution in environmental plans, it was noted that compensation offered for taking on environmental responsibility duties increased employee commitment to environmental management programs.

The effectiveness of green rewards and compensation was best demonstrated in a study of 469 US companies in high-pollution industries conducted by the Environmental Protection Agency (Berrone & Gomez-Mejia, 2009), they revealed that CEOs in environmentally issues, corporations are paid extra than CEOs in non-environmentally friendly companies, they also came to the conclusion that the results paid by long-term businesses were linked to increased pollution prevention success. According to a

review of the literature, accounting and other activities are encouraged to be used by managers to produce and improve short-term results (Benz & Frey, 2007).

While compensation and incentives encourage green initiatives within businesses, some malpractice will always exist. The struggle of exactly and honestly assessing environmental behavior and presentation can make developing effective monetary incentives difficult (Fernández et al 2003). As a result, we agree that businesses must develop products and processes that are energy efficient, as well as motivations to encourage adoption (Gupta ,2008). Aligning green rewards and compensation with HRM procedure, it is suggested that organizations encourage a green culture.

Green management elements can be incorporated into the compensation program to encourage green behavior among employees. Executives can also request workers to develop green thoughts for their specific jobs, in order to be involved in the goals for the coming year if they reach a consensus, incentives would be based on the achievement of these objectives.

Bonus benefits can be added to compensation plans that are based in part on employee evaluations of competencies and technical skills. Employees may also be eligible for bonuses if they perform exceptionally well on special projects (Liebowitz, 2010). Benefits from workplaces and lifestyles, such as carbon loans and free bicycles, can be used to get people involved in the Green agenda while also acknowledging their contributions (Pillai & Sivathanu, 2014).

As a result, more emphasis should be placed on studies that recognizes active methods for designing and applying green compensation follows and achieving a company's environmental goals.

2.2.8 Green Initiatives for Human Resources:

HR practices are typically organized into systems that align with the company's culture and business strategy (Boselie et al., 2001). In the long run, we can consider the HRM strategy's green initiatives to be a form of corporate social responsibility, and organizations are now incorporating green initiatives into their plans through HRM. Managers examine their HR department to see if it employs green human resource practices. As an addendum to the statement, several authors have suggested that in order to implement an effective corporate green management system in companies, all employees must have a high level of technical and management skills (Daily et al 2009).

Organizations all over the world are incorporating and working to implement GHRM practices to gain a competitive advantage in the business world. Although full implementation and integration of GHRM in the workplace is not impossible, it will require a shift in management and employee attitudes toward current HR practices. HR environmental executives may play a critical role in assisting line managers in obtaining full staff cooperation in the implementation of environmental policies, which means HR must cultivate supporters and build networks of problem-solvers willing to take action to improve the situation (Sathyapriya et al, 2014). The following are the most important green initiatives for HR departments:

2.2.8.1 Paperless Office:

The majority of office work is done on paper, but paper consumption has decreased since the introduction of IT. Office methods and procedures have been transformed by e-business and education into paperless offices. The use of paper in the office is reduced or eliminated by converting important official documents and other papers into automated workflows. The practice cuts down on paper usage, as well as the prices of paper activities like photocopying, printing, and archiving, as well as the time spent looking for documents. Jamie Garratt founded Idea Rebel, a paperless digital agency built in Vancouver, in 2008.

Finally, we argue that conserving natural resources, reducing pollution, and conserving water and energy are all direct benefits of reducing paper consumption.

2.2.8.2 Conservation of Energy:

Workplace energy conservation has the potential to have a significant environmental effect. Several energy conservation initiatives have been implemented by offices around the world to reduce environmental impact and provide more efficient and environmentally friendly services. Sky's UK arm's HR department has launched a campaign encouraging employees to turn off computers, televisions and lights when they leave the office, this will save energy and solar lighting (Davies & Smith, 2007).

In United Kingdom HR departments, on the other hand, place a premium on travel policies that encourage increased use of carpooling of public transportation (Simms,

2007). HR software, such as e-HR is thought to be capable of assisting managers and employees in tracking their own carbon emissions (Beechinor, 2007).

2.2.8.3 Recycling and Waste Disposal:

Recycling is the process of transforming discarded materials (waste) into new and useful items. Raw materials that would otherwise be used to create new products can be saved through recycling. As a result of this practice, energy is saved and waste disposed of in landfills is reduced, resulting in a cleaner environment and cleaner air. Several organizations are implementing recycling programs as part of their green initiatives to increase the amount of recycled products and reduce waste. Several human resource professionals have been tasked with developing company recycling programs and monitoring office thermostats since the organizations adopted the concept of saving money while also focusing on the environment and sustainability. Many HR professionals concluded as a result of the process that green initiatives were an important part of overall corporate social responsibility.

2.2.9 Green Behaviors of Employees Within the Organization:

Employee Green behavior: To be green, employees and all members of the organization must change their behavior. (Harries & Tregidga, 2012) mentioned some examples of such actions:

- 1- Instead of drinking refrigerated water, drink natural water (this will reduce electricity consumption).

- 2- When writing, printing, or photocopying, use both sides of the paper (this will reduce electricity and save trees).
- 3- Whenever possible, walk or take the bus/train to work (this reduces fuel consumption and pollution).
- 4- Instead of hibernating your computer, shut it down when it's not in use (this will decrease electricity and air smog).
- 5- When working, use natural light (this will save you money on electricity).
- 6- Plants should be placed in the work place to absorb smog.
- 7- When throwing a party, buy organic food.
- 8- Use the minimum number of bulbs possible.
- 9- Instead of throwing away jugs, cans, bottles, bags, and other office supplies, repurpose them..
- 10- Before the end of the day's work, turn off the air conditioning (30 minutes in advance).

2.2.10 The Benefits of Implementing GHRM for Both Employees and Employer. Table no. (2.1). (Likhitkar & Verma 2017).

Benefits of Implementing GHRM

Benefits to Employer	Benefits to Employee
<ul style="list-style-type: none"> • Pool of satisfied employees • Enhances productivity and long-term viability • Increases quality of production • Rises employee motivation in the workplace. • Improvement in the quality of product. • Enhance goodwill. • A good working relationship between the employer 	<ul style="list-style-type: none"> • Increases motivation and desire to work. • Enhances job satisfaction. • Belonging and participation. • Increase confidence level. • Developing competence and skills to deal with a variety of problems in order

<p>and the employee.</p> <ul style="list-style-type: none"> • A positive public image as a result of word-of-mouth publicity. • A higher rate of customer retention, • Strengthens the market's financial position. • Increased employee commitment to the company • Increased brand recognition. • Gained competitive edge. • Raise employee productivity. • A higher rate of employee retention. • Attracts qualified candidates from outside the company to join.. • An increase in attracting better employees. • Increased productivity and long-term viability. • The company's environmental impact is reduced. • Better overall performance • Improved employee loyalty. • Recognized as a brand. • Increase creativity. • Increase profit. 	<p>to complete the assigned task.</p> <ul style="list-style-type: none"> • Ready to work for better supervisory positions. • Improve workplace morale by fostering a sense of belonging.. • Reduces Attitude. • Promotes a healthy work environmente • Boosts creativity.
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2.2.11 Green Human Resource Management Barriers and Challenges:

Despite the benefits that accumulate to the organization and employees as a result of implementation green practices, organizations face difficulties and obstacles in implementing green practice. The undermentioned barriers according to (Rompa, 2011):

- 1- A absence of understanding of environmental safety issues and practices.
- 2- The absence of leaders and administration's support and warrens.
- 3- Inability to implement green HRM practices due to a lack of technological support.
- 4- Uncertainty about the values and benefits resulting from green practices adoption.
- 5- Employees' belief that environmental issues and sustainability will detract attention from achieving main objectives.
- 6- The belief that implementing green practices will impede the organization's ability to achieve its main goals.

- 7- The financial costs incurred as a result of implementing green practices that are related to long-term sustainability and environmental protection..
- 8- Absence of green model to track by the organization along with diverse external people.
- 9- Running the programs on grounded mode, because for understanding it becomes easy, but even after understanding humans are not taking positive forward step to take action.
- 10- The difficulty to follow the team work inside the industries.

According to (Jackson & Seo., 2010), the procedure of implementing green plans in HRM would be hindered by a lack of employee interest in green or environmental topics:

1. Apathy: Employees who are uninterested in green or environmental issues are referred to as apathetic.
2. Difficulty and complexity: this refers to the difficulty in formulating environmental-policy strategies. The ability to use resources in a long-term manner is also important. Dealing with issues at various levels, such as political-economic systems, social-cultural spheres, and green initiatives, is a challenge as a result.

Furthermore, organizational culture insufficiency was one of the major impediments to making progress in environmental protection in organizations (Fernandez, et al 2003).

Based on the aforementioned barriers to adopting GHRM follows, the researcher approves the difficult of implementing this procedure because it requires a variety of factors in various fields, such as knowledge, management support, good financial conditions and scientific and technological advancement.

2.3 Organizational Performance :

Organizational performance refers to an organization's actual outputs or results as compared to its intended outputs (or goals and objectives)." In terms of content, performance explains the relationship between minimal and effective cost (economy), effective cost and realized output (efficiency), and output and achieved outcome (effectiveness)"Chen et al. (2006). Organizational performance, encompasses three distinct areas of firm outcomes according to (Shadzad, et al 2012):

- Financial performance (profits, return on assets, return on investment, etc.)
- Product market performance (sales, market share, etc.)
- Shareholder return (total shareholder return, economic value added, etc.).

Strategic planners, operations managers, finance directors, legal advisors, and entrepreneurs are among those who are concerned about organizational performance. According to (Abu-Jarad et al. 2010) many organizations have attempted to manage organizational performance in recent years using the balanced scorecard methodology, which tracks and measures performance across multiple dimensions such as: customer service, social responsibility and employee stewardship according to (DeClerk, 2008), and (Scott & Davis, 2015),The organization does not perform any work; however, its managers do perform their assigned tasks, and the sum of these tasks is referred to as organization performance.

2.3.1 Factors Influencing Organizational Performance:

In this uncertain economic and social climate there are many factors that affect the organizational performance. The most essential factors affecting organizational performance are Human and cultural factors, technology, natural resources, economic factors, regulatory measures, markets, management philosophy, organizational culture (Goals, Values, Beliefs, and Norms), organizational climate, motivated behavior and teamwork, structure, technological and physical resources, financial resources, and leadership style are some of the factors that organizations must perform.(Musmuliana & Mustaffa, 2021). The organization achieves some result as a result of combining these resources, such as effectiveness, efficiency, development, and participant satisfaction. After using all supports and efforts when the organization produces a product or service that is called the organizational performance (Chen et al. 2006). factors which affect the Organizational performance according to (Askarany, 2011):

1- External factors: Those from the enabling environments that are out of the organization's control but have an impact on its structure and development. They are as follows:

- Economic factors.
- Socio-economic factors
- Political-administrative factors

2. Internal factors: Organizational characteristics, including:

- Purpose of the organization
- Organizational instruments
- Internal and External Environment of Organizational Performance

All organizations have both external and internal environments. The internal environment of a company is made up of internal elements such as current employees, management, and, most importantly, corporate culture, which governs employee behavior. While some elements have an impact on the entire organization, others only have an impact on the manager (Jain & Kaur, 2014). The general and task environment layers make up the external environment. The general environment is made up of non-specific aspects of the organization's surroundings that could have an impact on its operations. Economic, technological, sociocultural, political-legal, and international dimensions comprise it. These dimensions have a wide and gradual impact on the organization performance (Musmuliana & Mustaffa, 2012)

Management, in particular, has extensive control over the organization's human resource policies and practices, as well as the financial, technological, and physical resources it employs, as well as the organization's structure, management philosophy, and leadership style (Al-Mamary et al 2014).

Organizational culture, climate, motivated behavior, and teamwork are all factors that are less directly managed, these ideas tend to bleed into one another, because the effective use of human resources is critical to the organization's survival and long-term success, "Human Resources Management" appears at the center of the internal factors that have an important role in achieving the organizational performance(Thoman & Lloyd, 2018).

Internal factors are intertwined, in the sense that they all influence or interact with one another. It is sufficient to state that all of these internal factors must be managed intelligently and harmoniously for an organization to be highly successful. It is the duty of the HR department to obtain environmental information and feeds it to key decision makers

In fact, the department may play a significant role in the decision-making process. The department is also in charge of gathering internal organizational data for strategic decision-makers to consider.

However, the HR department's role is limited to a boundary-spanning one: it aids in the organization's connection to its environment through environmental scanning.

All of these responsibilities are the responsibility of the HR department in order for HR to deliver an excellent performance that leads to the achievement of organizational goals (Shah et al, 2012).

2.4 Telecommunication Sector in Palestine

This section gives a quick overview around the Telecommunication sector in Palestine:

The Palestinian National Authority took charge of the communications and information sector, which was managed by the Israeli company Bezeq in the Palestinian territories before the Palestinian National Authority received the reins of governance and administration in accordance with the Oslo Agreement. The Palestinian Authority began developing this sector and restructuring it according to the Palestinian need. Starting with established the Ministry of Communications and Information Technology, the National Institute for Information Technology, and opened the way for telephone and cellular communication companies to operate in the Palestinian territories under its control, such as the Palestinian Telecommunications

Company (Paltel), the Computer and Communication Systems Company (CCS) and other telecommunications companies Cellular, and technology companies.

The telecommunications sector in Palestine consists of the Palestinian Ministry of Communications and Information Technology, as the official body that regulates the administrative and legal aspects of the telecommunications and information technology sector in Palestine, in addition to many private communication companies that bear many social, political, economic, developmental and social responsibilities towards the Palestinian society. The Ministry of Communications and Information Technology was established in 1995, as it is considered the official government agency responsible for regulating, managing and controlling the telecommunications sector in Palestine. (www.mtit.pna.ps).

- **Ministry of Communication and Information Technology Vision, Mission & Objectives:**

Vision: The Ministry of Communication and Information Technology is represented in a Palestinian information society based on providing knowledge to the community, harnessing the tools and means of communication and information technology, and employing postal services by providing a supportive and appropriate legal and legislative environment, and applying fair and transparent policies and procedures that allow an effective and real partnership in which the sector contributes (www.mtit.pna.ps).

Mission: To provide and make available a comprehensive access line to information technology at acceptable prices, and to develop skills and applications of information technology, communications and mail, and motivate them to be a tool for comprehensive economic development. (www.mtit.pna.ps).

Objectives:

- 1- Increasing and spreading information awareness at the national level.
- 2- Introducing the capabilities offered by the telecommunications and information technology sector as a tool for comprehensive development within the framework of the national strategy for information technology, by increasing and strengthening the centers of information technology and digital excellence in Palestine
- 3- Ensuring the access of communications and information services to the Palestinian rural areas.
- 4- Reaching an advanced level that meets international specifications and standards in the field of communications and information networks and postal services in Palestine
- 5- Ensuring the provision of services to all segments of society with high quality and acceptable prices, through the delivery of telephone service to all residential communities.
- 6- Building an effective postal system within the best international standards.
- 7- Opening and liberalizing the telecommunication services markets for new operators in the field of fixed and cellular telephones. (www.mtit.pna.ps)

In Palestinian there are many private technical and technological companies that provide services to the Palestinian community at all levels, such as fixed and mobile communication services and

postal services. These companies are considered as a partners of the Palestinian Authority in sustainable development processes in Palestine, so that this sector bears a social and national responsibility in promoting the development and building of the Palestinian society. The following is a brief summary about the three largest private telecommunication companies that participated in filling out the questionnaire for this research

2.4.1 Palestinian Telecommunications Group: This group is known at the name of Paltel it is one of the largest private technology and communication companies in Palestine, it was established in 1995 as a public shareholding corporation to offer fixed and cellular communications and internet services. The Palestinian Telecommunication Group is considered as the first company in Palestine in terms of employment capacity within the private sector institutions, and the main pillar in building the infrastructure of the information network in Palestine.

The telecommunication group includes five companies operating in the Palestinian market:

- The Palestinian Telecommunications Company (Paltel), which offers fixed line services, ADSL services, business sector services, and additional services.
- Jawwal, the Palestinian Cellular Communications Company, is the country's largest cellular operator..
- Hadara Technology Investment Company, Palestine's largest Internet service provider.
- Reach Telecommunication Services Company, which is the first specialized call center in Palestine.

- Jericho Gate Real Estate Investment Company (Jericho Gateway), an integrated real estate project; It will be the first of its kind and size in the country.

The Palestinian Telecom Group, through its five companies, represents an economic entity and a provider of telecommunication and information technology services, with the aim of achieving customer satisfaction at all times.(www.paltelgroup.ps).

2.4.2 Jawwal:

Started providing its services to the Palestinian street in 1999 and has spread widely throughout the country, being the first operator of mobile phone services in Palestine, providing mobile and cellular communication services to the Palestinian street and providing Internet packages and other digital services. This company obtained an exclusive concession for 20 years to provide fixed and mobile phone services in the Palestinian territories. Jawwal was subjected to a lot of Israeli harassment during the second intifada in 2001, when the occupation confiscated the company's equipment to impede its work and limit its spread in the homeland. Its exchanges were transferred to the British capital, London, in 2005. The presence of a mobile company in the Palestinian market for a long time alone led to growth in request for it and a growth in the number of subscribers. Jawwal always seeks to provide its subscribers with the modern advances in the world of cellular infrastructures, as it has contracted with international companies to allow its subscribers to use advanced services such as: Google SMS, which allows subscribers to send e-mails between G-mail and Jawwal. The Blackberry service, in cooperation with the international company RIM, which enables subscribers to continuously communicate with their e-mail and arrange their own appointments agenda at any time and from anywhere.

Jawwal: also has a significant role in supporting the Palestinian economy by investment in a group of important projects in the Palestinian market. Since its establishment, Jawwal has been striving to follow internationally approved environmental standards and apply them in Palestine, and thus it deservedly obtained the ISO 14001 global environmental management system certificate in the first session (from September 2005 to October 2008) and in the second session (from June 2009 to May 2012), to be Jawwal is the fourth cellular communications company in the world and the first in the Middle East to obtain this certificate.(www.jawwal.ps).

2.4.3 Ooredoo Group - Palestine:

This group was known as Wataniya Mobile, and it is one of the private Palestinian telecommunication companies that provide mobile, cellular and internet services to the Palestinian community, Al-Watania Company obtained acceptance and approval to provide its communication services to the Palestinian community in 2006. It started its work in 2009 in the name of Al-Watania Mobile. This company was established in Palestine in partnership between Ooredoo International Group and the Palestine Investment Fund Company to begin its work and provide its services to the Palestinian community.

November 2018 Wataniya Mobile consolidates its brand to become Ooredoo Palestine. This company adopts a set of values, which are summarized in the Palestinian street with a set of communication services, and providing the best digital technical services with high quality, and prices that suit the needs of the Palestinian community .

The development of Palestinian governmental policies related to the technical and informational tracks and their alignment with the directions and strategies of the Palestinian official and governmental sectors that supervise the various communications and information sectors

operating in Palestine. In one way or another, increasing the number of ICT service operators in any country enhances the chances of enhanced competition for sustainable development opportunities at the state level in general, and has positive repercussions on society, so that these steps stimulate the country's economic and development path, and develop the capabilities of its members to keep pace with digital developments Informatics. (www.Ooredoo.ps)

2.5 Review of Foreign and Local Studies:

2.5.1 Foreign Studies:

- **Ashraful et al (2021): Effect of green human resource management (GHRM) overall on organization's environmental performance: The mediating role of green employee empowerment.** This study looks into the impact of green human resource management (GHRM) practices on an organization's overall environmental performance (OEP) and how organizations can improve their OEP by implementing GHRM practices through Green Employee Empowerment (GEE). The research was based on 340 responses to a questionnaire survey from manufacturing companies, key respondents were limited to top management, HR managers, quality managers, or manufacturing employees from each industry. The findings reveal that GHRM practices have a significant impact on overall organizational environmental performance, with Green Employee Empowerment acting as a mediating factor.

This research has theoretically contributed to the GHRM/and HRM literature, as well as the body of knowledge, by establishing a link between GHRM practices and their Environmental Performance outcomes in manufacturing companies, by examining the indirect effects of

GHRM practices on organizational environmental performance through green employee empowerment. GHRM practices, according to the findings, may lead to green empowerment among employees, which would improve environmental performance.

- **Martins, et al, (2021): Assessing the Impact of Green Hiring on Sustainable Performance: Mediating Role of Green Performance Management and Compensation.**

Green hiring, as an example of green human resource practices, was assessed in both public and private hospitals in developing countries for its impact on achieving social, economic, and environmental sustainability. Green hiring has a positive and significant impact on the social, economic, and environmental sustainability of healthcare organizations, according to the study, by recruiting and retaining employees who are knowledgeable about and interested in environmental issues. Green performance and green compensation were also investigated as mediators in the study, Green performance and green compensation were discovered to significantly facilitate the relationship between green hiring and long-term performance of healthcare organizations..

- **Rasheed & Alam. (2020): The Impact of Green Human Resource Management on Organizational performance: A Case of Manufacturing Industry.**

The purpose of the research was to look into the link between green human resource management and organizational performance. Data from Pakistan's manufacturing industries in Khyber Pakhtunkhwa was collected using a structured questionnaire. The study discovered a link between green human resource management practices like green recruitment and selection, green training and development, green compensation, and green performance management

and organizational performance. Green recruitment and selection, green compensation, and green performance management all had positive outcomes, according to the study. Surprisingly, the research found that green training and development has a negative impact on organizational performance.

The findings also suggest that companies should focus on hiring and selecting environmentally conscious employees. Employees who have received training or been taught about green issues such as social responsibilities, sustainability, and green human resource practices, among others, are one of the criteria. Green compensation and employee performance management should also be a priority for businesses, with targets set and key performance indicators met. Employees who excel at environmentally friendly practices should be rewarded.

In terms of incorporating green practices into Pakistani business operations, the study has important implications for policymakers, such as company executives and the Securities Exchange Commission. It also has practical implications for the country's broader stakeholders in order to achieve long-term industrialization.

- **Joshi & Mathews, (2020):** Green HRM is defined as HR activities aimed at greening organizations and the environment, as well as an organization's contribution to environmental sustainability. The purpose of the study was to learn about the expected role of Human Resources Department in adopting GHRM practices in organizations, and to identify the gaps in implementing green practices, they discovered that half of the colleges in Navi Mumbai

are completely aware of GHRM, and the major green practices they engage in are reusing and conserving energy; they only learned about GHRM from the internet and their colleges.

The human resources department should play an important role in implementing this subject by encouraging and motivating employees to go green in their work practices by providing adequate training and encouraging them to attend sustainability seminars, lectures, and workshops. Employees must have the freedom to suggest or create any practices that aid in the conduct of environmentally friendly activities. (2020, Joshi & Mathews).

- **Sachin & Aradhana, (2019) “Green Human Resource Management: Best Practice of Attaining Sustainable Development Goals”.** A descriptive study based on secondary data was conducted with the goal of presenting a fundamental concept of green human resource management and its role in achieving long-term development goals. The role of green human resources as a driver of environmental sustainability and its role in achieving sustainable development goals was explained by aligning institutional goals with sustainability goals through the use of environmentally friendly activities that increase efficiency and motivation, reduce costs, improve employee participation and increase their retention. The study also found that human resources, through hiring practices, may influence the employment of people who are interested in and willing to protect organizational environmental values, as green training and development, According to the study, it was the fourth most commonly used practice that has a positive impact on employee performance.

Green human resources will undoubtedly aid in the attainment of sustainable development objectives at the enterprise level, which will lead to the achievement of sustainable development goals at a broader level as a result of introducing green human resources to

industry institutions. GHRM contribute to the accomplishment of sustainable development requirements in the following ways: Companies, for example, may benefit from green bonds in terms of driving growth and the ability to generate capital. Risks can be mitigated by linking strategic plans to long-term development goals. Defining and activating the institution's goals as a foundation of its strategy, which aids in the long-term creation of value for stakeholders.

- **Bombiak & Kluska. (2018):** They wanted to find environmentally friendly human resource management activities in small Polish businesses, as well as define their priorities based on their impact on long-term development and learn why green human resource management should be implemented in these businesses. They based their findings on a survey of 150 small businesses. As a result, they discovered green human resource management is relevant in Polish small businesses, and that there is a strong positive relationship between assessing the impact of individual performs with the green human resource department on the company's long-term sustainability. To further the goal of implementing the concept of green human resource management in Polish businesses, it is essential to advance awareness and spread information about the effects of green human resource management on organizational sustainability.
- **Likhitkar & Verma. (2017): Impact of green HRM practices on organizations sustainability and employee retention.** The goal of the study was to highlight the advantages of GHR applies for both the corporation and the employees. For specifying the benefits of GHRM on both the worker and the employer, the researcher used secondary data,

collected from various research articles, the internet, magazines, and project works. The study focused on corporate social responsibility, claiming that CSR (corporate social responsibility) activities are linked to GHRM. Teleconferencing, virtual interviews, electronic filing, ride sharing, flexi work places, recycling, and the development of more initiatives that resulted in greater efficiencies and lower costs, as well as satisfied and engaged employees, all of which will have a positive effect on the institution's sustainability, were the main outcomes.

- **Bhutto & Auranzeb, (2016). Have conducted study on “Effects of Green Human Resources Management of Firm Performance: An Empirical Study on Pakistani Firms”.** The study's goal was to see how green human resources affected organization performance in Pakistan. Data was collected from 376 businesses, as well as information from HR managers about GHRM in their workplaces. The study discovered that aligning the human resource function to the organizational performance plan can help the organization perform better. It also discovered that there is a positive relationship between recruitment and organizational performance, as well as between training and development and organizational performance, and that learning has an important impact on organizational performance in green human resource management and firm performance. These findings show that organizations can improve their performance by implementing green human resource management and aligning the human resource function with the organization's environmental strategy plan. All of the variables (green hiring, green training and development, and green learning) have an important impact on the firm's performance

- **Adriano Alves Teixeira, et al. (2016): Green training and green supply chain management: evidence from Brazilian firms:** The primary goal of the research was to determine the impact of green training on the management of green supply chains applications via green human resource management activities, as well as the main characteristics of green training. The research was applied on a group of Brazilian firms that had received ISO14001 certification. Green training and green supply chain management have a positive relationship, according to the study, and the main characteristics of green training tend to assist organizations in developing green supply chain management practices. Green training management should work to make organizations more environmentally friendly by training employees and involving customers and stakeholders in the application of green supply chain management policies.
- **Retika Verma 2015: Green HRM Requirement of 21 Century:** The research aimed to clarify the role of GHRM in reducing pollution in industries, as well as to investigate the most up-to-date environmentally friendly solutions for maintaining a green environment through human resource management functions. One of the study's findings is that industries' excessive consumption of natural resources will put a tremendous strain on natural resources, and it emphasized the importance of sustainable environmental practices and raising employee awareness of the importance of these practices, which requires companies to develop environmental management strategies in order to protect the environment., The findings indicated that these practices increase efficiencies in the organization, reduce costs, improve participation among employees and create awareness among them.

- **Cherian & Jacob. (2012): A Study of Green HR Practices and Its Effective Implementation in the Organization: A review.** The study's goal is to introduce a analysis of studies that aids in determining how establishments advance human resource regulations in order to encourage environmental management sustainability initiatives. The study emphasized the significance of GHR principles, discovering that green human resource management practices help to improve employee morale, that green management principles help to achieve the organization's strategic goals, and that employees who are actively involved in environmental management principles may play a key role in developing better environmental strategies to be implemented. Employees may feel empowered to adopt specific environmental management principles as a result of improved human resource practices, which provide better opportunities for waste reduction and lean manufacturing improvements, as well as greener products and waste elimination savings. Consumer satisfaction will be improved indirectly as a result of the promotion of such values. In addition to these advantages, implementing green HRM practices will improve employee retention, public image, and the ability to attract better employees, as well as increase productivity and sustainability, reduce the company's environmental impact, improve competitiveness, and improve overall performance.

2.5.2 Local Studies:

- **Alghamdi, 2021: Effect of Green Human Resource Practices on the Employee Performance and Behavior: A systematic Review:** The research aimed to look at the influence of GHRM on employee performance from various angles. The researcher

conducted a literature review using an archival method to study the impact of GHRM on employee performance in a variety of industries, including food, IT, tourism, coal generation, and pharmaceuticals, with the majority of the samples being employees. The study's conclusions exposed that all GHRM performs have positive impact on employee performance in general. Aside from the positive impact on employees in terms of increasing employee retention rates, increasing employee loyalty to the organization, and enhancing positive employee behavior to engage in Green activities, which all contribute to the enterprise's productivity and competitive advantage. The researcher recommends that the subject of green human resource management be empirically reevaluated especially after the Corona virus crisis and the economic effects caused by this crisis and its impact on institutional performance

- **Aburahma, et al, (2020): The Relationship between GHRM Practices and Organizational performance “Case Study: Gaza University”.** The study's goal was to determine whether there was a link between green human resource management and organizational performance. A case study was conducted on employees of Gaza University in Palestine. The study's sample included a complete census (100) of employees, and the primary data collection tool was a questionnaire. This article takes a descriptive as well as a quantitative approach. Overall, the study's findings revealed a statistically significant relationship between GHRM practices and organizational performance. According to static analysis, Gaza University lacks a clear vision of the selection steps that eliminate environmental considerations from job openings.

The study recommends that employees become more environmentally conscious, as well as that the University be inspired to adopt additional GHRM activities by inspiring compensation strategies and encouragements to advance and maintain environmental successes. Ecological performance evaluation should be integrated into evaluation system, environmental management goals should be incorporated Green goals and objectives should be developed and incorporated into the university's performance evaluation model, according to the study. The study recommended that the University make serious and ongoing efforts to raise environmental awareness, as well as encouraging the University to adopt additional GHRM practices through compensation plans and incentives to advance and endure environmental attainments. According to the study, environmental performance evaluation should be incorporated into job evaluation, environmental management goals should be incorporated into the university performance evaluation system, and green goals and objectives should be developed.

Gharibeh, (2019): The impact of Human Resource Management practices (GHRMP) on the competitive advantage of the organization. The research aimed to specify the impact of green HRM practices on the competitiveness of Jordanian educational institutions. The researcher discussed: selection and appointment, training and development, and reward and compensation, review of related literature and well structured survey was distributed to nine Jordanian educational institutions, yielding 63 responses. the researcher pointed that adopting GHRM practices as a result increasing the competitive advantage of the educational intituions in Jordan, and indicated that selection and recruitment practices has the highest correlation on the organizations competitive advantage, while training and

development the lowest correlation on the organizations competitive advantage, depending on data analysis the implantation of GHRM on educational organizations in Jordan is medium level. The study advised top management taking into consideration employee training and development, as well as to keep track of the necessary budgets, given the importance of Jordan's educational sector.

- **Sakka, (2018): Impact of Green Human Resource Management (GHRM) Practices on Enhancing Supply Chain Image and Performance:** The aim of the study is to determine the significant of GRHM practices and their impact on the Egyptian supply chain. The researcher discovered that implementing Green HRM on supply chain management could help the company gain a competitive advantage, improve performance, and promote its image in marketing and branding. taking into account the following factors: implementing GHRM in all parts of the organization, provided that green practices are applied to all work departments in the organization and that all employees in the organization are involved, as well as providing the necessary training and education to implement green practices, taking into account the organization's environmental responsibilities
- **Rawashdeh, (2018): The Impact of green human resource management on organizational environmental performance in Jordanian health service organizations.** The goal of this research is to see the role of green practices in affecting environmental performance in Jordanian health-care organizations. The researcher discovered that the level of green practice implementation was moderate. Green HRM practices founded to consume a statistically significant positive relationship with environmental presentation, with green

recruitment and selection practices having the strongest correlation and training and development practices having the weakest correlation. The study advises hospital administrators to spend more money on green training programs in order to improve the level of Green HRM adaptation, which could lead to enhance the performance of both organization and environmental.

- **Masri & Jaaron, (2017): Assessing Green Human Resources Management practices in Palestinian manufacturing context: An empirical study.** The study's goal was to assess and evaluate the impact of implementing six key Green Human Resource practices in the food, chemical, and pharmaceutical industries in Palestine. It also looked into the link between GHRM and environmental performance. The study was a research project, and the researchers used a mixed method approach, which meant they looked at variables quantitatively as well as qualitatively. To gather data, the researchers used semi-structured interviews and surveys. The study's population consisted of 130 organizations in the West Bank's three industrial sectors, 110 of which agreed to participate, and the sample consisted of all HR managers in these organizations. According to the findings, total Green HRM implementation is moderate, and the six Green HRM practices have a positive and significant relationship with environmental performance. It was also discovered that the degree of impact on environmental performance varied among various Green practices. Green recruitment was the most influential factor, which was at the top of the list, while training was at the bottom. According to the researcher, in order to create a green culture within their organization, managers should implement GHRM practices as a collection.

- **Ahmad, 2015** In his study **Green Human Resource Management: Policies and Practices:** Based on Secondary Data, the researcher discovered that employees and employers in various parts of the world have a clear awareness and interest in sustainability, as well as commitment and positive feelings toward institutions that adopt sustainability policies and activities. Two key components of this study were highlighted: environmentally friendly HR policies and knowledge capital protection. He provided a detailed explanation of green human resource activities that can be combined to create a green work environment as a result of his research. Employment and environmental work requirements, evaluating performance and its implications for environmental performance, linking reward systems with work achievements that are reflected in the environment and its sustainability, positive relationships between employees and employers and their impact on job satisfaction are among these practices. As a result, the ability to solve problems improves, the organization gains a competitive advantage, and the sense of environmental responsibility grows. The researcher focused on the responsibility of human resources management, as well as the additional responsibility of linking the institution's vision and goals with its green activities, as well as organizing adequate training and development for employees to facilitate and clarify the implementation of green management practices, which will result in increased efficiency and productivity, lower costs, and increased employee retention. Furthermore, the importance of human resources in implementing green policies and practices is highlighted in this study.

Table (2.2) shows the research gap between the current study and previous studies

Previous Studies	Research Gap	Recent Study
<ul style="list-style-type: none"> • All of the studies referred to Green HRM as innovative idea and studied its origins, as well as the combination of environmental and human resource management that gave rise to HRM. • The majority of studies attempted to present a basic concept of Green HRM (Sachin & Aradhana, 2019).), • Green HRM practices play a role in achieving organizational sustainability, according to some studies (Likhitar & Verma. 2017). • The goal of some studies was to specify the influence of green HR practices on organizational performance and environmental performance : (Bhutto & Aurazeb, 2016), (Martins, et al, 2021), (Alam et al ,2021), (Rasheed & Alam, 2020), (Rawashdeh, 2018). • Others defined the study of the relationship among green HRM and institutional performance as: (Aburahma, et al, 2020). Alghamdi (Alghamdi, 2021). • The results of Green HRM on employee morale as the study of Cherian & Jacob. (2012). On the employee performance Alghamdi, 2021 • In Palestine there are studies about the influence of green HRM on manufacturing context, as the study (Masri & Jaaron, 2017). • Some studies were about the effect of 	<ul style="list-style-type: none"> • The current study differs in terms of purpose and field of application, No previous studies had studied the influence of GRHM activities on institutional performance in the telecommunications sector. • There are no Palestinian, studies that dealt with this topic upon the researcher's knowledge • The current research dealt with all human resource practices, unlike some studies that dealt with only one of the human resource practices in their study, 	<ul style="list-style-type: none"> • The current research in the telecommunications sector, there is a link between green human resource practices and their effect on institutional performance. • The goal of this study is to determine the nature of green human resource practices in the Palestinian telecommunications sector . • The current study targeted human resources employees in the three largest companies that provide fixed and mobile services :Paltel Group, Jawwal company. Oordoo Palestine. • The studies sampled industrial sectors, hotel service sectors, IT companies, and so on, this study varies from others , it focuses on the telecommunications industry. • This study presents a green initiative for the telecommunications sector that could be applied to other Palestinian sectors.

Previous Studies	Research Gap	Recent Study
<p>Green HRM on Competitive advantage , as the study of (Sakka, 2018), Gharibeh, (2019)</p> <ul style="list-style-type: none"> • The target populations differed between studies; those in international studies came from Pakistan, Malaysia., Brazil, India, the Arabic studies from Jordan , Palestine (West Bank, Gaza Strip), Egypt, Saudia Arabia. • The majority of the studies focused on businesses in the private sector, such as IT firms, hospitals, hotels, industry firms, and universities. • The study of Adriano Alves Teixeira, & others, samples companies which obtained ISO 14001 certificate. • There were varied samples in the previous studies , the samples were HR employees and HR Expert in some studies. • The majority of the studies theoretically reviewed and followed the development of Green HRM literature, allowing the researcher to gain a better understanding of the concept. • The majority of the studies theoretically reviewed and followed the development of Green HRM literature, allowing the researcher to gain a better understanding of the new concept.. 		

CHAPTER THREE

Research Methodology

3.1 Chapter Overview

This chapter presents and discusses the research strategies and process used, the sources of data, the instruments utilized, the sample and sampling techniques observed, the data gathering procedures employed, and the statistical tools used to treat the data gathered.

3.2 Research Method:

This study used Quantitative method , that it aimed to describe the degree to which green human resource management practices have been implemented in Palestine's telecommunications sector, as well as their impact on institutional performance.

3.3 Population Respondents:

The study population consisted of (56) employees working in the human resources department in the general administration of the three telecommunication firms: Palestinian Telecom Group (Plaltel) ,Jawwal Company and Ooredoo Palestine.

3.4 Sample Size and Type:

In the desire of the research team to obtain the highest degree of accuracy, all members of the study community were studied (a comprehensive survey of the respondents) and the study tool

was distributed to them (the questionnaire). After distribution, 51 questionnaires, were retrieved and reviewed for inclusion in the SPSS statistical program.

3.5 Demographic Characteristics of Participants:

The study's questionnaire was distributed to 56 employees' employed in the general administration in three sites in telecommunication sector in West Bank. The researcher was able to retrieve 51 copies questionnaire fully completed.

3.5.1 Gender:

Figure 3.1: shows the gender of the repondents, Male employees' represented 49.0% of the participants while female employees represented 51.0% of the participants.

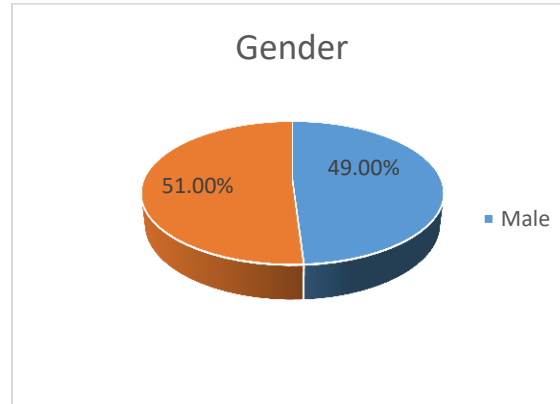


Figure 3.1 gender distribution.

3.5.2 Age :

Figure 3.2: 55% of the participants were between 30 years old and less than 40 years old.

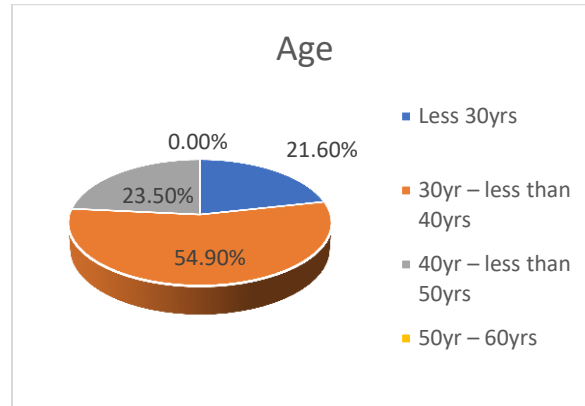


Figure 3.2 respondents age.

3.5.3: Qualifications:

Figure 3.3 : 70.6% of the participants had a Bachelor degree, whereas the majority of participants (51.0%) hold a management certificate.

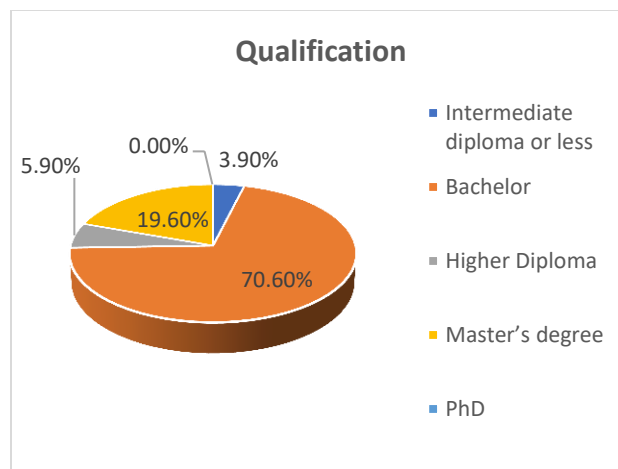


Figure 3.3 respondents qualifications.

3.5.4 Job Title :

Figure 3.4 shows that 60.8% of participants were an employee,.

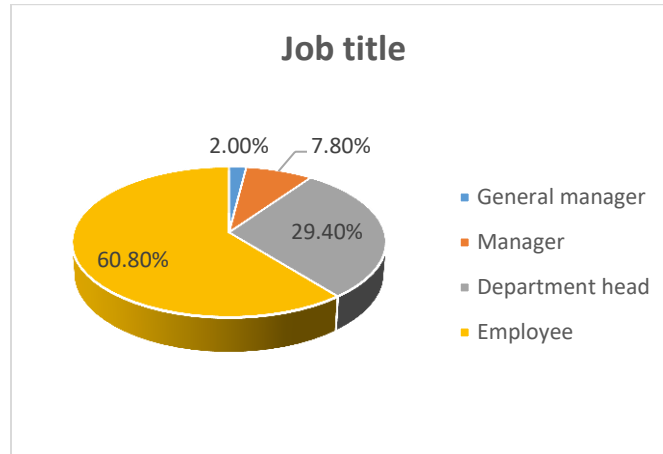


Figure 3.4 respondents job title.

3.5.5 Experince:

Figure 3.5 shows that the majority of the participants (35.3%) with over 15 years of experience,

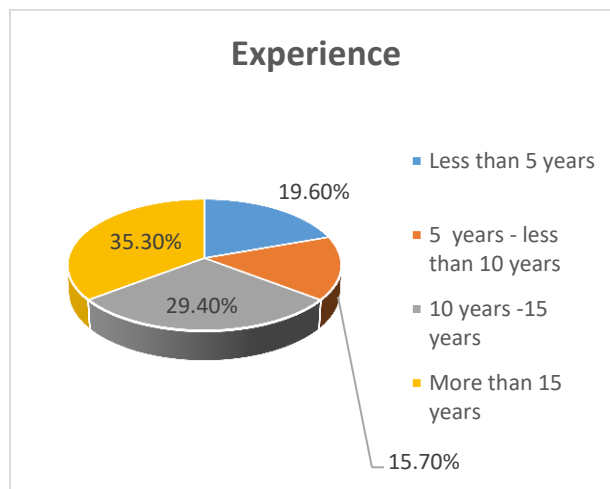


Figure 3.5 respondents experience

3.5.6 Work place :

Figure 3. shows Jawwal company had the high rate of participation with (49.0%),

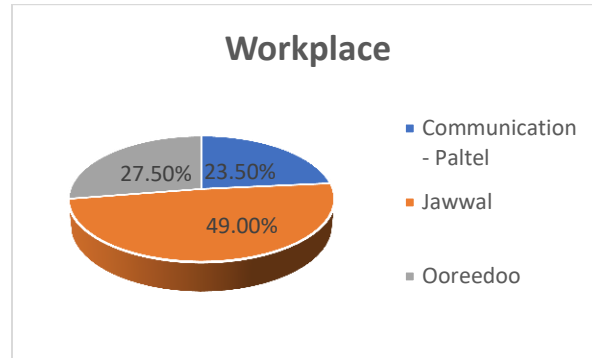


Figure 3.6 workplace of the respondents.

It is clear from the analyses that there are equal opportunities for working in the telecommunication sector for both male and female , in addition to the interest of this sector in providing job opportunities for new graduates and for the bachelor's degree holders, which means that the popular of telecommunications sector employees are young , and it is also clear that the percentage number of employees those with ten years of experience or more exceed 64%, which indicates that there is job satisfaction among employees, and telecommunications companies retain experienced employees.

3.6. Non-parametric Test

The non-parametric methods are commonly used for studying populations that take on a ranked order. The use of non-parametric methods may be essential when data on ordinal scale or data have a ranking but no clear numeric clarification. Non-parametric methods make fewer

assumptions; their applicability is much wider than the corresponding parametric methods. (Hoeffding,1948). In particular, they may be practical in situations where little is known about the application in question. Also, due to the dependence on fewer assumptions, non-parametric methods are more successful. Another reason for the use of non-parametric methods is simplicity, also when the researcher analyzes the data it was a non-normally distributed so she uses a non-parametric test in this study.

3.6.1. Sign Test

This test was used to determine if the mean of a statement was significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) were smaller than or equal to the level of significance, $\alpha = 0.05$ then the mean of the statement would be significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than a hypothesized value 3. However, if the P-value (Sig.) were greater than the level of significance, $\alpha = 0.05$, then the mean of the statement would be insignificantly different from a hypothesized value 3. However, in this study, the level of significance was less than 0.05 this means all statements were significantly different from a hypothesized value 3. (Dixon et al.,1946)

3.6.2. Mann-Whitney Test

This test was used to examine if there was a statistically significant difference between two means among the participants (Mann & Whitney, 1947; Wilcoxon, 1945), pertaining to Green Recruitment and Selection, Green Training and Development, Green performance Evaluation ,

Green Compensation and Rewards and Institutional Performance which could be attributed to gender variable.

3.6.3. Kruskal-Wallis Test

According to (Kruskal & Wallis, 1952) This test was used to find out if there was a statistically significant difference between several means among the participants, pertaining to Green Recruitment and Selection, Green Training and Development, Green Performance Evaluation, Green Compensation and Rewards and Institutional Performance which could be attributed to age, qualification, specialization, job title, experience, and Workplace variables.

Table 3.1 Green Recruitment and Selection According to Demographic Data:

Dimnsion	Green Recruitment and Selecon	M	S.D
Gender	Male	3.60	0.81
	Female	3.50	0.83
Age	Less 30yrs	3.64	0.91
	30yr-less than 40 yrs	3.47	0.71
	40yr – less than 50yrs	3.65	0.99
	50yr – 60yrs	0.00	0.00
Qualification	Intermediate diploma or less	4.44	0.79
	Bachelor	3.47	0.87
	Higher Diploma	3.89	0.73
	Master's degree	3.57	0.60
	PhD	0.00	0.00
Specialization	Management	3.87	0.64
	Accounting	3.30	0.62
	Economy	3.22	0.16
	Others	3.19	0.99
Job Title	General manager	3.11	0.10
	Manager	3.81	0.69
	Department head	3.47	0.79
	Employee	3.57	0.87
Experience	Less than 5 years	3.77	0.82
	5 years - less than 10 years	3.57	0.99
	10 years -15 years	3.51	0.41
	More than 15 years	3.45	0.99
Workplace	Communication – Paltel	3.29	0.85
	Jawwal	3.50	0.76
	Ooreedoo	3.85	0.87

Table 3.2 shows that the degree of implementing the Green HRM practices (Green Recruitment and Selection) based on gender, age, qualification, specialization, job title, experience, and Workplace. The 'mean value' column was used to determine which category was really had a high level of implementing Green Recruitment and selection.

The researcher noticed that the male employees' in telecommunication companies in West bank had a high mean ($M=3.60$) which indicates that they see their companies had a higher using for implementing Green Recruitment & Selection practices than their female counterparts, However, we can see that the employees of age between 40 years old and less than 50 years' old believe that their companies had a high implementing of Green Recruitment & Selection, pertaining to the qualification, the researcher found that the employees' that holding Intermediate diploma or less see their company's had higher implementing of Green Recruitment & Selection than other employees. The researcher also found that the employees that had a management certificate see their company's had a high implementing of Green Recruitment & Selection, pertaining to position, the managers believe that their companies had a high level of implementing Green Recruitment & Selection. she also found that the employees that had experience less than 5years see their companies had a high implementing of Green Recruitment & Selection, however, the employees that work in Ooredoo believe that their company had a higher implementing of Green Recruitment & Selection more than Jawwal and Paltel. Which means that Green Recruitment and Selection had a high level of implementing at the telecommunication sector according to the demographic data, and the more was in Ooredoo Palestine.

Table 3.2: Green Training and Development According to Demographic Data:

Dimnsion	Green Training and Development	M	S.D
Gender	Male	3.81	0.73
	Female	3.81	0.69
Age	Less 30yrs	3.91	0.71
	30yr-less than 40 yrs	3.75	0.77
	40yr – less than 50yrs	3.86	0.59
	50yr – 60yrs	0.00	0.00
Qualification	Intermediate diploma or less	4.58	0.59
	Bachelor	3.71	0.77
	Higher Diploma	4.22	0.19
	Master’s degree	3.88	0.44
	PhD	0.00	0.00
Specialization	Management	4.02	0.49
	Accounting	3.47	0.59
	Economy	4.17	0.24
	Others	3.56	0.93
Job Title	General manager	4.33	0.10
	Manager	4.04	0.16
	Department head	3.66	0.49
	Employee	3.84	0.83
Experience	Less than 5 years	4.05	0.57
	5 years - less than 10 years	3.58	0.99
	10 years -15 years	3.82	0.46
	More than 15 years	3.77	0.80
Workplace	Communication – Paltel	3.83	0.63
	Jawwal	3.77	0.75
	Ooreedoo	3.86	0.74

Table 3.3 shows that the degree of implementing the Green HRM practices (Green training and development) based on gender, age, qualification, specialization, job title, experience, and Workplace. The ‘mean value’ column was used to determine which category was really had a high level of applying the Green Training and Development.

The researcher noticed that the employees' in telecommunication companies in West bank regardless of their gender had a high mean ($M=3.81$) which indicates that they see their companies had a high implementing for Green training and development, However, We can see that employees under the age of 30 believe that their companies had a high implementing of Green training and development, pertaining to the qualification, the researcher found that the employees' that holding Intermediate diploma or less see their company's had higher implementing of Green training and development than other employees. The researcher also found that the employees that had an economy certificate see their company's had a high implementing of Green training and development, pertaining to position, the general managers and managers believe that their companies had a high level of implementing Green training and development. she also found that the employees that had experience less than 5 years see their companies had a high implementing of Green training and development, however, the employees that work in Ooredoo believe that their company had a higher implementing of Green training and development more than Jawwal and Paltel. This indicates that the telecommunication companies adopted green Training and Development for both male and female without any discrimination, also concern with new employees, and those who have holding Intermediate diploma or less , and also pay attention to the top managers in this subject, Ooredoo Palestine the most company pay attention to Green Training and Development.

Table 3.3: Green Performance Evaluation According to Demographic Data:

Dimnsion	Green Performance Evaluation	M	S.D
Gender	Male	3.79	0.92
	Female	3.69	0.74
Age	Less 30yrs	3.77	0.95
	30yr-less than 40 yrs	3.65	0.77
	40yr – less than 50yrs	3.90	0.87
	50yr – 60yrs	0.00	0.00
Qualification	Intermediate diploma or less	4.67	0.47
	Bachelor	3.65	0.89
	Higher Diploma	4.11	0.51
	Master’s degree	3.75	0.58
	PhD	0.00	0.00
Specialization	Management	3.98	0.64
	Accounting	3.47	0.67
	Economy	3.50	0.23
	Others	3.47	0.99
Job Title	General manager	3.67	0.10
	Manager	4.21	0.53
	Department head	3.60	0.57
	Employee	3.74	0.96
Experience	Less than 5 years	3.92	0.87
	5 years - less than 10 years	3.77	0.96
	10 years -15 years	3.60	0.46
	More than 15 years	3.73	0.99
Workplace	Communication – Paltel	3.56	0.87
	Jawwal	3.75	0.84
	Ooreedoo	3.86	0.79

Table 3.4 shows that the degree of implementing the Green HRM practices (Green Performance Evaluation) based on gender, age, qualification, specialization, job title, experience, and Workplace. The ‘mean value’ column was used to determine which category was really had a high level of implementing Green Performance Evaluation.

The researcher noticed that the employees' in telecommunication companies in West bank had a high mean ($M=3.79$) which indicates that they see their companies had a higher implementing Green performance Evaluation than their female counterparts, However, we can see that the employees of age between 40 years' old and less than 50 years old believe that their companies had a high level in evaluating green workers, pertaining to the qualification, the researcher found that the employees' that holding Intermediate diploma or less see their company's had higher implementing Green performance Evaluation than other employees. The researcher also found that the employees that had a management certificate see their company's had a high level of adopting Green Performance Evaluation, pertaining to position, the managers believe that their companies had a high level of implementing Green performance Evaluation. The researcher also found that the employees that had experience less than 5 years see their companies had a high evaluating of performance of green workers, however, the employees that work in Oredoo believe that their company had a higher implementing of Green performance Evaluation more than Jawwal and Paltel, this means that Green Performance Evaluation implementing in a high level in the telecommunication companies according to the demographic data.

Table 3.4: Green Compensation and Rewards According to Demographic Data:

Dimnsion	Green Compenstation and Rewards	M	S.D
Gender	Male	3.44	0.99
	Female	3.52	0.77
Age	Less 30yrs	3.14	0.99
	30yr-less than 40 yrs	3.53	0.88
	40yr – less than 50yrs	3.67	0.80
	50yr – 60yrs	0.00	0.00
Qualification	Intermediate diploma or less	4.60	0.57
	Bachelor	3.32	0.94
	Higher Diploma	4.20	0.72
	Master’s degree	3.60	0.47
	PhD	0.00	0.00
Specialization	Management	3.72	0.72
	Accounting	3.20	0.99
	Economy	3.40	0.28
	Others	3.21	0.99
Job Title	General manager	3.60	0.10
	Manager	4.15	0.75
	Department head	3.53	0.68
	Employee	3.36	0.98
Experience	Less than 5 years	3.48	0.73
	5 years - less than 10 years	3.12	0.99
	10 years -15 years	3.63	0.67
	More than 15 years	3.51	0.99
Workplace	Communication – Paltel	3.22	0.64
	Jawwal	3.41	0.94
	Ooreedoo	3.83	0.93

Table 3.5 shows that the degree of implementing the Green HRM practices (Green Compensation and Rewards) based on gender, age, qualification, specialization, job title, experience, and Workplace. The ‘mean value’ column was used to determine which category was really had a high level of using green compensation and rewards.

The researcher noticed that the employees' in telecommunication companies in West bank had a high mean ($M=3.52$) which indicates that they see their companies had a higher implementing of green compensation and rewards than their female counterparts, However, we can see that the employees of age between 40 years' old and less than 50 years old believe that their companies had a high implementing of green compensation and rewards, pertaining to the qualification, the researcher found that the employees' that holding Intermediate diploma or less see their company's had a high implementing of green compensation and rewards more than other employees. The researcher also found that the employees that had a management certificate see their company's had a high implementing of green compensation and rewards, pertaining to position, the managers believe that their companies had a high level of implementing green compensation and rewards. The researcher also found that the employees that had experience between 10 years and 15 years believe their companies had a high implementing of green compensation and rewards, however, the employees that work in Ooredoo believe that their company had a higher implementing of green compensation and rewards more than Jawwal and Paltel. It means that Green Rewards and Compensation according to the demographic data had a high level of implementing at the telecommunication companies , the answers from the employees who's age between 40 and 50 years is evidence, the employees holding Intermediate diploma or less, the companies encourage them in this way regardless the educational attainment.

Table 3.5: Institutional Performance According to Demographic Data:

Dimnsion	Institutiona Performance	M	S.D
Gender	Male	4.27	0.42
	Female	4.11	0.49
Age	Less 30yrs	4.21	0.41
	30yr-less than 40 yrs	4.15	0.51
	40yr – less than 50yrs	4.26	0.42
	50yr – 60yrs	0.00	0.00
Qualification	Intermediate diploma or less	4.66	0.49
	Bachelor	4.17	0.45
	Higher Diploma	4.27	0.58
	Master’s degree	4.12	0.47
	PhD	0.00	0.00
Specialization	Management	4.19	0.50
	Accounting	3.98	0.11
	Economy	4.06	0.26
	Others	4.26	0.49
Job Title	General manager	3.87	0.10
	Manager	4.23	0.53
	Department head	4.17	0.49
	Employee	4.19	0.46
Experience	Less than 5 years	4.24	0.42
	5 years - less than 10 years	4.10	0.38
	10 years -15 years	4.16	0.48
	More than 15 years	4.22	0.52
Workplace	Communication – Paltel	4.14	0.37
	Jawwal	4.16	0.42
	Ooreedoo	4.27	0.59

Table 3.6 shows that the degree of implementing the Green HRM practices and their impact on institutional performance in the telecommunications sector in West bank based on gender, age, qualification, specialization, job title, experience, and Workplace. The ‘mean value’ column was used to determine which category was really had a high level of performance.

The researcher noticed that the employees' in telecommunication companies in West bank had a high mean ($M=4.27$) which indicates that they see their institutions had a high performance than their female counterparts, However, we can see that the employees of age between 40 years' old and less than 50 years old believe that their institutions had a high performance, pertaining to the qualification, the researcher found that the employees' that holding Intermediate diploma or less see their institutions had a high performance more than other employees. The researcher also found that the employees that had a management certificate see their institutions had a high performance, pertaining to position, the managers believe that their institutions had a high performance. The researcher also found that the employees that had experience less than 5 years believe their institutions had a high performance, however, the employees that work in Ooredoo believe that their institutions had a higher performance more than Jawwal and Paltel. Which means that the telecommunication had a higher performance according to the demographic data.

3.7 Instrumentation:

Primary and secondary data were used to accumulate the necessary information., including the respondent, company publications, brochures, pamphlets, and other publications related to the Palestinian telecommunications sector, using the various data gathering tools enumerated and described in the following discussions.

3.8 Documentary Analysis:

Documentary analysis was utilized by the researcher in tracing the origin of selected telecommunication sector in Palestine, the nature and scope of their business operations, and the

number of existing and active telecommunications sector as of the time of this research, this approach provided the researcher a good grasp of the service problem and practices.

3.9 Survey Questionnaire:

The principal data gathering instrument is a quantitative data, part researcher-constructed questionnaire which was conceptualized and prepared on the basis of readings and suggestion from AAUP Graduate School adviser and professors.

It consists of three parts, the responses to which the information needed to answer the (4) sub-problems and (4) hypothesis posed for this study were culled.

Part 1: There are seven personal characteristics in it of the respondent which are: gender, age, educational qualification, job tilt, specialization, experience and workplace.

Part II: divided into four parts to measure the implementation of Green HRM Practices as follows:

Section 1: contains 9 questions to measure the reality of implementation Green Recruitment and Selection.

Section 2: contains 6 questions to measure the reality of implementing Green Training and Development.

Section 3: contains 6 questions to measure the reality of green performance evaluation

Section 4: contains 5 questions to measure the reality of Green Compensation and Reward.

Part III : contains 16 questions measure Institutional Performance through the employee's ability to accomplish his tasks and duties with less effort and cost, and optimal utilization of productive resources to achieve the desired goals

3.10 Validity of the Study Questionnaire :

Statistical validity of the questionnaire indicates the degree to which an instrument measures what it is assumed to be measuring (Poilt, 1985). Validity has a number of different aspects and assessment approaches.

To check the validity of the questionnaire, two statistical tests were used.

The first test was **the Criterion-related Validity Test**. This test measured the correlation coefficient between each statement in one field and the whole field, the researcher uses this type of validity because she need to measure the concrete outcome they are designed to measure. The second test was the Structure Validity Test (**Pearson test**). This was used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measured the correlation coefficient between one field and all the fields of the questionnaire that had the same level. (Obilor, E. I., & Amadi, E. C,2018).

3.10.1 Criterion- related Validity:

Internal consistency of the questionnaire was measured by a scouting sample, which consisted of 10 copies of the questionnaires. It measured the correlation coefficients between each statement in one domain and the whole domains. The tables in **Appendix A** illustrate the correlation coefficient for each statement in each domain and the total domains. The p-values (Sig.) were

found to be less than 0.05, so the correlation coefficients of this domain were significant at $\alpha = 0.05$. Therefore, the statement or item of each domain was consistent and valid to measure what it was set for.

3.10.2. Structure Validity of the Study Questionnaire:

Structure validity was the second statistical test used to test the validity of the questionnaire's structure besting It the validity of each domain and the validity of the whole questionnaire were tested. It measured the correlation coefficient between one domain and all the domains of the questionnaire that had the same level of Likert scale. Table (4.8) shows the correlation coefficient for each domain and the whole questionnaire. The p-values (Sig.) were found to be less than 0.05. Therefore, the correlation coefficients of all the domains were significant at $\alpha = 0.05$. Accordingly, the domains were valid to measure what they were set measure.

Table 3.6: Correlation Coefficient of Each Domain and the Whole Questionnaire:

Item	Correlation Coefficient(Pearson)	P-Value
Green Recruitment and Selection	0.886**	.000
Green Training and Development	0.771**	.000
Green performance Evaluation	0.805**	.000
Green Compensation and Rewards	0.679**	.000
Institutional Performance	0.393**	.000

3.11 Reliability Analysis:

Reliability aims at examining the quality of measurement. It is the "consistency" or "repeatability" of the analysis. The primary goal is the accuracy of the measures of the dependent variable. In a correlation study both the dependent and independent variables should be examined. Reducing sources of measurement error is the key to enhance the reliability of the data.

The reliability of an instrument is the degree of consistency that measures the attribute it was supposed to measure (Poilt, 1985). The less variation an instrument generates in repeated measurements of an attribute, the higher its reliability.

Reliability can be equated with the consistency, stability, or dependability of a measuring tool. The test is administered twice to the same sample of people on two occasions and then the scores obtained are compared by computing a reliability coefficient (Poilt, 1985).

This method was used to measure the reliability of the questionnaire between each domain and the mean of the whole domains of the questionnaire. The normal range of Cronbach's coefficient alpha value is between 0.0 and + 1.0 (Richard and Anita, 2008), and the higher values reflect a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each domain of the questionnaire.

Table (3.7) shows the values of Cronbach's Alpha for each domain of the questionnaire and the entire questionnaire. For the domains, values of Cronbach's Alpha were in the range of 0.879 and 0.936. This range is considered high; the result ensured the reliability of each domain of the

questionnaire. Cronbach's Alpha equaled 0.896 for the entire questionnaire. This indicates excellent reliability of the entire questionnaire.

Table 3.7 :Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
Green Recruitment and Selection	0.936
Green Training and Development	0.879
Green perform Evaluation	0.931
Green Compensation and Rewards	0.914
Institutional Performance	0.920
GHRM	0.896

3.12 Data Gathering Procedures:

The questionnaire was created in both Arabic and English language by the researcher, and it was distributed in Arabic because that is the respondents' native language. In addition, a cover letter with a brief introduction to Green HRM and the purpose of this study was presented. copy of the questionnaire was sent for review. After obtaining approval, the number of human resources employees was counted and coordination was made with the Human Resources Department to distribute the questionnaire to the HR employees in order to fill it out. The questionnaire was filled out and the results were received electronically through a link created specifically for this purpose. After all data were gathered, these were coded, compiled tabulated, **analyzed using SPSS V.21 including descriptive statistical tools** ,and subjected statistical treatment in order to answer the problems and the null hypthese that were advanced.

3.13 Statistical Treatment of Data:

The data was collected , analyzed and subjected to statistical treatment in order to answer the problems. The Statistical instruments included:

1. Test score reliability is a measure of how stable or consistent test results are. You can also think of it as the ability to replicate a test or research findings.
2. Cronbach's alpha is a measure of internal consistency, or how closely a group of items are related to one another. It is regarded as a scale reliability indicator..
3. Validity simply means that a test or instrument is measuring what it claims to be measuring..
4. The Shapiro-Wilk test for normality is available when using the Distribution platform to examine a continuous variable. The null hypothesis for this test is that the data are normally distributed. The null hypothesis is not rejected if the p-value is greater than 0.05.
5. Levene's test is used to see if the variances of k samples are equal. Homogeneity of variance refers to the distribution of variances across samples..
6. Analysis of variance (ANOVA) is a set of statistical models and estimation procedures (such as "variation" among and between groups) for analyzing differences in group means in a sample.
7. T-test with Independent Samples. The Independent Samples T test compares the means of two independent groups to see if statistical evidence exists that the associated population means differ significantly.

3.14 Data Analysis Technique :

In order to test the research hypotheses, the researcher used inferential statistics. The researcher also used the Pearson Correlation test to find out whether there was a significant relationship between two variables (Coakes & Steed, 2007, p.58). In identifying whether the research hypotheses tested, using this technique, were significant or not, the researcher was primarily concerned with the significance level represented in the “correlation” column output. If the significant “Sig.” value was equal to $p = 0.00$ or less than 0.05 ($p < 0.05$), then the researcher could conclude that the alternative research hypotheses were accepted or failed to be rejected.

So, to identify the strength of the relationship between the variables, the Pearson Correlation coefficient was used. When using Pearson Correlation in analyzing the data, the strength of the relationship was identified by looking at the value of “r” as shown in the Pearson Correlation table. Normally, the sign of the correlation coefficient indicates the strength of the relationship or the degree of association between two variables. However, if there is no relationship, the correlation coefficient will show a value of zero.

Table 3.10: Adapted from Muchinsky (1993), this table shows the strength of the relationship between the independent and dependent variables.

Table 3.8: Pearson Correlation Value

Value of “r”	Strength of relationship between variables
0.00-0.20	Very low or no relationship

0.21-0.40	Low relationship
0.41-0.60	Moderate relationship
0.61-0.80	High relationship
0.81-1.00	Very high relationship

(Source: Muchinsky, 1993)

3.15 Decision Criterion:

The calculated T-value and F-ratio were the bases for the acceptance or rejection of the null hypotheses when compared with the tabular T-Value and F-ratio at a significance level of 0.05 .

Acceptance of the null hypothesis is confirmed when no significant difference exists among the groups while rejection is nullified when the calculated T-value and F-ratio is greater than the tabular value and / or probability is less then the significance level set for this study.

3.16 Research Population, Sample and Sampling Procedures:

In this study, the population and sample were critical because they provided critical information or inputs that the researcher used to make inferences. A population is a group of people that the researchers use to conduct their research (Yount, 2006). In this study the population consisted of all HR employees working in the general administration of the Telecommunication sector (Ooreedo, Jawwal, Paltel).

For the quantitative method, the samples consist of all the research population., Comprehensive survey procedures.

3.17 Pilot Study:

A pilot study is a small experiment designed to gather information and test logistics prior to a larger study in order to improve the latter's quality and efficiency. (Altman et al., 2006; Woken, 2002).

For the quantitative data, the purpose of conducting a pilot study is to ensure that the researcher's expectations in terms of the information obtained from the questionnaire are met. (Aaker & Day, 1995, as cited in Rusli & Hasbee, 2011, p.141). In addition, piloting on the questionnaire will also help the researcher to identify the reliability of the measurement scale used in the study before doing the actual study and to measure the validity of the data or scores. According to Foster and Cone (2006), the validity of scores is the extent to which scores on a measure are related to scores on other measures.

In this research, a pilot study was conducted after the survey questionnaire had been approved by the supervisor and referees. The questionnaire in this study was verified in terms of the language or statements used, their appropriateness and suitability. In other words, the statements should be formulated in a polite and soft language (Ghauri et al., 2010, as cited in Rusli & Hasbee, 2011, p 137). In addition, the questionnaire had two versions: Arabic and English. It is believed that translation can iron out errors and distortions (Rusli & Hasbee, 2011, p.141).

In order to conduct the pilot study, the researcher administered questionnaire to 10 participants. This means that 10 employees' have been involved in determining the reliability of the study questionnaire. The reliability and validity of the questionnaire were analyzed, using the

Cronbach Alpha technique and Statistical Package for Social Science (SPSS) Version 21. According to Yu (1979) and Santos (1999), Cronbach Alpha is a measure of the squared correlation between observed scores and true scores. Cronbach's Alpha is also a measure of internal consistency, and it is well known that a reliability alpha coefficient of 0.70 or higher is considered acceptable in most social science research situations (Santos, 1999). The purpose was to ensure the items in the questionnaires were consistent and were measuring the variables of the study (Sekaran, 2000).

Based on the Cronbach's Alpha values, as Table 3.1 below shows, it can be said that all subsections in the questionnaire had exceeded the value of 0.7. This indicates that these subsections had met the standard of reliability and all the statements constructed within these subsections were reliable.

Thereby, it can be said that the researcher has proved that the questionnaire was reliable, valid, and ready for administration to the population sample

Table 3.9 :Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values
Green Recruitment and employment	0.936
Green Training and Development	0.879
Evaluating the performance of green workers	0.931
Green Compensation and Rewards	0.930
Institutional Performance	0.928
GHRM	0.953

CHAPTER FOUR

Analysis and Interpretation of Data

4.1 Chapter Overview:

This chapter presents the data gathered through the various data gathering instruments. Most of the information contained herein were culled from the respondent accomplished questionnaires, the main data gathering tool. Data were also obtained through documentary analysis and informal corporations'. These however were included in Chapter three where they form part of the respondents' profiles .

A topical guide briefly outlining the sub-problems presented in Chapter one precedes data presentation which answers the questions raised in this investigation. For simplicity of data presentation, only the ranks of the different items contained in the succeeding tables are shown which reflect the frequency of concurrence of the executive respondents on various issues which calls for their perception and / or position. The total scores and overall ranks are included to give further meaning to the data presented .

4.2. Analysis of the Research Questions:

The research questions have been set to study the relations between implementing green HRM practices (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, and Green Compensation and Rewards) and the institutional

performance in the telecommunication sector in WestBank. The descriptive statistics, i.e. Means(M), Standard Deviations (SD) and finally Degree of Agreement (DOA) were established and presented in the research questions.

As the table below shows, the researcher has used the range of likert scale to describe the agreement on each item in the questionnaire.

Table 4.1: Scoring Range of Likert Scale

Range	Description of Range
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Niether/Nor Agree
3.41-4.20	Agree
4.21-5.00	Strongly Agree

(Al-Khadash, 2015)

Q1. What is the effect of implementing Green recruitment and selection, on institutional performance?

To answer this question, the researcher established nine statements to assess the impact of implementing Green Recruitment and Selection on institutional performance of the telecommunication sector in West Bank; these statements were subjected to the views of the participants. Results of the analysis are shown in **Table 4.2**.

The researcher found that the overall mean of implementing the green Recruitment and Selection was ($M=3.55$, $S.D=0.96$). This means the employees' that work in Telecommunication Companies in West Bank **agreed that their companies implementing Green Recruitment &**

Selection practices, also found that most of participants agreed with statement #1, #2, #6 and #8. This means most employees agreed that (HRM illustrates the importance of preserving the environment in the recruitment process, HR Department uses electronic recruitment and Selection procedures, Employees with an orientation to environmentally practices are selected, selection and appointment process takes into account environmental considerations). Furthermore, they give neutral opinion with statements #3, #4, #5, #7 and #9. This means employees neither agree nor disagree about (Employees who are well informed about environmental issues are hired, Green aspects are used in the selection of candidates, green criteria are uses to select candidates, the job description includes the environmental awareness skills, a set of environmental criteria is set within the interview schedule).

Table 4.2: Descriptive Statistics of Green Recruitment and Selection in Palestinian Telecommunication Sector

NO	Statement	M	SD	DOA
1	Human resource management in the recruitment process illustrates the importance of preserving the environment	4.18	0.84	Agree
2	The Human Resources Department uses paperless (electronic) selection and appointment procedures.	4.14	0.99	Agree
3	Employees who are well informed about environmental issues are hired	3.27	0.98	Neutral
4	Green aspects are used in the selection of candidates (such as asking the candidate about environmental issues such as climate)	3.24	0.99	Neutral
5	Uses green criteria to select candidates (such as volunteering in environmental organizations)	3.27	0.99	Neutral
6	Employees with an orientation to environmentally friendly practices are selected	3.49	0.99	Agree
7	The job description includes the environmental awareness skills that the worker must have	3.39	0.98	Neutral
8	The selection and appointment process in the institution takes into account environmental	3.65	0.91	Agree

considerations (such as computerization of steps)

9	A set of environmental criteria is set within the interview schedule	3.31	0.97	Neutral
Green Recruitment & Selection		3.55	0.96	Agree

Q2. What is the effect of implementing Green Trainig and development , on institutional performance?

To answer this question, the researcher developed six statements to assess the impact of implementing the Green training and development on institutional performance of the telecommunications sector in West Bank; these statements were subjected to the views of the participants. Results of the analysis are shown in **Table 4.3**.

The researcher found that the overall mean of implementing the Green training and development was ($M=3.81$, $S.D=0.89$). This means the employees' that work in Telecommunication Companies in West Bank **agreed that their companies implementing green training and development**. also found that most of participants agreed with all statements (Green training is a priority, there is a budget is allocated for training related to environmental issues, The HR Department evaluates training needs related to environmental issues, HR give their employees environmental training to increase awareness, The HR provides electronic training to reduce the cost of using paper)

Table 4.3: Descriptive Statistics Of Green Training And Development In The Palestinian Telecommunication Sector

NO	Statement	M	SD	DOA
1	Green training is a priority when compared to other types of training	3.59	0.88	Agree
2	A budget is allocated for training related to environmental issues	3.59	1.00	Agree
3	The Human Resources Department evaluates training needs related to environmental issues	3.61	0.87	Agree
4	The Human Resources Department provides training material for employees electronically to reduce the cost of using paper	4.33	0.79	Strongly Agree
5	The Human Resources Department provides environmental training for employees to increase environmental awareness (such as waste management, electricity use)	4.06	0.81	Agree
6	The administration requires employees to attend courses related to training in adopting practices to preserve the environment and natural resources	3.69	0.99	Agree
Green Trainig & Development		3.81	0.89	Agree

Q3. What is the effect of implementing Green Performance Evaluation , on institutional performance?

To answer this question, the researcher developed six statements to assess the level of Green performance Evaluation of green workers of the telecommunication sector in West Bank, The participants' opinions on these statements were taken into consideration. Results of the analysis are shown in **Table 4.4**

The researcher found that the implementing of Green performance Evaluation was ($M=3.74$, $S.D=0.94$). This means the employees' had **agreed that their companies adopting green performance evaluation**, and most of participants agreed with all statements, this means most

employees agreed that (The company's management sets green goals, HRM uses green performance indicators, the administration follows up not achieving the green goals).

Table 4.4: Descriptive Statistics of Green Performance Evaluation in Palestinian Telecommunication Sector

NO	Statement	M	SD	DOA
1	The company's management sets green goals	3.96	0.92	Agree
2	Emphasis is placed on the employee's role in enhancing the environmental dimension when assessing	3.71	0.90	Agree
3	Emphasis is placed on achieving green goals	3.76	0.99	Agree
4	HRM uses green performance indicators	3.55	1.00	Agree
5	The administration follows up not achieving the green goals	3.53	0.99	Agree
6	The Human Resources Department provides feedback to employees to improve their performance	3.90	0.85	Neutral
Green Performance Evaluation		3.74	0.94	Agree

Q4. What is the effect of implementing Green Compensation and rewards , on institutional performance?

To answer this question, the researcher developed five statements to assess the level of implementing the green compensation and rewards on institutional performance of the telecommunications sector in West Bank; these statements were subjected to the views of the participants. Results of the analysis are shown in **Table 4.5**.

The researcher found that the overall mean of implementing green compensation and rewards was ($M=3.48$, $S.D=0.99$). This means the employees' that work in Telecommunication Sector Companies in West Bank **agreed that their companies using green compensation and**

rewards. she also found that most of participants agreed with statements #3 and #5. This means participants agreed that (The company appreciates the environmental performance from the social aspect through dinner parties, advertising, etc., The company appreciate green initiatives by employees). Furthermore, they give neutral opinion with statements #1, #2, and#4. This means employees neither agree nor disagree about (the company offers financial rewards for green achievements, offers non-monetary rewards for green achievements and rewards employees for their green skills)

Table 4.5: Descriptive Statistics of Green Compensation and Rewards In Palestinian Telecommunication Sector

NO	Statement	M	SD	DOA
1	The company offers financial rewards for green achievements (such as reducing electricity consumption	3.14	1.00	Neutral
2	The company offers non-monetary rewards for green achievements	3.29	0.98	Neutral
3	The company appreciates the environmental performance from the social aspect through (dinner parties, advertising, etc.)	3.76	0.99	Agree
4	The company rewards employees for their green skills	3.39	1.00	Neutral
5	The company appreciate green initiatives by employees	3.80	1.00	Agree
Green Compensation & Rewards		3.48	0.99	Agree

Q5: What is the effect of implementing green HRM Practice on institutional performance?

To answer this question, the researcher developed Sixteen statements to assess the employee's ability to accomplish his tasks and duties with less effort and cost, and optimal utilization of

productive resources to achieve the desired goals, these statements were subjected to the views of the participants. Results of the analysis are shown in **Table 4.6**.

The researcher found that the overall mean of institution performance in Telecommunication Sector Companies in West Bank, was ($M=4.19$, $S. D=0.68$). This means the employees had **agreed that the ability to accomplish his tasks and duties with less effort and cost, and optimal utilization of productive resources to achieve the desired goals.**

The researcher also found that most of participants agreed with all statement. This means most employees agreed that (the company provides its services to customers at the lowest possible cost, the company uses only its needs of natural resources, the available resources cover the actual needs of the company, provides services at the lowest cost, the number of visits required before obtaining the service has decreased, the satisfaction rate of the beneficiaries has increased), furthermore the participants strongly agreed about (the organization uses the available resources to achieve its goals effectively, the Foundation is committed to preserving natural resources, the institution abides by legal procedures during the process of providing its requirements, the beneficiaries are satisfied with the company's service and used resources wastage has reduced).

Table 4.6: Descriptive Statistics of Institutional Performance

NO	Statement	M	SD	DOA
1	The company provides its services to customers at the lowest possible cost	3.98	0.84	Agree
2	The organization uses the available resources to achieve its goals effectively	4.37	0.63	Strongly Agree
3	The Foundation is committed to preserving natural resources	4.35	0.63	Strongly Agree
4	The institution uses only its needs of natural resources	3.82	0.89	Agree
5	The institution abides by legal procedures during the process of providing its requirements	4.31	0.65	Strongly Agree
6	The available resources cover the actual needs of the company	4.14	0.63	Agree
7	The available resources are compatible with the objectives of the company	4.16	0.64	Agree
8	Provides services at the lowest cost	4.04	0.80	Agree
9	The value of the resources used is proportional to their monetary value.	4.00	0.82	Agree
10	The beneficiaries are satisfied with the company's service	4.33	0.55	Strongly Agree
11	Knowing the services provided to the beneficiaries determines the performance level of the employees	4.27	0.60	Strongly Agree
12	Reducing the waiting time before obtaining the requested service	4.49	0.54	Strongly Agree
13	used resources wastage has reduced	4.22	0.67	Strongly Agree
14	The number of visits required before obtaining the service has decreased	4.20	0.63	Agree
15	The employee's use of working time has increased	4.10	0.70	Agree
16	The satisfaction rate of the beneficiaries has increased	4.20	0.60	Agree
GHRM Practices		4.19	0.68	Agree

4.3. Testing of Research Hypotheses:

Hypotheses have been formulated to study relationships between variables; four hypotheses have been tested, using the Pearson correlation coefficient. The Pearson's Correlation coefficient was used to measure the strength and direction of the relationship (linear correlation) between two quantitative variables, where the value ($r = 1$) means a perfect positive correlation and the value ($r = -1$) means a perfect negative correlation. Each hypothesis was tested separately.

Ha1: There is a significant effect of implementing GHRM Practice (Green Recruitment and selection) on institutional performance in Palestinian Telecommunications sector.

Effect of Implementing Green Recruitment And Selection on Institutional Performance

Variables	
Green Recruitment and employment Institutional performance in Palestinian telecommunication sector	r = .493** p = .004

The result of Pearson Correlation between implementing green recruitment and selection and Institutional performance in telecommunication sector in West bank showed that the test was **significant**, where the correlation value, $r = 0.493$ and significant value, $p = 0.004$ or $p < 0.05$. Thus, the first hypothesis (Ha1) was accepted assuming that there was a significant relationship between implementing green recruitment and selection and Institutional performance in telecommunication sector.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship

between implementing green recruitment and selection and Institutional performance in telecommunication sector was (**moderate**) **positive** because $r = 0.493$. This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the implementing of green recruitment and employment will increase the Institution performance in telecommunication sector, **this results is online with the (Aburahma, et al, 2020), they found that there are statistically significant relationship between GHRM practices and organizational performance, all variables including green recruitment and selection significantly affect the performance of the organization according to (Bhutto & Auranzeb, 2016).**

Ha2: There is a significant effect of implementing GHRM Practice (Green training and development) on institutional performance in Palestinian Telecommunications sector.

Effect of Implementing Green Training And Development on Institutional Performance

Variables	
Green Training and Development Institutional performance in Palestinian telecommunication sector	r = .612** p = .000

The result of Pearson Correlation between implementing green training and development and Institutional performance in telecommunication sector in West bank showed that the test was **significant**, where the correlation value, $r = 0.612$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the second hypothesis (Ha2) was accepted assuming that there was a significant relationship between implementing green training and development and Institutional performance in telecommunication sector in West bank.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between implementing green training and development and Institutional performance in telecommunication sector in West bank was **high positive** because $r = 0.612$. This result means when one variable increases in value, the second variable also increases in value. In other words, increasing the implementing of green training and development would mean an increase in Institutional performance in telecommunication sector in West bank, (**Bhutto & Aurazeb, 2016**) **agreed with this result, they concluded that there are** positive relationship between green training and development on organization performance.

Ha3: There is a significant effect of implementing GHRM Practice (Green performance evaluation) on institutional performance in Palestinian Telecommunications sector.

Effect of Green Performance Evaluation And Institutional Performance

Variables	
Ggreen performance Evaluation Institutional performance in Palestinian telecommunication sector	r = .530** p = .000

The result of Pearson Correlation between evaluating the performance of green workers and Institutional performance in telecommunication sector in West bank, showed that the test was **significant**, where the correlation value, $r = 0.530$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the third hypothesis (Ha3) was accepted assuming that there was a significant relationship between evaluating the performance of green workers and Institutional performance in telecommunication sector in West bank.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between evaluating the performance of green workers and Institutional performance in telecommunication sector in West bank, was **moderate positive** because $r = 0.530$. This result means when one variable increases in value, the second variable also increases in value. In other words, increasing of evaluating the performance of green workers would mean an increase in Institutional performance in telecommunication sector in West bank.

this result disagreed with the study of (Rasheed & Alam, 2020), the study found that green performance management has a negative impact on organizational performance,

Ha4: There is a significant effect of implementing GHRM Practice (Green Compensation and rewards) on institutional performance in Palestinian Telecommunications sector.

Effect of Green Compensation And Rewards on Institutional Performance

Variables	
Green Compensation and Rewards Institutional performance in Palestinian telecommunication sector	r = .651** p = .000

The result of Pearson Correlation between Green Compensation and Rewards and institutional performance showed that the test was **significant**, where the correlation value, $r = 0.651$ and significant value, $p = 0.000$ or $p < 0.05$. Thus, the fourth hypothesis (Ha4) was accepted assuming that there was a significant relationship between Green Compensation and Rewards and institutional performance in telecommunication sector in West bank.

The closer (r) is to +1, the stronger the positive correlation, while the closer (r) is to -1, the stronger the negative correlation. Based on that, the researcher found that the relationship between the Green Compensation and Rewards and institutional performance in telecommunication sector in West bank was **a high positive** because $r = 0.651$, This result means when one variable increases in value, the second variable also increases in value. In other words, effectively implementing Green Compensation and Rewards would mean an increase in institutional performance in telecommunication sector in West bank., this results agreed with **Cherian & Jacob. (2012)**, in his study he concluded that the benefits of implementing green HRM practices including green Compensation and rewards will raise the retention rate of employee, development public image, and development in attracting better employees, improvement in productivity and sustainability, reduction in environmental impact of the company, improved competitiveness and increased overall performance of the organization.

Summary of Hypotheses Testing

Research Hypothesis	Measures	Significance
1. There is a significant relationship between implementing green HRM Practice (green recruitment and Selection) and institutional performance in Palestinian Telecommunication sector	Pearson Correlation (r = 0.493)	p<0.05 (Accepted, where p = 0.004)
2. There is a significant relationship between implementing green HRM Practice (Green Training and Development) and institutional performance in Palestinian Telecommunication sector	Pearson Correlation (r = 0.612)	p<0.05 (Accepted, where p = 0.000)
3. There is a significant relationship between Green performance Evaluation and institutional performance in Palestinian Telecommunication sector	Pearson Correlation (r = 0.530)	p<0.05 (Accepted, where p = 0.000)
4. There is a significant relationship between Green Compensation and Rewards and institutional performance in Palestinian Telecommunication sector	Pearson Correlation (r = 0.651)	p<0.05 (Accepted, where p = 0.000)

Hypothesis Related to Participants' Profiles (Analysis of responses)

Ha5: There are statistical significant differences at ($\alpha \leq 0.05$) in the responses of the research participants due to demographic variable (Gender, Age, Qualification, Specialization, Job title, Experience, and Workplace).

This hypothesis predicted differences in the opinions of the participants toward implementing green HRM practices and institutional performance in telecommunication sector according to the demographic variable.

The Mann-Whitney test and the Kruskal-Wallis test are nonparametric methods used to detect whether two or more samples come from the same distribution or to test whether medians between comparison groups are different, under the assumption that the shapes of the underlying distributions are the same.

Ha5.1: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to gender.

Table 4.7:Kruskal Wallis Test Grouping By Gender

Constructs	Sig
Green Recruitment and Selection	0.557
Green Training and Development	0.872
Evaluating Performance Evaluation	0.369
Green Compensation and Rewards	0.924
Institutional Performance	0.189

Table 4.7 shows that, all domains (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants on all domains in this study due to gender. The researcher concludes that the gender had no effect on all domains in this study (Green Recruitment and Selection, Green Training and Development, Green Performance Evaluation, Green Compensation and Rewards and Institutional Performance).

Ha5.2: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Age.

Table 4.8:Kruskal Wallis Test Grouping By Age

Constructs	Sig
Green Recruitment and Selection	0.519
Green Training and Development	0.867
Green performance Evaluation	0.566
Green Compensation and Rewards	0.223
Institutional Performance	0.588

Table 4.8 shows that, all domains (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants all domains in this study due to age. The researcher concludes that the age **had no effect** on all domains in this study (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation , Green Compensation and Rewards and Institutional Performance).

Ha5.3: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Qualification.

Table 4.9:Kruskal Wallis Test Grouping By Qualification

Constructs	Sig
Green Recruitment and Selection	0.406
Green Training and Development	0.148
Green performance Evaluation	0.248
Green Compensation and Rewards	0.058
Institutional Performance	0.461

Table 4.9 shows that, all domains (Green Recruitment and Selection, Green Training and Development, Evaluating the performance of green workers, Green Compensation and Rewards and Institutional Performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants all domains in this study due to qualification. The researcher concludes that the qualification had no effect on all domains in this study (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Institutional Performance).

Ha5.4: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Specialization.

Table 4.10:Kruskal Wallis Test Grouping By Specialization.

Constructs	Sig
Green Recruitment and Selection	0.046
Green Training and Development	0.136
Green performance Evaluation	0.244
Green Compensation and Rewards	0.437

Institutional Performance

0.677

Table 4.10 shows that the p-value (Sig.) was smaller than the level of significance $\alpha = 0.05$ for the domain: **Green Recruitment and Selection**, there was also no significant difference among the participants in domain due to Specialization. The researcher concluded that the Specialization **had an effect on this domain**. Pertaining to the other domains, the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants in this domain due to Specialization. The researcher concludes that the Specialization had no effect on the other domains (Green Training and Development, Green Performance Evaluation, Green Compensation and Institutional Performance).

Ha5.5: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Job title.

Table 4.11:Kruskal Wallis Test Grouping By Job Title

Constructs	Sig
Green Recruitment and Selection	0.588
Green Training and Development	0.312
Green performance Evaluation	0.400
Green Compensation and Rewards	0.347
Institutional Performance	0.832

Table 4.11 shows that, all domains (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants all

domains in this study due to Job title. The researcher concludes that the Job title had no effect on all domains in this study (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance).

Ha5.6: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Experience.

Table 4.12: Kruskal Wallis Test Grouping By Experience

Constructs	Sig
Green Recruitment and Selection	0.774
Green Training and Development	0.736
Green performance Evaluation	0.512
Green Compensation and Rewards	0.751
Institutional Performance	0.801

Table 4.12 shows that, all domains (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants all domains in this study due to Experience. The researcher concludes that the Experience had no effect on all domains in this study (Green Recruitment and Selection, Green Training and Development, Green Performance Evaluation, Green Compensation and Rewards and Institutional Performance).

Ha5.7: There are statistically significant differences at $\alpha \leq 0.05$ in the responses of the research sample due to Workplace.

Table 4.13: Kruskal Wallis Test Grouping By Workplace

Constructs	Sig
Green Recruitment and Selection	0.314
Green Training and Development	0.802
Green performance Evaluation	0.735
Green Compensation and Rewards	0.161
Institutional Performance	0.917

Table 4.13 shows that, all domains (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance) in the table shown above that the p-value (Sig.) was greater than the level of significance $\alpha = 0.05$. No significant difference was found among the participants all domains in this study due to Workplace. The researcher concludes that the Workplace had no effect on all domains in this study (Green Recruitment and Selection, Green Training and Development, Green performance Evaluation, Green Compensation and Rewards and Institutional Performance).

H6: Green Recruitment and Selection, Green training and development, Green Performance Evaluation and green compensation and rewards explain the variation in institutional performance in Palestinian Telecommunication sector.

Table 4.14: Multiple Regressions Analysis

Constructs	Beta	T	Sig	R ²
Green Recruitment and Selection	.319	5.455	.000	
Green Training and Development	.156	2.446	.015	

Green performance Evaluation	.198	2.475	.004	0.657
Green Compensation and Rewards	.295	4.359	.000	

Predictors: Constant, Green Recruitment & selection, Green Training & Development, Green performance evaluation, Green Compensation and Rewards.

Multiple Regressions have been conducted in order to test the variance in dependent variable on in institutional performance in Telecommunication sector that explained by four independent variables. The result shows that 65.7% of the variance (R-Square) in institutional performance could be significantly explained by four independent variables. By looking at Beta value, the highest number in the beta was 0.319 for green recruitment & selection, which is significant at the 0.000 level. This means that **green recruitment & selection** influenced most the variance in the institutional performance in Telecommunication sector. This result implies that four independent variables (Green recruitment & selection, Green Training and Development, Green performance Evaluation and Green Compensation and Rewards) positively explained the variance in the dependent variable: (institutional performance in Telecommunication sector), This supports hypothesis 6.

CHAPTER FIVE

Findings, Conclusions, and Recommendations

5.1 Chapter Overview

This section presents the highlights of the findings answering the questions raised in chapter one, the conclusions, and the recommendations derived therefrom, with a summary of the major findings following immediately after. The conclusions and recommendations arising from the findings form parts 2,5 and 3,5 of this chapter.

5.2 Findings:

5.2.1 In the Palestinian telecommunications sector, there is a significant relationship between green recruitment and selection and institutional performance., the employees' that work in Telecommunication Companies in West Bank **agreed that their companies implementing Green Recruitment & Selection practices,** most employees agreed that (HRM illustrates the importance of preserving the environment in the recruitment process, HR Department uses green recruitment and appointment procedures, employees with an orientation to environmentally practices are selected, selection and appointment process takes into account environmental considerations).

5.2.2 In the Palestinian Telecommunications sector, there is a significant relationship between implementing green training and development and improving institutional performance., most of participants agreed with all statements (Green training is a priority,

there is a budget allocated for training related to environmental issues, The HR Department evaluates training needs related to environmental issues, HR give their employees environmental training to increase awareness, The HR provides electronic training to reduce the cost of using paper).

5.2.3 There is a significant relationship between green performance evaluation and institutional performance in the Palestinian telecommunications sector, most employees agreed that (The company's management sets green goals, HRM uses green performance indicators, the administration follows up not achieving the green goals).

5.2.4 In the Palestinian Telecommunications sector, there is a significant relationship between green compensation and rewards and institutional performance. The company appreciates the environmental performance from the social aspect through dinner parties, advertising, etc., The company appreciate green initiatives by employees. the employees had agreed that the ability to accomplish his tasks and duties with less effort and cost, and optimal utilization of productive resources to achieve the desired goals.

5.2.5 Increasing the implementing of green recruitment and selection will increase the Institution performance in telecommunication sector.

- 5.2.6** Increasing the implementing of green training and development would mean an increase in Institutional performance in telecommunication sector in West bank.
- 5.2.7** Increasing Green performance evaluation would mean an increase in Institutional performance in telecommunication sector in West bank.
- 5.2.8** Effectively implementing Green Compensation and Rewards would mean an increase in institutional performance in telecommunication sector in West bank.
- 5.2.9** The researcher concludes that gender , age, qualifications, had no effect on all domains in this study (Green Recruitment and selection, Green Training and Development, Green performance evaluation , Green Compensation and Rewards and Institutional Performance).
- 5.2.10** The researcher concludes that the Specialization had no effect on the other domains (Green Training and Development, Green performance evaluation, Green Compensation and rewards on Institutional Performance).
- 5.2.11** There was also a significant difference among the participants in the domain Green recruitment and selection the due to Specialization.

5.2.12 In this study the researcher found that , the job title had no impact on all domains. (Green Recruitment and employment, Green Training and Development, Green performance evaluation , Green Compensation and Rewards and Institutional Performance).

5.2.13 The researcher found that the Experience had no impact on all domains in this study (Green Recruitment and selection, Green Training and Development, Green performance evaluation Green Compensation and Rewards and Institutional Performance).

5.2.14 The researcher concludes that the Workplace had no effect on all domains (Green Recruitment and selection, Green Training and Development, Green performance evaluation, Green Compensation and Rewards and Institutional Performance).

5.2.15 Green human resources practices, positively explained the variance in the dependent variable: (institutional performance in Telecommunication sector),

5.3 Conclusions:

To gain a competitive advantage in the corporate world, organizations all over the world are incorporating and working toward implementing GHRM practices. It is not impossible to fully implement GHRM in the workplace, but it will necessitate a shift in management and employee attitudes toward current HR practices. During the process, many HR professionals came to the conclusion that green initiatives were an important part of overall corporate social responsibility.

This study assessed the Palestinian telecommunications sector's readiness, implementation, and awareness of green HRM practices, as well as the impact of green HRM practices on institutional

performance. The study also conducted an extensive review of related literature in order to achieve its goals and objectives.

The goal of the study was to see how widely green HRM practices (green recruitment and selection, green training and development, green performance management, and green reward and compensation) are used in Palestine's telecommunications sector, as well as how they affect institutional performance. For qualitative data analysis, the quantitative results of the administered questionnaire were analyzed and then presented using the descriptive method. In order to achieve the study's objectives, the study's objectives were identified through data analysis, and these goals were linked to the study questions in order to improve one's understanding and awareness of the subject.

The result indicated that there are significant relationship between GHRM practices and institutional performance in the telecommunication sector.

Finally, if GHRM practices are implemented rigorously, consistently, and honestly, would result in attracting individuals to an organization, resulting in increased efficiencies, cost savings, improved productivity of both employees and the organization, and overall organization performance.

5.4 Recommendations:

5.4.1 Recommendations Related To The Telecommunications Companies :

- The research team recommends that telecommunication companies should pay more attention to the implementation of green human resource practices due to their significant impact on institutional performance.

- Telecommunication companies should implement a system that advances the attractiveness of green employment in the telecommunication sector.
- The need to progress the performance management and evaluation system that takes into account the environmental dimension in the performance management and evaluation process in the telecommunication companies.
- To raise awareness and understanding of Green HRM, more training programs should be organized and provided to managerial and non-managerial members of various organizations.
- It is necessary to develop a system to improve the implementation of adopting incentives and green rewards by granting employees incentives and encouraging them to adopt a green approach to work.
- The importance of adopting green practices , such as conducting competitions between different departments and units in companies regarding the extent of their commitment to green practices and enhancing this with financial and moral incentives, these initiatives can be made quarterly or annually.
- Increase employee awareness about the topic of Green HRM.
- Encourage top management to become aware of the benefits of GHRM and participate in its implementation by clarifying the benefits of GHRM and encouraging top management to become aware of the benefits of GHRM.

5.4.2 Recommendations Related to the HRM :

- Human resource professionals should concentrate on greening the company due to its social responsibility.

5.4.3. Recommendations Related to the Employees:

- Every employee must work for more sustainable use of resources, less waste, a better attitude, and a well quality of life.
- Every employee of the company is expected to assist management and the human resources department in reducing the company's carbon footprint.

5.4.5 Recommendations Related to the Scientific Researchers:

- More Green HRM research are required for more evidence-based findings that explain the essence of Green HRM in today's organizations
- Increase the number of studies linking Green HRM to institutional performance in the future.
- In light of the Corona Covid 19 pandemic and its obvious impact on employee and institutional performance, this important topic should be empirically reevaluated.

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Appendixes

Appendix A: Questionnaire Revision**List of Academic and Professional Referees:**

Serial	Refree	Place of work
1	Dr. Raed Iriqat	Arab American University
2	Dr. Aysar Yassin	Arab American University
3	Dr. Fathallah Qahnim	Al-Qudes OpenUniversity
4	Dr. Nojood Habash	Berziat Univeristy

Appendix B: Questionnaire-Arabic

Arab American University

Faculty of Graduate Studies - Ramallah



الجامعة العربية الأمريكية

كلية الدراسات العليا - رام الله

العاملون الأعزاء،

أسعدتم الله أوقاتكم ،،

الموضوع: استبانة لرسالة علمية

تقوم الباحثة باجراء دراسة بعنوان " تأثير تطبيق ممارسات الموارد البشرية الخضراء على الأداء المؤسسي لقطاع الاتصالات في فلسطين"، الهدف منها معرفة أثر ممارسات الموارد البشرية الخضراء على الأداء المؤسسي لقطاع الاتصالات في فلسطين . ارجوا منكم تعبئة فقرات هذه الاستبانة بغرض استكمال هذا البحث بصدق وموضوعية، علما بأن البيانات التي سيتم جمعها مهمة وضرورية لإنجاح البحث واستكمال متطلبات نيل شهادة الماجستير في تخصص إدارة الموارد البشرية.

ملاحظة: إنَّ البيانات التي سيتم جمعها من خلالكم سيتم التعامل معها بسرية تامة ولأغراض هذا البحث فقط، لا حاجة للإدلاء بأي معلومة شخصية تخصكم. في حال وجود أي استفسار، يمكنكم مراسلة الباحثة على البريد الإلكتروني Raeda.aburoub@aaup.edu أو الاتصال على الرقم التالي: 0598929476

شاكرين لكم حُسن تعاونكم

الباحثة: راندة فرج

القسم الأول: البيانات الديموغرافية للمبحوثين: برجاء الاجابة على هذه البيانات من خلال وضع اشارة "√"

• الجنس:

ذكر

أنثى

• الفئة العمرية:

أقل من 30 سنة

31-40 سنة

41-50 سنة

51-60 سنة

• المؤهل العلمي:

دبلوم متوسط فما دون

بكالوريوس

دبلوم عالي

ماجستير

دكتوراه

• التخصص:

إدارة

محاسبية

اقتصاد

أخرى حدد

• المسمى الوظيفي :

مدير عام

مدير

رئيس قسم

موظف

• سنوات الخبرة:

أقل من 5 سنوات

5-9 سنوات

10-15 سنة

أكثر من 15 سنة

• مكان العمل :

القسم الثاني: ممارسات إدارة الموارد البشرية الخضراء : هي مساهمة ممارسات إدارة الموارد البشرية في الحفاظ على البيئة وحماية الموارد الطبيعية والمحافظة عليها من خلال تشجيع المبادرات الخضراء وزيادة وعي العاملين والتزامهم بقضايا البيئة المستدامة.

الرجاء تحديد مدى انطباق العبارات الآتية على ممارسات إدارة الموارد البشرية الخضراء في المؤسسة التي تعمل بها من خلال التعبير عن درجة موافقتك على عبارات القسم الثاني، يمكنك أن تعكس ذلك من خلال واقع تجربتك الشخصية في عملك الحالي. علماً أنّ الإجابة ستكون وفقاً لمقياس ليكارت الخماسي (Likert Scale) (حيث القيمة العظمى للسلم = 5 وتعني موافق بشدة، والقيمة الصغرى للسلم = 1 وتعني غير موافق بشدة)، فيما يلي توضيح لرموز السلم:

موافق بشدة	موافق	إلى حد ما (محايد)	غير موافق	غير موافق بشدة
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(1) الاختيار والتعيين الأخضر: اختيار وتعيين العاملين بناء على الاعتبارات البيئية.

الرقم	الفقرات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	توضح إدارة الموارد البشرية في عملية التعيين أهمية الحفاظ على البيئة					
2	تستخدم إدارة الموارد البشرية إجراءات الاختيار والتعيين غير الورقي (الإلكتروني)					
3	يتم تعيين الموظفين الذين لديهم اطلاع جيد على القضايا البيئية					
4	تستخدم الجوانب الخضراء في اختيار المرشحين (كسؤال المرشح عن القضايا البيئية مثل المناخ)					
5	تستخدم معايير خضراء لاختيار المرشحين (كالتطوع في المؤسسات البيئية)					
6	يتم اختيار الموظفين الذين لديهم توجه لاتباع الممارسات الصديقة للبيئة					
7	يتضمن الوصف الوظيفي مهارات الوعي البيئي التي يجب أن يمتلكها العامل					
8	تراعى عملية الاختيار والتعيين في المؤسسة الاعتبارات البيئية (كحوسبة الخطوات)					
9	يتم وضع مجموعة من المعايير البيئية ضمن جدول المقابلات					

(2) التدريب والتطوير الأخضر: التدريب والتطوير في الجوانب التي لها علاقة بقضايا البيئة

الرقم	الفقرات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	يعد التدريب الأخضر أولوية عند مقارنته بأنواع التدريب الأخرى					
2	يتم تخصيص موازنة للتدريب المتعلق بالقضايا البيئية					
3	تعمل إدارة الموارد البشرية على تقييم الاحتياجات التدريبية ذات العلاقة بالقضايا البيئية					
4	توفر إدارة الموارد البشرية المواد التدريبية للموظفين إلكترونياً لتقليل تكلفة استخدام الورق					
5	توفر إدارة الموارد البشرية التدريب البيئي للموظفين لزيادة الوعي البيئي (كإدارة النفايات ، استخدام الكهرباء)					
6	تلزم الإدارة الموظفين بحضور دورات تتعلق بالتدريب على تبني ممارسات المحافظة على البيئة والموارد الطبيعية					

(3) تقييم أداء العاملين الأخضر: إدارة وتقييم الأداء المرتبط بقضايا البيئة

الرقم	الفقرات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تضع إدارة الشركة أهداف خضراء					
2	يتم التركيز على دور الموظف في تعزيز البعد البيئي عند التقييم					
3	يتم التأكيد على تحقيق الأهداف الخضراء					
4	تستخدم إدارة الموارد البشرية مؤشرات الأداء الخضراء					
5	تتابع الإدارة عدم تحقيق الأهداف الخضراء					
6	تقدم إدارة الموارد البشرية التغذية الراجعة للموظفين لتحسين أدائهم					

(4) التعويضات والمكافآت الخضراء: المكافآت والتعويضات بناءً على الإنجازات البيئية

الرقم	الفقرات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تقدم الشركة مكافآت مالية مقابل الإنجازات الخضراء (كتخفيض استهلاك الكهرباء)					
2	تقدم الشركة مكافآت غير مالية مقابل الإنجازات الخضراء					
3	تقدر الشركة الأداء البيئي من الجانب الاجتماعي خلال (حفلات العشاء، الدعاية والإعلان وغيرها)					
4	تكافئ الشركة الموظفين مقابل اكتسابهم مهارات خضراء					
5	تقدر الشركة المبادرات الخضراء التي يقوم بها الموظفون					

القسم الثالث: الأداء المؤسسي : قدرة الموظف على انجاز مهامه وواجباته بجهد وتكلفة اقل واستغلال امثل للموارد الإنتاجية لتحقيق الأهداف المرجوه

الرقم	الفقرات	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	توفر المؤسسة خدماتها للزبائن بأقل تكلفة ممكنة					
2	تستخدم المؤسسة الموارد المتاحة لتحقيق اهدافها بشكل فاعل					
3	تلتزم المؤسسة بالمحافظة على الموارد الطبيعية					
4	تستغل المؤسسة حاجتها من الموارد الطبيعية فقط					
5	تلتزم المؤسسة بالإجراءات القانونية خلال عملية توفير متطلباتها					
6	تغطي الموارد المتاحة الاحتياج الفعلي للشركة					
7	تتلاءم الموارد المتاحة مع أهداف الشركة					
8	تقدم الخدمات بأقل تكلفة					
9	تناسب قيمة الموارد المستخدمة مع القيمة المالية لها.					
10	المستفيدون راضون عن خدمة الشركة					
11	معرفة الخدمات المقدمة للمستفيدين تحدد مستوى الأداء للعاملين					
12	تقليل وقت الانتظار قبل الحصول على الخدمة المطلوبة					
13	انخفضت نسبة هدر الموارد المستخدمة					
14	عدد المراجعات المطلوبة قبل الحصول على الخدمة انخفض					
15	ارتفعت نسبة استغلال العامل لوقت العمل					
16	ارتفع معدل رضا المستفيدين					

ملاحظات اخرى تود ذكرها

.....

انتهت الأسئلة مع خالص الشكر والتقدير لجهودكم،

Appendix C: Questionnaire-English

Arab American University

Faculty of Graduate Studies - Ramallah



الجامعة العربية الأمريكية

كلية الدراسات العليا - رام الله

Subject: Questionnaire for a scientific thesis

The researcher is conducting a research entitled "The Impact of the Application of the Green Human Resources Practices on the Institutional Performance of the Telecommunications Sector in Palestine". The aim is to know the impact of green human resource practices on the institutional performance of the telecommunications sector in Palestine. Please fill out the sections of this questionnaire in order to complete this research honestly and objectively. Note that the data that will be collected is important and necessary for the success of the research and the completion of the requirements for obtaining a master's degree in human resource management.

Note: The data that will be collected from you will be treated confidentially and for the purposes of this research only, there is no need to provide any personal information about you. If you have any questions, you can email the researcher at Raeda.aburoub@aup.edu or call the following number: 0598929476

Thank you for your cooperation

Researcher: Raeda Faraj

*

Section One: The demographic data of the respondents: Please answer the following data with a tick "√".

• Gender

- male
- female

•Age group:

- Under 30 years old
- 31-40 years old
- 41-50 years old
- 51-60 years old

•Qualification:

- Intermediate diploma or less
- Bachelor
- Higher Diploma
- master
- PhD

• Specialization:

- management
- accounting
- economy
- Others, Select

• Job title :

- general manager
- manager
- department head
- employee

• Years of Experience:

- Less than 5 years
- 5-9 years

- 10-15 years
- More than 15 years

• **Workplace :**

- Communication - Paltel**
- Jawwal**
- Ooredoo**

Section Two: Green Human Resources Management Practices: It is the contribution of human resource management practices in preserving the environment , protecting ,and preserving natural resources by encouraging green initiatives and increasing workers' awareness and commitment to sustainable environmental issues.

Please determine the extent to which the following statements apply to the practices of green human resource management in the organization in which you work. By expressing the degree of your agreement with the statements of the second section, you can reflect this through your personal experience in your current work. Note that the answer will be according to a Likert Scale (where the maximum value of the scale = 5 meaning strongly agree, and the minimum value of the scale = 1 meaning strongly disagree), the following is an explanation of the symbols of the scale:

Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
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1) Green selection and appointment: selection and appointment of employees based on environmental considerations

N0.	Sections	Strongly	Agree	Neutral	Disagree	Strongly
-----	----------	----------	-------	---------	----------	----------

		Agree				Disagree
1.	Human resource management in the recruitment process illustrates the importance of preserving the environment					
2.	The Human Resources Department uses paperless (electronic) selection and appointment procedures.					
3.	Employees who are well informed about environmental issues are hired					
4.	Green aspects are used in the selection of candidates (such as asking the candidate about environmental issues such as climate)					
5.	Uses green criteria to select candidates (such as volunteering in environmental organizations)					
6.	Employees with an orientation to environmentally friendly practices are selected					
7.	The job description includes the environmental awareness skills that the worker must have					
8.	The selection and appointment process in the institution takes into account environmental considerations (such as computerization of steps)					
9.	A set of environmental criteria is set within the interview schedule					

(2) Green Training and Development: Training and development in aspects related to environmental issues

No	Sections	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	Green training is a priority when compared to other types of training					
2.	A budget is allocated for training related to environmental issues					
3.	The Human Resources Department evaluates training needs related to environmental issues					
4.	The Human Resources Department provides training material for employees electronically to reduce the cost of using paper					

5.	The Human Resources Department provides environmental training for employees to increase environmental awareness (such as waste management, electricity use)					
6.	The administration requires employees to attend courses related to training in adopting practices to preserve the environment and natural resources					

(3) Evaluating the performance of green workers: managing and evaluating performance related to environmental issues

No.	Sections	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The company's management sets green goals					
2.	Emphasis is placed on the employee's role in enhancing the environmental dimension when assessing					
3.	Emphasis is placed on achieving green goals					
4.	HRM uses green performance indicators					
5.	The administration follows up not achieving the green goals					
6.	The Human Resources Department provides feedback to employees to improve their performance					

(4) Green Compensation and Rewards: Rewards and compensation based on environmental achievements

No.	Sections	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	The company offers financial rewards for green achievements (such as reducing electricity consumption)					
2.	The company offers non-monetary rewards for green achievements					
3.	The company appreciates the environmental performance from the social aspect through (dinner parties, advertising, etc.)					
4.	The company rewards employees for their green skills					
5.	The company values green initiatives by employees					

Section Three: Institutional Performance: The employee's ability to accomplish his tasks and duties with less effort and cost, and optimal utilization of productive resources to achieve the desired goals.

No.	Sections	Strongly	Disagree	Neutral	Agree	Strongly
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		Disagree				Agree
1.	The company provides its services to customers at the lowest possible cost					
2.	The organization uses the available resources to achieve its goals effectively					
3.	The Foundation is committed to preserving natural resources					
4.	The institution uses only its needs of natural resources					
5.	The institution abides by legal procedures during the process of providing its requirements					
6.	The available resources cover the actual needs of the company					
7.	The available resources are compatible with the objectives of the company					
8.	Provides services at the lowest cost					
9.	The value of the resources used is proportional to their monetary value.					
10.	The beneficiaries are satisfied with the company's service					
11.	Knowing the services provided to the beneficiaries determines the performance level of the employees					
12.	Reducing the waiting time before obtaining the requested service					
13.	used resources wastage has reduced					
14.	The number of visits required before obtaining the service has decreased					
15.	The employee's use of working time has increased					
16.	The satisfaction rate of the beneficiaries has increased					

Other notes you would like to mention

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end of questions, with sincere thanks and appreciation for your efforts,

Appendix D: Correlation Coefficient

Correlation Coefficient Of Each Item Of “Green Recruitment And Employment” And The Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
Human resource management in the recruitment process illustrates the importance of preserving the environment	.498**	.000
The Human Resources Department uses paperless (electronic) selection and appointment procedures.	.491**	.000
Employees who are well informed about environmental issues are hired	.830**	.000
Green aspects are used in the selection of candidates (such as asking the candidate about environmental issues such as climate)	.753**	.000
Uses green criteria to select candidates (such as volunteering in environmental organizations)	.751**	.000
Employees with an orientation to environmentally friendly practices are selected	.767**	.000
The job description includes the environmental awareness skills that the worker must have	.811**	.000
The selection and appointment process in the institution takes into account environmental considerations (such as computerization of steps)	.803**	.000
A set of environmental criteria is set within the interview schedule	.764**	.000

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

Correlation Coefficient Of Each Item Of “Green Training And Development” And The Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
Green training is a priority when compared to other types of training	.792**	.000
A budget is allocated for training related to environmental issues	.807**	.000
The Human Resources Department evaluates training needs related to environmental issues	.764**	.000
The Human Resources Department provides training material for employees electronically to reduce the cost of using paper	.366**	.000
The Human Resources Department provides environmental training for employees to increase environmental awareness (such as waste management, electricity use)	.711**	.000
The administration requires employees to attend courses related to training in adopting practices to preserve the environment and natural resources	.779**	.000

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

Correlation Coefficient Of Each Item Of “Evaluating The Performance Of Green Workers” And The Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
The company's management sets green goals	.793**	.000
Emphasis is placed on the employee's role in enhancing the environmental dimension when assessing	.830**	.000
Emphasis is placed on achieving green goals	.863**	.000
HRM uses green performance indicators	.765**	.000
The administration follows up not achieving the green goals	.824**	.000
The Human Resources Department provides feedback to employees to improve their performance	.726**	.000

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

Correlation Coefficient Of Each Item Of “Green Compensation And Rewards” And The Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
The company offers financial rewards for green achievements (such as reducing electricity consumption	.671**	.000
The company offers non-monetary rewards for green achievements	.706**	.000
The company appreciates the environmental performance from the social aspect through (dinner parties, advertising, etc.)	.828**	.000
The company rewards employees for their green skills	.789**	.000
The company appreciate green initiatives by employees	.694**	.000

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

Correlation Coefficient Of Each Item Of “Institutional Performance” And The Total Domain.

Item	Correlation Coefficient (Pearson)	P-Value
The company provides its services to customers at the lowest possible cost	.324**	.030
The organization uses the available resources to achieve its goals effectively	.360**	.010
The Foundation is committed to preserving natural resources	.461**	.001
The institution uses only its needs of natural resources	.471**	.000
The institution abides by legal procedures during the process of providing its requirements	.341**	.014
The available resources cover the actual needs of the company	.593**	.000
The available resources are compatible with the objectives of the company	.622**	.000
Provides services at the lowest cost	.272**	.053
The value of the resources used is proportional to their monetary value.	.385**	.005
The beneficiaries are satisfied with the company's service	.551**	.000
Knowing the services provided to the beneficiaries determines the performance level of the employees	.307**	.028
Reducing the waiting time before obtaining the requested service	.505**	.000
used resources wastage has reduced	.456**	.001
The number of visits required before obtaining the service has decreased	.438**	.001
The employee's use of working time has increased	.464**	.001
The satisfaction rate of the beneficiaries has increased	.504**	.000

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

الملخص

تزايدت المخاوف بشأن القضايا البيئية في السنوات الأخيرة حول العالم ، حيث زادت هذه المخاوف من الضغط على الشركات والصناعات لتطوير وتنفيذ استراتيجيات الإدارة الخضراء مثل تبني ممارسات ومنتجات صديقة للبيئة. أصبح الناس اليوم أكثر استعدادًا من أي وقت مضى للعمل بطريقة مسؤولة بيئيًا ، وهم يدركون أنهم جزء من المجتمع ، ويجب عليهم تبني الممارسات الخضراء في المنظمات. أصبح الباحثون الأكاديميون مؤخرًا مهتمين بإدارة الموارد البشرية الخضراء (GHRM) بغض النظر عن مدى أهمية إدارة الموارد البشرية الخضراء استنادًا إلى مجموعة متنوعة من الآراء ووجهات النظر في هذا الموضوع.

يعتبر قطاع الاتصالات في فلسطين مصدرًا من المصادر التي تتسبب في اشكال التلوث الخطرة التي يجب تقييمها ومراقبتها وتصحيحها. نتيجة لذلك ، يجب أن يشارك جميع الموظفين ، بدءًا من الموارد البشرية ، في تحقيق أهداف الاستدامة البيئية للمؤسسة. حيث كان الغرض من هذه الدراسة هو تحديد أثر تطبيق ممارسات إدارة الموارد البشرية الخضراء على الأداء المؤسسي في قطاع الاتصالات الفلسطيني.

لإجراء هذا البحث تم اعتماد أسلوب البحث الوصفي ، كما تم صياغة استبيان لجمع البيانات من مدراء الموارد البشرية والموظفين العاملين في ادارة الموارد البشرية في الإدارة العامة في أكبر ثلاث شركات تعمل في قطاع الاتصالات في فلسطين: مجموعة الاتصالات الفلسطينية (بالتل) وشركة جوال و أوريدو فلسطين.

بعد تحليل البيانات التي تم جمعها ، خلص الباحث إلى أن هناك علاقة كبيرة بين ممارسات إدارة الموارد البشرية الخضراء بما في ذلك التوظيف والاختيار الأخضر، والتدريب والتطوير الأخضر ، وإدارة الأداء الأخضر والمكافأة الخضراء والتعويضات ، والأداء المؤسسي في قطاع الاتصالات في فلسطين .

أخيرًا ، من المتوقع أن توفر نتائج هذا البحث معلومات مفيدة في مجال هذا البحث في المستقبل.

