



**Arab American University
Faculty of Graduate Studies**

**The Impact of Green Human Resource Management
on Employees' Organizational Behavior for the
Environment in the NGO Sector.**

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**This Thesis was Submitted in Partial Fulfillment of the
Requirements for the
Master's Degree in human resource management**

April 5, 2023

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Thesis Approval

**The Impact of Green Human Resource Management on Employees'
Organizational Behavior for the Environment in the NGO Sector.**

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This thesis was successfully defended on 22/3/2023 and approved by:

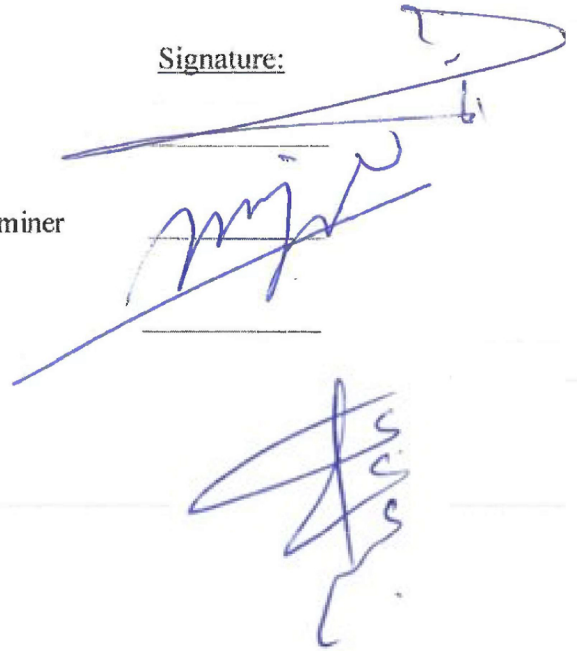
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Declaration

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

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Dedication

There are several people without whom this thesis might not have been written, and to whom I am greatly indebted.

First and foremost, I thank god my ultimate power and my rock my source of inspiration through this journey, this work is dedicated to the soul of my father in heaven the first supporter I know that you were watching me from above and took care of me through this new experience and I know that you are proud of me while I am standing here to defend my thesis, My one and only mother who loved me unconditionally and inspired me how to work hard for the things I want, to my Husband and my little son who has been a constant of support and encouragement during this thesis program I am truly thankful for having you in my life, my brothers and sisters you are such a blessing in my life my love for you can't be quantified God bless you.

Finally, thanks go to my husband's family my second home for your support and my friends who stand by my side through better times before good times.

Thank you all.

Acknowledgement

I would like to express my gratitude to Dr.Eyad Yacoub my esteemed advisor for all his guidance, support, and instruction he provided me throughout my Master's study, it would not have been possible without his supervision, furthermore, I value the love and encouragement of my extended family. I would like to thank the faculty of Graduate research at the Arab American University for providing me with the resources to pursue graduate research in the department of Administrative and financial sciences. In addition, I'd like to thank the Committee members for their time, effort, and understanding in helping me succeed in my study.

To conclude, I'd like to thank God, my parents, my Husband, and my son it would have been impossible to finish my studies without their unwavering support over the past few years and everyone who has been there for me emotionally and intellectually as I've worked on my master's degree.

Abstract

Green human resource management is a new phrase that come up lately and started to attract organizations' attention in the world, especially in the first developed world. As I have observed as an employee working in NGO for several years, most NGOs do not meet the environmental protection requirements within their HRM practices in dealing with local communities and clients. I have discovered that the NGOs do not have environmental protection standards by internal laws such as energy consumption, solid waste emissions, water consumption, and waste recycling, among other things, based on interviews with senior executives and a review of NGO documents. The purpose of this research is to explore the impact of Green Human Resource Management (green recruitment and selection, green training and development, green performance management, and green rewards) on employees' organizational behavior and to explore how far HRM can adopt green HR practices for changing employees' organizational behavior- in the NGO sector in Ramallah. The research adopted a quantitative analytical approach based on data from Palestinian NGOs in order to identify the degree of impact of green human resource management (GHRM) practices on employees' organizational behavior for the environment in Palestinian NGOs. Structural equation modeling was applied through SPSS to analyze the collected data through structured questionnaires and was subject to applied statistical methods.

The research results revealed that GHRM practices have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector. These research findings will add greater depth to knowledge about green human resource management practices to provide guidelines to NGO policymakers and recommendations on how to influence the organizational behavior of their employee. The study conclusively

demonstrated that green HRM practices were considered and implemented at a moderate level and that there was a statistically favorable correlation between green HRM practices individually and environmental performance. green performance management had the largest positive connection, while green reward had the lowest.

Keywords: Green HR, Employees' organizational behavior, Green HRM practices

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Chapter One: Introduction

Overview:

This chapter will provide some background on the study. It will begin by introducing the research topic. The introduction will include the problem statement and purpose for the study, as well as the researcher's thesis overview, research objectives, questions, hypotheses, and research contribution to knowledge.

1.1. Background:

The term "human resource management" (HRM) refers to a planned and comprehensive approach to managing an organization's most valuable resource: the employees who, both individually and as a group, help the company accomplish its goals (Rotich 2015). Through this definition, we can conclude that the main role of the HRM is to direct the employee efforts to achieve the strategic objectives of the organization.

The term green HRM has become a global trend in the twenty-first century. The world's attention is directed to protecting the environment from harm and that requires a full stand from all humans requiring fundamental changes to adjust to the new situation. Protecting the environment is an important issue nowadays for organizations and individuals. Adopting new strategies and procedures for greening employees is a big step toward encouraging employees to be friendly with their environment and that will lead to sustainable organizations and societies. Sustainability strategies are expanding very fast in response to the industrial sector activities that lead to environmental pollution, climate change, and the destruction of natural resources.

There is a need to link management with environmental management and that collaboration will end up in green human resource management (GHRM). The phrase

'green HR' is most used to describe how people management policies and practices contribute to a company's overall environmental goal (Deshpande, 2016). Integrating an organization's environmental initiatives into people management is how green HRM can be defined (Singh & Paneser, 2019). Therefore, GHRM is the alliance of HRM with environmental management, which helps companies improve environmental performance (EMP) by enhancing employee environmental engagement (Ahakwa et al.2021).

A variety of factors have an impact on our personal and professional lives. The organization world is the most important in enhancing environmental challenges, and the corporate world must provide solutions. The necessity for environmentally friendly human resource management is critical today for all people around the world. The living style and surroundings are driven by each individual's ecological conscience. Because of its importance and necessity in today's workplace, generally, it could be said employees are concerned about GHRM (Lakshmi & Battu, 2018). However, the concept of "Green HRM" has changed and evolved over time. Work is still necessary today, but it is also a source of personal fulfillment. The ecological advantage is one of the means for achieving personal and professional goals. Many people believe that Green HRM refers simply to what an organization does for its employees. Recent research suggests investigating how green management is handled inside the organization in many functional areas to assess contemporaneous outcomes and the mutual relationships among the various roles (Awwad Al-Shammari et al., 2022). My research investigated the impact of GHRM practices on employees' organizational behavior for the environment in the Palestinian NGO sector, the practices are (green recruitment & Selection, Green reward management, green training and development, and green performance management).

1.2. Research Problem:

The phrase 'green HR' is most used to describe how people management policies and practices contribute to a company's overall environmental goal. Video recruiting or the use of online and video interviews to reduce travel requirements are examples of typical green operations. The new generation of youth is prioritizing environmental awareness while choosing their employment according to the World Resources Institute (WRI) in the United States (Deshpande, 2016). Green HR is an employment strategy that helps industry professionals keep, remember, preserve, and grow employees needed to meet future corporate ambitions and strategies (Matani et al., 2012). Green HR involves, for example, decreasing your carbon footprint by using less paper, video conferencing, and interviews, among other things for example part-time work, and other green HR initiatives assist organizations to identify alternative ways to decrease costs (Singh & Paneser, 2019).

To conclude; integrating an organization's environmental initiatives into people management is how green HRM can be defined (Singh & Paneser, 2019). Whereas Aldahhan, (2020) states; to begin with, green refers to protecting the natural environment from harmful enhancements, damages, and hurts organizations are concerned with green resource management and social responsibility through the management of green human resources (Aldahhan, 2020). On the other hand, Aldahhan emphasized: "that everyone should be ecologically sensitive and adjust their behavior, perspective, and way of life to limit activities that cause them to decay and lose resources". Moreover, effective human resource management is responsible for striking a balance between work and the environment. Simultaneously it could be said that organizations are fully aware of green

workers' habits, which are becoming increasingly difficult to obtain and sustain. Self-service functionalities allow managers and subordinates to interact with the GHRM system, eliminating delays, mistakes, and inefficiencies when managing green human resources (Aldahhan, 2020).

It is the combination of traditional human resource management (HRM) and environmental management (Bombiak & Kluska, 2018). Green HRM policies are utilized to promote sustainability. Individuals, businesses, and the environment all benefit from policies and practices that foster the development of a green workforce. GHRM is viewed as a more comprehensive approach to corporate social responsibility (Renwick et al. 2013). developed a framework that includes HRM functions such as recruitment & selection, training & development, reward system, performance management system, and employee, all of which are thought to be effective tools for connecting employees with organizational environmental strategy (Renwick et al. 2013). Several researchers agreed that environmental training and communication, organizational learning, and the implementation of environmental management systems are all important (Wagner, M. 2013; West, M. A. 2002).

As I have observed as an employee working in NGO for several years, most NGOs do not meet the environmental protection requirements within their HRM practices in dealing with local communities and clients. I have discovered that the NGOs does not have environmental protection standards by the internal laws such as energy consumption, solid waste emissions, water consumption, and waste recycling, among other things, based on interviews with senior executives and a review of NGO documents. Hence, the goal of this research is to explore how far HRM can adopt green HR practices like green recruitment and selection, green training and development, green performance

management, green rewards for changing employees' organizational behavior for the environment, and encouraging employees to participate in green activities, among other things.

The concerns about environmental changes still play a big role in our world as the ecosystem is threatened by unfriendly environmental practices. The need for public awareness of these issues and the adoption of green HRM practices will help to raise eco-friendly practices and create an environmental approach that aims to encourage employees to perform their jobs in the most environmentally responsible manner.

That will affect the next generation on how to deal with the environmental issues to save our world from pollution which in turn will affect our lives from all aspects such as health, social life...etc.

To achieve this, the research will employ a quantitative approach to obtain data through constructed questionnaires in the NGOs to answer the questions sought in this study. It is expected that applying GHRM practices will positively change the organizational behavior of employees and impact the green activities of NGOs.

1.3. Research Significance and Justifications:

1.3.1. Significance:

The importance of this research lies in surveying the concepts and theories that are specialized in green HRM practices and their relationship with the organizational behavior towards the environment in Palestinian NGOs. In addition, adopting the human resource management green practices in NGOs will develop environmental management strategies and policies to take the initiative to protect the environment. In short, there will be no change without the involvement and participation of the

employees to change human resource management to green HRM which will have a positive effect on the attitudes and behavior in employee's life.

A variety of factors have an impact on our personal and professional lives. The organizations around the world are the most important in enhancing environmental challenges, and the corporate world must provide solutions. The necessity for environmentally friendly human resource management is critical today for all people around the world. The living style and surroundings are driven by each individual's ecological conscience. Because of its importance and necessity in today's workplace, generally, it could be said employees are concerned about GHRM. However, the concept of "green HRM" has changed throughout time, as it has the composition of policy priorities. Work is still necessary today, but it is also a source of personal fulfillment. The ecological advantage is one of the means for achieving personal and professional goals. Opposed to what many people believe that green HRM refers simply to what an organization does for its employees (Lakshmi & Battu, 2018).

This research will help to establish key benchmarks for green human resource management departments in terms of employees' organizational behavior for the environment in the workplace.

1.3.2. Justifications:

The researcher pushed to prepare this study because of the scarcity of research on this topic. Due to the researcher's knowledge limitations and desire to expand her scientific knowledge because she sees the subject of research as an important factor in the development of organizations through green HRM practices in changing the employees' organizational behavior for the environment. The researcher chose the NGO sector for

this research for being one of the employees of this sector and for her desire to raise awareness among employees about green HRM practices. Furthermore, policymakers in NGOs, government, and researchers will receive benefits from this research to build on it and to focus on other issues that might be important to the Palestinian people in different sectors.

1.4. Research Objectives:

1.4.1. Research Main Objective:

The main objective of this research is to discover how far HRM can adopt green HR practices green recruitment and selection, green training and development, green performance management, and green rewards for changing employees' organizational behavior in the NGO sector in Ramallah.

1.4.2. The Sub-Objective will be as follow:

1. To shed light on the reality of applying Green HRM in NGO organizations.
2. To clarify the importance of applying Green HRM strategies and practices.
3. To determine the impact of Green HRM practices on organizational behavior.
4. To encourage NGOS to make more contributions about applying GHRM practices

1.5. Research Questions and Hypotheses:

1.5.1. Research Main Question:

Many various questions were raised in the previous studies and research, which shed the light on many other questions. After a review of the main problems faced by researchers in this context, the research will try to answer the following questions:

The Main Question of the Research is: what is the impact of GHRM practices on employees' organizational behavior for the environment in the Palestinian NGO sector?

1.5.2. The Sub-Research Question:

1. What is the level of application of the GHRM practices in the Palestinian NGO sector?
2. What is the level of impact of these practices on the employee's organizational behavior towards the environment in Palestinian NGOs?

1.5.3. The Research Hypothesizes of this Research are:

1.5.4. Main Hypothesis:

Main Hypothesis: GHRM practices have a significant positive impact on employees' organizational behavior for the environment in the Palestinian NGO sector.

1.5.5. The Research Sub- Hypotheses Are:

H1: Green recruitment and selection have a significant positive impact on employees' organizational behavior for the environment in the Palestinian NGO sector.

H2: Green training and development have a significant positive impact on employees' organizational behavior for the environment in the Palestinian NGO sector.

H3. Green Performance Management have a significant positive impact on employees' organizational behavior for the environment in the Palestinian NGO sector.

H4. Green rewards have a significant positive impact on employees' organizational behavior for the environment in the Palestinian NGO sector.

1.6. Scope of the Research:

The research will focus on Green HRM practices, in particular, green recruitment and selection, green training and development, green performance management, and green rewards. The research will focus on the impact of these practices on employees' organizational behavior in the Palestinian NGO sector to achieve its objective.

1.6.1. Theoretical Framework:

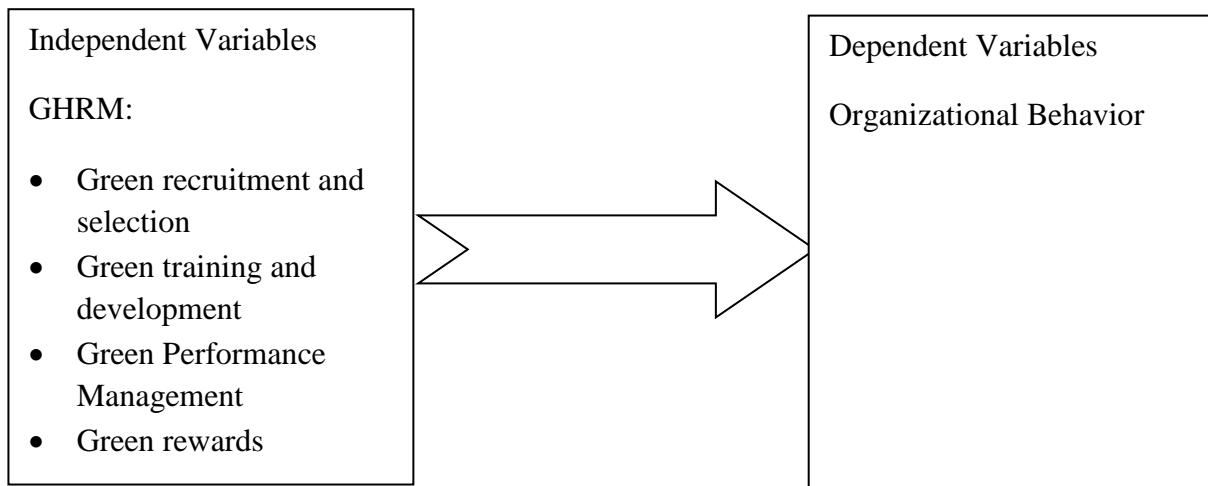


Figure 1.1: The Impact of Ghrm Practices on Employee's organizational Behavior for the Environment in the Ngo Sector.

Figure 1.1 above's theoretical framework illustrates how NGO organizations can make interventions through green recruitment & selection, green training and development, green performance management, and green rewards (independent variables) to improve the employee's organizational behavior. The independent variables as mentioned above in figure 1.1 and the dependent variables are connected.

In addition, using this figure will help the researcher to understand how successful green recruitment and selection, green training and development, green performance

management, and green rewards will illustrate to improve the employee's Organizational behavior.

1.6.2. Research Determinants:

Geographically, the research community will consist of all employees working in the Palestinian NGO sector.

Chapter Two: Review of Literature

2.1. Introduction:

In recent times it has become evident that protecting the work environment is one of the most important trends in our century, as a result, the need materialized to implement the best strategies which will create a green environment in an organization, therefore this section will review the literature that focuses on the previous studies which discussed GHRM; the new concept that appears recently in HR literature and how these studies connected the use of GHRM functions in HRM process and what the expected impact was on the employees and staff.

Green HRM is a critical component of sustainable capabilities. Green HRM adopts an environmental approach, to establish a green workplace that motivates employees to carry out their duties in the most environmentally friendly manner possible. The role of top management, according to current green HRM standards and procedures, involves motivating employee commitment toward the environment and team spirit in this region, as well as employing, rewarding, encouraging self-improvement, and mentoring personnel by the institution's goals.

Consequently, companies should leverage internal human capital to promote green practices within the organization by enhancing communication and knowledge-sharing capabilities among employees and raising awareness of green process innovations. Managers should be involved and encouraged to use appropriate human resource management strategies to enhance these links, build social relationships, and increase trust among employees. If employees feel the presence of these links and support, they will be motivated to share information, which in turn reduces the problems of isolation

and fragmentation that can occur during the process of creating green practices in the organization.

Green rewards are important green HRM practices that every organization can use to recognize and compensate its employees. Another essential part of Green HRM practices is green performance management. It is defined as the extent to which certain employees engage in behavior (actions and activities) that result in greening over a specified period. Green HRM techniques also involve important components such as green training and development. Green recruiting and selection are also important components of green HRM strategy (Kuo et al., 2022). This research has advanced by bridging the research gap between key variables and linking the above HRM practices with organizational behavior.

2.2. Green HRM Definition:

The GHRM is still a developing idea, as (Khan and Muktar, 2020) showed. Simultaneously, the relationships between the bundle of human resource management (HRM) practices, showing the importance of integrating employee HRM exposure and HRM perception, which remains scarce in the literature, Furthermore, the research indicated a divergence in the opinions of employees regarding the level of HRM employee coexisting with variation in the level of HRM employee perception (Hauret et al.,2020). It was mentioned that due to the large number of environmental issues that the hotel industry has faced, there is a growing pressure to pay attention to environmental issues and implement sustainable business practices such as green human resource management (HRM) practices, which provide a win-win situation for the organization and its stakeholders. As a result, it demonstrates the rank of GHRM practices in bringing

environmental performance while also representing how each factor of GHRM practices either boosts or hinders environmental performance (Yusoff et al. 2020).

2.3. Relationship Between GHRM and HRM Practices:

The role of green human resource management (GHRM) practices like green recruitment and selection, green training, green performance management, green involvement, and green rewards, as well as the intention of millennial employees working in hotels (3-, 4-, and 5-star) to leave and the data analysis using partial least squares. Only green involvement and green pay and incentive have a direct impact on millennial turnover intention, while other GHRM practices have a lesser impact. Surprisingly, the research finds that the workplace has minimal impact on the link between GHRM procedures and millennials' desire to quit Malaysian hotels (Islam et al. 2020). While proposed and validated a GHRM measurement apparatus, with the results demonstrating that the proposed measurement is accurate. Therefore, this was the first and most thorough research to quantify critical HR practices for environmental management, giving future research and practitioners a larger emphasis (Tang et al., 2018).

Green human resource management (GHRM) practices increase employees' green commitment and pro-environmental behaviors (PEBs), according to (Ansari et al. 2021). Furthermore, Green commitment appears to moderate the link between GHRM and PEBs, according to the data. Organizational prestige (OP) and organizational attractiveness (OA) successively mediated the effect of GHRM on job pursuit intention (Chaudhary, 2019). This research contributes to our understanding of the human element of environmental management and lays the groundwork for the development of efficient GHRM systems by elucidating the intricate micro-level mechanisms by which GHRM

changes potential applicants. GHRM was found to significantly predict both task-related and voluntary employee green behaviors, while organizational identification significantly mediated the effect, whereas gender and environmental values failed to moderate the relationship between GHRM and employee green behavior, and the research emphasizes the importance of integrating sustainability into HRM (Chaudhary, 2020).

The pro-environmental HRM practices such as hiring, training, appraisal, and motivation support the development of the enablers of green organizational culture, and they suggest that the key enablers of green organizational culture include leadership emphasis, message credibility, peer involvement, and employee empowerment. They also discuss the implications of this work for teaching green organizational culture to future generations of responsible employees (Roscoe et al.,2019). On the other side, the role of corporate support for employee volunteering (CSEV) in strengthening the impact of GHRM on adopting corporate social responsibility (CRS) practices of the best 30 firms registered in the EGX100 at the Egyptian stock exchange and engaged in CSR activities, and the findings show that both GHRM and CSEV have a positive influence on adopting CSR activities and that CSEV also plays a positive moderating role in strengthening the impact of GHRM on adopting CSR(AI Kerdawy ,2019). Whereas a valid measurement scale for green human resource management; the measuring instruments revealed convergent and discriminant validity; several models fit indices indicated model fitness; and finally, the research provided supplementary evidence on the underlying structure of the construct that can be useful to researchers and practitioners in this field (Shah, 2019). The issues and potential solutions for applying GHRM practices in the workplace, strict laws and regulations, monitoring, university courses, training programs, and financial

incentives have all been found to be effective ways to apply green human resource management techniques (Islam et al.,2020).

Senior management of an organization also has the responsibility of ensuring that employees are supported as they seek to meet the social, ecological, and economic benefits of a green environment. Green selection and recruiting, performance rating methods, incentive and compensation systems, and a supportive green culture are all influenced by the human resource department's vision of a green workplace (Cheema and Javed, 2017). Simultaneously, Egyptian travel agencies have adopted green human resource management methods, as well as the problems they confront and the most significant needs for successful implementation. Due to a variety of challenges, she realizes that Egyptian travel businesses do not utilize GHRM principles (Al-Romeedy, 2019).

On the other hand, having comprehensively explained the HRM system as a set of diverse but interconnected events, roles, and progression that captivate, evolve, and retain an organization's human resources, and display a clear direction as to how one can effectively contribute to developing a green corporate culture (Mehta and Chugan ,2015). This has also covered the present scope of GHRM, which includes job description and analysis of work position, selection and recruiting, training and development, and performance appraisal and reward, as well as the "greening" of the functional components of HRM (Jabbour, Santos, & Nagano, 2010).

As a result of from the mentioned arguments, the researcher concluded that adopting an environmentally friendly and durable discipline is expected to improve the organization's performance efficiency. Several studies have investigated how the use of GHRM functions influences environmental philanthropy, and ecological function employment

(Jabbour et al.,2010) (Wagner, 2013). Conservational narrative (Guerci, Longoni, and Luzini, 2016), and employees' in-role and extra-role green activities (Dumont, Shen, & Deng, 2017). At the same time, complications and a lack of knowledge as roadblocks to GHRM (Jackson and Seo ,2010). Taking into consideration that the adoption of GHRM practices and programs demonstrates an organization's commitment to environmental conservation, which is likely a source of motivation for employees to achieve green targets (Chaudhary, 2020).

2.4. Green HRM History:

Wehrmeyer invented the phrase "Green HRM" in 1996. The vast majority of people are unaware of this notion, and those who are aware are only vaguely familiar with it (Tomer & Rana, 2020). It is necessary to trace the origins of the word "Green Management" to comprehend it. This notion evolved gradually over time in response to the pressing necessity to raise "environmental consciousness" among people as the globe witness's aggressive violations of nature (Abu Mahadi, 2018).

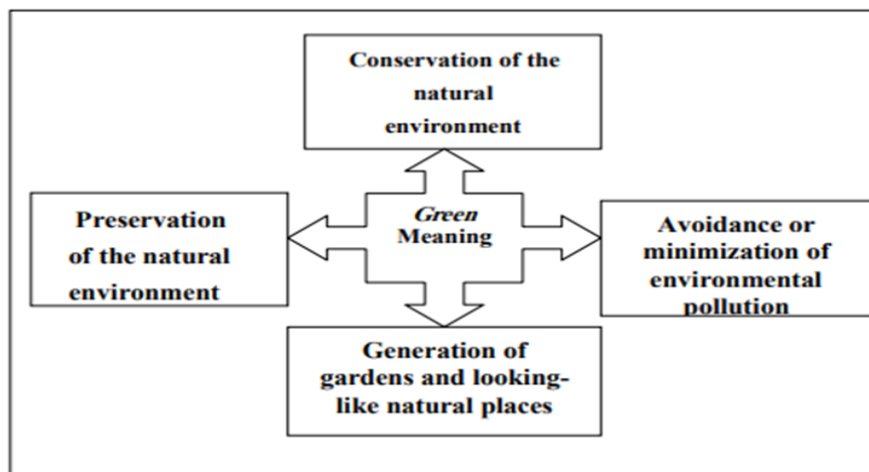


Figure 2.1: The Meeting of “Green” Concept in the Context of HRM.

(Abu Mahadi , 2018.p10)

Green management emerged as a concept in the 1990s and spread around the world in the 2000s. Concern about the environment began in the 1990s. Organizations and corporations have made steps to decrease waste and pollution by implementing ways and systems for environmental management such as the use of less mixed wastes, product development, decreased packaging, and energy efficiency (Tomer & Rana, 2020). Correspondingly green HRM policies and procedures are related to good employee attitudes and behaviors, reducing enterprises' environmental impact and improving business sustainability. The green HRM strategy made use of employees' green commitment and pro-environmental behavior (Alkhodary,2021). The impulse to conserve nature emerged initially among activists and parties who were deeply concerned about the environment and pushed others to halt antisocial behavior toward nature. green management is more than simply a corporation's worry about how to cope with a polluted environment; it appears to be "mind think." (Abu Mahadi, 2018). Additionally, Over the last two decades, a global agreement has evolved on the importance of proactive environmental protection. As the harmful impacts of industrial toxic waste became clear, several governments and non-governmental organizations (NGOs) enacted legislation and policies with the goal of reducing, if not preventing, the fast depletion of natural resources and its severe societal implications (Jackson et al., 2011). Moreover, Top managers should ensure that Green HRM policies focused on increasing environmental performance via the use of green knowledge management are implemented. Furthermore, decision-makers should prioritize the conservation and enhancement of their employees' expertise, since people are green human capital (Alkhodary,2021).

The government and businesses waste natural resources by generating a wide range of consumer goods without regard for coming generations. There are environmental

concerns such as global warming, pollution, and environmental deterioration. As a result, the notion of Green Management evolved. Going green is making deliberate lifestyle adjustments that enable everybody to live more sustainably. Implementing green practices, green attitudes, and green activities will aid in environmental sustainability and have a good effect on the environment (Tomer & Rana, 2020). In a similar manner the recent emergence of several environmental challenges, governments across the globe have urged enterprises and organizations to focus on an environmental safety program in addition to their regular commercial activities. Many firms throughout the world have merged Green HR policies as part of HRM with traditional socially accountable strategies to raise employee understanding of their environmental duties (Alkhodary,2021).

The resource-based view (RBV) is a well-established theory that serves as the theoretical base for the GHRM field of study. According to RBV, businesses may improve their ability to compete by creating crucial resources and competencies (Arqawi et al., 2019). Environmental operations have the potential to generate strategic resources that are difficult to replicate. RBV has been used as a theoretical lens for understanding business greening. To that purpose, Organizations may enhance their environmental performance sustainably by understanding GHRM methods. To demonstrate that the information gained further under the definition of green HRM and the demands for green HRM and hence the results of green HRM have a strong theoretical foundation, an effort is made here to use institutional theory, resource-based theory, and system theory (Arulrajah & Opatha, 2016).

'Institutional Theory,' external factors define organizational activity. Most organizational research on the natural habitat has stressed the impacts of compulsion from legal and social forces and how they foster similar results. Institutionalization, as a theory, aligns

neatly with the hypotheses of the ecosystems approach. A focus on the significance of persons living in monitored surroundings' views, in addition to the actual circumstances itself, underlines the value of social construction as a viewpoint as well. Greening HRM in an organization is one such ongoing project. According to institutionalization theory, the major cause of the institutionalism syndrome is a misfit or a lack of good fit between individuals and their organizational surroundings. As a result, it is obvious that, according to institutional theory, green HRM is required for every organization today owing to external forces (regulatory and societal forces). As a result, this review supports the significance of green HRM and the necessity for green HRM in the context of institutional theory from an external point of view (Arulrajah & Opatha, 2016).

In Germany, the anti-nuclear power movement of the 1970s sparked the formation of a Green Party, which has also been recognized in federal, state, and national administrations since the 1980s. As a result, environmental concerns have risen to the top of the political agenda, resulting in very rigorous environmental rules for businesses as well as public subsidies for "green products" such as renewable radiation one of the results has been a significant increase in green jobs, notably in renewable energy. In the United Kingdom, there has been a great focus on animal rights, and strong opposition to road construction. The natural environment, particularly woods and protected animal life, has been a major focus of environmental activism in the United States. Furthermore, a strong anti-environmentalist movement has been quite prominent in recent decades. In contrast to Europe, environmentalists in the United States are likewise more motivated by economic reasoning. Environmentalism in Brazil is mainly concerned with the protection and conservation of landscapes. The problem is not just to implement green innovation management in businesses, but also to prevent the destruction of the natural environment,

particularly the Amazon forests and other landscapes such as the Cerrado (Jackson et al., 2011).

The UN Global in partnership with several educational institutions used the PRME Principles for Responsible Management Education in conjunction with numerous educational institutions, urging researchers and managers to collaborate on producing new knowledge to promote environmental responsibility (Jackson et al., 2011). The green movement encouraged businesses and industries to create and implement green management practices and products (Masri, 2016).

As a result, various research has been conducted to evaluate the impact of GHRM on environmental management performance (EMP). This study's goal was to look into GHRM practices (Green Training and Development, Green Compensation, Green Recruitment, and Selection) in Ghana's industrial sector EMP. The importance of green innovation (GI). Ghana ranked 168th out of 180 nations in the 2020 Environmental Performance Index (EPI), scoring 27.6 out of 32 on performance metrics related to ecosystem health and environmental health. According to this conclusion, Ghana is not performing as well as other nations in terms of environmental preservation. Green Recruitment and Selection (GRS) had a considerable and favorable impact on EMP, according to the data. The percentage of manufacturing operations that contribute to this issue is higher. To enhance Ghana's environmental performance, all institutions must develop and execute effective environmental management policies and procedures. Organizations must hire personnel that has a green mindset and engage people who are already environmentally conscious and familiar with environmental sustainability. Furthermore, the results revealed that Green Training and Development (GTD) had a considerably favorable impact on EMP. the findings of this research demonstrate that

Green Compensation (GC) has a significant favorable impact on EMP. According to the resource-based theory, cooperation may succeed through controlling organizational resources to yield fruitful results and take the lead in the market. The execution of policies that have a favorable influence on the environment is referred to as organizational environmental performance. To profit from environmental protection, businesses are actively encouraged to develop proper environmental management strategies (Ahakwa et al.2021).

The relationship between GHRM practices and EMP Due to employees' environmental enthusiasm, GHRM policies had a positive influence on EMP, according to their results. They also asserted that when workers have a strong commitment to environmental ideals, the impact of GHRM procedures on environmental zeal becomes crucial. at Pakistan's institutions of higher learning. According to their findings, GHRM practices had a positive influence on EMP owing to employees' environmental enthusiasm. They also asserted that when employees have a strong commitment to environmental ideals, the impact of GHRM procedures on environmental enthusiasm becomes important (Gilal et al. ,2019).

Rawashdeh (2018) also investigated the relationship between GHRM practices (Green recruitment and selection, green training and development, green reward and compensation) and EMP in Jordan's health sector since the human resources department is aiming to green the organizational culture by upholding green workplaces and green practices, green human resource management has gained significant relevance in work contexts. Green HRM is an important strategic instrument for achieving the environmental goals of commercial enterprises to become more environmentally friendly. This may be accomplished by luring and keeping talented green people who are

knowledgeable about and skilled in using green human resources. GHRM is not well-researched in Jordan, despite the urgent need for green organizations. Since there is a research void in this field, it is crucial to investigate Green HRM in Jordan. The need for the research stems from this gap in the body of knowledge. Therefore, the goal of this research is to emphasize the significance of greening human resource management and explore how such green practices as hiring, training, and development, as well as reward systems, affect organizational environmental performance in the Jordanian medical field. The degree to which commercial enterprises engage in environmentally friendly practices is a sign of eco-performance that lessens the damaging effects of manufacturing processes on the environment. According to the resource-based theory, coherence may be attained by managing corporate resources in a manner that helps them produce positive performance and establish themselves as market leaders. The findings demonstrated that the group of green HRM practices was implemented at a moderate level and that there was a statistically favorable relationship between individual green HRM practices and environmental performance. Green recruiting and selection practices had the highest association, whereas training and development had the poorest correlation (Rawashdeh, 2018).

Singh et al. 2020 performed research investigating the interplay of green transformational leadership, green HRM, and green innovation on environmental performance. Green transformational leadership influences green HRM practices (green ability, green motivation, green opportunity) and green HRM affects green innovation in a business, according to past research. Green product and process innovation improve a company's environmental performance. Leadership and people management (HRM) is critical to the success of an SME, especially in a region like the UAE where power disparities are

relatively high. We argue that leadership that emphasizes understanding, predicting, and controlling personal and interpersonal dynamics of how employees affect each other towards shared goals is key to green innovation and performance in SMEs. The research discusses how green transformational leadership as vital resources and green human resource management practices help attract, develop, retain, and sustain green employees to help SMEs engage in green innovation for superior environmental performance using the resource-based view (RBV) and the ability-motivation-opportunity (AMO) theory. The research thinks the RBV offers a model for using the AMO theory to better understand, anticipate, and manage human resources inside an organization. We contend that green transformational leadership influences the green process and product innovation both directly and indirectly through green HRM practices. By combining social, environmental, and technological aspects to explain and forecast company's green performance. The study's findings confirm the notion that green HRM practices mitigate the impact of green transformational leadership on green innovation. These findings add to and improve earlier research in which leadership has a crucial role in influencing HRM practices and, as a result, predicting green innovation in the firm. Researchers also discovered that green HRM has an indirect effect on SMEs' environmental performance through green innovation. the research on GHRM practices and EMP in the UAE industrial industry. They observed that GHRM efforts through green innovation (GI) affected a company's EMP It has been shown that around 16% of industrial organizations have issues with green practices and performance (environmental, social, and economic) to improve their job, these organizations need to focus more on best practices (Singh et al. 2020).

In addition, Sobaih et al. (2020) examined the relationship between GHRM practices (green ability, green motivation, and green opportunity), GI, and EMP in Egypt's small lodging enterprises. The researchers observed that the manager's green skill, incentive, and chance increased organizational GI and EMP in a direct, positive, and significant way. They claimed that one of the most successful GHRM strategies for GI and EMP is the ability of the manager the results showed that when GI was provided, the impact of GHRM actions on EMP was increased, illustrating the critical role of GI in EMP. The creation of environmentally friendly goods, services, and processes via the adoption of organizational principles can be widely referred to as "green innovation." The link between green human resources management (GHRM), green innovation, and the overall environmental performance of small lodging companies lack empirical support. GHRM practices include those aimed at the organization's environmental impact and are frequently linked to an organization's environmental plan the link between GHRM, green innovation, and the environmental performance of small lodging businesses is better understood as a result of this research. For a good understanding of GHRM's impacts on green innovation and ultimately on environmental performance, the research draws on the ability, opportunity, and motivation (AMO) paradigm. The resource-based view (RBV) hypothesis is also used in the research. The research applies the AMO theory to forecast how GHRM practices, business green innovation, and environmental performance are related (Sobaih et al. ,2020).

Yafi et al. (2021) The major goal of this research was to determine the relationship between green training and green environmental performance by examining the mediating impact of green competencies and green motivation it investigated the relationship between GHRM practice(green training, green competencies, and green

motivation) and EMP in Malaysia, A significant global economic depression resulted from the closure of several industries throughout the world as a result of the recent epidemic, including educational institutions, building projects, and international flights. It has been determined that green training is essential for removing individual obstacles to environmental preservation and fostering their acceptability in the workplace. Both businesses and employees benefit from this since it promotes excellent outcomes. In this study, we present early findings on how the education sector will be impacted by the current economic slump and on the effectiveness of green environmental performance (GEP) as a new organizational growth approach. Through the mediating effects of green competencies (GC) and green motivation, this research seeks to experimentally investigate the relationship between green training and environmental performance. In the context of the educational sector, the resource-based view of the company, the natural resource-based view theory, and the ability motivation opportunity (AMO) theoretical lenses were utilized to explore how green training, directly and indirectly, directly and indirectly, influences green environmental and their findings revealed that green training had a significant influence on EMP The education sector must give green training to develop environmental awareness and understanding in order to make environmental performance a vital component of an organization's culture. the second finding revealed that green training has a favorable and significant influence on green skills as a result, colleges must cultivate green competencies through appropriate green training that stresses employee sensitivity to environmental preservation and sustainable development, as well as play a key role in fostering organizational civic behavior in the workplace. Equally, the third result found that green competencies have a favorable and strong impact on green environmental performance This indicates that workers' understanding of green

practices aids the company in achieving better environmental performance (Yafi et al. ,2021).

According to Abu Mahadi, (2018) This research intends to highlight the necessity of implementing Green HRM practices at Palestinian Government hospitals in the Gaza Strip and ascertain how much workers care about environmental concerns. Employers and organizations may become more environmentally friendly by implementing new policies, practices, and initiatives that will assist protect the environment and ultimately contribute to the creation of sustainable communities. This integration is formed by the adoption of formal environmental practices. Job analysis, job description, and duties are not created to attract candidates who are conscious of the environment. There is little effort put into educating workers and enhancing their capacity to cope with environmental protection challenges. The process of evaluating employees' environmental performance through green performance management and appraisal is often relatively inadequate in comparison to some elements. The findings of this research demonstrated that employees did not receive feedback about their eco-friendly behaviors and green activities. Conclusions Related to Green Reward and Compensation were often considered to be relatively poor. There is no true green incentive and compensation scheme, according to the findings of this practice. Additionally, there are no financial or non-financial incentives or awards given to employees in return for exhibiting green behaviors and practices. Conclusions Related to Green Participation and Empowerment The data findings revealed that there is little employee involvement and participation in environmentally friendly projects. Conclusions Related to Green Organizational Culture were often judged to be relatively poor. Environmental Performance-Related Conclusions

It was determined that because Green HRM techniques are not effectively used, environmental performance is often poor (Abu Mahadi, 2018).

According to Yu et al., (2020) This research looks at the benefits of internal green supply chain management (GSCM) and customer and supplier environmental cooperation as well as the value of green human resource management (GHRM). Based on a proposed conceptual model rooted in ability-motivation-opportunity (AMO) theory and contingency theory (CT), moderated regression analysis is used to analyze a survey of 126 Chinese automakers. The findings demonstrate that GHRM is considerably and favorably correlated with environmental collaboration with clients and suppliers and that these correlations are severely attenuated by internal GSCM. Most empirical research has used conceptualizations of GHRM that are either overly limited or unconcerned with academic theory, reflecting an emphasis on environmental training for commercial purposes. On the other hand, a sizable number of theoretical articles have highlighted additional HRM activities, such as hiring, performance assessment, pay/reward systems, employee empowerment/engagement, organizational learning, training and development, employee motivation, and employee involvement that could promote the implementation of environmental projects (Yu et al., 2020).

Shaban, (2019) GHRM and green staffing principles, requirements, advantages, procedures, and issues faced by HR practitioners and management implementing in their organizations were the subject of this study's endeavor. This research found that GHRM can put into practice a wide range of GHRM practices(Green HR Planning (GHRP), Green Recruitment and selection, Green Training, Green Performance management system (GPMS), Green Pay and Reward, Green Involvement) from the perspective of operations and processes, including the acquisition of human capital, HR planning,

recruitment and selection, training and development, Performance management system (PMS), compensation and benefits, and Strategic HRM, all of which will contribute to the achievement of organizational goals. Since many studies only concentrate on other practices without mentioning HR planning as a primary component, the outcome of this research model demonstrates the necessity of such HR planning in the theoretical framework of the GHRM. One of the most significant aspects of HRM, known as GHRM, emphasizes the need of taking into account green staffing from the outset. Various researchers have identified this as one of the issues that many businesses face today (Shaban, 2019).

six major green guidelines that corporations may use to green their human resources. These are the guiding principles: (Fetzer & Aaron, 2010).

- “Get the Mindset”: This relates to people's behavior and beliefs, which may be influenced in a variety of ways. This approach is based on arranging minds to examine every single activity in order to be green and sustainable.
- “Make the Business case”: This method is based on the development of real-world examples of organizations that have used green strategies and obtained "excellent" results. These real-world examples may inspire other firms to adopt these techniques.
- “Get your colleagues on side”: It represents the significance of staff "engagement" in green "efforts," rather than just lecturing them about their relevance; in other words, it connects staff members with these approaches, till they feel "engaged" at work.
- “Have two-way conversations”: It will need greater communication utilizing a variety of tactics to encourage everyone to be environmentally conscious.

- “Work together”: This approach emphasizes the importance of "joined efforts" by all stakeholders, expressed by authorities, organizations, and individuals, to tackle environmental challenges and become green.
- “Make it part of the culture”: This technique requires management and staff to be environmentally conscious at all times and in all circumstances. To put it another way, "sustainable supply chain into your company's DNA.

(Abu Mahadi, 2018) said there are four criteria for implementing Green HRM, which are as follows:

- Use a digital computerized system or "online payroll": Employees would not have to waste time waiting for "paystubs," and they could instantly monitor their financial practices. This method also resulted in the reduction of paper use and the transition of systems from "paper pay stubs" to "online pay stubs."
- Create "easily - accessible systems" to offer an institution's policies and guidelines online without the need for paper. Organizations might leverage web technologies to provide employees with comprehensive and up-to-date information.
- To decrease paper consumption daily, employ "sensitive categories." The sensitive forms enable managers and staff to transmit and receive information without the need for additional paper, saving them time.
- Implement an eco-friendly policy: Companies must have guidelines and strategies in place for all of their businesses.

2.4.1. Green HRM Practices Matrix:

Table 2.1: Green HRM Practices Matrix

HR Functions	Green HRM practices					
	Gana	Jordan	Palestine	Malaysia	China	UK
Learning and Development						
Training and development	*	*	*	*	*	*
Recruitment and Selection	*	*	*		*	*
Professional Development						
Performance Management and Appraisal			*		*	*
Ensuring Legal Compliance						
Equality and Diversity						
Employee Management						
Talent Management and Development						
Compensation Management	*	*	*			
Pay and Benefits					*	*
Employee Assistance						
Employee and Labor Relations						
Strategic HR Management						
Employee Motivation					*	
Employee Engagement/ Involvement					*	*

The HRM interventions mentioned above in the table are concentrated on Training and development, Recruitment and Selection, Performance Management and Appraisal,

Compensation management, Pay and Benefits, Employee engagement/ involvement, and Employee motivation from different points of view mentioned in the discussion above.

This research will help to establish key benchmarks for Green human resource management departments in terms of employees' organizational behavior for the environment in the workplace. Because of the scarcity of research on this topic, and according to the researcher's knowledge limitations and desire to expand the scientific knowledge, the researcher sees the subject of research as an important factor in the development of organizations through green HRM practices in changing the employees' organizational behavior for the environment. The researcher chose the NGO sector for this research for being one of the employees of this sector and for her desire to raise awareness among employees about green HRM practices. To achieve the research aim it will focus on Green recruitment & selection, Green training and development, Green Performance Management, and Green Rewards.

2.5.Green HRM Practices in the Study:

2.5.1. Green Recruitment & Selection:

Green recruitment is the process of finding fresh people who are familiar with sustainable initiatives, environmental systems, and conservation and sustainable environment terms (Lakshmi& Battu, 2018). While Pham & Paillé, (2019) referred to it as the method of identifying and recruiting candidates who are environmentally conscious and willing to commit to environmental performance (Pham & Paillé, 2019). Green recruitment can be referred to as “The process of hiring individuals with knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization” (Alshaabani, 2021 p.47). In the race to attract the most creative and innovative employees,

companies increase their recruiting potential, and hiring quality staff is a very crucial challenge in the war on talent, However, Google is an excellent example of a corporation that has adopted green recruitment (Lakshmi& Battu, 2018). Companies are increasingly recognizing that establishing a reputation as a green employer is a powerful strategy to recruit new talent. Some companies are integrating their corporate environmental policies and strategies with their recruitment policies in the recruitment context. Proactive branding of the organization as a high-quality green employer of choice may help attract environmentally conscious employees. Companies require environmentally conscious employees to implement specified environmental policies so finding the finest green recruitment strategies is critical for organizations (Islam, 2020). The first step is to concentrate on green recruitment while the second is to provide the existing workforce with the necessary environmental protection awareness, education, training, and development. Employers must guarantee that the right green candidates are also selected in a green manner agreed by (Islam, 2020) and (Arulrajah et al., 2015). Selection tests in green selection can also be as paperless as possible, such as behavioral observation, interview, and presentation. Candidates with knowledge of environmental conservation and motivation to conserve the environment are more likely to be picked. This would also make it easier for organizations to develop environmentally conscious behavior and culture in newly hired staff in general, green recruitment and selection refers to the process of attracting and selecting eligible job candidates who are willing and able to fill open positions in a company using environmentally friendly approaches, tools, and technologies. Green initiatives should be fully incorporated at this stage because recruiting and selection play such an important role in hiring personnel. This will make it

easier to select candidates who are willing and capable of taking green initiatives (Mwita, 2020).

2.5.2. Green Reward Management:

Green Reward Management is another critical role that contributes to an organization's environmental sustainability, both financially (incentives, bonuses, and cash) and non-financially (awards/special recognitions/honors/prizes) (Singh & Pandey, 2021). By connecting pay to eco-performance, a variable pay element can be incorporated into the compensation system. When a green suggestion is implemented, for example, a part of the savings generated can be returned to the team or person who suggested the idea. Negative reinforcements like suspensions, criticisms, and warnings may be necessary to persuade employees to undertake environmental improvements (Sheopuri & Sheopuri, 2015). Employees should be rewarded for acquiring green skills and achieving green goals through compensation packages that are tailored to their needs. Employees' green achievements can be recognized through monetary, non-monetary, and recognition-based prizes. Recognition-based rewards include sabbaticals, special leave, and gifts to employees and their families, while Monetary rewards can include salary increases, cash incentives, and bonuses (Kapil,2015).

2.5.3. Green Training and Development:

Providing environmental training to organizational members (employees and managers) to develop required skills and knowledge, providing training to adapt environmentally friendly best practices, providing environmental awareness training among the workforce, providing training to the staff to produce a green analysis of workspace, and

using job rotation to train green managers of the future" are examples of green training and development practices (Singh & Pandey, 2021). Training is a program aimed at improving and developing certain skills and knowledge among individuals for a specific job. It aids in the most effective and efficient completion of tasks. The term "development" encompasses a wide range of activities. It focuses on an employee's long-term development, performance, and career path. Development is a long-term process that emphasizes an employee's long-term possibilities rather than a specific position. It enables people to be more dynamic and adapt to changing environments more quickly. Employee motivation and productivity will all rise as a result of going green with this HRM activity. Green efforts such as paperless offices, energy conservation, waste treatment, recycling and reusing items, green building, saving water and electricity while working, and so on must be addressed (Dhawan, 2019). An important purpose of green HRM is to provide environmental training to organizational members (non-managerial employees and managers) to build the required skills and knowledge. This will aid in the implementation of the company's corporate environmental management strategies. Providing training to encourage recycling and waste management, promoting flexible hours, and telecommuting, and limiting long-distance travel are all excellent ways to minimize an organization's negative environmental effects (Hussain, 2018).

2.5.4. Green Performance Management:

Performance management (PM) is the practice of encouraging people to improve their professional skills to help the organization achieve its goals and objectives more effectively. Green performance management plays a critical part in the long-term effectiveness of green management efforts because it aligns employee performance with

the organization's environmental goals (Lakshmi& Battu, 2018). Green performance management is a process designed by human resources to ensure that green policies and initiatives are implemented and followed by the personnel in an organization. Performance appraisal is the incentive system based on employee performance evaluations, and it is the most important component of performance management. When it comes to green performance management, it takes into account all of the aspects that contribute to environmental well-being, while also evaluating green policies and activities (Saifuddin et al., 2020).

The goal of a green performance management system is to increase employee accountability and foster shared responsibility throughout the entire workforce to achieve long-term results. A better performance management system aids in the achievement of organizational objectives. As a result, important elements of the green performance management system inspire employees to participate in sustainable activities and urge future employees to contribute to the company's long-term goals. Green PMS, on the other hand, boosts an organization's social responsibility and ethical behavior, as well as its competitiveness, by emphasizing environmental responsibility and employee involvement and dedication (Hettiarachchi,2021).

Human resource representatives should change the performance appraisal criteria to align with environmental issues, such as rating employees on following instructions, brainstorming for green initiatives, inclined behavior toward environmental sustainability, technical competencies, and teamwork collaboration, to impose a collaborative effort for green policies in the organization. These tactics will assist human resources in reinforcing employee motivation by building a green internal environment within the company. Human resource managers should collaborate with functional

managers to keep them informed about their team members' performance throughout the year, so that managers can provide feedback to employees not just when it's convenient, but whenever it's needed to improve their knowledge, skills, and abilities (Saifuddin et al., 2020).

2.6. Organizational Behavior:

2.6.1. What is Organizational Behavior:

“Organizational behavior (OB) is the research of human behavior in organizational settings, of the interface between human behavior and the organization, and of the organization itself” (Moorhead & Griffin,1992 pg3). While MacShane and Young, (2012). “Is the research of what people think, feel, and do in and around organizations. Its focus is on employee behavior, decisions, perceptions, and emotional responses. It looks at how individuals and teams in organizations relate to each other and their counterparts in other organizations” (MacShane and Young,2012 pg.4). In addition Schermerhorn et al.,(2002) “Is the research of individuals and groups in organizations” (Schermerhorn et al.,2002, pg3). “It is a social science discipline much like cultural anthropology, economics, political science, psychology, and sociology” (Miner, 2015.pg3). “The field of organizational behavior (OB) has emerged from the disciplines of psychology, sociology, political science, and economics, although it is primarily identified with psychology” (Heath & Sitkin, 2001, pg.44). OB is the study of the impact that individuals, groups, and organizational structure and processes have on behavior within organizations (Konopaske et al. ,2018, pg. 7).

2.6.2. Origins of Organizational Behavior:

Organizational behavior focuses on organizations, and it has some concerns first is concerned with the behavior and nature of people within organizations, as well as the behavior and nature of organizations within their contexts. However, due to the blurriness of its borders, the field has always tended to extend beyond that realm. By the time it was twenty-five years old, it had claimed to include organizational behavior and nature as well. This is historically related in that both the research of human behavior and the research of organizational behavior and nature arose in business schools at the same time and in the same places. Organizational behavior, like its professional school roots, is an applied discipline concerned with issues of implementation and practice. Despite this tendency, it now has a small number of members who commit their core work efforts to the practice of organizational behavior. Several other phrases have developed associated with organizational behavior throughout the years, but none have acquired the same level of acceptability. One is organization theory, which has almost solely come to relate to the research of the behavior and nature of organizations in their contexts. A second field is an organizational science, which looks to cover much of the same topic as organizational behavior. Finally, there is also the phrase organization studies, which has a broad meaning that, at least in recent years, has extended further than the science of organizations to include various diverse philosophical viewpoints (Miner,2015).

2.6.3. The Importance of Organizational Behavior:

First and foremost, OB is a manner of thinking. Individual, group, and organizational levels of behavior are considered. According to this technique, when investigating OB, we must precisely define the type of evaluation being used (individual, group, and/or

organizational). Second, organizational behavior is a multidisciplinary field. This means it draws on principles, ideas, philosophies, and approaches from other fields. Third, organizational behavior has a specific humanistic perspective. The organization places a high value on individuals and their behaviors, opinions, learning abilities, sentiments, and ambitions. Fourth, the field of OB is focused on results. Fifth, the scientific method is employed in the investigation of OB factors and correlations. Finally, the field is focused on applications. It is focused with delivering useful responses to queries arising in the context of organizational management (Konopaske et al. ,2018).

A working grasp of OB is necessary for successful strategic planning. Things occur in organizations due to people's efforts, and OB is all about how people work together in organizations. Despite your career path or entry point, the topic of organizational behavior will become increasingly crucial as you attempt to grasp the unique challenges of functioning as a supervisor. Supervisors are accountable for actively supporting the work activities of people in all companies. Being a supervisor is a unique challenge with performance expectations. Supervisors assist others in completing critical tasks in a timely, high-quality, and personally rewarding manner (Schermerhorn et al. ,2002). Recognizing people's behavior in organizations, productivity, teamwork, work-life balance, work pressure, and career advancement are all top issues for all managers and leaders (Konopaske et al. ,2018).

2.6.4. Motivation and Organizational Behavior:

Motivation is based on the Latin term *movere*, which means "to move." Motivation refers to the psychological processes that drive the activation, guidance, and tenacity of goal-oriented voluntary acts. The intention to expend high amounts to reach organizational

goals, as defined, is controlled by the effort's potential to meet an individual need. In this perspective, a need is an internal condition that causes particular results to appear appealing. Unsatisfied needs increase friction, which drives individual motivation. These impulses then create a search behavior to locate specific goals that, if achieved, will satisfy the demand and reduce tension. The implication is that motivated employees are under stress and exert effort to alleviate this stress. The stronger the strain, the more intense the degree of exertion (Sunil Ramlall ,2015).

2.6.5. Motivation Theories in Organizational Behavior:

Maslow's Need Hierarchy Theory:

Maslow argued the existence of at least five sets of goals known as fundamental needs, which include physiological, safety, love, esteem, and self-actualization. According to Maslow, humans, including employees in organizations, are motivated by the desire to acquire or preserve the many situations that underpin these basic pleasures, as well as by certain more cognitive goals. This theory's ramifications gave insightful information for managers and other organizational leaders. One piece of advice was for managers to discover methods of motivating staff by developing programs or procedures that address emergent or current needs. Another implication was for firms to develop support programs and focus groups to assist employees in dealing with stress, particularly during more difficult times, and to spend the time necessary to comprehend the requirements of the staff members (Sunil Ramlall ,2015).

McClelland's Need Theory:

A needs theory focuses on three needs: achievement, power, and affiliation. The urge to succeed, to achieve in accordance with a set of criteria, and to struggle to succeed was identified as the need for achievement. The desire for power was defined as the desire to force people to behave in ways they would not have done otherwise. The desire for amicable and close interpersonal connections was identified as the urge for affiliation (Sunil Ramlall ,2015).

The Motivator-Hygiene Theory:

Frederick Herzberg was a pioneer in the field of work redesign as it related to motivation. Herzberg conducted his now-famous survey of 200 accountants and engineers, from which he built the original basis for his motivation theory. According to the results of his poll, Herzberg found that individuals preferred to define pleasant experiences in terms of aspects that were intrinsic to the job's content. These elements were referred to as "motivators," and they encompassed variables like achievement, acknowledgment, the task itself, responsibility, advancement, and growth. Dissatisfying experiences, referred to as "hygiene" factors, on the other hand, were usually caused by extrinsic, non-job-related factors, such as firm policies, pay, colleague interactions, and management styles (Sunil Ramlall ,2015).

2.6.6. MARS Model:

MARS represents the four variables motivation, ability, role perception, and situational factors. These four factors play a significant role in employees' behavior and performance

if any one of these factors is low the performance of the employees will be poor (MacShane and Young,2012).

- Motivation: “represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior.” Employees choose where to put their effort to achieve the goal which means that motivation is directed and not random, however employees know how to push themselves to complete a task and know how to continue keeping this effort for a certain of time (MacShane and Young,2012).
- Ability: “The natural aptitudes and learned capabilities required to complete a task” (MacShane and Young,2012, pg. 35). where aptitude is a natural talent that helps the employees to complete a task and the learned capabilities are the skills and knowledge you gain (MacShane and Young,2012).
- Role Perception: how far employees understand their job duties or what is expected from them (MacShane and Young,2012).
- Situational Factor: it is beyond the employee’s control (MacShane and Young,2012).

2.6.7. Personality Traits and Values:

Personality traits it’s about feelings, thoughts, emotions, and actions that represent the employee and differentiate him from others. The five-factor model encompasses the majority of personality qualities, including conscientiousness, agreeableness, neuroticism, openness to experience, and extroversion (MacShane and Young,2012). Open people tend to be creative thinkers and accept others easily, conscientiousness Conscientious people are skilled at planning, managing details, and meeting deadlines. They are also considerate of others and recognize how their judgments and behaviors affect those around them. People with poor conscientiousness put off or fail to finish

duties. They also prefer to avoid schedules and lead disorganized lives. extroversion Extraverts like interacting with new people and immersing themselves in social events and conversations. They are good at making new friends. Introverts, or people with low extroversion, prefer alone to companionship. Agreeable agreeableness People have a legitimate concern for others. They are known for assisting those in need and feel empathy for others' difficulties. People with poor agreeableness, on the other hand, tend to be selfish and disrespectful to others. Neuroticism A person with high neuroticism tends to be temperamental, worried, and anxious. They are prone to get anxious and depressed. People with low neuroticism are emotionally secure and do not let circumstances affect their mood (Studies,2019).

another model type called the Myers-Briggs is another indicator of how people judge and accept information. Standardized personality tests measure how well an employee performs in each of these categories. A worker who scores high on openness to experience, for example, is likely to ask several questions and think in creative and unconventional ways.

(Schermerhorn et al., (2002) suggested Another way examine OB Personality traits is to categorize them as social traits, personal conception traits, and emotional adjustment traits, and afterward research how those categories interact dynamically (Schermerhorn et al. ,2002).

- Social traits: it's a trait that reveals the way that people give the impression when interacting in social life. One indicator of social traits is problem-solving style, which is based on the studies of Carl Jung, a well-known psychologist. It represents how an individual gathers and evaluates information when resolving issues and making choices. Obtaining and arranging data for use is what information collecting entails.

The second factor of problem-solving, assessment, entails making decisions about how to handle knowledge after it has been gathered. Information evaluation styles range from emphasizing feelings to emphasizing reasoning.

- Personal conception traits: Personal conception traits describe how people think regarding their social and physical surroundings, as well as their major views and personal orientation toward a variety of situations.
- emotional adjustment traits: The emotional adjustment traits assess how frequently an individual suffers from emotional pain or engages in inappropriate behavior.

Values are consistent, evaluative ideas that govern our preferences for outcomes or actions in a range of contexts. A value system is a framework of choices that people use to organize their values. Espoused values—what we say and believe we employ as values—are distinct from executed values, which are values that are visible in our actions (MacShane and Young,2012). Values are broad choices regarding desirable paths of action or results. Milton Rokeach, a well-known psychologist, produced a well-known set of values divided into two major groups. Terminal values indicate a person's desire for the "goal" to be attained; they are the aims that people want to reach in their lives. The "means" for obtaining desired outcomes are reflected in instrumental values (Schermerhorn et al. ,2002).

2.7. Communication and Organizational Behavior:

Communication is “the process of sending and receiving symbols with attached meanings” (Schermerhorn et al.,2002, pg.190). A sender encodes an original meaning into a message, while a receiver decodes the message into a recognized interpretation. The communication process does not end only when a message is conveyed. The

individual or group of individuals who receives a signal is addressed is referred to as the recipient. Any incoming message's elements must be evaluated through decoding before meaning can be attributed to it. Many elements affect the translation process, such as the receiver's background and experience, as well as the relationship with the sender. A signal can also be understood with the help of other people's perspectives, such as those of peers, colleagues, or organizational bosses. Finally, the decoding may lead to the receiver understanding a signal in a manner other than that meant by the sender (Schermerhorn et al. ,2002).

2.7.1. The Importance of Communication:

Effective communication is critical to all organizations; in fact, no organization could survive without it. Communication is how people explain their intentions and oversee their efforts, enabling them to reach corporate goals more efficiently and effectively. Communication is also a valuable tool for corporate learning and making choices. These procedures are reliant on numerous modes of communication. Effective communication reduces "knowledge barriers,". Employee well-being is also aided through communication. Employees benefit from the information shared by coworkers since it teaches them how to execute work tasks correctly or deal with tough customers. Equally crucial, the communication experience itself enhances employee well-being (MacShane and Young,2012).

2.7.2. Communication Channels:

The channel or carrier through which information is carried is an important component of the communication system. There are two sorts of communication channels: verbal and

nonverbal. Verbal communication involves the use of words and can take place either orally or in writing. Nonverbal communication refers to any form of communication that does not involve the use of words. Even though both spoken and written communication are verbal, written communication has historically been a much slower method of communicating signals than spoken communication, but emails, Blog sites, and other communication channels have considerably enhanced written communication efficiency (MacShane and Young,2012).

2.7.3. Organizational Communication:

Communication within and between the employees of an organization gives essential information to the organization. Organizational communication is the process by which information moves and is communicated inside a company. Information travels downwards, upward, and laterally through both formal and informal channels (Schermerhorn et al. ,2002).

2.7.4. Formal and Informal Channels:

In organizations, information is transmitted through both formal and informal communication channels. Formal channels adhere to the hierarchy of command established by an organization's authority hierarchy. Because formal channels are seen as authoritative, it is usual for policy, procedure, and other official announcements to be communicated through them. On the other hand, much "connection" occurs through informal routes that do not follow the organization's hierarchy of power. They coexist with formal channels but regularly deviate from them by crossing levels in the structure or cutting over vertical lines of authority. Informal channels aid in the development of

open communication channels within organizations and guarantee that the appropriate personnel are in contact with one another (Schermerhorn et al. ,2002).

The grapevine, or network of connections and acquaintances, is a well-known informal channel via which gossip, and other unofficial information are conveyed from person to person. Grapevines have the advantage of swiftly and efficiently transmitting information. Grapevines also assist in meeting the needs of those interested with them. It also provides social happiness because the information is transmitted to others. The primary benefit of grapevines happens when they convey inaccurate or late information. Rumors may be extremely damaging to both individuals and businesses (Schermerhorn et al. ,2002).

2.8. Teams and Organizational Behavior:

Teams consist of two or more individuals who communicate with and influence one another, are jointly responsible for accomplishing common goals related to organizational aims, and consider themselves to be human communities inside an organization. This definition contains a few key elements that are important to notice. To begin, every team exists to accomplish a certain goal, such as constructing a product, delivering a service, creating a new production facility, or rendering an essential choice. Second, members of a team are bound together by their reliance and the necessity for interaction to attain common goals. All teams require some kind of communication in order for members to collaborate and share common goals. Third, team members affect one another, however, certain members might be more effective than others when it comes to the team's goals and actions. Eventually, a recognized and respected when its members believe they are a team (MacShane and Young,2012).

2.8.1. The Importance of Teamwork:

Teams make better judgments, offer better goods and services, and have a more committed workforce than individuals. Moreover, team members may swiftly exchange data and oversee tasks, but in typical divisions led by supervisors, similar mechanisms are longer and more vulnerable to errors. Employees are more motivated when working in groups rather than individually. Individuals are more driven in groups because they are made responsible to their teammates, who monitor their performances more carefully than a classical administrator. Once employees work near others, their performance improves in some cases since teammates become benchmarks for evaluation. Employees are also encouraged to work harder because they are concerned that their performance will be evaluated with that of other employees (MacShane and Young,2012).

2.8.2. Teams Challenges:

Complicated tasks are frequently better suited to teams. In these situations, one person rarely possesses all of the requisite information and skills. However, the work is improved by segmenting it into more focused functions, with employees in those specialized positions engaging with one another. Individuals, on the other hand, often execute work more effectively when they have all of the essential knowledge and abilities. To function well as a team, coworkers must agree on and comprehend their goals. Creating and managing team needs takes time and attention away from actual work. It is far more efficient for an individual to solve a problem on their own than it is to resolve disagreements with others (MacShane and Young,2012).

- Process Loss:

The theory of productivity states that the theoretical productivity of a group should increase in accordance with the size of the group. In actuality, after an early increase, the group's actual production decreases as its size grows. The discrepancy between what an organization actually produces and what it could potentially create is referred to as process loss. It is caused by group productivity barriers such as production blocking, group-maintenance activities, and social loafing (Wagner & Hollenbeck, 2021).

When individuals stand in each other's way while attempting to do a collective task, this is referred to as production blocking. One type of production blocking in large gatherings is created by the reality that just one individual can successfully speak at the same time. Due to this restriction, valid points may never be exposed (Wagner & Hollenbeck, 2021). Several members of a group choose to enjoy the benefits of others by doing less effort or operating more slowly. Free riding makes sense if the benefits of work are distributed more or less evenly across all group members. A loafer can reap the same benefits as everyone else without exerting any particular effort (Wagner & Hollenbeck, 2021).

Chapter Three: Research Methodology

Overview:

This chapter will go over the research design in detail as well as the methodology used.

The approaches utilized in the analysis and difficulties linked to the data collection procedure will also be discussed in this chapter

3.1. The Framework of the Research Methodology:

3.1.1 Design of the Research:

To perform this analysis, the researcher will adopt a quantitative approach to obtain data. To illustrate, the researcher will collect primary data using a questionnaire survey methodology. Questionnaires will be self-administered, mailed to the respondents, or given to them in person. Thus, the questionnaire of this research will be designed in such a manner that contains all the necessary elements of GHRM practices and employees' behavior for the environment in the Palestinian NGO sector. The Questionnaire will be pre-tested on some employees from the NGOs to check the content's validity. A pilot test will be conducted to examine the clarity and appropriateness of the questionnaire development.

The researcher will gather secondary data from a wide number of sources, including published articles, theses, books, and journals. According to the literature review, GHRM has gained widespread acceptance in the advanced countries of the world. The literature review also talked about the importance of correlating GHRM practices and their impact on employees' behavior for the accepted standard of the environment in a positive way that leads to interesting organizational environmental results.

The research commenced in March 2022. The literature review was completed at the end of June 2022. Testing of validity, pilot research questionnaire administration, and data collection were completed at the end of September 2022. Data analysis, discussion, conclusions, and recommendations were completed at the end of December 2022.

The following actions were followed to achieve the research's objectives:

As research axes, goals, objectives, hypotheses, primary research questions, and research methods were designed to help identify the issue. In addition, the researcher conducted a thorough review of the relevant literature in this field before developing a research approach and strategy. Key factor categories are highlighted to aid in the construction of the initial questionnaire. A conceptual framework is also being considered at this time.

- Detailed literature research formed the basis for developing the questionnaire.
- The supervisor and two specialists from Arab American University in Ramallah assessed the questionnaires' reliability and validity.
- The questionnaire was pre-tested to ensure the accuracy of the information gathered.
- Pilot research was conducted to assess the questionnaire's strengths and weaknesses, make necessary improvements, and obtain valuable feedback.
- The primary questionnaire was distributed to 269 NGO employees.
- SPSS version 22 was used for statistical analysis (validity and reliability tests, Pearson correlation analyses, and other methodologies for both quantitative and qualitative data analysis).
- The conclusions were finished, and recommendations were given.

3.1.2. Research Location:

The research was conducted in the NGO Sector in Palestine. The survey was distributed in the city of Ramallah. A group of employees of both sexes from all categories was randomly selected to participate in this study.

3.1.3. Sampling Method:

The population and sample are critical in this research since they provide the data and inputs that the researcher will utilize to conclude. The population can be defined as all members who meet a set of criteria or standards (Etikan & Bala, 2017). In this research, the community consists of All employees working in the NGO sector.

For the quantitative method, samples are taken from the population using a simple random sampling technique.

3.1.4. Questionnaire Design:

Data was collected using structured questionnaires. The questionnaire is composed of parts that cover all the aspects of the study. The answering score system was based on a 1 to 5 scale, whereby 5 reflects the positive extreme on the Likert Scale. A specially designed questionnaire was prepared. The questionnaire was reviewed by the thesis supervisor Dr. Eyad Yacoub and other two academics: Dr. Raed Iriqat and Dr. Zahi Yassen.

The questionnaire structure consists of the following parts:

- The first section: demographics data (questions1-3): this section mainly contained the demographic characteristics: background information about the

participants. it consists of three questions (gender, age, and educational qualification).

- The second section: the impact of green recruitment and selection on employees' organizational behavior in the NGO sector. (10 questions).
- Third section: the impact of green training and development on employees' organizational behavior in the NGO sector. (11 questions).
- The fourth section: the impact of green performance management on employees' organizational behavior in the NGO sector. (6 questions).
- The fifth section: the impact of green rewards on employees' organizational behavior in the NGO sector. (9 questions).
- The sixth section: the employee's organizational behavior in the NGO sector (9 questions).
- The seventh section: HR effectiveness (16 questions).

Table 3.1: Sample of Likert Scale used in the questionnaire

Table 3.1: Likert Scale

Score	Responses
1	Strongly Agree
2	Agree
3	Neutral
4	Disagree
5	Strongly Disagree

3.1.5. Pilot Study:

Solid research with relevant experimental design and correct execution is necessary to obtain high-quality results. Analyzing its viability before carrying out the main research

(also known as the full research or large-scale main trial) can be quite valuable in this regard. Pilot research is the initial phase in the research procedure and is typically smaller-scale research that aids in the planning and adjustment of the major study. (In, 2017). Pilot research is a "short research designed to test research methods, data collection instruments, sample recruitment strategies, and other research techniques in advance of a larger study. Pilot research is an important stage in a research effort because it identifies potential issue areas and weaknesses in the research instruments and methodology before full research execution. It can also assist members of the research team in becoming acquainted with the protocol's procedures and in deciding between two competing research approaches, such as employing interviews rather than a self-administered questionnaire (Hassan et al., 2006).

To conduct the pilot study, the researcher administered a questionnaire to 30 participants. This means that 30 employees' have been involved in determining the reliability of the research questionnaire.

The results that were obtained from this piloting were useful in determining the reliability of the data collection tool, and it was estimated the time needed for completion of the questionnaire, assessed research participants' understanding and clarity of the research instruments, and found the obstacles that might have appeared, through the data collection process.

3.1.6. Research Variables:

The main variables in this research are two; the independent and dependent variables, as follows:

- The independent variables: green recruitment and selection, green training and development, green performance management, and green rewards.
- The dependent variable: employees' organizational behavior.

3.1.7. Statical Analysis:

The Statistical Package of Social Sciences program (SPSS Version 22) was used for the data entry and analysis. Descriptive statistical analysis was used, in order to summarize the frequency distributions and percentages for categorical variables, also the means with standard deviations for continuous variables. The quantitative data were reviewed to ensure that they were input correctly before being processed to test their importance to the research hypotheses. In the quantitative method, the data screening procedure is known as part of the data cleansing process.

Because the possibility of data entering errors is frequent, data files were rigorously verified. The data were verified to see if they had been input correctly, using the frequencies or descriptive commands inside the descriptive statistics approach. According to the data screening results, there were no missing values in any of the variables. As a result, there were no data losses or biases.

The researcher used inferential statistics to test the research hypotheses. The Pearson Correlation test was also used by the researcher to examine whether there was a significant relationship between the two variables. The researcher focused on the significance level provided in the "correlation" column output to determine whether the research hypotheses examined using this technique were significant or not.

3.1.8. Procedures of the Research:

This research included two distinct data collection methods. The first type was primary data, and the second was secondary data. The researcher used a questionnaire to collect information from primary sources. The primary sources for secondary data were books and journal articles, and for the quantitative element, the researcher delivered a questionnaire directly to the NGO participants. Following administration, the questionnaire was collected over three weeks. The researcher was next required to certify the number of completed questionnaire forms.

The researcher used the following procedures during the application of this study:

- First, establishing the validity and reliability of the instrument by the experts in the field, who approved the utility of the instrument for carrying out the study, the researcher will adopt these observations and suggestions proposed and insert the modifications.
- Second, permission was taken from the administration of Arab American University to get the needed information and to distribute the questionnaires among participants.
- Third, collecting all the test results. Then, the data was entered into the (SPSS22) program and statistically treated.

3.1.9. Study Methodology:

Based on the nature of the study and the objectives it seeks to achieve, the researcher used the descriptive analytical method. This is to suit the purposes of the study, which depends on the study of the phenomenon as it exists in reality and is concerned with it as an

accurate description and expressed in qualitatively and quantitatively, in addition to linking the results of the analysis to reach conclusions upon which the proposed perception is built to increase the balance of knowledge about the subject of the study, the researcher used two main sources of information:

1. Secondary sources: In addressing the theoretical framework of the research, the researcher turned to secondary data sources, which are Arab and foreign books and references related to the subject of the study, in addition to periodicals, articles, research, previous studies and Internet sites that dealt with the subject of the study.
2. Primary sources: To address the analytical aspects of the subject of the study, the researcher resorted to collecting primary data through a questionnaire as the main tool for research, designed specifically for the study, as it was distributed to a random survey sample consisting of (269) respondents from Employees working at Palestinian NGO sector.

3.1.10. Study Population *and* Sample:

The study community is defined as all the vocabulary of the phenomenon studied by the researcher, and thus the study community is all the things or individuals who constitute the problem of the study, and based on the study problem and its objectives, the target study community It consists of clients of the Employees working at Palestinian NGO sector.

The population of this research will be represented by the total number of employees in NGOs in Ramallah totaling 867 employees). According to Morgan (1970) suggested that the best sample size for a population between 850 and 900 Should be between 265 and

269. Morgan (1970). Therefore, the sample size of this research will be limited to 269 (20%) employees from the NGOs in Ramallah.

The sample size was chosen to attain a specific level of validity and to provide adequate information on reliability.

The researcher measured the desired goals using quantitative questionnaire research as a method and technique. A questionnaire created specifically for this purpose served as the method. The questionnaire's main goals were to first accomplish the study's goals, then to respond to its questions, and finally to gather information to support and discuss its findings as well as to aid in the creation of suggestions

Time: The questionnaire survey (distribution and collection) was conducted over November.

3.1.11. Study Sample:

The sample of the study was chosen to be representative of its community, which numbered (269) respondents from the Employees working at Palestinian NGO sector, and based on scientific foundations, for surveys with probability samples, the method of systematic random sampling was chosen, and calculate the sample size through the Thomas Thomson equation, taking into account the margin of error of 6%, and the statistical significance at the level of 95%.

The sample size was calculated using the following equation:

$$n = \frac{NP(1 - P)}{(N - 1)\left(\frac{d}{Z_{1-\alpha/2}}\right)^2 + P(1 - P)}$$

wherea:

n : the sample size.

N : the size of the community.

d : the error rate, which is equal to this study and is equal to 6%.

$Z_{1-\alpha/2}$: The critical value of the standard normal distribution at the level of statistical significance

P : The percentage of availability of the feature and the neutral is 50%.

Chapter Four: Data Analysis and Discussion

4.1. Introduction:

The study's methodology and procedures are considered the major axis through which the applied aspect of the study is accomplished, and through it, the data required to conduct the statistical analysis are obtained to reach the results that are interpreted in the light of the study literature to the subject of the study. Thus, achieving the goals that it seeks to achieve through this study. This chapter deals with a description of the curriculum and the study community. As well as the study tool used, its preparation method, how it was built and developed, and the extent of its validity and reliability.

4.1.1. Sample Characteristics:

270 participants answered the questionnaire. The following table illustrates the characteristics of participants according to the demographic distribution.

Table 4.1: The characteristics of respondents based on the demographic distribution

variable	variable levels	Repetition	percentage
Gender	Male	120	44.4%
	Female	150	55.6%
Age	18-24	13	4.8%
	25-34	90	33.3%
	35-44	94	34.8%
	45-54	55	20.4%
	55 or older	18	6.7%
Educational Qualification	High school	4	1.5%
	Bachelors	123	45.6%
	Masters	112	41.5%
	Professional	10	3.7%

variable	variable levels	Repetition	percentage
	Doctorate	13	4.8%
	Other	8	3.0%
Total		270	%100.0

The results of the analysis of the study on the gender variable indicated that the percentage of males reached 44.4 %, while the percentage of females was 55.6 %. As for the Academic Qualification variable, the results were as follows: 41.5 % are Master and higher, 45.6% for Bachelor, and High school reached 1.5 % and 3.7 for Professional, also 4.8% for Doctorate, while there was 3.0% classified other. On the other hand, the distribution of the study sample according to the variable of Age shows that there are 4.8% of them aged 18-24, compared to 33.3% for age 25-34, while we find that 34.8% for 35-44, 45-54 compared to 20.4% for 55 or older reached 6.7%.

4.1.2. Green Recruitment & Selection Section:

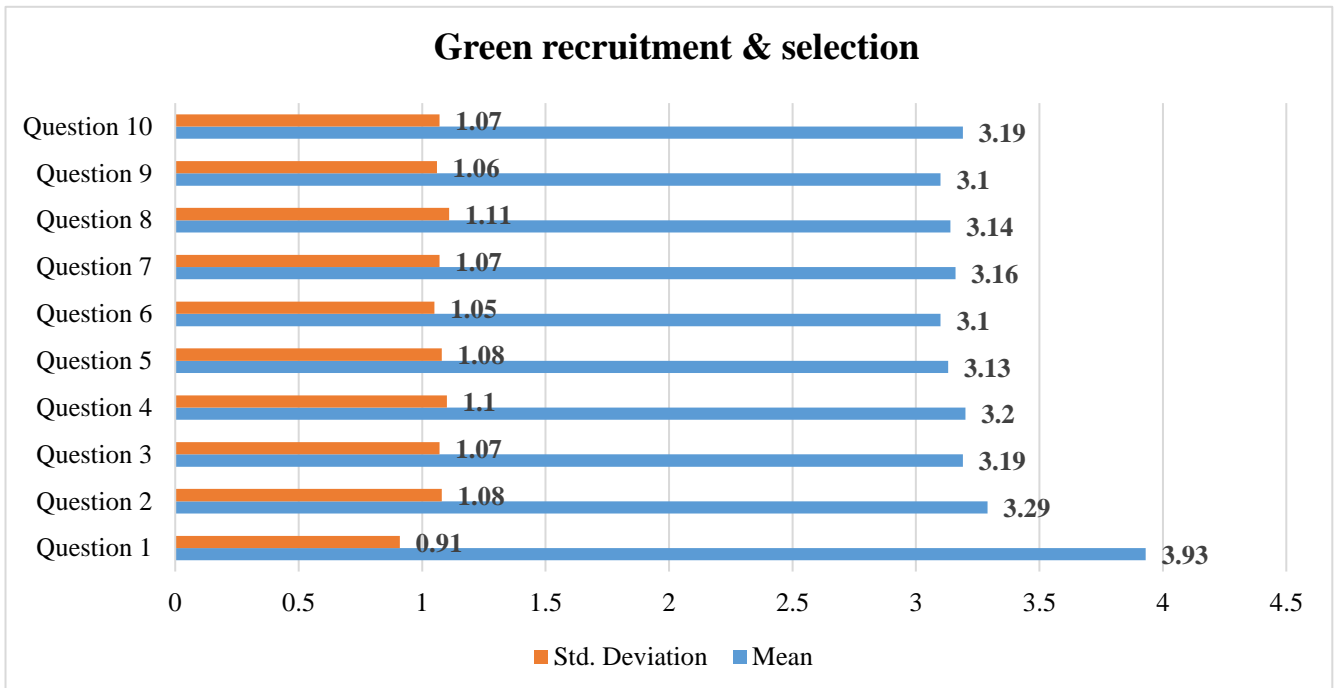
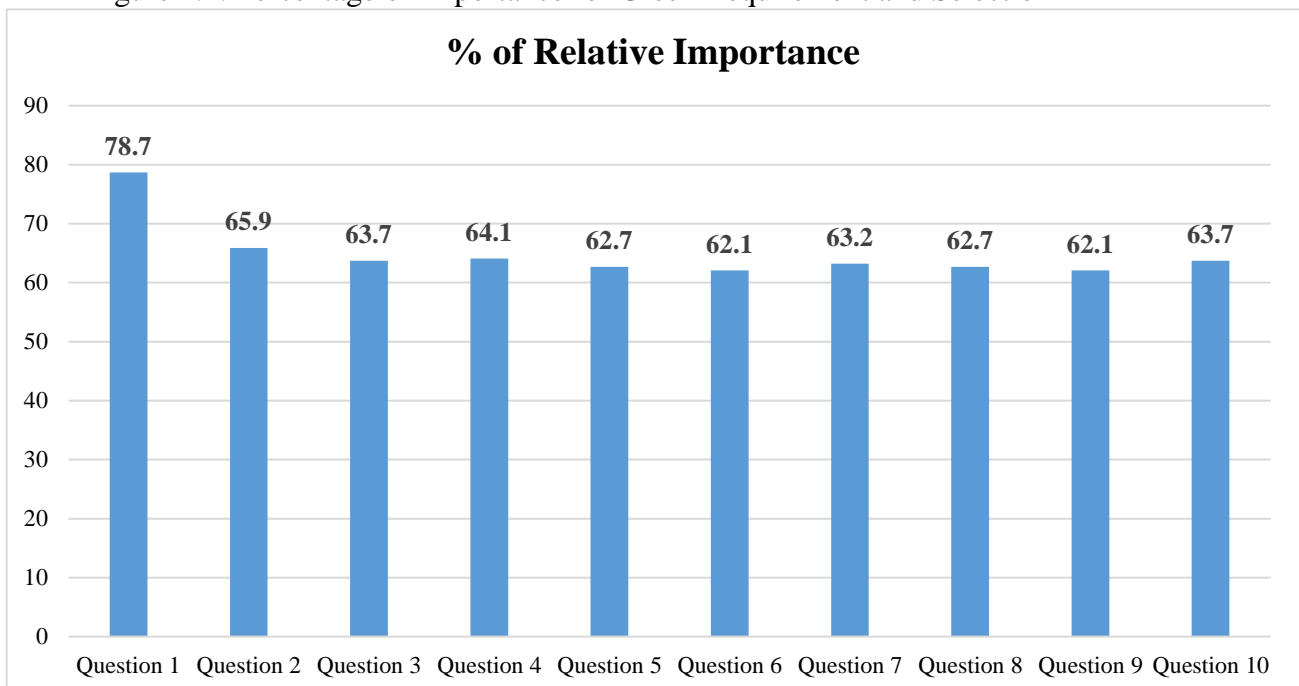


Figure 4.1: Green Requirement and Selection

Figure 4.2: Percentage of Importance for Green Requirement and Selection



The above figures examines the green recruitment & selection section), items mean fluctuates between 3.93 the maximum value, and 3.10 the lowest value. The respondent's opinion about the (Great effort goes into selecting the right person), have a mean of 3.93,

this answer indicates agreement with opinions about this item, also the item (Hiring only those who possess environmental values), have a mean of 3.29, and this answer also indicate agree with opinions, and the item about (The HRM attracts eco-friendly and green manpower), have a mean of 3.10 which is agreed with opinion, in the summary all items that measure green recruitment & selection section), have an overall average of 3.24, with relative importance 64.9%, so the above-analyzed show agree with opinions about green recruitment & selection section).

4.1.3 Green Training and Development:

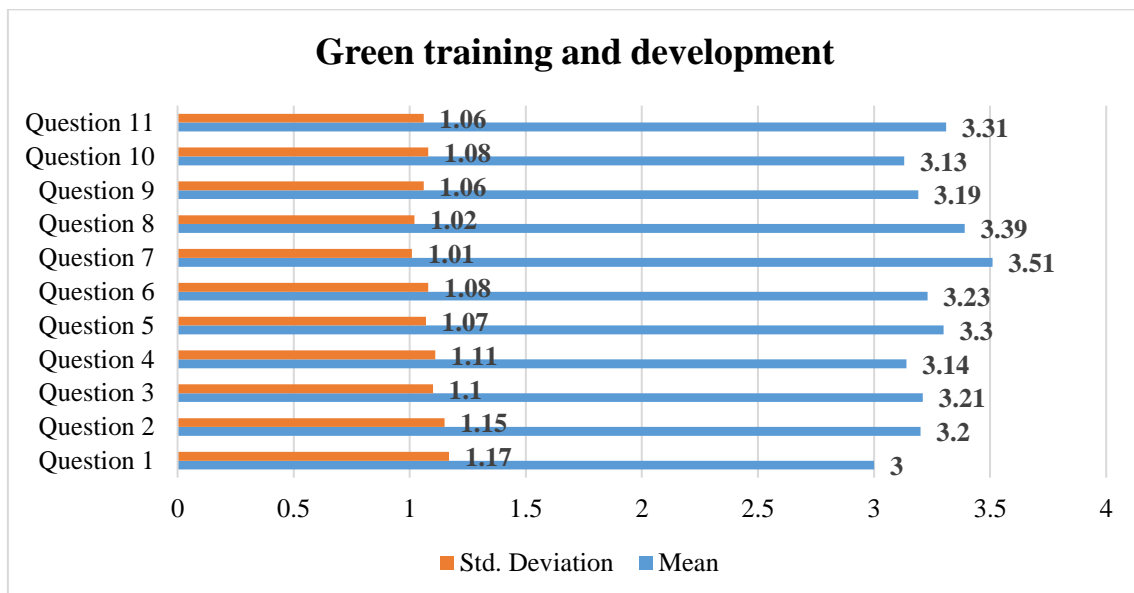


Figure 4.3: Green Training and Development

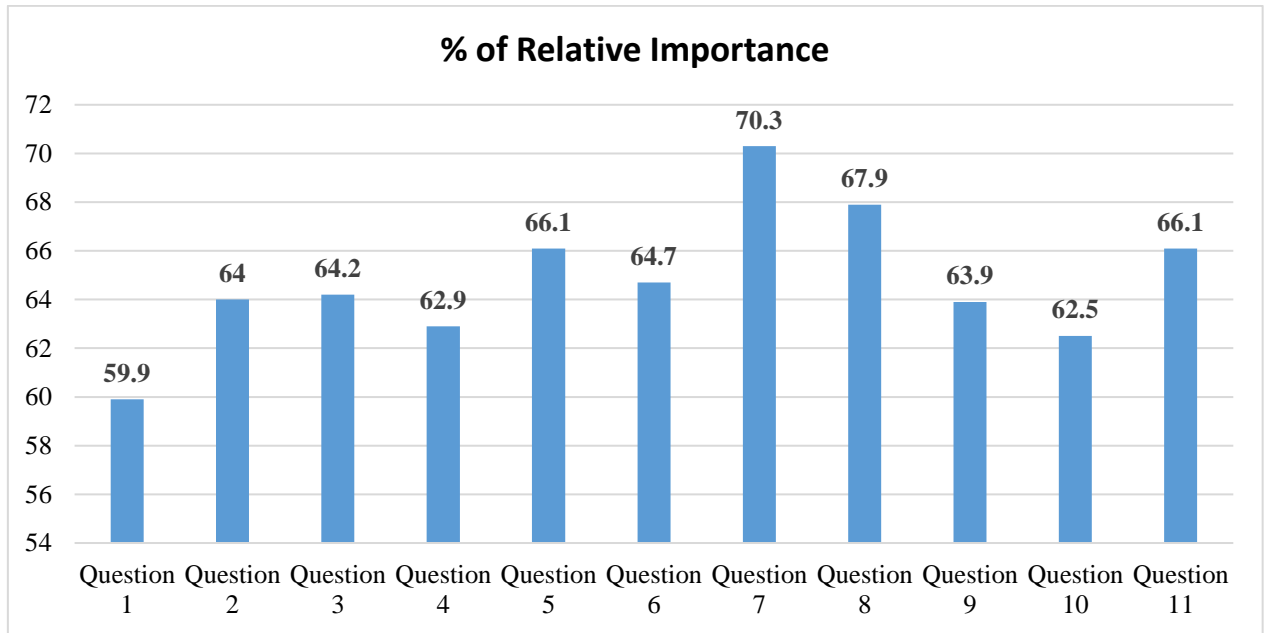


Figure 4.4: Percentage of Importance for Green Training and Development

The above figures examines the green training and development section, items mean fluctuates between 3.51 the maximum value, and 3.00 the lowest value. The respondent's opinion about the (The management provides employees of the content of training courses on internet to minimize using papers, in addition to using remote communication), have a mean of 3.51, this answer indicates agreement with opinions about this item, also the item (The management holds the training programs that enhance social responsibility regarding environmental protection, reducing the depletion of natural resources, and decreasing direct damage against environment), have a mean of 3.39, and this answer also indicate agree with opinions, and the item about (Every employee undergoes mandatory environmental training), have a mean of 3.00 which is agreed with opinion, in the summary all items that measure green training and development section, have an overall average of 3.24, with relative importance 64.8%, so the above-analyzed show agree with opinions about green training and development section.

4.1.4 Green Performance Management:

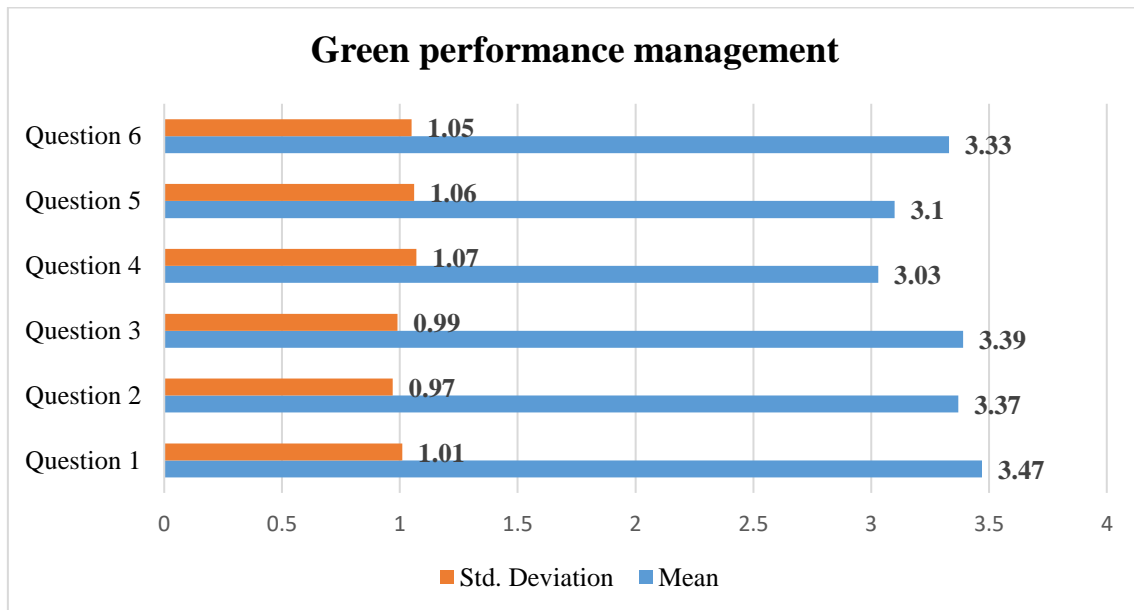


Figure 4.5: Green Performance Management

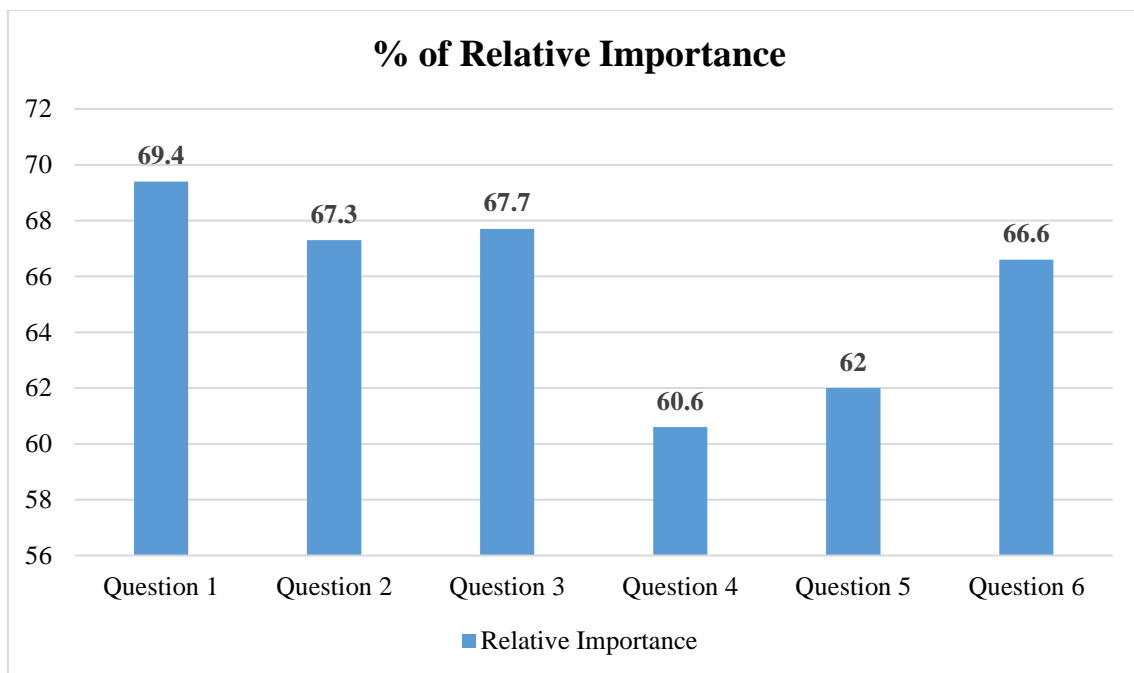


Figure 4.6: Percentage of Importance for Green Performance Management

The above figures examines the green Performance Management section, items mean fluctuates between 3.47 the maximum value, and 3.03 the lowest value. The respondent's opinion about the (Employees' aims and responsibilities are clear regarding

environmental protection issues), have a mean of 3.47, this answer indicates agreement with opinions about this item, also the item (Employees have enough knowledge and awareness of their responsibilities toward protecting environment and decrease pollution that lead to achieve tangible results), have a mean of 3.39, and this answer also indicate agree with opinions, and the item about (The management evaluates employees' green performance levels to meet the objectives related to environmental protection, environmental progress, and sustainability of natural resources), have a mean of 3.03 which is agreed with opinion, in the summary all items that measure green Performance Management section, have an overall average of 3.28, with relative importance 65.6%, so the above-analyzed show agree with opinions about green Performance Management section.

4.1.5 Green Rewards Section:

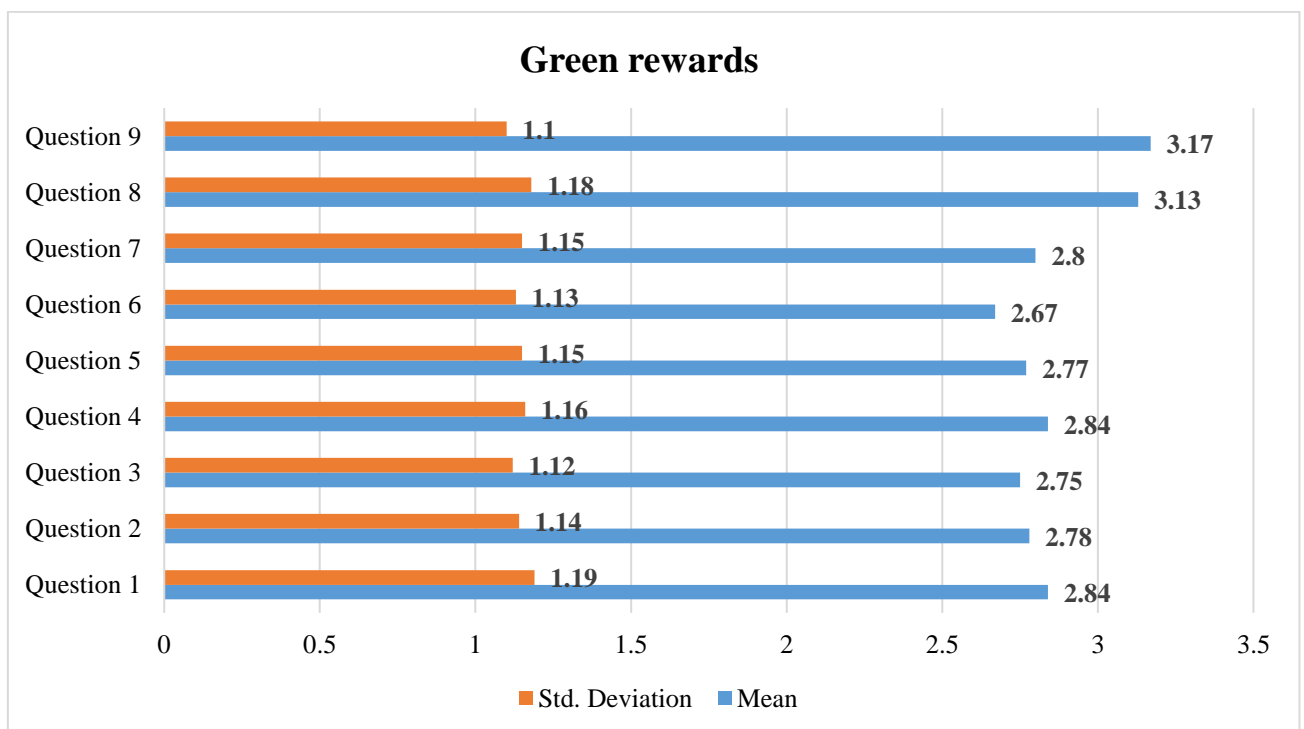


Figure 4.7: Green Rewards

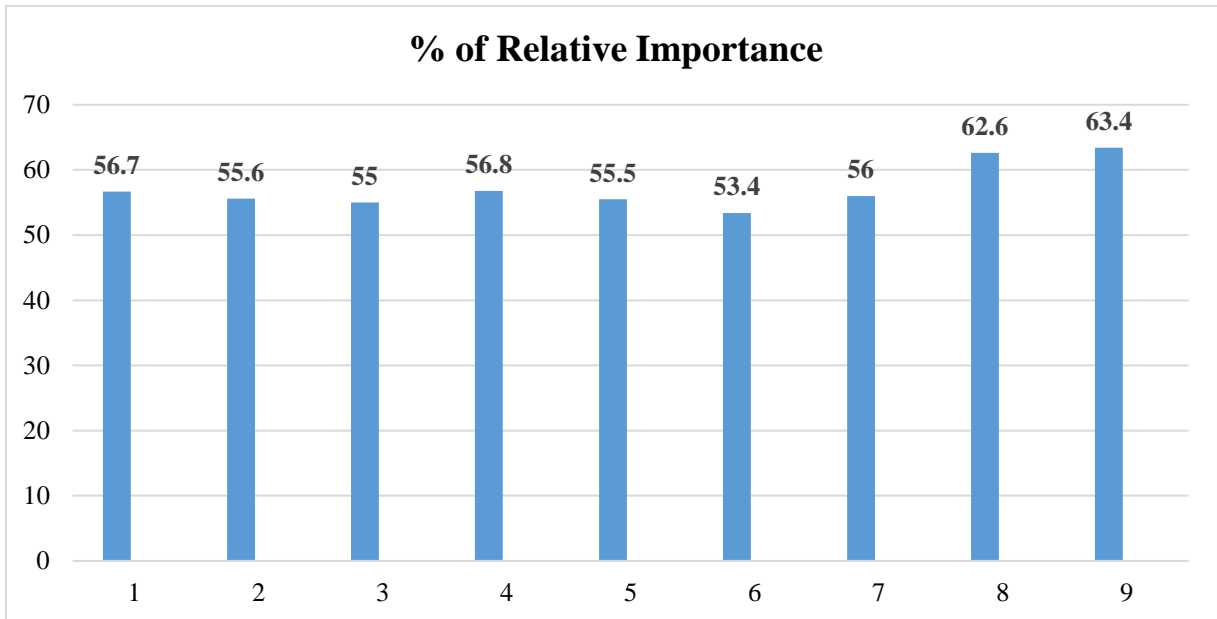


Figure 4.8: Percentage of Importance for Green Rewards

The above figures examines the green Rewards section, items mean fluctuates between 3.17 the maximum value, and 2.67 the lowest value. The respondent's opinion about the (The management gives incentives and rewards to employees based on their annual performance), have a mean of 3.17, this answer indicates agreement with opinions about this item, also the item (Employees receive moral appreciation for their efforts at work and their green performance, the extent to which they protect environment, minimize damage against environment, and protect natural resources), have a mean of 3.13, and this answer also indicate agree with opinions, and the item about (The management has a promotion system where employees are promoted based on their environmentally friendly practices and to what extent they protect environment and achieve sustainability of natural resources), have a mean of 2.67 which is agreed with opinion, in the summary all items that measure green Rewards section, have an overall average of 2.86, with relative importance 57.2%, so the above-analyzed show agree with opinions about green Rewards section.

4.1.6 Employees' Organizational Behavior:

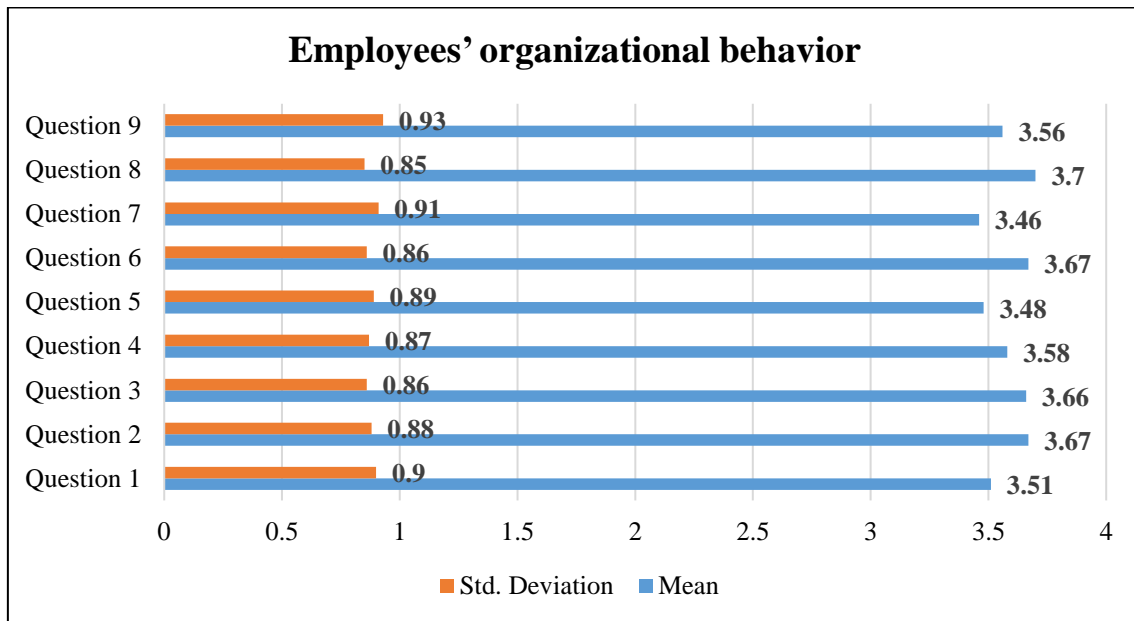


Figure 4.9: Employee's Organizational Behavior

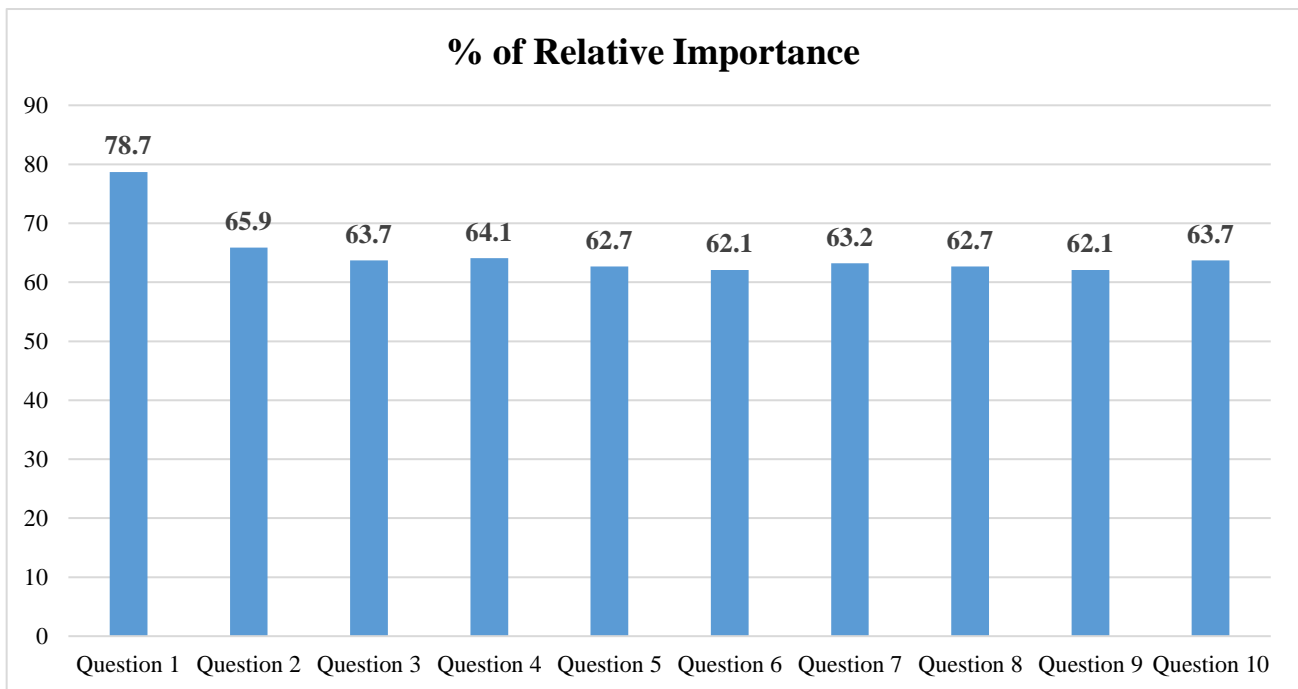


Figure 4.10: Percentage of Importance for Employee's Organizational Behavior

The above figures examines the Employees' organizational behavior section, items mean fluctuates between 3.70 the maximum value, and 3.46 the lowest value. The respondent's opinion about the (In my work, I weigh the consequences of my actions before doing

something that could affect the environment), have a mean of 3.70, this answer indicates agreement with opinions about this item, also the item (I encourage my colleagues to adopt more environmentally conscious behavior), have a mean of 3.67, and this answer also indicate agree with opinions, and the item about (I volunteer for projects, endeavors, or events that address environmental issues in my organization), have a mean of 3.46 which is agreed with opinion, in the summary all items that measure Employees' organizational behavior for the environment section, have an overall average of 3.59, with relative importance 71.8%, so the above-analyzed show agree with opinions about Employees' organizational behavior section.

4.1.7. Correlation Matrix:

Table 4.2: Correlation Matrix

Correlations		Employees' organizational behavior
Green Recruitment & Selection	Pearson Correlation	0.485**
	Sig. (2-tailed)	0.000
	N	270
Green Training and Development	Pearson Correlation	0.560**
	Sig. (2-tailed)	0.000
	N	270
Green Performance Management	Pearson Correlation	0.649**
	Sig. (2-tailed)	0.000
	N	270
Green Rewards	Pearson Correlation	0.534**
	Sig. (2-tailed)	0.000
	N	270

The above analysis for Pearson correlation show a positive relationship between (green recruitment & selection) and (Employees' organizational behavior), since p-value less

than 5%, so the correlation is significant, the same result for relationship between (green training and development) and (Employees' organizational behavior), p-value less than 5% so the correlation between two variable is significant and positive, also the same result for correlations between (green Performance Management) and (Employees' organizational behavior), p-value less than 5% so the correlation between two variable is significant and positive, also the same result for correlations between (green Rewards), and (Employees' organizational behavior) p-value less than 5% so the correlation between two variable is significant and positive.

4.1.8 .Study Tools:

A questionnaire was prepared to measure the reality of the Employees working in the Palestinian NGO sector. The questionnaire is the main appropriate tool for the field study to obtain information and data that is being filled in by the respondent. The questionnaire was divided into two main parts:

1. Section one: Personal data of the respondents in terms of (Gender, Age, educational qualification).
2. The second section: consists of four sections to measure the reality of staff work in NGO organizations located in Ramallah, Palestine, where the questionnaire consists of six-axis as follows: (Green recruitment & selection section, Green training, and development section, Green Performance Management section, Green Rewards section, Employees' organizational behavior for the environment section).

4.1.9. Summary Findings:

The main question of the research is: what is the impact of GHRM practices on employees' organizational behavior for the environment in the Palestinian NGO sector?

In order to answer the main question of the study the researcher derived the main first main hypothesis which stated that GHRM practices have a significant positive impact on employees' organizational behavior for the environment in the Palestinian NGO sector.

The results revealed that there was a statical impact of GHRM practices (green recruitment & selection, green training, and development, green Performance Management, green Rewards) on employees' organizational behavior as the statistics shows in the section of green recruitment and selection have an overall mean 3.24 with relative importance 64.9% 0.87 standard deviation and as the arithmetic mean range degrees adopted that between 2.34-3.67 have a medium impact on employees organizational behavior and that is an indicator to agree with the hypothesis that stated green recruitment and selection have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector as for the green training and development section the overall mean is 3.24 with relative importance of 64.8% and 0.91 standard deviation depending on the arithmetic mean range it have a medium degree impact on employees behavior which is a proof of the second hypothesis that stated Green training and development have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector. For the green performance management section, the overall mean is 3.28 with relative of importance 65.6% standard and deviation 0.88 and based on the arithmetic mean range it have a medium degree of impact on employees organizational behavior this proves the validity of the third hypothesis that stated green Performance Management have a significant positive impact on employees'

organizational behavior in the Palestinian NGO sector. Relatively to green reward management section the overall mean is 2.86 with relative importance of 57.2% standard deviation of 1.02 and according to the arithmetic mean range it has a medium impact on employees' organizational behavior and this proves the validity of the last hypothesis that stated green rewards have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector. Relying on the analysis above the answer for the first sub-question: What is the level of application of the GHRM practices in the Palestinian NGO sector? Is answered by it is applied to a medium degree. However, the second sub-question: What is the level of employee organizational behavior toward the environment in Palestinian NGOs? Is answered it is applied to a medium degree with an overall mean 3.59 and the items mean fluctuates between 3.70 the maximum value, and 3.46 the lowest value with relative importance 71.8%, deviation of 0.72 and according to the arithmetic mean range it has a medium application in the NGO Palestinian sector.

4.1.10. Statistical Processing:

The researcher collected the primary data through a questionnaire with the sample members, and after data collection and review, they were entered into a database that was developed on the Statistical Package for Social Sciences SPSS where the respondents' answers were given according to the five- point Likert scale for each paragraph of the questionnaire. The researcher also carried out the necessary statistical treatment of the data by extracting numbers, percentages, arithmetic averages, and standard deviations for the study paragraphs. The study hypotheses were examined at the level of statistical significance ($\alpha \leq 0.05$) by using the following tests:

1. Percentages, Frequencies, and Arithmetic Averages: This command is mainly used for the purposes of knowing the frequency of the categories of a variable and is useful to the researcher in describing the study sample.
2. Pearson Correlation Coefficient to measure the degree of correlation: This test is based on studying the relationship between two variables, and the researcher used it to calculate the internal consistency and the structural validity of the questionnaire.
3. Cronbach's Alpha test to determine the stability of the resolution items.
4. T-Test a test for the independent variables to see if there are statistically significant differences between two sets of independent data.
5. One-Way ANOVA to see if there are statistically significant differences between three or more sets of data. The researcher used it for the differences attributable to the variable that includes three groups or more.
6. Linear regression analysis, to find out if there is a relationship, effect, and statistical significance between the dependent variables and the independent variables.
7. Relying on the Likert fifth scale in data analysis.

4.1.11. Validity of the Study Instrument:

The validity of the tool is intended to verify that the questions of the questionnaire measure what it was designed to measure in terms of comprehensiveness, and the clarity of its paragraphs and vocabulary, meaning that the questionnaire is understandable to everyone who uses it, and the A researcher verified the validity of the tool in two ways:

4.1.12. Construct's Validity:

The validity of the study tools was verified by presenting them to a group of specialized and experienced arbitrators who showed theirs about the number of paragraphs, their wording, order, and modification of the questionnaire. Which was composed of 61 paragraphs divided into five fields.

The correlation coefficient between the paragraphs and the total score for each item was calculated as shown in table 1.

Table 4.3: Pearson correlation coefficient and statistical construct significance

Number	Person	Sign	Number	Person	Sign	Number	Person	Sign
1	.371**	.000	22	.767**	.000	43	.597**	.000
2	.628**	.000	23	.787**	.000	44	.538**	.000
3	.690**	.000	24	.697**	.000	45	.628**	.000
4	.652**	.000	25	.817**	.000	46	.504**	.000
5	.689**	.000	26	.783**	.000	47	.481**	.000
6	.720**	.000	27	.787**	.000	48	.516**	.000
7	.695**	.000	28	.779**	.000	49	.599**	.000
8	.732**	.000	29	.795**	.000	50	.323**	.000
9	.720**	.000	30	.811**	.000	51	.533**	.000
10	.754**	.000	31	.778**	.000	52	.217**	.000
11	.682**	.000	32	.795**	.000	53	.424**	.000
12	.738**	.000	33	.773**	.000	54	.482**	.000
13	.728**	.000	34	.777**	.000	55	.497**	.000
14	.764**	.000	35	.754**	.000	56	.567**	.000
15	.762**	.000	36	.677**	.000	57	.567**	.000
16	.751**	.000	37	.575**	.000	58	.560**	.000
17	.610**	.000	38	.515**	.000	59	.582**	.000
18	.756**	.000	39	.567**	.000	60	.461**	.000
19	.798**	.000	40	.656**	.000	61	.552**	.000
20	.806**	.000	41	.645**	.000			
21	.723**	.000	42	.568**	.000			

The data in the table indicates that there is a high consistency between items and the total score of each construct. Moreover, the Pearson correlation was between (0.428 – 0.828) and was significant (0.000) for a majority of items, which indicates internal validity.

4.1.13. 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 enhancing 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. 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) 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 0.856 and 0.922. This range is considered high; the result ensured the reliability of each

domain of the questionnaire. Cronbach's Alpha equaled 0.958 for the entire questionnaire. This indicates the excellent reliability of the entire questionnaire.

Table 4.4: Cronbach's Alpha Value

Sections	Cronbach's Alpha Coefficient Values	N of Items
Green recruitment	0.946	10
Green training	0.959	11
Green Performance	0.927	6
Green Rewards	0.966	9
Employees' behavior	0.936	9
HR effectiveness	0.915	11
In general, treated fairly	0.909	5
All items	0.979	61

Chapter Five: Conclusion and Recommendations

5.1. Introduction:

This credit includes a presentation for analyzing the results of the study and testing the hypotheses by answering the study questions and reviewing the most prominent results of the questionnaire, which were reached by analyzing its paragraphs and identifying the variables of the study. Social Studies (SPSS) to obtain the results of the study, which will be presented in the analysis of this chapter. The chapter begins by analyzing the answers of the study sample members about the study axes in proportion to the study questions.

In the second section, the researcher deals with testing the hypotheses of the study. In this chapter, the researcher reviews the compatibility of his results with previous studies in the same field, to infer the validity of the results of the study. The researcher also presents her point of view and interpretation of these partial results from the perspective of what was mentioned in the theoretical framework of this study, and the researcher determined the degree of response averages of the study sample members, the following degrees were adopted:

Degree	low	medium	High
The arithmetic mean range	2.33	2.34-3.67	and above 3.68

Five ranks of Likert Scale for answers (strongly agree (5 points), agree (4 points), neutral (3 points), disagree (2 points), strongly disagree (1 point) and the scores were calculated for the arithmetic averages as follows:

The period for the averages is the highest answer – the lowest answer (5-1) – 4 and it was divided into three degrees so that the period between each score was 1.33.

5.1.1. Conclusion:

study was to investigate into the impact of green HRM practices on employee organizational behavior in the Palestinian NGO sector. Using extensive literature reviews and information derived, four essentials green HRM practices were identified. There were green recruiting and selection, green training and development, green performance management, and green rewards. The findings demonstrated that green HRM practices were considered and implemented at a moderate level and that there was a statistically favorable correlation between green HRM practices individually and environmental performance. green performance management had the largest positive connection, while green reward had the lowest. This means that NGO organizations did not invest sufficiently in human resources with green rewards, as most Palestinian organizations embraced cost-cutting methods as a result of the country's economic difficulties. NGO management is encouraged to invest more in their green rewards in order to enhance their green HRM implementation level, which may result in a high degree of environmental performance in the medium and long run. The success of an organization's environmental performance is strongly dependent on its green reward management systems. Several firms have effectively rewarded great environmental performance, initiatives, and innovations by adding environmental criteria into remuneration appraisals. At various levels, many businesses require diverse employee environmental performance rewards programs. The key to identifying the success of rewards is to make them available at multiple levels inside the organization. This means that NGO administration must prioritize green rewards in their organizations, and they must have used an effective green recruitment and selection process to choose the best-prepared applicant for environmental protection (Arulrajah et al., 2015). The results also showed that the green reward system

was not extensively applied to motivate employees' green behavior (Jabbour 2011). Previous studies pressed that a green incentive system is a useful tool for implementing green HRM. Based on this, NGO management should develop effective compensation criteria that can be applied to all individuals in order to recruit and keep green talented personnel, as the majority of them saw the rewards program as a priority in their decision to work for organizations. In general, top management possesses the authority and visibility required to push employees to participate in environmental initiatives that may raise their awareness and dedication to their green job. As far as the researcher is aware, this is a new research subject in Palestine that sheds light on how HR functions in NGO organizations might deliver environmental performance equivalent to green Practices. It contributes to the limited literature on green HRM and environmental protection. Also, it gives a thorough overview of where and how green HRM practices are related to one another and to environmental performance in Palestinian non-governmental organizations. The study has investigated the relationship between four green HRM practices with organizational behavior for the environment (Jackson et al. 2011).

According to the findings of this study, there is a real need to conduct more studies on green and HR practices in the NGOs sector in Palestine because it is a developing and crucially important matter, in addition to better boosting and proposing for this subject and spreading awareness of the targeted sector and related stakeholders such as civil society, human rights organizations, climate change advocates, environmental protection organizations, business associations, universities, and so on.

There is a need to build national and regional green HR forums, as well as a regional coalition of different sectors and stakeholders to propagate the finest green HR practices.

According to the statistical analysis of the research variables and hypotheses, this research found the following results:

5.1.2. Conclusions Related to Green Recruitment and Selection:

It was concluded that green Recruitment and Selection generally have a medium effect degree on the NGO sector with an overall mean of 3.24 while the items mean fluctuates between 3.93 the maximum value for Great effort goes into selecting the right person hiring only those who possess environmental values, and 3.10 the lowest value for the job vacancies ads of your organization focus on recruiting candidates who have eco-friendly skills and behaviors and who aware of environmental issues and the HRM attracts eco-friendly and green manpower. That means that the job analysis, job description, and responsibility are not designed to attract individuals who are environmentally conscious. Furthermore, top management's efforts to adopt innovative technology and approaches that will improve the process of hiring and selecting individuals are limited. According to the analysis, it has a significant relationship between green recruitment and selection and organizational behavior because the significance is 0.00, and the level of statical significance ($\alpha \leq 0.05$) is proof for the first hypothesis which stated that green recruitment and selection have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector. Despite that the job ads do not focus on recruiting candidates that have eco-friendly skills and the HRM doesn't attract eco-friendly candidates.

5.1.3. Conclusions Related to Green Training and Development:

It was concluded that the process of training employees and developing their skills to be able to deal with environmental protection issues is a medium effect degree on NGO sector with an overall mean 3.24 items mean fluctuates between 3.51 the maximum value for management provides employees of the content of training courses on internet to minimize using papers, in addition to using remote communication , and 3.00 the lowest value for every employee undergoes mandatory environmental training is designed to enhance employee's environmental skills & knowledge and that means that green Training and Development the efforts to conduct green training programs and courses to develop employees' abilities to solve environmental problems is weak, that depends on the fund that the NGO got from the donors and these kind of trainings is not supported by them and that what make them limited to financial resources to conduct like these trainings. Despite that and according to the analysis it has a significant relationship between green training and development and organizational behavior because the significance is 0.00, and the level of statical significance ($\alpha \leq 0.05$) is proof for the second hypothesis green training and development have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector.

5.1.4. Conclusions Related to Green Performance Management:

It was concluded that green Performance Management to deal with environmental protection is a medium effect degree on the NGO sector with an overall mean of 3.28 items mean fluctuating between 3.47 the maximum value for employees' aims and responsibilities are clear regarding environmental protection issues and that assured what has been discussed the previous chapters that there are policies about green practices but

it is not applied, and 3.03 the lowest value for management evaluates employees' green performance levels to meet the objectives related to environmental protection, environmental progress, and sustainability of natural resources and that shows that employees do not have continuous feedback about their green performance and there are no green indicators to measure the employee green performance. despite that and relying on the study analysis it has a significant relationship between green performance management and organizational behavior because the significance is 0.00, and the level of statical significance ($\alpha \leq 0.05$) is proof for the third hypothesis green Performance Management has a significant positive impact on employees' organizational behavior in the Palestinian NGO sector.

5.1.5. Conclusions Related to Green Reward:

According to the statistical results, it was found that green Rewards have a medium effect degree on NGO Sector with an overall mean of 2.86 items mean fluctuates between 3.17 the maximum value The management gives incentives and rewards to employees based on their annual performance, and 2.67 the lowest value for management has a promotion system where employees are promoted based on their environmentally friendly practices and to what extent they protect the environment and achieve sustainability of natural resources The conclusions of this practice showed that there is no real green reward system moreover employees didn't receive financial or non-financial rewards related to their green behavior. But depending on the study analysis it has a significant relationship between green rewards and organizational behavior because the significance is 0.00, and the level of statical significance ($\alpha \leq 0.05$) is proof for the fourth hypothesis green rewards

have a significant positive impact on employees' organizational behavior in the Palestinian NGO sector.

5.1.6. Recommendations:

Based on the above results the researcher proposes the following recommendations:

5.1.7. Recommendations Related to Green Recruitment and Selection

- Top management should prioritize hiring people who are aware of how to safeguard the environment and deal with green concerns. This method raises awareness among existing employees and eventually improves the nature of work.
- In job interviews, it is important to prioritize assessing candidates' aptitude and compliance with green programs because it helps to establish a detailed and accurate vision of potential before hiring them.

5.1.8. Recommendations Related to Green Training and Development

- Employees must be educated to take on more responsibility for environmental protection.
- Employees should be taught how to retain the natural environment and meet strict environmental protection standards on a regular basis because employees who are given training on how to endorse green practices will apply eco-friendly in all work activities as well as their personal lives.
- It is preferable to regularly train staff regarding how to handle environmental issues and reach resource sustainability because environmentally friendly training sessions improve both the exterior and internal environmental status.

- Top management should organize programs, conferences, and e-learning to help staff expand their abilities and learn about environmentally friendly practices. Furthermore, virtual lectures assist in lowering the use of paper, electricity, transportation, and other expenses such as venues. Reduced use of these things will have a positive impact on the environment while decreasing the negative impact.

7.1.3 Recommendations Related to Green Performance Management

- To enhance their environmental performance, top managers must provide staff with continuous feedback on their involvement in accomplishing environmental protection goals.
- it is necessary to discuss assessment results with employees concerning the level attained and the degree to which they advance toward achieving environmental targets.

5.1.9. Recommendations Related to Green Rewards

- Employees should be paid for participating in green practices in order to increase their loyalty to existing environmental rules and improve their green performance.
- There is a need to provide green awards and incentives to employees in order to increase job satisfaction, improve their environmental performance, and motivate them to safeguard the environment and become eco-friendly individuals.

5.1.10. Strategic Recommendations for Further Follow-ups and Future Work:

- There is a real need to conduct more research on green and HR practices in the NGOs sector in Palestine since it is an emerging and highly significant issue, in addition to better promoting and advocating for this issue and raising awareness of the targeted sector and key stakeholders such as Civil society, Human Rights Organizations, Climate Change Advocates, Environment's Protection Organizations, business associations, universities, media, think tanks and others, to enhance environmental culture and strengthen Human Resources practices.
- NGOs in Palestine must consider green parameters in their formal process of strategic planning and budgeting in the form of strategic objective(s) and/or crosscutting themes. Accordingly, GHRM in NGO's will lead to reducing costs through wisdom and prudent consumption, as-well-as will generate income by saving energy, and recycling waste.
- The integration of green practices in the NGO's strategic planning will introduce gradual change and institutionalization of the formal practices, and accordingly improve green performance development.
- The need to establish a national advocacy group from the NGOs sector and Environmental Coalition that will lead policy dialogue with the government to introduce policy change on the level of the National Policy Agenda and to hold the government accountable for the flow down of the policies' actions and actual implementation by local institutions toward a better life for community and citizens.
- To consider the integration of the green Considerations and evaluation of practices and behavior in the annual appraisal that reflects how far the employees apply the green practices and that will contribute to the green rewarding system.

- Part of the policy and regulatory change is to introduce the green criteria as part of the ISO and green management performance (GMP) so it will enforce compliance with the GHRM criteria. So, organizations that are able to line up HRM practices with the objectives of environmental management can be successful in environmental management practices.
- Green HR strategies help companies find substitute alternatives to cut costs. It refers to the contribution of people management policies and activities towards this broader agenda. It is an important issue for HR because it is also very important for all employees, as well as customers and other stakeholders. It is also one in which HR can have a big impact without causing much expenditure. Additionally, good environmental management can improve sales and reduce costs by providing funding for green benefits to keep staff engaged.
- Creating green centers for all working sectors starting enterprises based on environmentally friendly innovative ideas. Once the center verifies that the organization is environmentally friendly, will be linked with experts who engage in business implementation. As a result, funding for such projects would be considerably easier to come by.

5.1.11. Limitation of the Study:

- Employee familiarity with the term green HRM practices.
- Management awareness: management is not familiar with green HRM practices.
- Difficulties in data collection since the topic is new.
- Since participating in the research is voluntary some employees might not be willing to share their experience which affects the results.

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Appendix 1: Questionnaire

Dear Participants,

My Name is Renad Issa Natour and I am a human resource postgraduate Student at Arab American University. I am conducting a study on the Impact of Green Human Resource Management on Employees' organizational behavior for the environment in the NGO sector as a requirement to finish my master's degree.

I am inviting you to participate in this study by completing the following questionnaire it will require 5 to 10 minutes to complete. Thank you for taking your time in assisting me with this study however doing so will greatly assist me in completing my study and enhancing my understanding of this study focus. The data collected will remain confidential and used solely for academic purposes.

Green Human Resources Management (GHRM) can be defined as a set of policies, practices, and systems that stimulate the green behavior of a company's employees in order to create an environmentally sensitive, resource-efficient, and socially responsible organization.

Sincerely yours,

Renad Issa Natour

r.natour1@student.aaup.edu

General Information Section:

Question 1: Indicate your gender?

Male

Female

Question 2: What is your age?

18-24

25-34

35-44

45-54

55 or older

Question3: Select your educational qualification:

High school

Bachelors

Masters

Professional

Doctorate

Other

The survey questionnaire rated on a five-point rating scale (wherein 1 = strongly agree and 5 = strongly disagree).

Green Recruitment & Selection Section:

1. Great effort goes into selecting the right person (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

2. Hiring only those who possess environmental values (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

3. Considerable importance given to green staffing process (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

4. The job analysis contains environmental awareness skills that the employee should have (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

5. Job responsibilities are formulated based on considering environmental protection issues more significant than other issues (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

6. The job vacancies ads of your organization focus on recruiting candidates who have eco-friendly skills and behaviors and who aware of environmental issues (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

7. The human resource management at your organization depends on a specific methodology of the recruitment and selection process that specify the candidates' commitment and awareness of protecting environment and green orientation in the world (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

8. The management has a clear plan to recruit high qualified and eco-friendly candidates (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

9. The HRM attracts eco-friendly and green manpower (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

10. The management has advanced technologies and techniques that have positive effect on recruiting and selecting candidates who are aware of environmental issues (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

Green Training and Development Section:

1. Every employee undergoes mandatory environmental training (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

2. Environmental training is designed to enhance employee's environmental skills & knowledge (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

3. Employees to use environmental training in their jobs (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

4. The management depends on green training programs to protect environment, and they considered as a priority for comparing with other training programs (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

5. The management orders employees to attend the courses that related to training them to adopt environmental protection practices and preserve natural resources (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

6. The management develops green training programs that focus on protecting environment, and encourages holding them frequently (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

7. The management provides employees of the content of training courses on internet to minimize using papers, in addition to using remote communication (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

8. The management holds the training programs that enhance social responsibility regarding environmental protection, reducing the depletion of natural resources, and decreasing direct damage against environment (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

9. The human resource department cares about green training that leads to create employees who are able to face many environmental problems and find suitable solutions for them (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

10. The management holds high quality courses that have tangible results, which directly affect employees behaviors toward protecting environment (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

11. The managers are interested in employees opinions regarding the content of training courses, and encourage opinions that related to methods of protecting environment (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

Green Performance Management section:

1. Employees' aims and responsibilities are clear regarding environmental protection issues (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

2. The performance management system of the institution is active and directly contributes in achieving the objectives related to protecting environment and natural resources (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

3. Employees have enough knowledge and awareness of their responsibilities toward protecting environment and decrease pollution that lead to achieve tangible results (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

4. The management evaluates employees' green performance levels to meet the objectives related to environmental protection, environmental progress, and sustainability of natural resources (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

5. Employees are provided with regular feedback to improve their practices related to environmental protection (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

6. The process of measuring the performance of eco-friendly employees leads to achieve sustainability and encourage their co-workers to do so (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

Green Rewards section:

1. Employee gets reward for environmental management (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

2. Employee gets reward for acquiring specific environmental competencies (Singh et al., 2020).

strongly agree Agree neutral disagree strongly disagree

3. The management has a compensation policy to reward employees for their green or eco-friendly behaviors (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

4. The management presents financial and nonfinancial rewards for the employee who presents creative ideas for green initiatives aims to protect environment and decrease pollution levels (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

5. The management provides bonuses and incentives to the employee who proves his ability to adopt green practices in order to encourage him/her to continue at work that positively reflected on the general performance (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

6. The management has a promotion system where employees are promoted based on their environmentally friendly practices and to what extent they protect environment and achieve sustainability of natural resources (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

7. The management has a reward system encourages employees to improve their performance that linked to protecting environment and achieve sustainability of natural resources (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

8. Employees receive moral appreciation for their efforts at work and their green performance, the extent to which they protect environment, minimize damage against environment, and protect natural resources (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

9. The management gives incentives and rewards to employees based on their annual performance (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

Employees' Organizational Behavior Section:

1. I give my time to help my colleagues take the environment into account in everything they do at work (Sobaih et al., 2020).

strongly agree Agree neutral disagree strongly disagree

2. I encourage my colleagues to adopt more environmentally conscious behavior (Sobaih et al., 2020).

strongly agree Agree neutral disagree strongly disagree

3. I encourage my colleagues to express their ideas and opinions on environmental issues (Sobaih et al., 2020).

strongly agree Agree neutral disagree strongly disagree

4. I speak to my colleagues to help them better understand environmental problems (Sobaih et al., 2020).

strongly agree Agree neutral disagree strongly disagree

5. I actively participate in environmental events organized in and/or by my organization (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

6. I undertake environmental actions that contribute positively to the image of my organization (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

7. I volunteer for projects, endeavors, or events that address environmental issues in my organization (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

8. In my work, I weigh the consequences of my actions before doing something that could affect the environment (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

9. I stay informed of my company's environmental initiatives (Abu Mahdi,2018).

strongly agree Agree neutral disagree strongly disagree

Appendix 2: Pilot Test

Pilot Test:

Construct's Validity:

The validity of the study tools was verified by presenting them to a group of specialized and experienced arbitrators who showed theirs about the number of paragraphs, their wording, order, and modification of the questionnaire. Which was divided into six fields. The correlation coefficient between the paragraphs and the total score for each item was calculated as shown in table 1.

Table 1: Pearson correlation coefficient and statistical construct significance

Number	Person	Sign	Number	Person	Sign	Number	Person	Sign
1	0.490**	0.006	22	0.764**	0.000	43	0.619**	0.000
2	0.567**	0.001	23	0.743**	0.000	44	0.751**	0.000
3	0.716**	0.000	24	0.643**	0.000	45	0.623**	0.000
4	0.727**	0.000	25	0.803**	0.000	46	0.296	0.112
5	0.538**	0.002	26	0.543**	0.002	47	-.113-	0.552
6	0.828**	0.000	27	0.754**	0.000	48	0.262	0.163
7	0.539**	0.002	28	0.728**	0.000	49	0.578**	0.001
8	0.670**	0.000	29	0.797**	0.000	50	0.195	0.302
9	0.777**	0.000	30	0.723**	0.000	51	0.435*	0.016
10	0.677**	0.000	31	0.704**	0.000	52	-.490-**	0.006
11	0.564**	0.001	32	0.709**	0.000	53	-.148-	0.435
12	0.688**	0.000	33	0.763**	0.000	54	0.151	0.435
13	0.695**	0.000	34	0.819**	0.000	55	0.138	0.468
14	0.573**	0.001	35	0.816**	0.000	56	-.027-	0.888
15	0.546**	0.002	36	0.664**	0.000	57	0.428*	0.018
16	0.626**	0.000	37	0.588**	0.001	58	0.549**	0.002
17	0.131	0.491	38	0.556**	0.001	59	0.500**	0.005

Number	Person	Sign	Number	Person	Sign	Number	Person	Sign
18	0.632**	0.000	39	0.735**	0.000	60	0.213	0.259
19	0.642**	0.000	40	0.694**	0.000	61	0.557**	0.001
20	0.716**	0.000	41	0.799**	0.000			
21	0.710**	0.000	42	0.645**	0.000			

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

* . Correlation is significant at the 0.05 level (2-tailed).

The data in the table indicates that there is a high consistency between items and the total score of each construct. Moreover, the Pearson correlation was between (0.428 – 0.828) and was significant (0.000) for a majority of items, which indicates internal validity.

Pilot Test Reliability Analysis;

The questionnaire's stability means that it will give the same result if it is redistributed again under the same conditions and conditions. The Cronbach's Alpha equation was calculated to confirm the reliability of the study instruments. It is recommended to have reliability between 0.7 and 0.8 to achieve high internal consistency. The reliability value of this study is 0.967 which meets the study purposes; thus, the questionnaire has a very high degree of stability, and the researcher has confirmed the validity and reliability of the study's questionnaire, which makes it complete confidence in the validity of the questionnaire and its validity to analyze the result of the hypotheses study questions and test its hypotheses in Table (2).

Table 2: Cronbach's Alpha

Sections	Cronbach's Alpha Coefficient Values	N of Items
Green recruitment	0.936	10
Green training	0.926	11
Green Performance	0.899	6
Green Rewards	0.964	9
Employees' behavior	0.947	9

Appendix 3: Analysis Tables

Green recruitment & selection section

Paragraph	Mean	Std. Deviation	Relative Importance	Degree
Great effort goes into selecting the right person	3.93	0.91	78.7	High
Hiring only those who possess environmental values	3.29	1.08	65.9	medium
Considerable importance given to green staffing process	3.19	1.07	63.7	medium
The job analysis contains environmental awareness skills that the employee should have	3.20	1.10	64.1	medium
Job responsibilities are formulated based on considering environmental protection issues more significant than other issues	3.13	1.08	62.7	medium
The job vacancies ads of your organization focus on recruiting candidates who have eco-friendly skills and behaviors and who aware of environmental issues	3.10	1.05	62.1	medium
The human resource management at your organization depends on a specific methodology of the recruitment and selection process that specify the candidates' commitment and awareness of protecting environment and green orientation in the world	3.16	1.07	63.2	medium
The management has a clear plan to recruit high qualified and eco-friendly candidates	3.14	1.11	62.7	medium
The HRM attracts eco-friendly and green manpower	3.10	1.06	62.1	medium
The management has advanced technologies and techniques that have positive effect on recruiting and selecting candidates who are aware of environmental issues	3.19	1.07	63.7	medium
Green recruitment & selection section)	3.24	0.87	64.9	medium

Green training and development:

Paragraph	Mean	Std. Deviation	Relative Importance	Degree
Every employee undergoes mandatory environmental training	3.00	1.17	59.9	medium
Environmental training is designed to enhance employee's environmental skills & knowledge	3.20	1.15	64.0	medium
Employees to use environmental training in their jobs	3.21	1.10	64.2	medium
The management depends on green training programs to protect environment, and they considered as a priority for comparing with other training programs	3.14	1.11	62.9	medium
The management orders employees to attend the courses that related to training them to adopt environmental protection practices and preserve natural resources	3.30	1.07	66.1	medium
The management develops green training programs that focus on protecting environment, and encourages holding them frequently	3.23	1.08	64.7	medium
The management provides employees of the content of training courses on internet to minimize using papers, in addition to using remote communication	3.51	1.01	70.3	medium
The management holds the training programs that enhance social responsibility regarding environmental protection, reducing the depletion of natural resources, and decreasing direct damage against environment	3.39	1.02	67.9	medium
The human resource department cares about green training that leads to create employees who are able to face many environmental problems and find suitable solutions for them	3.19	1.06	63.9	medium
The management holds high quality courses that have tangible results, which directly affect employees behaviors toward protecting environment	3.13	1.08	62.5	medium
The managers are interested in employees opinions regarding the content of training courses, and encourage opinions that related to methods of protecting environment	3.31	1.06	66.1	medium
Green training and development section	3.24	0.91	64.8	medium

Green Performance Management

Paragraph	Mean	Std. Deviation	Relative Importance	Degree
Employees' aims and responsibilities are clear regarding environmental protection issues	3.47	1.01	69.4	medium
The performance management system of the institution is active and directly contributes in achieving the objectives related to protecting environment and natural resources	3.37	0.97	67.3	medium
Employees have enough knowledge and awareness of their responsibilities toward protecting environment and decrease pollution that lead to achieve tangible results	3.39	0.99	67.7	medium
The management evaluates employees' green performance levels to meet the objectives related to environmental protection, environmental progress, and sustainability of natural resources	3.03	1.07	60.6	medium
Employees are provided with regular feedback to improve their practices related to environmental protection	3.10	1.06	62.0	medium
The process of measuring the performance of eco-friendly employees leads to achieve sustainability and encourage their co-workers to do so	3.33	1.05	66.6	medium
Green Performance Management section	3.28	0.88	65.6	medium

Green Rewards section

Paragraph	Mean	Std. Deviation	Relative Importance	Degree
Employee gets reward for environmental management	2.84	1.19	56.7	medium
Employee gets reward for acquiring specific environmental competencies	2.78	1.14	55.6	medium
The management has a compensation policy to reward employees for their green or eco-friendly behaviors	2.75	1.12	55.0	medium
The management presents financial and nonfinancial rewards for the employee who presents creative ideas for green initiatives aims to protect environment and decrease pollution levels	2.84	1.16	56.8	medium
The management provides bonuses and incentives to the employee who proves his ability to adopt green practices in order to encourage him/her to continue at work that positively reflected on the general performance	2.77	1.15	55.5	medium
The management has a promotion system where employees are promoted based on their environmentally friendly practices and to what extent they protect environment and achieve sustainability of natural resources	2.67	1.13	53.4	medium
The management has a reward system encourages employees to improve their performance that linked to protecting environment and achieve sustainability of natural resources	2.80	1.15	56.0	medium
Employees receive moral appreciation for their efforts at work and their green performance, the extent to which they protect environment, minimize damage against environment, and protect natural resources	3.13	1.18	62.6	medium
The management gives incentives and rewards to employees based on their annual performance	3.17	1.10	63.4	medium
Green Rewards section	2.86	1.02	57.2	medium

Employees' Organizational Behavior

Paragraph	Mean	Std. Deviation	Relative Importance	Degree
I give my time to help my colleagues take the environment into account in everything they do at work	3.51	0.90	70.2	medium
I encourage my colleagues to adopt more environmentally conscious behavior	3.67	0.88	73.3	medium
I encourage my colleagues to express their ideas and opinions on environmental issues	3.66	0.86	73.3	medium
I speak to my colleagues to help them better understand environmental problems	3.58	0.87	71.6	medium
I actively participate in environmental events organized in and/or by my organization	3.48	0.89	69.6	medium
I undertake environmental actions that contribute positively to the image of my organization	3.67	0.86	73.5	medium
I volunteer for projects, endeavors, or events that address environmental issues in my organization	3.46	0.91	69.2	medium
In my work, I weigh the consequences of my actions before doing something that could affect the environment	3.70	0.85	74.1	High
I stay informed of my company's environmental initiatives	3.56	0.93	71.3	medium
Employees' organizational behavior section	3.59	0.72	71.8	medium

الملخص:

إدارة الموارد البشرية الخضراء هي عبارة جديدة ظهرت مؤخرًا وبدأت في جذب انتباه المنظمات في العالم ، خاصة في العالم المتقدم الأول. كما لاحظت كموظف يعمل في منظمة غير حكومية لعدة سنوات ، فإن معظم المنظمات غير الحكومية لا تفي بمتطلبات حماية البيئة ضمن ممارسات إدارة الموارد البشرية الخاصة بها في التعامل مع المجتمعات المحلية والعملاء. لقد اكتشفت أن المنظمات غير الحكومية ليس لديها معايير حماية البيئة بموجب القوانين الداخلية مثل استهلاك الطاقة وانبعاثات النفايات الصلبة واستهلاك المياه وإعادة تدوير النفايات ، من بين أمور أخرى ، بناءً على مقابلات مع كبار المسؤولين التنفيذيين ومراجعة وثائق المنظمات غير الحكومية. الغرض من هذا البحث هو استكشاف تأثير إدارة الموارد البشرية الخضراء (التوظيف والاختيار الأخضر ، والتدريب والتنمية الخضراء ، وإدارة الأداء الأخضر ، والمكافآت الخضراء) على السلوك التنظيمي للموظفين واستكشاف المدى الذي يمكن أن تتبناه فيه إدارة الموارد البشرية ممارسات الموارد البشرية الخضراء. لتغيير السلوك التنظيمي للموظفين في قطاع المنظمات غير الحكومية في رام الله. اعتمد البحث نهجًا تحليليًا كميًا يعتمد على بيانات من المنظمات غير الحكومية الفلسطينية من أجل تحديد درجة تأثير ممارسات إدارة الموارد البشرية الخضراء (GHRM) على السلوك التنظيمي للموظفين تجاه البيئة في المنظمات غير الحكومية الفلسطينية. تم تطبيق نمذجة المعادلات الهيكلية من خلال برنامج SPSS لتحليل البيانات التي تم جمعها من خلال استبيانات منظمة وخضعت للأساليب الإحصائية التطبيقية.

أظهرت نتائج البحث أن ممارسات GHRM لها تأثير إيجابي كبير على السلوك التنظيمي للموظفين في قطاع المنظمات غير الحكومية الفلسطينية. ستضيف نتائج البحث هذه مزيدًا من العمق إلى المعرفة حول ممارسات إدارة الموارد البشرية الخضراء لتوفير إرشادات لصانعي السياسات في المنظمات غير الحكومية وتوصيات حول كيفية التأثير على السلوك التنظيمي لموظفيهم. أظهرت الدراسة بشكل قاطع أن ممارسات إدارة الموارد البشرية الخضراء تم النظر فيها وتنفيذها على مستوى معتدل وأن هناك علاقة إيجابية من الناحية الإحصائية بين ممارسات إدارة الموارد البشرية الخضراء بشكل فردي والأداء البيئي. حظيت إدارة الأداء الأخضر بأكبر ارتباط إيجابي ، بينما كانت المكافأة الخضراء هي الأدنى.