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The Role of Green Human Resource Management Practices on the Corporate Image in the Manufacturing Industry in Palestine

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This thesis was submitted in partial fulfillment of the requirements for the Master's degree in Human Resource Management

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I

Thesis Approval

The Role of Green Human Resource Management Practices on the Corporate Image in the Manufacturing Industry in Palestine

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Declaration

I hereby declare that this thesis is a demonstration of my original research work that has been done after the completion of the master's degree requirements in HRM at the Arab American University-Graduate Studies-Ramallah Campus, Palestine. Where other people's contributions are involved, every attempt is made to highlight this clearly, with proper reference to the literature and recognition of joint research and discussions. I also declare that I comprehend the nature of plagiarism and am familiar with the university's stance on the subject and with the university’s updated research ethics guidelines. Thus, I accept complete responsibility for conducting my thesis under the university’s determinants.

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Dedication

To Allah, the Almighty, who bestowed upon me the strength, perseverance, and guidance to accomplish this achievement, I humbly dedicate my Master's Degree.

To my family, who supported me every step of the way, providing me with unwavering love, encouragement, and inspiration, I dedicate this degree as a testament to your love and sacrifice.

To my friends, who stood by me through thick and thin, offering me their unwavering support, and making this journey worthwhile, I dedicate this degree to you as a symbol of our friendship and camaraderie.

To my professors, who imparted their knowledge, wisdom, and expertise, and helped shape me into the person I am today, I dedicate this degree to you as a tribute to your invaluable contribution to my education and growth.

May this degree be a source of pride and inspiration to all those who have contributed to my success, and may Allah bless us all with continued success and prosperity in all our endeavors.

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Abstract

This study aims to demonstrate the role of green human resource management practices on the corporate image in the manufacturing industry in Palestine, as the substantial focus on sustaining the corporate image has necessitated the implementation of green human resource management (GHRM) practices. The purpose of this paper is to reveal the industries' perspective of the impact of GHRM practices (i.e., green recruitment and selection, green reward and compensation, green performance management, and green employee involvement and green training) on corporate image. Data were collected from 235 human resource professionals in major industrial sectors in Palestine. Partial least squares structural equation modelling was used to test the study hypotheses and multigroup analysis (MGA) between industrial sectors. The findings show a positive impact of three GHRM practices, i.e., green recruitment and selection, green pay and rewards, and green employee involvement on corporate image. However, green training has no significant association with corporate image, which is interesting. Furthermore, the multigroup analysis (MGA) revealed partial and significant differences among different sectors. The results provide more contextualized social, environmental, and economic implications to academics and practitioners interested in green initiatives. The implications of this study are significant for organizations in Palestine, where environmental sustainability and resource management are critical issues. By adopting and optimizing green rewards programs, Palestinian firms can not only advance their sustainability agendas but also improve employee engagement and enhance long-term competitiveness. The findings provide valuable insights for designing effective green rewards systems and highlight the importance of integrating these programs into comprehensive sustainability strategies.

Keywords: Green Human Resource Management, Corporate Image, Manufacturing Industry, Palestine, GHRM Practices

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Chapter One: Introduction

This chapter explains the background of the research. It provides the introduction with information to guide the reader through the research topic. This includes the problem statement and justification of the study; research objectives, questions, hypotheses, research delimitations, research design, research limitations, and research contribution to knowledge; as well as the outline of the thesis that the researcher includes in this chapter.

1.1 Background

As global environmental concerns escalate, organizations across industries are increasingly pressured to adopt sustainable practices to mitigate their ecological impact. Climate change, resource depletion, and pollution have become critical issues, prompting calls for more responsible and eco-friendly business operations. The need for organizations to integrate environmental sustainability into their core strategies is more urgent than ever, as stakeholders—ranging from customers and investors to regulators—demand greater accountability and action. This global shift towards sustainability emphasizes the importance of incorporating environmental considerations into all aspects of organizational practices. Green Human Resource Management (GHRM) has emerged as a pivotal approach to addressing these challenges, offering a framework for integrating environmental concerns into HR practices such as recruitment, training, compensation, and performance management (Jackson et al., 2011).

The concept of Green Human Resource Management (GHRM) has emerged as a critical approach for organizations to address environmental sustainability issues while simultaneously improving organizational performance (Renwick et al., 2013). GHRM refers to the integration of environmental concerns into GHRM practices, such as recruitment, training and development, compensation, and performance management (Jackson et al.,

2011). In recent years, the importance of GHRM practices has gained attention in various industries, including the manufacturing industry (Renwick et al., 2013).

The manufacturing industry is one of the major contributors to environmental pollution, accounting for a significant proportion of greenhouse gas emissions and resource depletion (Korhonen et al., 2018). The industry faces increasing pressure from stakeholders, including customers, employees, and regulators, to adopt sustainable practices and reduce their environmental impact (Bose and Pal, 2019). In this context, GHRM practices can play a crucial role in enhancing the environmental performance of manufacturing firms (Renwick et al., 2013).

Corporate image is an essential aspect of organizational performance and refers to how an organization is perceived by its stakeholders (Balmer and Gray, 2003). The corporate image of an organization can be influenced by various factors, including its environmental practices (Chen and Chang, 2013). There is growing evidence that organizations that adopt sustainable practices can enhance their corporate image and reputation, leading to increased customer loyalty, improved financial performance, and greater attractiveness to potential employees (Brammer et al., 2012; Kim and Lyon, 2014).

However, there is limited research on the relationship between GHRM practices and corporate image in the manufacturing industry, particularly in the context of Palestine. Therefore, this study aims to investigate the impact of GHRM practices on the corporate image of manufacturing firms in Palestine. Understanding the relationship between GHRM practices and corporate image can provide valuable insights for policymakers, practitioners, and academics in enhancing the environmental performance and competitiveness of the manufacturing industry in Palestine.

1.2. Research Problem

The term "GHRMM" has been used to describe a new approach to human resource management (Ren, and Jackson, 2015). Initially, the notion refers to policies, methods, and systems that change employees' behavior and attitudes for the betterment of businesses and societal contexts in general (Saeed, et al., 2018). GHRMM, in its most basic form, promotes resource sustainability and, as a result, maintains an organization's competitive advantage within its industry (dutta, 2012). Economic and financial forecasts are constantly proving insufficient to ensure the long-term viability of businesses (Cherian and Jacobs, 2012). As a result, the combination of environmental management and human resource management has evolved into GHRMM, a strategy for a more comprehensive relationship between economic and environmental performance of enterprises (wagner, 2013). However, there are a number of unanswered questions about how environmental management should be integrated into human resource management (Ahmad, S., 2015).

(GHRM) is a process of ensuring that the management system practicing in an organization is ecologically balanced and environmentally affable (Kapil, 2015). The environmentally friendly HRM practices reflect the bright face of the corporate to the people, such as virtual training, virtual interviews and automation of tasks in order to reduce the usage of paper. According to Yusoff et al. (2015) GHRM are related to corporate social responsibility (CSR). Opatha1 and Arulrajah (2014) state that people will appreciate the organization that is performing CSR activities, thus improve the organization image as a good corporate.

Since the problem of the study is exposed to a clear reality, which is the variation in people’s point of view regarding the industrial sector image due to HRM practices in this sector; It is expected that this study will contribute to developing a vision that serves the

industrial sector the best image when GHRMM practices is applied in order to have a good image.

1.3. Research Justification and Significance

1.3.1 Justification of the Study

The manufacturing industry is a significant sector of the Palestinian economy, providing employment opportunities for a large portion of the population and contributing to the country's overall economic development. In recent years, there has been a growing awareness of the need to adopt sustainable business practices in the manufacturing industry, including GHRM practices.

GHRM practices refer to the adoption of environmentally sustainable human resource management practices that aim to reduce the negative impact of business activities on the environment. The use of GHRM practices has been shown to have a positive impact on the corporate image of businesses, leading to increased customer loyalty, improved brand reputation, and a competitive advantage in the market.

However, despite the potential benefits of GHRM practices, there is a lack of research on their implementation in the Palestinian manufacturing industry. Therefore, this study aims to fill this gap in the literature by exploring the role of GHRM practices in enhancing the corporate image of manufacturing firms in Palestine.

The study's findings could provide valuable insights for manufacturing firms in Palestine and other developing countries that are striving to adopt sustainable business practices. Moreover, the study could contribute to the body of knowledge on GHRM practices and their impact on corporate image, particularly in the context of developing countries.

Overall, this study is timely and relevant, given the increasing focus on sustainable business practices and the need to adopt environmentally friendly practices in the manufacturing industry. The study's findings could inform policymakers and industry practitioners on the importance of adopting GHRM practices in enhancing corporate image and promoting sustainable business practices.

1.3.2 Significance of the Study

The following are potential beneficiaries of the study findings:

1. Manufacturing companies in Palestine: The study can provide insights on how green human resource management practices can improve the corporate image of manufacturing companies. The findings can help companies identify areas for improvement in their HR practices to enhance their environmental performance and reputation.

2. HR managers and professionals: The study can offer insights into the role of HR in promoting environmental sustainability and its impact on corporate image. This can help HR managers and professionals develop effective strategies for integrating green practices into their HR policies and programs.

3. Environmental advocates and organizations: The study can serve as evidence that integrating green practices into HR can have a positive impact on a company's reputation and image. This can be useful for environmental advocates and organizations that are pushing for more sustainable business practices.

4. Academics and researchers: The study can contribute to the existing body of knowledge on GHRMM practices and their impact on corporate image. This can inspire further research in this area and promote academic discussion on the role of HR in promoting environmental sustainability in organizations.

5. Government agencies and policymakers: The study can provide evidence to support the implementation of policies that encourage the adoption of GHRMM practices in the manufacturing industry. The findings can be useful for policymakers and government agencies that are seeking to promote sustainable business practices and environmental protection.

1.4. Research Objectives

Research Main objective:

To determine the role of green human resource practices on the corporate image in the manufacturing industry in Palestine.

Research sub objectives:

RSO1: to examine the role of Green recruitment and selection on the corporate image in the manufacturing industry in Palestine.

RSO2: to test the role of Green training and development on the corporate image in the manufacturing industry in Palestine.

RSO3: to test the role of Green performance management and appraisals on the corporate image in the manufacturing industry in Palestine.

RSO4: to examine the role of Green Reward and Compensation on the corporate image in the manufacturing industry in Palestine.

1.5. Research Questions

Research Main Question:

What is the role of green human resource practices on the corporate image in the manufacturing industry in Palestine?

Research Sub-Questions:

RSQ1: what is the role of Green recruitment and selection on the corporate image in the manufacturing industry in Palestine?

RSQ2: what is the role of Green training and development on the corporate image in the manufacturing industry in Palestine?

RSQ3: what is the role of Green performance management and appraisals on the corporate image in the manufacturing industry in Palestine?

RSQ4: what is the role of Green Reward and Compensation on the corporate image in the manufacturing industry in Palestine?

1.6. Research Hypotheses

Research Main hypothesis:

There is a positive relationship between the role of GHRMM practices and the corporate image in the manufacturing industry in Palestine.

Research Sub-hypotheses:

RSH1: Green recruitment and selection have a positive role on improving the company's image in the manufacturing sector in Palestine.

RSH2: Green training and development have a positive role on improving the company's image in the manufacturing sector in Palestine.

RSH3: Green performance management and appraisals have a positive role on improving the company's image in the manufacturing sector in Palestine.

RSH4: Green Reward and Compensation have a positive role on improving the company's image in the manufacturing sector in Palestine.

1.7. Scope of the Study

The scope of this study is to examine the impact of GHRM practices on the corporate image in the manufacturing industry in Palestine. The study focuses on the manufacturing industry, which is a major sector in the Palestinian economy, and it considers both small and large manufacturing firms operating in Palestine. The research investigates the extent to which GHRM practices are adopted by these firms and how they affect their corporate image.

The study covers the following areas:

1.The concept of GHRM and its importance in the manufacturing industry

2.The relationship between GHRM practices and corporate image

3.The current state of GHRM practices in the manufacturing industry in Palestine

4.The impact of GHRM practices on the corporate image of manufacturing firms in Palestine

5.The role of size, ownership, and location of the firm on GHRM practices and corporate image

6.The challenges and barriers to the implementation of GHRM practices in the manufacturing industry in Palestine

7.Recommendations for enhancing GHRM practices in the manufacturing industry in Palestine.

The study employs a quantitative research method, where a survey questionnaire was used to collect data from a sample of manufacturing firms. The sample was selected using a convenience sampling technique, and the data were analyzed using descriptive and inferential statistical techniques. The study's findings are expected to provide insights into the importance of GHRM practices and their impact on the corporate image of manufacturing firms in Palestine, which can help firms and policymakers to make informed decisions on adopting GHRM practices.

1.8. Conceptual Framework

Below is the conceptual framework in Figure 1.1 that shows the vital impact of HRM practices, the independent variable, on corporate image, the dependent variable. Both independent (Green recruitment and selection, Green training and development, Green performance management and appraisals, Green Reward and Compensation) and dependent (corporate image) are interdependent.

Furthermore, through the conceptual framework, the researcher wanted to clarify that through HRM practices, the relationship between the two variables can be identified.

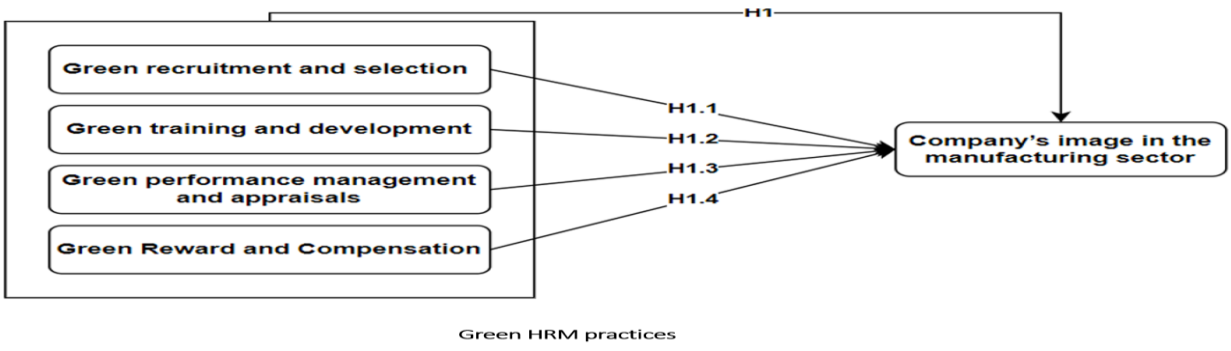

FIGURE 1.1: The HRM practices role on corporate image.

Corporate image refers to the overall impression or reputation of a company in the eyes of its stakeholders, including customers, employees, investors, and the wider public. The corporate image of a company can have a significant impact on its success or failure, as it influences how stakeholders perceive the company's values (Roper & Fill, 2012).

In the context of this study, the author aims to investigate the relationship between green human resource management practices and corporate image in the manufacturing industry in Palestine. The author argues that adopting GHRM practices can enhance a company's corporate image, by demonstrating its commitment to sustainability and social responsibility.

Human Resource Management (HRM) refers to the strategic approach to managing people within an organization in a way that maximizes their performance and aligns with the organization’s goals. HRM encompasses various functions and practices aimed at effectively recruiting, developing, managing, and retaining employees (Boxall & Purcell, 2016).

In the context of this study, the author focuses specifically on the role of GHRM practices in enhancing corporate image. By adopting GHRM practices, organizations can demonstrate their commitment to sustainability and social responsibility, which can enhance their corporate image and reputation. Furthermore, GHRM practices can also improve the environmental performance of organizations by promoting sustainable behaviors and reducing waste and emissions (Shen, Tang, & Duan, 2016).

Green Human Resource Management (GHRM) refers to the integration of environmental sustainability into HR practices, policies, and systems (Renwick, Redman, & Maguire, 2013). GHRM aims to promote environmentally friendly practices and behaviors among employees and to align HR policies with the organization's sustainability goals. It includes recruitment and selection, training and development, performance management, and compensation and benefits, among other HR practices (Shen, Tang, & Duan, 2016).

Green Recruitment and Selection refer to the process of attracting, selecting, and hiring individuals who possess the knowledge, skills, and values necessary to promote environmental sustainability within an organization (Renwick, Redman, & Maguire, 2013). This process involves identifying and assessing candidates' environmental knowledge, skills, and attitudes and selecting those who demonstrate a commitment to environmental sustainability.

Green Training and Development refers to the process of providing employees with knowledge, skills, and abilities to adopt environmentally sustainable practices in their work. It includes training programs that educate employees about sustainable practices, environmental regulations, and the company's environmental policies and goals.

Green Performance Management is a process that evaluates and monitors an organization's environmental performance, setting and tracking goals, and providing feedback and support to employees to improve their environmental performance. It involves integrating environmental sustainability goals into an organization's performance management system, including performance appraisal, feedback, and recognition.

Green Reward and Compensation refer to the use of incentives, rewards, and compensation to motivate employees to adopt environmentally sustainable practices and behaviors in the workplace. It involves linking the achievement of environmental sustainability goals with employee rewards and recognition.

1.9. Delimitations of the Study

1. Geographic delimitation: The study focuses on the manufacturing industry in Palestine and does not include any other industries or locations outside of Palestine.

2. Time delimitation: The study covers a specific time frame (12 months), and data collection will be limited to this period. Any events or changes that occur outside of this period will not be considered in the study.

3. Sample delimitation: The study will only collect data from manufacturing companies in Palestine, and only from employees who have knowledge or experience with green human resource management practices. The study does not include other industries or non-manufacturing companies. With only four companies included in the study, the findings may not fully represent the broader industry. The small sample size limits the extent to which the results can be generalized, as the selected companies may not capture the diversity and complexity of practices across the entire industry.

However, these four companies were chosen to provide a detailed, in-depth analysis of green human resource management (GHRM) practices within specific contexts. While the findings offer valuable insights, they should be interpreted with caution when applied to the industry as a whole. Further research with a larger and more diverse sample of companies would be necessary to enhance the generalizability of the results and better reflect the industry's practices and trends.

4.Research Construct: The study will only focus on the relationship between green human resource management practices and corporate image. Other factors that may affect corporate image, such as marketing and branding strategies, will not be considered in the study.

By establishing these-delimitation, the study aims to provide a focused and comprehensive analysis of the relationship between green human resource management practices and corporate image in the manufacturing industry in Palestine.

1.11. Structure of the Study

1. Introduction: This section would introduce the topic of the study, which is the impact of green human resource management practices on the corporate image in the manufacturing industry in Palestine. The introduction would also provide a brief background on the topic, highlighting the importance of environmentally sustainable practices in modern business operations. Additionally, the introduction would explain the significance of the study, including its contribution to the literature on green human resource management practices in the context of Palestine.

2. Literature review: This section would provide an extensive review of the literature on green human resource management practices and their impact on the corporate image in the manufacturing industry. The literature review would explore the various ways in which businesses can incorporate sustainable practices into their human resource management strategies, including green recruitment, training, employee involvement, and communication. Additionally, the literature review would identify gaps in the existing research and discuss the importance of studying this topic in the context of Palestine.

3. Research methodology: This section would describe the research design and methodology used in the study. The research design would likely be a quantitative study, involving a survey of manufacturing businesses in Palestine to collect data on their green human resource management practices and corporate image. The methodology would include the sampling technique, which would involve selecting a representative sample of manufacturing businesses from various sectors and regions of Palestine. The data collection instruments would likely be a questionnaire or survey, which would be developed based on the literature review and the research questions. The data analysis procedures would involve using statistical techniques, such as regression analysis, to test the hypotheses.

4. Results: This section would present the findings of the study, based on the data collected and analyzed. The results would likely include quantitative data, such as percentages and means, as well as graphical representations of the data, such as charts and tables. The results would provide insight into the relationship between green human resource management practices and the corporate image of manufacturing businesses in Palestine.

5. Summary and Conclusion: This section would summarize the study's main findings, draw conclusions based on the results, and make recommendations for future research. The conclusion would also provide a final statement on the significance of the study's results for the manufacturing industry in Palestine and their contribution to the literature on green human resource management practices. Then, the references would be listed and all the sources would be cited in the paper using APA. The references would include both primary and secondary sources, such as research articles, books, and online sources. Finally, any additional information that supports the study, such as raw data, interview transcripts, or survey questionnaires will be listed. The appendices would provide readers with a more in-depth understanding of the study's methods and findings, and allow other researchers to replicate the study if necessary.

Chapter Two: Literature Review

2.1 Introduction

Green Human Resource Management (GHRM) practices and corporate image are two important areas of research in the field of management. GHRM practices are defined as the practices that organizations adopt to minimize their negative impact on the environment while promoting sustainable business practices. On the other hand, corporate image refers to the overall impression that stakeholders have of an organization, including its reputation, values, and performance. In recent years, there has been growing interest in exploring the relationship between GHRM practices and corporate image, particularly in the manufacturing industry, where environmental issues are of paramount importance. This literature review provides an overview of the existing research on the relationship between GHRM practices and corporate image in the manufacturing industry in Palestine.

2.2 Corporate Image

Corporate image is a crucial aspect of a company's reputation, and it is defined as the overall perception that the public has about a company (Ind & Bjerke, 2007; Van Riel, 1995). It is a combination of the company's reputation, identity, and communication, which plays a significant role in shaping customers' and stakeholders' attitudes and behavior towards a company (Balmer, 1998; Kapferer, 2012). A positive corporate image is essential for companies to succeed in a competitive market.

One of the earliest studies on corporate image was conducted by Olins (1978), who argued that corporate image was an important aspect of marketing communication. Olins suggested that the corporate image was a complex, multi-dimensional concept that included not only visual aspects but also the company's behavior, philosophy, and values. Later, Hatch and Schultz (2003) extended this definition, arguing that corporate image was not just a

marketing concept but also an organizational one. They suggested that the corporate image was shaped by the company's culture, structure, and processes.

Several studies have shown that a positive corporate image can have a significant impact on a company's financial performance. For example, Aaker (1991) found that companies with a strong brand image had a higher market share and were more profitable than those with a weak brand image. Similarly, Kim and Kim (2004) found that companies with a positive corporate image had a lower cost of capital and a higher stock price.

Corporate image is also closely linked to corporate social responsibility (CSR). Companies that are seen as socially responsible often have a more positive corporate image. Du, Bhattacharya, and Sen (2010) found that companies that engaged in CSR activities had a higher reputation and were more likely to be recommended by customers.

Another aspect of corporate image that has received attention is the role of social media (Balmer, 2001; Roper & Fill, 2012). Social media has become an important tool for companies to communicate with their stakeholders and manage their corporate image. Kietzmann et al. (2011) suggested that social media could be used to enhance a company's corporate image by allowing companies to engage with their stakeholders and demonstrate their values and commitment to social responsibility.

Finally, there has been some research on the impact of crises on corporate image. Crises can have a significant impact on a company's corporate image, and how a company handles a crisis can determine the long-term impact on its reputation. For example, Dowling (2002) found that companies that effectively managed a crisis had a more positive corporate image than those that did not.

In conclusion, the exploration of corporate image delves into the intricacies that define an organization's essence. From Olins' foundational insights to contemporary examinations of

its confluence with social responsibility and digital landscapes, the journey through this literature has been profoundly enlightening. Upon reflection of these findings, one is struck by the profound significance of corporate image in shaping organizational trajectories. It transcends mere facade, constituting a tapestry interwoven with elements of culture, values, and resilience. Navigating this domain necessitates more than strategic messaging; it demands authenticity, empathy, and an unwavering commitment to transparency.

2.3 Human Resources

The field of human resources (HR) has evolved over time to become an essential part of business operations. From a historical perspective, the concept of HR has been around for centuries, with evidence of labor management practices dating back to ancient civilizations like Egypt and China (Lam and Zhang, 2015). However, the modern HR department as we know it today has its roots in the industrial revolution of the late 19th century (Dessler, 2020). The industrial revolution marked a significant shift in the way work was organized and conducted. With the advent of new machinery and manufacturing processes, work became more specialized and mechanized, leading to the emergence of factory systems. However, the rapid growth of industrialization also gave rise to labor problems, including long working hours, poor working conditions, and low wages.

To address these issues, factory owners began to employ managers to oversee their workforce. These managers were responsible for ensuring that the factory ran efficiently and that workers were productive. However, their focus was primarily on increasing output rather than promoting employee well-being (ibid).

As labor unions began to form and workers demanded better conditions, a new field of labor management emerged. One of the pioneers in this field was Frederick Winslow Taylor, who developed the principles of scientific management in the early 20th century. Taylor's

approach emphasized the scientific analysis of work processes and the standardization of work methods. He believed that by optimizing work processes, productivity could be increased, and workers could be more efficiently managed (Taylor, 1911).

In the early 1900s, as the industrial revolution continued to expand, the need for a dedicated function to manage employee-related issues became more apparent. The first personnel departments were created to handle administrative tasks such as payroll, employee records, and benefits administration. The concept of personnel management gained momentum during World War I, as governments began to implement policies to manage their military workforce. The War Labor Board was established in the US to manage labor relations in wartime industries, and similar bodies were created in other countries (Price, 2011).

The term "human resources" was first used in the 1950s to describe the strategic management of the workforce. This approach emphasized the importance of employees as assets to the organization and aimed to align HR policies with business objectives.

One of the key figures in the emergence of HR as a distinct field was Peter Drucker. Drucker, a renowned management consultant, argued that employees were the most valuable resource of an organization and that managing them effectively was critical to business success. He emphasized the need for a strategic approach to HR management, which he called "management by objectives" (Drucker, 1954).

In the 1980s and 1990s, HR began to evolve from an administrative function to a strategic function. The focus shifted from managing employees to managing the organization's talent and aligning HR practices with business objectives. This shift was driven by a number of factors, including the increasing importance of knowledge work and the rise of the knowledge economy. One of the pioneers of this new approach to HR was Dave Ulrich, who introduced the concept of the HR business partner in the 1990s. Ulrich argued that HR should be more

closely aligned with business strategy and should play a more active role in shaping organizational strategy (Ulrich, 1997).

In modern-day organizations, HR refers to the set of policies, practices, and programs that are designed to manage an organization's employees (Dessler, 2020). It encompasses a wide range of activities, including recruitment, training and development, performance management, compensation and benefits, and employee relations (Lam & Zhang, 2015).

In tracing the evolution of human resources (HR) from its historical roots to its modern-day significance, I am struck by the dynamic interplay between organizational needs and societal shifts. As a researcher, I am deeply fascinated by the intricate dance between theory and practice within the realm of HR management. It is not merely about understanding historical developments or current trends but about discerning the underlying principles that drive human behavior and organizational dynamics. Through my work, I endeavor to bridge the gap between academia and industry, translating theoretical insights into actionable strategies that empower organizations to thrive in an ever-changing landscape. Moreover, my commitment to integrity, empathy, and innovation infuses my approach to research, guiding me to explore novel perspectives and challenge conventional wisdom.

2.4 Green Human Resource Management

As the world faces pressing environmental concerns, the concept of GHRM has emerged as an essential element of sustainability strategies in organizations. GHRM refers to the integration of environmental considerations into the human resource management (HRM) practices and policies of an organization. The concept of GHRM was first introduced in the early 1990s when environmental issues started to gain attention in the public discourse (Renwick, Redman, & Maguire, 2013). The emergence of GHRM was also influenced by the increasing regulatory pressure on organizations to comply with environmental standards and

regulations (Shen, Ji, & Zhang, 2018). GHRM evolved as a response to the need for organizations to manage their environmental impact effectively.

The development of GHRM can be traced through three stages. The first stage involved the implementation of environmental management systems (EMS) in organizations. EMS was a framework for managing an organization's environmental performance, and it included HRM practices such as training and development, performance appraisal, and employee involvement (Renwick et al., 2013). The second stage involved the integration of sustainability principles into the HRM practices of organizations. This stage involved the use of HRM practices to enhance the sustainability of an organization's operations and strategies (Shen et al., 2018). The third stage involved the transformation of HRM practices to align with the principles of sustainable development. This stage involved the redesign of HRM practices to focus on social and environmental sustainability (Shen et al., 2018).

The discussion of GHRM in the context of Palestine holds particular relevance due to the region's unique environmental challenges and socio-political context. As a researcher, the decision to explore GHRM practices stems from the recognition of the importance of sustainability in addressing environmental issues within Palestine's manufacturing industry. With Palestine facing its own set of environmental concerns, including water scarcity, pollution, and limited natural resources, the adoption of environmentally friendly HRM practices becomes imperative for organizations seeking to mitigate their environmental impact. Additionally, the integration of GHRM aligns with global efforts towards sustainability and resonates with the broader discourse on corporate social responsibility. By shedding light on the relevance of GHRM in Palestine, this discussion aims to offer insights into how organizations in the region can leverage HRM practices to contribute to environmental sustainability while enhancing their overall performance and reputation.

2.4.1 Environmental Sustainability:

GHRM is essential in addressing the environmental challenges that organizations face. Organizations are increasingly expected to manage their environmental impact and comply with environmental regulations. GHRM can help organizations achieve this by incorporating sustainability practices into their HRM practices. For example, eco-friendly training and development, performance appraisal based on sustainability metrics, and employee involvement in environmental initiatives can help reduce the environmental impact of an organization (Renwick, Redman, & Maguire, 2013). By integrating sustainability into their HRM practices, organizations can enhance their environmental sustainability performance.

2.4.2 Social Sustainability:

GHRM can also contribute to the social sustainability performance of an organization. It can help organizations improve their relationships with stakeholders such as employees, customers, and the community. By involving employees in environmental initiatives, organizations can improve employee engagement and commitment to the organization's sustainability goals. This can enhance the organization's reputation and attract socially responsible customers and investors (Shen, Ji, & Zhang, 2018). GHRM practices such as diversity and inclusion initiatives can also help create a more socially sustainable organization by promoting equal opportunities for all employees.

2.4.3 Economic Sustainability:

GHRM can also contribute to the economic sustainability performance of an organization. It can help reduce costs associated with environmental impact, such as energy and waste management costs. GHRM practices can also improve productivity and employee retention, leading to reduced recruitment and training costs. Furthermore, the adoption of

sustainability practices can help organizations stay competitive by meeting the increasing demand for environmentally responsible products and services (Renwick et al., 2013).

2.5 Green Recruitment and Selection

Green recruitment practices include job postings that emphasize the organization's commitment to sustainability and the environment, as well as the inclusion of environmental knowledge and skills as a requirement in job descriptions. Research suggests that these practices are effective in attracting environmentally conscious candidates (Kramar et al., 2013). According to Kramar et al. (2013), a study conducted in Australia showed that job seekers who were more environmentally conscious were more likely to apply for jobs that advertised a commitment to sustainability. Additionally, job seekers who were less environmentally conscious were less likely to apply for these jobs.

Green selection practices involve the use of environmental knowledge and skills as selection criteria during the hiring process. Research suggests that incorporating green selection practices can improve the selection of environmentally conscious employees, which, in turn, can improve organizational performance (Kramar et al., 2013). In a study conducted by Jabbour et al. (2013) in Brazil, it was found that the use of environmental criteria during the selection process was positively related to the environmental performance of the organization. The study also found that employees who were selected based on their environmental knowledge and skills were more likely to engage in environmentally responsible behavior at work.

The exploration of green recruitment and selection practices in the context of Palestine holds particular significance given the region's growing awareness of environmental issues and the need for sustainable business practices. In a country where environmental sustainability is increasingly recognized as a crucial aspect of societal development, the

adoption of GHRMM practices becomes pertinent for organizations seeking to align with global sustainability goals while addressing local environmental concerns. By examining the effectiveness of these practices in attracting environmentally conscious candidates and promoting environmental responsibility among employees, this research contributes to the broader discourse on sustainable development in Palestine. Furthermore, by drawing parallels with studies conducted in different cultural and geographical contexts, such as Australia and Brazil, this research underscores the universal relevance of GHRMM practices while acknowledging the unique socio-economic and environmental landscape of Palestine. Thus, the exploration of green recruitment and selection practices within the Palestinian context not only sheds light on their potential implications for organizational performance but also reflects a commitment to addressing pressing environmental challenges within the region.

Green recruitment and selection practices have been linked to improved environmental performance in organizations. A study by Ehnert and Harry (2012) found that organizations that used green recruitment and selection practices had higher levels of environmental performance compared to organizations that did not use these practices.

In another study conducted by Jabbour et al. (2013), it was found that the use of environmental criteria during the selection process was positively related to the environmental performance of the organization. Additionally, the study found that employees who were selected based on their environmental knowledge and skills were more likely to engage in environmentally responsible behavior at work, which in turn improved the environmental performance of the organization.

In conclusion, the implementation of green recruitment and selection practices represents a strategic approach for organizations to attract and retain environmentally conscious talent while fostering a culture of sustainability. The findings from research by Kramar et al. (2013)

and Jabbour et al. (2013) highlight the effectiveness of these practices in not only attracting candidates with a strong environmental ethos but also in aligning organizational objectives with environmental sustainability goals. As a researcher, I am intrigued by the potential of green recruitment and selection to not only enhance organizational performance but also to drive positive environmental outcomes. By incorporating environmental criteria into the hiring process, organizations can signal their commitment to sustainability, attract like-minded individuals, and cultivate a workforce that is aligned with their environmental values. Moving forward, further exploration into the mechanisms through which green recruitment and selection practices influence employee behavior and organizational outcomes will be instrumental in advancing our understanding of sustainable HRM practices and their impact on both business success and environmental stewardship.

2.6 Green Training and Development

Green Training and Development (GTD) refers to the process of developing knowledge, skills, and abilities of employees to promote sustainability, environmental protection, and social responsibility in an organization ((Ramus & Steger, 2000). Green Training and Development is an essential aspect of corporate sustainability strategies. Research indicates that organizations that invest in GTD programs have a competitive advantage in the marketplace due to their ability to reduce their environmental impact, enhance their reputation, and meet the changing demands of customers and stakeholders (Fernández-Santos et al., 2019). The GTD programs focus on educating employees about the environmental impact of their work and developing their knowledge and skills to reduce that impact.

One of the key benefits of GTD is that it creates a culture of sustainability within the organization. Studies have shown that organizations with a strong culture of sustainability have more engaged employees, higher levels of innovation, and better financial performance

(Ramus & Steger, 2000). GTD programs can help organizations to achieve this by promoting environmental awareness, ethical decision-making, and encouraging employees to adopt sustainable practices both at work and in their personal lives.

GTD programs can also lead to cost savings for organizations. For instance, training employees on energy conservation can lead to reduced energy costs, and training employees on waste reduction can lead to reduced waste disposal costs (Kramar & Syed, 2012). Additionally, GTD programs can improve employee retention and job satisfaction. Studies have shown that employees who feel their employers are socially responsible are more likely to be committed to their jobs and have higher job satisfaction levels (Kramar & Syed, 2012).

2.7 Green Performance Management

Green Performance Management (GPM) is a relatively new concept that has emerged as a result of increased concerns over environmental sustainability (Ramos et al., 2019). It is a process of evaluating and managing organizational performance from an environmental perspective. GPM is considered an essential tool for organizations that aim to align their business objectives with environmental sustainability goals.

The concept of GPM has its roots in traditional Performance Management (PM). PM is the process of setting goals, evaluating performance, and providing feedback to employees. GPM, however, expands the scope of PM to include environmental performance as a critical aspect of overall performance. GPM aims to integrate environmental sustainability into the organization's core business strategy, making it an integral part of the organization's culture, values, and objectives.

Several studies have examined the dimensions of GPM. For example, Sarkis et al. (2017) identified three dimensions of GPM: (1) Environmental Goals, (2) Environmental Performance Measurement, and (3) Environmental Reporting. Environmental goals refer to

the specific targets or objectives set by the organization to achieve environmental sustainability. Environmental performance measurement involves measuring the organization's environmental performance against these goals. Environmental reporting refers to the disclosure of environmental performance to stakeholders, such as investors, customers, and employees.

Another dimension of GPM is employee engagement. Studies have shown that employees play a crucial role in the successful implementation of GPM (Herzig et al., 2018). Employee engagement in GPM involves training employees on environmental sustainability, providing incentives for environmental performance, and involving employees in the decision-making process regarding environmental sustainability.

GPM has a significant impact on organizational performance. Several studies have demonstrated that GPM positively affects financial performance, innovation, and corporate reputation (Ramos et al., 2019). For example, Ramos et al. (2019) found that companies with high levels of GPM had higher financial performance than companies with low levels of GPM. Similarly, Herzig et al. (2018) found that GPM positively affects innovation, as organizations that prioritize environmental sustainability tend to be more innovative in their operations and products.

2.8 Green Reward and Compensation

One of the main benefits of green rewards and compensation programs is that they can encourage employees to adopt sustainable practices and behaviors, which can result in reduced energy use, waste reduction, and other environmental benefits. A study by Bai and colleagues (2017) found that green rewards and compensation programs can increase employee motivation to engage in sustainability practices and behaviors. Additionally, such

programs can help to build a culture of sustainability within organizations, where environmental responsibility is valued and promoted.

Another key benefit of green rewards and compensation programs is that they can improve employee engagement and job satisfaction. Research by Hsu and colleagues (2016) found that employees who participated in green rewards and compensation programs reported higher levels of job satisfaction and commitment to their organizations. This suggests that such programs can be an effective way to improve employee well-being and retention.

Green rewards and compensation programs, while promising for promoting sustainability and boosting employee engagement, face challenges such as potentially focusing on individual behavior rather than systemic organizational change and risking perceptions of tokenism if not supported by broader sustainability commitments. Despite these issues, such programs can effectively enhance organizational performance and employee satisfaction. Organizations should carefully design these programs, considering incentive types, criteria, and alignment with broader sustainability goals. In Palestine, where environmental sustainability is crucial, exploring green rewards and compensation is particularly relevant amid growing concerns about resource management and climate change (Hsu et al., 2016).

2.9 Manufacturing in Palestine

The manufacturing industry plays a pivotal role in global economic development, serving as a catalyst for innovation, job creation, and wealth generation. Kaldor (1968) contributed to our understanding of productivity and growth in the manufacturing industry by highlighting the importance of technical progress and economies of scale. He argued that technological advancements and the ability to achieve economies of scale through increased production volumes are key drivers of productivity and growth. Kaldor's insights emphasized the

significance of innovation, investment in research and development, and the adoption of advanced manufacturing technologies.

Building upon Kaldor's work, Brennan et al. (2015) conducted a comprehensive study on the state of manufacturing worldwide. They identified several factors influencing productivity and growth, including supply chain management, lean practices, sustainability, and the role of digital technologies. Their research underscored the importance of effective operations management, collaboration across the supply chain, and the adoption of digital technologies to enhance efficiency and competitiveness in the manufacturing industry.

Effective supply chain management is crucial for manufacturing firms to optimize costs, reduce lead times, and enhance customer satisfaction. By integrating suppliers, manufacturers, and distributors into a cohesive network, companies can achieve greater visibility and coordination. Research by Brennan et al. (2015) highlighted the significance of collaborative supply chain relationships, emphasizing the need for information sharing, flexible production systems, and efficient inventory management.

Furthermore, lean practices have emerged as a key strategy for improving productivity and reducing waste in manufacturing. Lean principles, pioneered by Toyota, focus on eliminating non-value-added activities, streamlining processes, and empowering employees. This approach has been found to enhance productivity, quality, and responsiveness in manufacturing operations (Brennan et al., 2015).

In recent years, sustainability has gained prominence as a critical aspect of manufacturing. Companies are increasingly adopting environmentally friendly practices to mitigate their impact on the environment and meet regulatory requirements. Brennan et al. (2015) highlighted the importance of sustainable manufacturing, including waste reduction, energy efficiency, and the use of renewable materials. Embracing sustainable practices not

only contributes to environmental stewardship but also enhances the reputation and competitiveness of manufacturing firms.

Digital technologies have also revolutionized the manufacturing industry. The adoption of technologies such as the Internet of Things (IoT), artificial intelligence (AI), and advanced analytics has enabled automation, predictive maintenance, and real-time data-driven decision-making. These technologies enhance productivity, quality control, and operational efficiency (Brennan et al., 2015).

Looking ahead, the manufacturing industry faces both challenges and opportunities. Rapid technological advancements, such as 3D printing, robotics, and nanotechnology, hold immense potential for transforming manufacturing processes and enabling customization at scale. However, the increasing complexity of global supply chains, geopolitical uncertainties, and the need to address sustainability concerns pose challenges for manufacturers.

To stay competitive, manufacturing firms must continue investing in research and development, fostering innovation, and leveraging emerging technologies. Collaboration and knowledge sharing among industry stakeholders, academia, and governments are also crucial to address common challenges and foster industry growth (ibid).

The manufacturing industry continues to be a vital driver of economic growth and innovation worldwide. By understanding the factors influencing productivity and growth, such as those highlighted by Kaldor (1968) and Brennan et al. (2015), we can navigate the evolving landscape and embrace opportunities for sustainable and technology-driven advancements. The future of manufacturing lies in the adoption of efficient supply chain management practices, lean principles, sustainability initiatives, and the integration of digital technologies. By doing so, the manufacturing industry can position itself for continued success in a rapidly changing global economy.

The manufacturing industry in Palestine has a rich history dating back to the early 20th century (Sabri, 2005). Over the years, significant developments have taken place, leading to advancements in occupational safety and health (OSH) practices and a growing emphasis on sustainable practices, particularly in green human resource management (GHRM).The manufacturing industry in Palestine has a rich and diverse history that dates back to the early 20th century. Despite various challenges and periods of political instability, manufacturing enterprises have played a crucial role in contributing to the economic development and employment opportunities within the region.

The Palestinian manufacturing industry, initially detailed in Binah B. S.'s 1924 publication "Industrial Palestine," has undergone significant transformations. During the British Mandate period, it diversified into various sectors such as textiles, tobacco, and metalworks. However, the 1948 war and subsequent political developments severely disrupted the industry, leading to a decline in production and skilled labor due to restrictions on movement and trade. In recent decades, despite ongoing political challenges, efforts to revitalize the sector have led to a resurgence, with both small and medium-sized enterprises and larger firms contributing to industries including textiles, food processing, pharmaceuticals, plastics, construction materials, and electronics (Sabri, 2005).

Ensuring the safety and well-being of workers in the Palestinian manufacturing industry has become an increasingly important aspect of operational management. Over the years, efforts have been made to enhance occupational safety and health (OSH) practices, aiming to create safer working environments and protect the rights of employees (Tuhul et al., 2021).

The study conducted by Tuhul et al. (2021) made significant contributions by developing a conceptual framework for OSH in Palestinian manufacturing industries. The framework

provided a comprehensive approach to addressing safety hazards, mitigating risks, and promoting a culture of safety within manufacturing firms.

One of the key elements highlighted in the framework was the importance of risk assessment. Palestinian manufacturing firms are encouraged to identify potential hazards within their workplaces, evaluate the associated risks, and implement measures to control and reduce these risks. This proactive approach enables firms to prioritize safety, allocate resources effectively, and take preventive actions to avoid accidents and injuries (Tuhul et al., 2021).

Another crucial aspect emphasized in the conceptual framework was the provision of safety training (Khatib et al., 2013). Palestinian manufacturing firms are urged to invest in training programs that educate employees about potential workplace hazards, safe working practices, proper use of personal protective equipment (PPE), and emergency response procedures. By equipping workers with the necessary knowledge and skills, firms can enhance their ability to respond to safety incidents and protect themselves and their colleagues.

Furthermore, regulatory compliance formed a crucial aspect of the OSH framework. Palestinian manufacturing firms are expected to adhere to relevant national and international safety standards, regulations, and guidelines. Compliance with these standards not only ensures the well-being of workers but also enhances the reputation and competitiveness of the firms within global markets.

In addition to the conceptual framework, there is a need for ongoing research, knowledge sharing, and capacity building initiatives to further enhance OSH practices in the Palestinian manufacturing industry. Collaboration with international organizations and sharing best practices from other countries can provide valuable insights and guidance for improving workplace safety standards (Khatib et al., 2013).

With the increasing global emphasis on sustainability, Palestinian manufacturing industries have also recognized the importance of adopting green practices. Masri and Jaaron (2017) conducted an empirical study to assess green human resource management practices in Palestinian manufacturing. The study revealed a growing awareness of environmental issues within the industry and highlighted the implementation of sustainable HR practices, such as employee training on eco-friendly techniques and integrating green initiatives into performance appraisal systems.

Arqawi et al. (2019) further expanded on the exploration of green human resource management practices among Palestinian manufacturing firms. The research aimed to provide insights into the specific strategies and initiatives being adopted by these firms to promote environmental sustainability and align HR practices with green objectives.

One key finding of the study was the growing awareness among Palestinian manufacturing firms regarding the importance of environmental conservation. The firms recognized that integrating green practices into their HRM functions could lead to multiple benefits, including improved organizational reputation, enhanced employee engagement, cost savings through resource efficiency, and compliance with environmental regulations.

The research highlighted various GHRM practices being implemented by Palestinian manufacturing firms. One such practice was environmentally conscious recruitment, which involved considering an individual's environmental awareness, knowledge, and commitment to sustainability during the hiring process. By selecting candidates with a strong environmental ethos, firms aimed to build a workforce that would be more receptive to and actively engaged in green initiatives.

Another significant GHRM practice identified was the implementation of green training programs. These programs focused on raising employees' awareness about environmental

issues, providing them with the necessary knowledge and skills to adopt sustainable practices in their daily work routines. By educating and empowering their workforce, manufacturing firms sought to foster a culture of environmental responsibility and encourage employees to contribute to the organization's sustainability goals.

The study also highlighted the use of performance appraisal systems that integrated green objectives. Manufacturing firms established key performance indicators (KPIs) related to sustainability, such as energy consumption reduction, waste management, or carbon footprint reduction, and incorporated these metrics into employee performance evaluations. This approach aimed to motivate employees to actively participate in achieving the organization's environmental targets and link their performance and rewards to sustainability outcomes (Arqawi et al, 2019).

In conclusion, the research conducted by Arqawi et al. (2019) provides valuable insights into the landscape of green human resource management (GHRM) practices within Palestinian manufacturing firms. The findings underscore the increasing recognition among these firms of the significance of environmental sustainability and the role of HR practices in advancing green objectives. By integrating green practices into various HR functions, such as recruitment, training, and performance appraisal, Palestinian manufacturing firms aim to reap multiple benefits, including improved organizational reputation, heightened employee engagement, cost savings, and compliance with environmental regulations. The study illuminates the specific strategies and initiatives being undertaken by these firms to embed environmental responsibility into their organizational culture and operations. Moving forward, the insights gleaned from this research can inform the development and refinement of GHRM practices within Palestinian manufacturing firms and serve as a blueprint for other organizations seeking to embrace sustainability in their HR strategies. As the global imperative for environmental stewardship continues to grow, the findings of this study

contribute to the broader discourse on sustainable business practices and underscore the pivotal role of HR in driving organizational success while fostering environmental well-being.

The manufacturing industry in Palestine is making notable progress in implementing GHRMM practices, including incentives and rewards for eco-friendly behaviors. These practices aim to foster a positive work environment and enhance employee satisfaction, productivity, and competitiveness. Despite being in the early stages, the sector is evolving towards a more sustainable model that integrates environmental concerns with traditional HR practices.

The manufacturing industry is vital for Palestine's economic development, providing significant employment opportunities, fostering economic diversification, and contributing to export growth and trade balance. It also facilitates technology transfer and knowledge spillovers, supports value addition, and stimulates the development of ancillary industries.

To further advance, collaboration among academia, industry, and government is essential. Research institutions can offer valuable insights and best practices, while knowledge exchange platforms and industry associations can promote continuous improvement. The government can incentivize green and safety practices through policy measures and regulatory frameworks, and international partnerships can aid in knowledge transfer and capacity building.

Overall, while challenges remain, the Palestinian manufacturing sector is demonstrating a commitment to sustainability and continuous improvement, contributing positively to the region's economic growth and stability.

2.11 Preliminary Investigations

The concept of (GHRM) is relatively new, and there is limited research on the relationship between GHRM practices and corporate image. However, several studies have investigated the relationship between green management practices and corporate image.

In a study conducted by Zhu et al. (2019), the authors examined the relationship between green management practices and corporate reputation. The study found that companies that implement green management practices have a better reputation than those that do not. Additionally, the study found that green management practices have a positive effect on employee commitment, which further improves the corporate reputation.

Another study by Mohr et al. (2014) investigated the relationship between green management practices and customer loyalty. The study found that companies that implement green management practices have higher customer loyalty than those that do not. The study also found that green management practices have a positive effect on customer satisfaction, which further improves customer loyalty.

Similarly, a study by Hsu et al. (2016) examined the relationship between green management practices and employee engagement. The study found that companies that implement green management practices have higher levels of employee engagement than those that do not. The study also found that green management practices have a positive effect on employee motivation, which further improves employee engagement.

In a study by Chen and Huang (2018), the authors investigated the relationship between green management practices and financial performance. The study found that companies that implement green management practices have better financial performance than those that do not. The study also found that green management practices have a positive effect on innovation, which further improves financial performance.

Overall, previous studies suggest that green management practices have a positive effect on corporate reputation, customer loyalty, employee engagement, and financial performance. However, there is limited research on the relationship between GHRM practices and corporate image. Therefore, this study aims to fill this gap in the literature by examining the role of GHRM practices on corporate image in the manufacturing industry.

Chapter Three: Research Methodology

3.1 Introduction

This chapter presents the methods and approaches used in this research to collect data, test the framework and hypotheses, and answer the research questions. The research design section covers the approach, method, type, and details related to the questionnaire. The sample, sampling, and ethical considerations follow this. The final section presents the data analysis method provides a general insight into the research methodology.

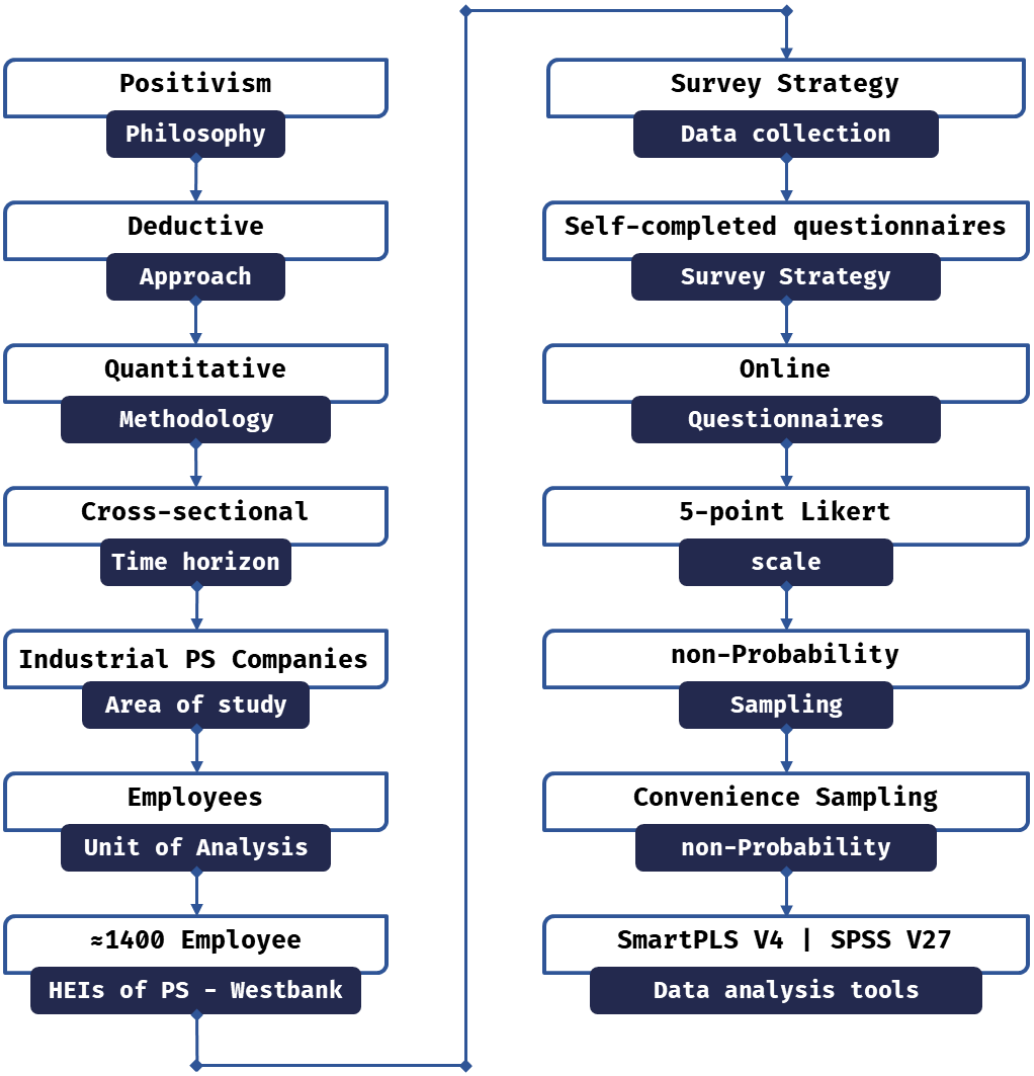

Figure 3.1 - The Research Methodology (Created by the author)

3.2 Research Design

3.2.1 Research Philosophy

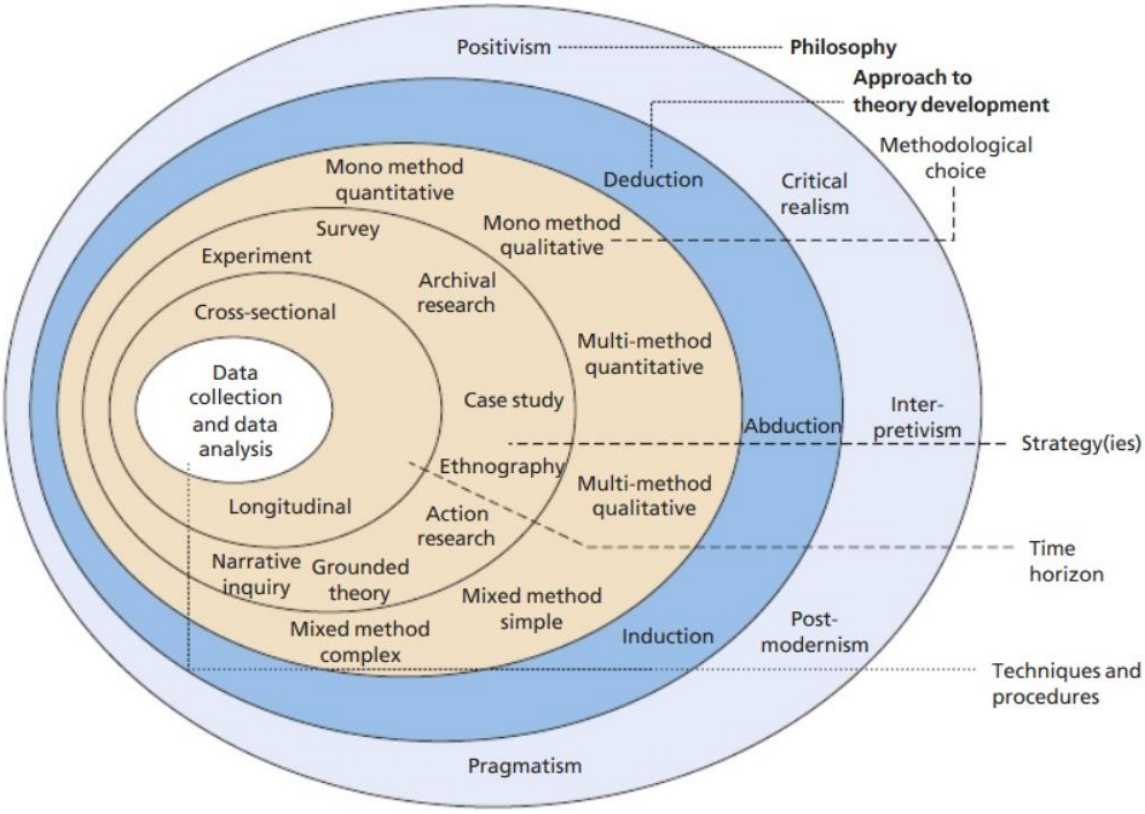

Figure 3.2 -The Research Onion (Saunders, Lewis, & Thornhill (2019).

Saunders, Lewis, & Thornhill (2019) delineate five foundational philosophies: positivism, critical realism, interpretivism, postmodernism, and pragmatism. Positivism, as highlighted by the authors, accentuates a rigorously scientific empiricist approach, relying on data to validate hypotheses without human interpretation or bias. This philosophical stance necessitates empirical quantitative testing and aligns well with the objectives of the present study.

3.2.2 Research Approach

Terrell (2016) outlines two primary research approaches: deductive and inductive. In the inductive approach, data is collected and analyzed to formulate a theory or hypothesis based

on patterns and observations derived from the data. On the contrary, the deductive methodology entails the identification of a pertinent theory, its refinement through a comprehensive literature review, and the formulation of a research strategy aimed at scrutinizing the theory. Considering the research's utilization of a quantitative methodology, the deductive method is considered especially appropriate (Creswell & Creswell, 2018).

3.2.3 Research Methodology

Mixed methods research designs combine both quantitative and qualitative methodologies to tackle research inquiries, demanding a comprehensive viewpoint. In accordance with this reasoning, the current investigation embraces a quantitative research framework, chosen for its compatibility with the particular research objectives being examined.

3.2.4 Time Horizon

Saunders et al. (2019) categorize research based on their temporal perspective into two groups: cross-sectional and longitudinal. Longitudinal investigations span a prolonged period, encompassing data gathering at various points in time, whereas cross-sectional studies are limited to a singular timeframe. In the current scenario, the study's time frame is cross-sectional as the collection of primary data from employees in the specified companies takes place concurrently.

3.2.5 Study Population

The research population included staff members from four Palestinian enterprises: “Birzeit Pharmaceuticals”, “Vegetable Oil Industries”, “National Carton Industry”, and “Palestine Poultry Company”.

3.2.6 Sampling Strategy

According to Sekaran & Bougie (2019), convenience sampling entails the collection of information from individuals within the population who are readily available to provide it. In essence, it entails selecting research participants based on their convenient accessibility rather than employing a random or systematic sampling method (Saunders et al., 2019). Accordingly, the current study used Convenience as the sampling method to collect the data from the total population of 1400 from the targeted four companies.

To ascertain an appropriate sample size for the study population of 1400 employees, the following equation, as referenced by Thompson (2012), was utilized. Based on this, with an accepted margin of error of 0.05% and a confidence level of 90%, it was determined that the sample size required would be 304 individuals, as calculated by Raosoft (2023). Accordingly, more data than the specified sample size was collected for the study.

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

3.3 Data Collection

3.3.1 Data Collection Tool

Saunders et al. (2019) delineated various types of questionnaires, including researcher-completed and self-completed questionnaires. Researcher-completed questionnaires are filled out by the researcher either in person or over the phone. On the other hand, self-completed questionnaires can be distributed online to respondents or delivered by hand and collected at a later time.

In this study, the chosen data collection tool is an online, self-completed questionnaire from google form. Given the absence of direct interaction between the researcher and

participants, it is crucial to note these questionnaires meticulously to ensure their validity and reliability. It is imperative to utilize reliable sources for questionnaire design, ensuring the clarity of the questions. The questionnaire featured closed-ended questions, offering various benefits such as simplified data analysis, enhanced comparability, efficient response times, and increased objectivity in enforcement and evaluation (Malhotra, 2019; Saunders et al., 2019).

The online questionnaire was constructed using Google Forms and distributed to employees via Email and WhatsApp. The appendices contain the finalized version of the questionnaire.

3.3.2 Survey Instruments

The survey employed in this study was created by amalgamating information from various literature sources, primarily derived from recent research. Significantly, the research was carried out in settings distinct from Palestine, as specified in Table 3.1. The survey is structured into various crucial segments, each fulfilling a specific role. The first part serves as an introductory component, in harmony with the researcher's commitment to ethical research practices, and contributes to a better understanding of the survey's goals. The following segment classifies survey participants based on crucial criteria, including: gender, age, educational level, work experience, job title, specialization, company age, and employees' number in the company.

In the next section, variables are examined through closed-ended questions formulated with a 5-point Likert scale. Respondents are prompted to express the extent of their agreement or disagreement with a series of statements, utilizing the Likert-style method. The scales range from 5 ("strongly agree") to 1 ("strongly disagree"), following the framework proposed by Saunders et al. (2019). For data collection, online questionnaires were employed in this

research. To ensure linguistic accuracy, a professional proofreader was enlisted to translate the questionnaire into both English and Arabic.

Table 3.1 - Research Survey Instrument

References	**1- Green Recruitment & Selection (GRS)**	
Mwita, K. M., & Kinemo, S. M. (2018). Pham, D. D. T., & Paillé, P.	GRS1	The company's use of environmentally conscious recruitment practices positively affects its image in the community.
	GRS2	The company's commitment to environmental sustainability is reflected in its recruitment and selection practices.
	GRS3	The company communicates its green recruitment and selection practices to the public.
	GRS4	The company's use of green recruitment and selection practices is an important factor in attracting potential customers.
	GRS5	The company's involvement of employees in decision-making processes regarding environmental sustainability practices empowers them to engage in environmentally sustainable practices.
Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021).	**2- Green Training & Development (GTD)**	
	GTD1	The company's environmental training and development programs are well-designed and effective.
	GTD2	The company's environmental training programs improve employees' knowledge and skills related to environmental sustainability.
	GTD3	The company's environmental training programs affect the perception of stakeholders regarding the company's commitment to environmental sustainability.
	GTD4	The company's environmentally friendly training and development practices enhance its image in the manufacturing industry in Palestine.
	GTD5	The company's environmental training and development programs meet the needs and expectations of employees.
References	**3- Green Performance Management & Appraisals (GPMA)**	
	GPMA1	The company includes environmental sustainability performance in employee performance evaluations.
	GPMA2	The inclusion of environmental sustainability performance in employee performance evaluations motivates employees to engage in environmentally sustainable practices.
	GPMA3	The company's performance management and appraisal practices contribute to its environmental reputation.
	GPMA4	The company's use of green management and appraisals practices is an important factor in attracting potential customers.
	GPMA5	The company provides feedback on environmental performance to its employees.

	4- Green Rewards & Compensation (GRC)	
	GRC1	The company provides rewards for employees who engage in environmentally sustainable practices.
	GRC2	The company's environmental rewards and compensation practices affect the perception of stakeholders regarding the company's commitment to environmental sustainability.
	GRC3	The company's reward and compensation practices contribute to its environmental reputation.
	GRC4	The company's green reward and compensation practices contribute to employee satisfaction and retention.
	GRC5	The company's compensation and reward system reflect its commitment to sustainability and environmental responsibility.
References	**5- Corporate Image (CI)**	
	CI1	The company involves employees in the decision-making process regarding environmental sustainability practice.
	CI2	The company's involvement of employees in decision-making processes regarding environmental sustainability practices empowers them to engage in environmentally sustainable practices.
	CI3	The company's environmental sustainability practices positively influence my decision to work for the company.
	CI4	The company's participation and empowerment practices positively affect its image in the manufacturing industry in Palestine.
	CI5	The company's participation and empowerment practices improve employee job satisfaction.

3.4 Research Ethics

Saunders et al. (2019) emphasize the necessity for the researcher to obtain the respondent's consent before they participated in the study. Survey participants must have a clear understanding of the study's purpose, how their information will be utilized, and the reasons behind the research. Furthermore, to ensure confidentiality, participants will not be required to provide any purely personal information (Sekaran & Bougie, 2019).

3.5 Data Analysis

In the current study, to conduct the data analysis the following tools were used:

3.5.1 Smart-PLS V4

In the present study, the Partial Least Squares Structural Equation Modelling (PLS-SEM) technique was employed for the analysis of the gathered data through the utilization of Smart-PLS. This methodology finds widespread application in diverse social science disciplines, including organizational management, management information systems, and marketing. Renowned for its capability to yield dependable results and its efficiency in requiring smaller sample sizes compared to alternative techniques, PLS-SEM has been endorsed in prior works (Avkiran & Ringle, 2018; Hair, Risher, Sarstedt, & Ringle, 2019). The assessments carried out with Smart-PLS V4 covered both the mmeasurement model and the structural model.

3.5.2 SPSS V27

In order to facilitate the examination of the received responses, we utilized the Statistical Package for Social Sciences (SPSS V27) to capture the data by assigning numerical codes. This process involved coding both independent and dependent variable items, as well as demographic information. Moreover, we identified missing data and invalid cases to guarantee the dataset's accuracy and comprehensiveness. Suitable imputation techniques were applied to address any detected invalid cases.

3.6 Summary

This section offers an extensive examination of the methodological strategy employed in gathering and analyzing primary data. The research aligns with positivism as its underlying philosophy and employs a quantitative approach for the study. The structure is built upon the existing theories and literature foundations. Data will be collected via a self-administered survey, and Smart-PLS and SPSS will be utilized for the subsequent analysis. The following section will showcase the outcomes obtained from the statistical examinations.

Chapter Four: Data analysis

4.1 Introduction

In this study, the initial phases of data analysis encompassed data preparation, screening, and a descriptive analysis of the questionnaire data using SPSS. This type of analysis is typically employed in the early stages to identify errors or missing data and to provide a summary of the data's characteristics. Additionally, Smart-PLS will be employed to assess the validity and reliability of the questionnaire data and to test the study's hypotheses. The integration of Smart-PLS facilitates an in-depth examination of relationships between variables within the proposed conceptual model, aiding in the identification of potential issues. The combined use of both SPSS and Smart-PLS is intended to provide a comprehensive analysis of the questionnaire data and rigorously test the study's hypotheses.

4.2 Data Preparation and Screening

The first phase of the analysis process encompassed data preparation and screening. While multivariate analysis techniques such as multiple regression, factor analysis, and Structural Equation Modelling (SEM) offer substantial capabilities in aiding researchers with their hypotheses, it is important to acknowledge their inherent limitations (Tabachnick & Fidell, 2019). In this study, Structural Equation Modelling (SEM), a multivariate statistical technique, was employed. Therefore, data preparation and screening assume critical importance as an initial step in SEM (Whittaker & Schumacker, 2022). Similarly, the data set should have accuracy and distributional characteristics, or the results will fail in estimating the research model (Kline, 2015). Subsequent subsections will delve into the various aspects of data preparation and screening.

4.2.1 Missing Data

Researchers generally prefer working with complete datasets, but it is challenging to entirely avoid missing values in real-world datasets (Kline, 2015). As highlighted by Tabachnick & Fidell (2019), the presence of missing data, signifying incomplete information in study data, such as unanswered survey items, is nearly unavoidable. This issue is particularly pronounced in social science studies (Byrne, 2016).

The occurrence of missing data can result from various factors, including respondents refusing to answer specific questionnaire items (Byrne, 2016), errors in data collection or entry, or data loss or corruption (Tabachnick & Fidell, 2019). This problem can significantly impact the accuracy and reliability of Structural Equation Modelling (SEM) results, leading to biased samples and skewed outcomes, thereby diminishing statistical power and hindering the detection of significant variable relationships (Hair, Black, Babin, & Anderson, 2018). Therefore, it is crucial to thoughtfully address missing data in SEM and employ appropriate strategies to ensure result reliability and validity. Several approaches exist for handling missing data in SEM, such as imputing missing values, using maximum likelihood estimation, or applying multiple imputation techniques (Kline, 2015; Whittaker & Schumacker, 2022).

In the present study, the researcher adhered to various guidelines to guarantee data quality and integrity. The survey was self-administered, allowing respondents to complete the questionnaire at their own pace. Online Aassistance was provided to address any misunderstandings, ensuring accurate completion. The researcher also confirmed correct questionnaire completion upon collection, resulting in a maximum number of complete questionnaires.

Following the survey data collection, the researcher proceeded with the coding and labelling of the data based on different sections and item numbers of the questionnaire.

Subsequently, the data file was meticulously inspected by the researcher for any missing data using the frequency of occurrence of each indicator in SPSS. Appendix demonstrates that there are no illegal or missing entries, affirming the full cooperation and high degree of accuracy of the responses from the respondents.

4.2.2 Outliers

Outliers are data points that deviate dramatically from the majority of the data (Kline, 2015). Outliers, also known as anomalies, are observations that have unique properties that differentiate them from the rest (Hair et al., 2018). Outliers can arise due to several factors, such as errors in data collection or entry, unexpected values, variations in respondent behavior, an unsuitable survey design, and inadequate representation of the target population being studied (Tabachnick & Fidell, 2019). The data collection may contain both multivariate and univariate outliers. Multivariate outliers exhibit extreme values over many variables, whereas univariate outliers display extreme values on a single variable. Multivariate outliers pose a greater challenge as they can significantly disrupt the relationships among numerous variables, but univariate outliers have a lesser impact as they only influence a single variable (Kline, 2015).

Whittaker & Schumacker (2022) recommend utilizing robust statistical tests to address outliers since they can significantly influence the results of standard deviation and correlation coefficients, adversely impacting the statistical study. Researchers primarily utilize standardized values (Z-scores) to detect univariate outliers (Leys, Delacre, Mora, Lakens, & Ley, 2019). As stated by Mowbray, Fox-Wasylyshyn, & El-Masri (2019), a z-score is a statistical measure that represents the extent to which a single variable deviates from its mean. The findings of the univariate outlier analysis demonstrate that there were four cases of univariate outliers in the data set that exceeded the recommended range of ±3.29 which is

depicted in Table 4.1. As advised by Tabachnick & Fidell (2019), the cases have been eliminated, and the Z-scores of the final dataset range from -3.00931 to 1.53611 as presented in Appendix 4.

Table 4.1 – The cases with univariate outliers

ID	GRS	GTD	GPMA	GRC	CI
40	-1.45083	0.02314	-1.95139	***-3.50277***	-1.96254
186	***-3.6327***	-1.08773	-1.25389	-1.21688	-1.62123
238	**-3.6327**	0.76373	1.53611	0.30704	-0.25598
263	0.10766	***-3.67977***	-1.25389	***-3.88375***	***-3.32779***

Moreover, researchers also rely on calculating the squared Mahalanobis distance (D2) for every case to discover multivariate outliers (Leys et al., 2019). According to Kline (2015), Mahalanobis (D2) is an indication of the distance of a single observation and the center of all observations on a collection of variables. In other words, it concentrates on one observation in contrast to the center of all observations on a set of variables (Hair et al., 2018). According to Byrne (2016), If the D2 value for a specific data point is greater than a certain threshold, it is viewed as an outlier.

Since the study variables are multi-items, First, the researcher employed the median as a measure of central tendency instead of the mean before computing the Mahalanobis values as the mean may be altered by the presence of outlying cases as indicated by Collier (2020). Next, the researcher used the value 3 as the degree of freedom (DF) to obtain a P-value. Significance levels ($P < 0.001$) can be used as a threshold to identify observations as outliers, as recommended by Hair et al. (2018). The multivariate test, show there is no cases that have significance levels less than ($P < 0.001$) as presented in Appendix 3. In summary, the data set has no outliers from both types.

4.2.3 The Data Normality

PLS-SEM is a non-parametric statistical technique. One of its key advantages is that it does not rely on the assumption of normality in the distribution of data. However, it is important to take into account the distribution when using PLS-SEM because highly non-normal data can cause standard errors obtained from bootstrapping to increase and potentially reduce the significance of relationships (Hair, Ringle, & Sarstedt, 2011; Henseler, Ringle, & Sinkovics, 2009).

Two often used tests to evaluate the normal distribution are the Kolmogorov-Smirnov and Shapiro-Wilk tests (Uttley, 2019). The skewness-kurtosis test should be employed instead of the initial two tests in order to assess the normality distribution, as the other two tests are inadequate for evaluating the extent to which the data deviate from a normal distribution (Hair, Hult, Ringle, & Sarstedt, 2017). Kline (2015) suggested that the researcher examine the univariate skewness and kurtosis. Collier (2020) created a rule of thumb stating that the skewness and kurtosis values for any data set should be within the range of ±2 to ±10. However, Byrne (2016) offers a narrower range of ±3 to ±7, while Whittaker & Schumacker (2022) cite a range of ±2 to ±7, respectively. Alternatively, it is conceivable that the data distribution is not normal.

The skewness and kurtosis tests yielded the following results: the skewness values varied from -1.408 to -0.527, with a standard error of 0.140. The kurtosis values ranged from 0.085 to 3.330, with a standard error of 0.279. These findings are shown in Appendix. These numbers fall within the permitted range, indicating that the study data is regarded as normal and appropriate for further examination. After the screening, cleaning, and handling of the

dataset used in the current study for missing observations, outliers, and normality. the subsequent procedures involve assessing the internal consistency of all study variables.

4.3 Internal Consistency

Tavakol & Dennick (2011) argued that "an instrument cannot be valid unless it is reliable". During reflective measurement model assessment, analyzing the internal consistency reliability is substantial (Hair et al., 2021). Internal consistency refers to how well elements inside a measurement instrument are related to one another and measure the same underlying construct (Collier, 2020). According to Kline (2015), The most often utilized technique as a reliability coefficient is Cronbach's alpha (α).

Table 4.2 – Recommended cronbach's alpha values

Cronbach's Alpha (α)	**Internal Consistency**
α > 0.9	Excellent
α > 0.8	Good
α > 0.7	Acceptable
α > 0.6	Questionable
α > 0.5	Poor
α < 0.5	Unacceptable

To maintain high internal consistency, Collier (2020) advocated having at least three indicators for each concept. As stated in Table adapted from George & Mallery (2021), alpha is typically varying between 0 and 1. As the value of alpha grows closer to 1.00, it implies a higher level of internal consistency among the elements in the instrument being reviewed (Kline, 2015).

Table 4.3 - Reliability Statistics

Cronbach's Alpha (α>)	**Number of Items**	**Internal Consistency**
0.924	25	Excellent

The study assessed internal consistency using Cronbach's (α) and found excellent reliability with a Cronbach's value of 0. 924 as shown in Table 4.3, indicating the reliability of the research instrument is highly reliable (George & Mallery, 2021). Having proven internal consistency, the next stage was assessing the descriptive analysis.

4.4 Demographic and Descriptive Analysis

The necessary next steps are descriptive analysis for response rate, respondents' profile, and statistical description of the study variables using the statistical values of mean and standard deviations.

4.4.1 The Response Rate of the Respondents

Initially, the survey was conducted online and was available for 4 weeks. Out of 1400 employees, a total of 430 questionnaires were emailed and 304 were returned, resulting in a response rate of 70.6%.

Table 4.4 - Response rate details

Companies	**Online Surveys**		
	Distributed	Received	Response Rate
- Birzeit pharmaceuticals. - Vegetable oil industries. - National carton industry. - Palestine poultry company.	430	304	70.6%
	Complete and Usable Questionnaires = 304		
	After Data screening = 300		

In total, the data was collected through the online surveys, as summarized in Table 4.4. The final number of usable and complete questionnaires obtained from the four companies was 300.

4.4.2 Demographic Profile of the Respondents

This section provides an overview of the demographic information of the respondents, including gender, age, education level, work experience, job title, and specialization, company

age, and employees' number in the company. These characteristics provide important insight into the study sample and analysis. These demographic characteristics are shown in Table 4.5.

Table 4.5 - Presentation of demographic data

Group	Choice	Frequency	Proportions (%)
Gender	Male	185	60.9
	Female	119	39.1
Age	Less than 25 years	106	34.9
	26-35 years	164	53.9
	Above 36 years	34	11.2
Education Level	Diploma or less	170	55.9
	Bachelors	94	30.9
	Masters or high	40	0.13
Work Experience	Less than 5 years	84	27.6
	6-10 years	89	29.3
	More than 10 years	131	43.1
Job Title	Department Manager	63	20.7
	Head of Department	39	12.8
	Administrative Employee	45	14.8
	Technical Worker	157	51.6
Specialization	Related to HR	115	37.8
	Not Related to HR	189	62.2
Company age	Less than 6 years	63	19.7
	6 - 10 years	101	33.2
	More than 10 years	140	46.1
Employees NO in the company	300-330	135	44.4
	331-350	161	53.0
	More than 351	8	2.6
Total		**300**	**100%**

As mentioned before, the respondents were asked to indicate some demographic information about themselves. The results showed that 60.9% of the respondents are men, while 39.1% are women. Moreover, they were also asked to specify age groups. The age distribution of the respondents was diverse, with the largest group being those aged 26 to 35 years old (53.9%). The group aged less than 25 years old represented 34.9% of the sample, and those above 36 years old made up 11.2%. Moreover, the sample included a mix of

education qualifications, with the largest percentage of respondents, 55.9%, having a Diploma or less, followed by 30.9% having a Bachelor's, and 0.13% having either a Ph.D. or a Master's.

Concerning the work experience of the respondents, the preponderance of participants possessed more than 10 years of experience (43.1%), with the subsequent largest group having 6-10 years of experience (29.3%), and the remaining respondents having less than 5 years of experience (27.6%). Regarding job titles, the participants held diverse positions. The majority were Technical Workers (51.6%), followed by Department Managers (20.7%), Administrative Employees (14.8%), and Heads of Departments (12.8%). Moreover, in terms of specialization, 37.8% of respondents indicated their specialization was related to HR, while 62.2% specified that it was not related to HR. Shifting the focus to the age of represented companies, 46.1% were associated with entities aged more than 10 years, 33.2% with companies aged 6 to 10 years, and the remaining percentage with companies aged less than 6 years. Finally, the breakdown revealed that 44.4% of respondents reported a workforce size ranging from 300 to 330 individuals, while 53.0% fell within the range of 331 to 350 employees. A minor fraction, constituting 2.6%, indicated that their respective companies boasted an employee count surpassing 351.

In summary, the sample is diverse, representing various demographics, educational backgrounds, work experiences, job titles, specializations, company age, and employees' number in the company.

4.4.3 Descriptive Analysis of the Latent Constructs

The study conducted a descriptive analysis to examine the general understanding of how the 300 respondents perceived various attributes related to the independent variables (i.e., Green Recruitment & Selection, Green Training & Development, Green Performance Management & Appraisals, Green Rewards & Compensation, and the dependent variable (i.e.,

Corporate Image). Table 4.6 displays the means and standard deviation of the study constructs, assessed on a 5-point Likert scale:

Table 4.6 - Descriptive statistics results

Constructs	**Items**	**Mean**	**Standard Deviation**	**Min**	**Max**
Green Recruitment & Selection (GRS)	5	4.1493	0.61451	2.20	5.00
Green Training & Development (GTD)	5	4.1947	0.52975	2.80	5.00
Green Performance Management & Appraisals (GPMA)	5	4.1247	0.56833	2.40	5.00
Green Rewards & Compensation (GRC)	5	4.2533	0.50239	2.80	5.00
Corporate Image (CI)	5	4.1640	0.57230	2.40	5.00

The mean values indicated that all the constructs had a mean value above the *midpoint* level of 4. The highest mean rating belonged to Green Rewards & Compensation (M = 4.25, SD = 0.50), implying that the respondents had an above-average perception of this construct. while the lowest mean rating was for Green Performance Management & Appraisals (M = 4.12, SD = 0.56).

The standard deviation was used to measure the degree to which the individuals within each construct differed from the mean. The construct exhibiting the highest deviation from its mean was Green Recruitment & Selection (M = 4.14, SD = 0.61), indicating a notable variability of 15.7 in participants' perceptions of this construct. Conversely, the lowest deviation from the mean was observed for Green Rewards & Compensation (M = 4.25, SD = 0.50). The subsequent phase involves evaluating the measurement and structural models and testing the research hypotheses, utilizing the PLS-SEM approach. The subsequent section of this chapter details the outcomes of the analysis and establishes the accepted framework for reporting PLS analyses.

4.5 Assessment of PLS-SEM

Structural Equation Modelling (SEM) is a statistical technique designed to assess the relationships among multiple variables simultaneously (Hair, Hult, et al., 2017). SEM provides a flexible platform for multivariate analysis, encompassing applications such as regression, path, and factor analysis (Gefen, Straub, & Boudreau, 2000). Furthermore, SEM allows researchers to generate latent (unobserved) variables, account for measurement errors in observed variables, and evaluate theoretical and measurement assumptions against empirical data (Chin, 1998). In this study, a multivariate SEM analysis was deemed appropriate due to the examination of multiple factors using various variables. SEM consists of two models: the measurement model, addressing variable measurement, and the structural model, focusing on relationships among variables (Hair et al., 2019).

According to Memon et al. (2020), two primary approaches are commonly employed for SEM, namely Covariance-Based (CB-SEM) and Partial Least Squares (PLS-SEM). The CB-SEM approach utilizes the traditional maximum likelihood (ML) estimation method to estimate the model parameters. Its objective is to minimize differences between the sample covariance matrix and the covariance matrix predicted by the theoretical model (Chin, 1998). In contrast, PLS-SEM is based on the PLS technique, combining principal component analysis (PCA) and regression-based path analysis (RBP) to estimate parameters in a set of equations within a structural equation model (Mateos-Aparicio, 2011). Both methodologies are employed for SEM assessment, each with distinct characteristics and advantages.

The PLS-SEM approach (e.g., SmartPLS) is often chosen over the CB-SEM approach (e.g., AMOS) due to its adaptability and strengths in various research situations. PLS-SEM offers several advantages that make it a suitable choice. Firstly, it effectively handles smaller sample sizes, providing greater statistical power and increasing the likelihood of detecting significant relationships. This is particularly beneficial when working with a limited dataset. Secondly, PLS-SEM is well-suited for dealing with non-normal data, which is often

encountered in social science research, while CB-SEM assumes data normality. This makes PLS-SEM more flexible and applicable to a wider range of research scenarios. Thirdly, PLS-SEM can handle very complex models with many indicators and constructs, and it can estimate normatively specified constructs. Finally, PLS-SEM allows for the inclusion of more indicator variables, bolstering both measurement and structural theory development, while CB-SEM often requires the elimination of several indicators to achieve a satisfactory model fit (Hair, Hult, et al., 2017; Richter, Cepeda, Roldán, & Ringle, 2016; Ringle, Sarstedt, Mitchell, & Gudergan, 2020; Ryan, 2020).

Reinartz, Haenlein, & Henseler (2009) indicate that scholars accept the PLS-SEM approach as one of the most accurate structural model estimation approaches. PLS-SEM is particularly suited for prediction-oriented and exploratory research, making it an ideal tool for theory development (Sarstedt, Ringle, Henseler, & Hair, 2014). In contrast, CB-SEM is commonly used for confirming existing theories (Hair, Matthews, Matthews, & Sarstedt, 2017). Considering these discussed advantages, we have chosen PLS-SEM for our analysis.

4.6 Evaluating of Measurement Model

The measurement model of the study is reflective , which means that it is evaluating the underlying concept through the indicators used for the study (Henseler et al., 2009). In general, "reliability" means that the results of a measurement stay the same over time and with different samples. While "validity" means that a measurement is accurate and can be used to measure what it is supposed to measure. Thus, each of these assesses different aspects of the measurement (Hair et al., 2019). Following the guideline of Hair, Hult, et al. (2017), To ensure that the measurement model is valid and reliable, we examined different aspects of reliability and validity. Specifically, we studied indicator reliability, composite reliability, convergent validity, and discriminant validity, as indicated in the next sub-sections.

4.6.1 Indicator Reliability

Indicator reliability refers to the extent to which every individual item or indicator is measuring the same underlying construct (Hair, Hult, et al., 2017). Similarly, it is the extent to which a construct explains the variance of each indicator (Hair et al., 2019). Indicator reliability can be measured by outer loadings (i.e., factor loadings). Outer loadings of each indicator should exceed 0.70 thresholds (Chin, 1998).

While indicators with loadings less than 0.40 should be eliminated because they do not adequately measure the underlying construct (Bagozzi, Yi, & Phillips, 1991), indicators with loadings greater than 0.40 and less than 0.70 should be eliminated if doing so increases composite reliability (Hair et al., 2011), or convergent validity (i.e., average variance extracted) (Hair et al., 2021).

The study evaluated a measurement model that consisted of 25 reflective indicators. Some of the indicators had a factor loading that less than 0.70 namely (GTD4, GPMA1, GRC4, GRC5), as indicated in Table 4.7. Thus, the researcher decided to delete these indicators because their negative impact on the composite reliability (CR) the average variance extracted (AVE) for their constructs. As a result, the number of indicators was not reduced and remained at 21 items. Figure 4.1 and Figure 4.2 shown the measurement model before and after the deletion of the four items.

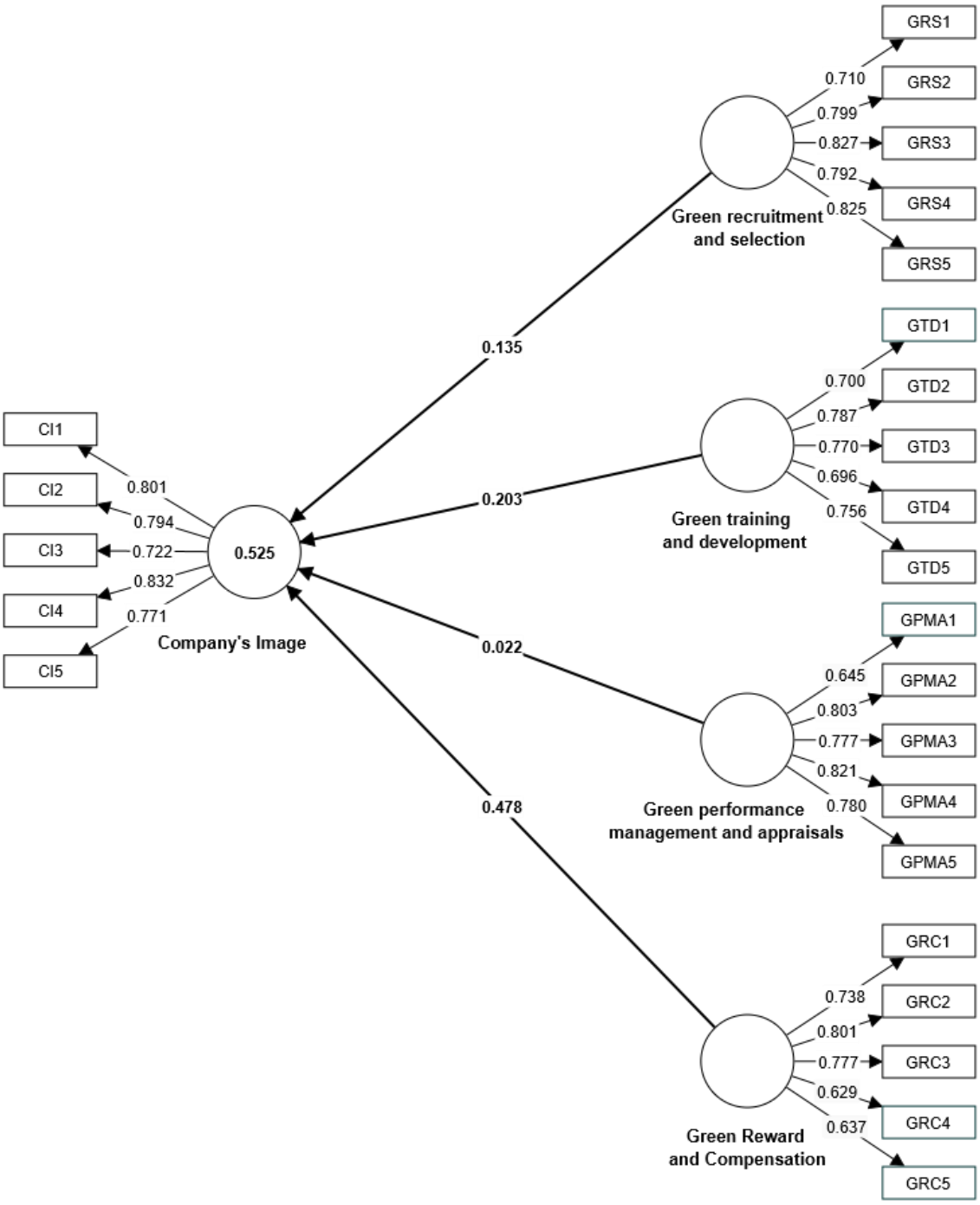

Figure 4.1 - The Measurement Model Before the Delete (Source: SmartPLS)

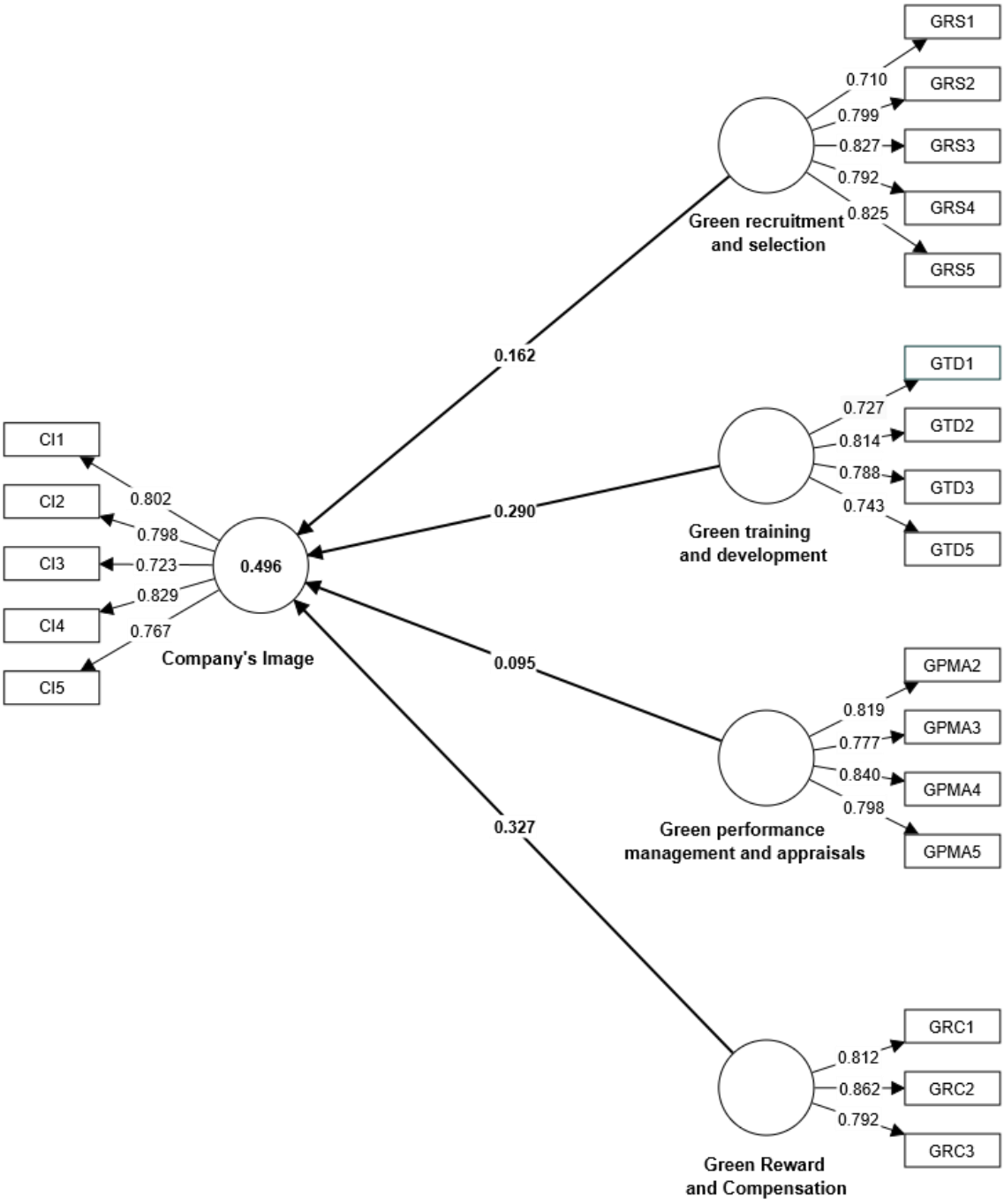

Figure 4.2 - The Measurement Model After the Delete (Source: SmartPLS)

Table 4.7 – The reliability of Constructs indicators using outer loading (OL)

Factor/Item		Statement	Before	After
Green Recruitment	GRS1	The company's use of environmentally conscious recruitment practices positively affects its image in the community.	0.710	0.710

	GRS2	The company's commitment to environmental sustainability is reflected in its recruitment and selection practices.	0.799	0.799
	GRS3	The company communicates its green recruitment and selection practices to the public.	0.827	0.827
	GRS4	The company's use of green recruitment and selection practices is an important factor in attracting potential customers.	0.792	0.792
	GRS5	The company's involvement of employees in decision-making processes regarding environmental sustainability practices empowers them to engage in environmentally sustainable practices.	0.825	0.825
Green Training & Development (GTD)	GTD1	The company's environmental training and development programs are well-designed and effective.	0.700	0.727
	GTD2	The company's environmental training programs improve employees' knowledge and skills related to environmental sustainability.	0.787	0.814
	GTD3	The company's environmental training programs affect the perception of stakeholders regarding the company's commitment to environmental sustainability.	0.770	0.788
	GTD4	~~The company's environmentally friendly training and development practices enhance its image in the manufacturing industry in Palestine.~~	0.696	
	GTD5	The company's environmental training and development programs meet the needs and expectations of employees.	0.756	0.743

Table 4.7 – The reliability of Constructs indicators using outer loading (OL)

Factor/Item		**Statement**	**Before**	**After**
Green Performance	GPMA 1	~~The company includes environmental sustainability performance in employee performance evaluations.~~	0.645	

	GPMA 2	The inclusion of environmental sustainability performance in employee performance evaluations motivates employees to engage in environmentally sustainable practices.	0.803	0.819
	GPMA 3	The company's performance management and appraisal practices contribute to its environmental reputation.	0.777	0.777
	GPMA 4	The company's use of green management and appraisals practices is an important factor in attracting potential customers.	0.821	0.840
	GPMA 5	The company provides feedback on environmental performance to its employees.	0.780	0.798
Green Rewards & Compensation (GRC)	GRC1	The company provides rewards for employees who engage in environmentally sustainable practices.	0.738	0.812
	GRC2	The company's environmental rewards and compensation practices affect the perception of stakeholders regarding the company's commitment to environmental sustainability.	0.801	0.862
	GRC3	The company's reward and compensation practices contribute to its environmental reputation.	0.777	0.792
	GRC4	~~The company's green reward and compensation practices contribute to employee satisfaction and retention.~~	0.629	
	GRC5	~~The company's compensation and reward system reflect its commitment to sustainability and environmental responsibility.~~	0.637	

Table 4.7 – The reliability of Constructs indicators using outer loading (OL)

Factor/Item – Statement			Before	After
Corporate Image (CI)	CI1	The company involves employees in the decision-making process regarding environmental sustainability practice.	0.801	0.802
	CI2	The company's involvement of employees in decision-making processes regarding environmental sustainability practices empowers them to engage in environmentally sustainable practices.	0.794	0.798

CI3	The company's environmental sustainability practices positively influence my decision to work for the company.	0.722	0.723
CI4	The company's participation and empowerment practices positively affect its image in the manufacturing industry in Palestine.	0.832	0.829
CI5	The company's participation and empowerment practices improve employee job satisfaction.	0.771	0.767

4.6.2 Internal Consistency Reliability

Internal consistency refers to how well items within a measurement instrument are related to one another and measure the same underlying construct (Collier, 2020). Traditionally, internal consistency reliability was measured using Cronbach's alpha (CA) (Kline, 2015).

Nonetheless, composite reliability (CR) has been recommended as a more accurate method. This is because composite reliability considers the indicators' different weights in the population, whereas CA treats all indicators as equal (Dijkstra & Henseler, 2015; Hair, Matthews, et al., 2017). However, it is emphasized that both methods should be used to get a more accurate estimate of the instrument's internal consistency. This is because CA measures the minimum level of internal consistency reliability, while CR measures the maximum level (Hair et al., 2021).

Table 4.8 - Internal consistency reliability

Construct	**CA**	**CR**
Green Training & Development (GTD)	0.768	0.771
Green Recruitment & Selection (GRS)	0.851	0.859
Green Performance Management & Appraisals (GPMA)	0.824	0.827
Green Rewards & Compensation (GRC)	0.760	0.763
Corporate Image (CI)	0.844	0.849

Both CA and CR values range from 0 to 1. For CA, values less than 0.6 indicate that there is a lack of reliability, while values higher than 0.60 means higher reliability (Kline, 2015). For CR, values between 0.60 and 0.70 are considered acceptable, while values above 0.70 are considered satisfactory. However, values above 0.95 are problematic (Henseler et al., 2009; Nunnally & Bernstein, 1994). The results from the PLS algorithm test, as depicted in Table , show that the CA values ranged from 0.760 to 0.851, while the CR values ranged from 0.763 to 0.859. As a result, the constructs that are used in the research model have high reliability.

4.6.3 Convergent Validity

Convergent validity (CV) is a way to determine the accuracy of a measure by comparing it to other measures of the same construct. In other words, CV reflects the extent to which the indicators all measure a single underlying construct, also known as "Unidimensionality" (Urbach & Frederik, 2010).

According to Fornell & Larcker (1981), CV is assessed by measuring the values of average variance extracted (AVE). If the AVE for a construct is greater than or equal to 0.50, it means that the construct explains at least 50% of the variation in its indicators (Götz, Liehr-Gobbers, & Krafft, 2010; Henseler et al., 2009).

Table 4.9 - The AVE values of the study constructs

Construct	**AVE**
Green Training & Development (GTD)	0.591
Green Recruitment & Selection (GRS)	0.627
Green Performance Management & Appraisals (GPMA)	0.654
Green Rewards & Compensation (GRC)	0.676
Corporate Image (CI)	0.616
The Average of AVE	**0.6328**

The results from the PLS algorithm test, as depicted in Table 4.9, show that the average variance extracted (AVE) for the constructs in the research model ranges from 0.591 to 0.676. These values fall within the acceptable range (greater than 0.50). As a result, the constructs that are used in the research model have strong convergent validity.

4.6.4 Discriminant Validity

Discriminant validity is a measure used to evaluate the extent to which a construct does not correlate with other constructs (Urbach & Frederik, 2010). Essentially, it indicates that the construct is distinct and captures phenomena not encompassed by other constructs within the conceptual framework (Farrell, 2010).

The evaluation of discriminant validity often relies on "shared variance," which denotes the amount of variance a construct can explain in another construct, represented by the square of the correlation between any two constructs (Farrell, 2010). In this study, discriminant validity was assessed by scrutinizing the correlation between indicators of potentially overlapping constructs. This approach was chosen to ensure robust loading of indicators on their respective constructs and that the average variance shared between each construct and its indicators exceeded the variance shared between the construct and other constructs, as recommended by Henseler et al. (2009).

While cross-loadings and the Fornell-Larcker criterion are the two most common methods to evaluate discriminant validity, recent research suggests potential limitations, especially when indicator loadings on a construct are slightly similar (e.g., loadings between 0.65 and 0.85) (Henseler, Ringle, & Sarstedt, 2015; Radomir & Moisescu, 2020). To address this concern, Henseler et al. (2015) proposed the HTMT ratio as a more reliable alternative for assessing discriminant validity. However, in this study, the three methods will be employed.

Table 4.10 - Discriminant Validity Acceptance

Index Name	Status of Acceptance	Literature Support
Fornell and Larcker criterion	The $\sqrt[2]{\text{AVE}}$ of each construct should be higher than its highest correlation with any other constructs.	(Fornell & Larcker, 1981)
Cross-Loadings assessment	A Cross-loading of indicators on their construct should be higher than all others.	(Chin, 1998)
HTMT criterion	HTMT < 0.90	(Henseler et al., 2015)

As shown in Table , discriminant validity will be evaluated (1) at the level of the indicators using cross-loadings; (2) at the level of the constructs using the Fornell-Larcker criterion; and using the Heterotrait-Monotrait Ratio of Correlations (HTMT). The results of these evaluations will be discussed as follows:

4.6.4.1 Discriminant Validity at the Indicator Level

Cross-loadings are used to make sure that an indicator measures the intended construct and not unintended constructs (Chin, 1998). In particular, Henseler et al. (2009) say that an indicator's outer loading on the associated construct should be higher than any of its cross-loadings, or correlations, on other constructs. Hair, Hult, et al. (2017) suggest that the best way to assess and report cross-loadings is in a table with "rows for the indicators" and "columns for the constructs".

The results from the PLS algorithm test, as depicted in Table 4.11, show that all the indicators' correlations for each associated construct (shaded values) are greater than the correlation with other constructs, which confirms that the indicators are measuring their intended constructs and not unintended constructs. As a result, all the indicators have passed the discriminant validity criteria.

4.6.4.2 Discriminant Validity at the Construct Level

The Fornell-Larcker test is slightly different from the cross-loading test in the examination approach. It uses the square root of the average variance extracted (√AVE) of each construct and compares it to the correlations between the construct and other constructs (Fornell & Larcker, 1981). Thus, if the √AVE for each construct (diagonal position) surpasses the correlation with other constructs in the off-diagonal position, it signifies the construct's validity and its representation of a distinct concept.

The results from the PLS algorithm test, as depicted in Table 4.12, show that all √AVE values (bolded values) exceed the inter-correlation values in their corresponding columns (non-bolded values), which confirms that all constructs are valid measures of unique concepts.

4.6.4.3 Heterotrait-Monotrait Ratio (HTMT)

The HTMT is an assessment method that calculates the true correlation between two constructs under the assumption of perfect reliability, and it uses the average correlations of indicators within a construct across various constructs to form the HTMT correlations (Hair et al., 2019). Henseler has proposed a new version of the HTMT, but the SmartPLS does not yet support HTMT-V2 (Roemer, Schuberth, & Henseler, 2021). The results from the PLS algorithm test, as depicted in Table 4.13, show that all HTMT values are less than 0.90 as recommended by Henseler et al. (2015), which confirms again that all constructs are valid measures of unique concepts. As a result, all the constructs have passed the discriminant validity criteria.

Table 4.11 - Evaluation of discriminant validity on the level of the indicators (cross-loadings)

	Corporate Image (CI)	**Green Rewards &**	**Green Performance Management & Appraisals (GPMA)**	**Green Recruitment &**	**Green Training &**

		Compensation (GRC)		Selection (GRS)	Development (GTD)
CI1	***0.802***	0.554	0.417	0.411	0.487
CI2	***0.798***	0.460	0.502	0.377	0.468
CI3	***0.723***	0.398	0.335	0.311	0.398
CI4	***0.829***	0.525	0.332	0.308	0.539
CI5	***0.767***	0.499	0.318	0.293	0.459
GPMA2	0.421	0.433	***0.819***	0.341	0.389
GPMA3	0.384	0.465	***0.777***	0.286	0.378
GPMA4	0.413	0.504	***0.840***	0.339	0.450
GPMA5	0.352	0.419	***0.798***	0.260	0.408
GRC1	0.481	***0.812***	0.426	0.223	0.470
GRC2	0.540	***0.862***	0.548	0.361	0.537
GRC3	0.518	***0.792***	0.412	0.378	0.525
GRS1	0.282	0.194	0.209	***0.710***	0.235
GRS2	0.353	0.332	0.273	***0.799***	0.289
GRS3	0.327	0.288	0.275	***0.827***	0.264
GRS4	0.349	0.367	0.355	***0.792***	0.286

Table 4.12 - Evaluation of discriminant validity on the level of the indicators (cross-loadings .. continued)

	Corporate Image (CI)	**Green Rewards & Compensation (GRC)**	**Green Performance Management & Appraisals (GPMA)**	**Green Recruitment & Selection (GRS)**	**Green Training & Development (GTD)**
GRS5	0.396	0.352	0.375	***0.825***	0.384
GTD1	0.431	0.374	0.332	0.252	***0.727***
GTD2	0.489	0.493	0.431	0.311	***0.814***
GTD3	0.456	0.503	0.388	0.349	***0.788***
GTD5	0.472	0.536	0.387	0.236	***0.743***

Table 4.13 - Evaluation of discriminant validity on the level of the constructs (Fornell-Larcker)

CONSTRUCT	**CI**	**GRC**	**GPMA**	**PERV**	**GTD**
Corporate Image (CI)	**0.785**				
Green Rewards & Compensation (GRC)	0.625	**0.822**			
Green Performance Management & Appraisals (GPMA)	0.487	0.564	**0.809**		
Green Recruitment & Selection (GRS)	0.435	0.393	0.381	**0.792**	
Green Training & Development (GTD)	0.602	0.622	0.502	0.374	**0.769**

4.7 Assessment of the Structural Model

This structural model aims to test the formulated hypotheses for the direct effects of GHRMM practices on the manufacturing industry in Palestine, as depicted in Table 4.13.

Table 4.14 - The Research Hypotheses

Hypothesis		**Path**
H1)	There is a positive relationship between the role of GHRMM practices and the corporate image in the manufacturing industry in Palestine.	G-HRM → CI
H1.1)	Green recruitment and selection have a positive role on improving the company's image in the manufacturing sector in Palestine.	GRS → CI
H1.2)	Green training and development have a positive role on improving the company's image in the manufacturing sector in Palestine.	GTD → CI
H1.3)	Green performance management and appraisals have a positive role on improving the company's image in the manufacturing sector in Palestine.	GPMA → CI
H1.4)	Green Reward and Compensation have a positive role on improving the company's image in the manufacturing sector in Palestine.	GRC → CI

The structural model assessment consists of evaluating the constructs and the direct relationships between these constructs, as illustrated in Figure 4.3. As recommended by Hair et al. (2021), the study conducted a series of analyses techniques, including collinearity issues, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), path coefficients for the hypotheses, and the model fit to evaluate the validity of the proposed research model and hypotheses, as discussed in more detail in the subsequent sections.

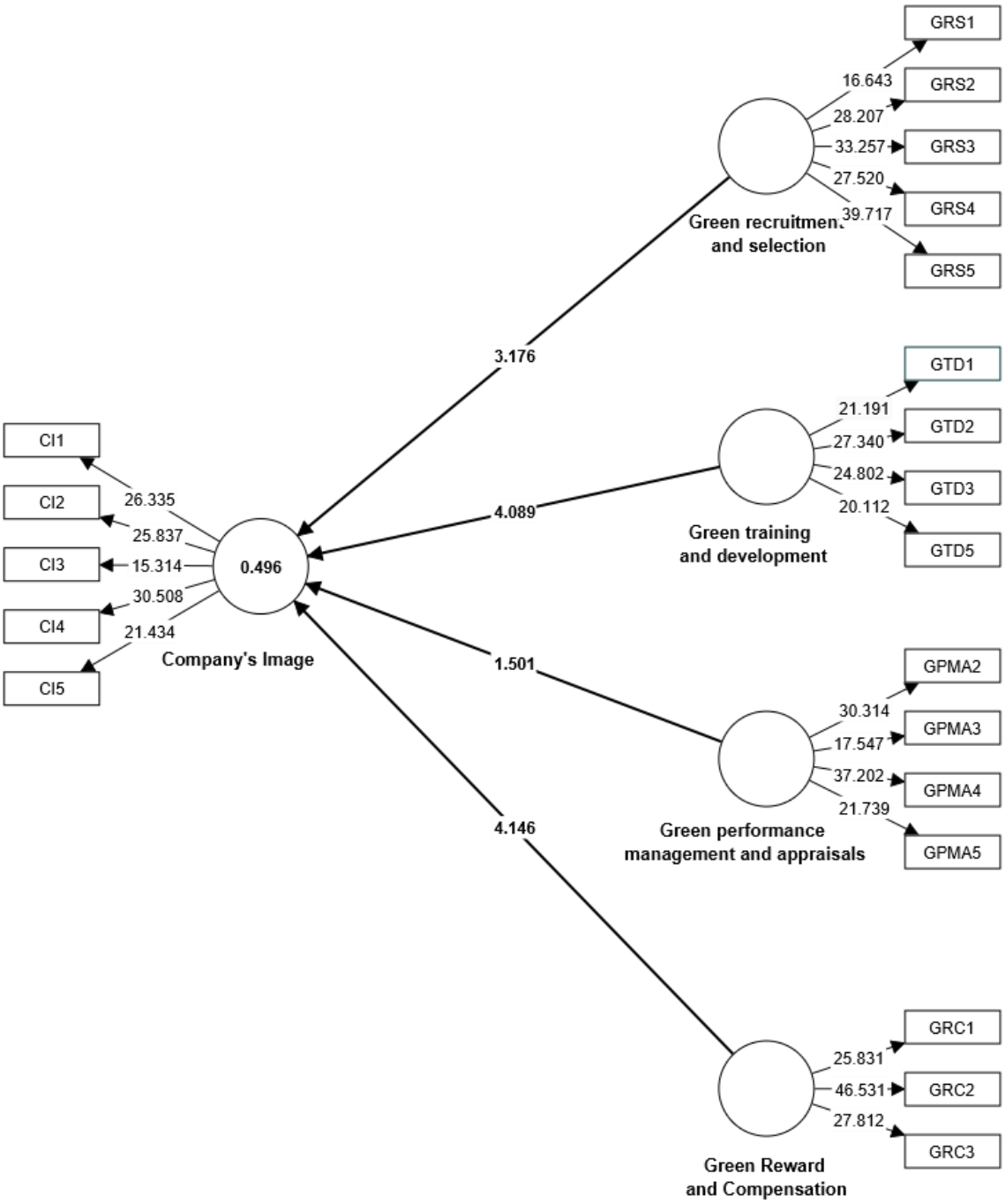

Figure 4.3 - The Structural Model (Source: SmartPLS)

4.7.1 Inner Collinearity

4.7.2 Multicollinearity and Common Method Bias

Multicollinearity is a situation where independent variables are highly correlated, which can negatively impact the interpretation of results from statistical analysis (Hair et al., 2011; Kock, 2015). To detect the presence of multicollinearity, the variance inflated factor (VIF) is commonly used (Hair et al., 2019). Moreover, VIF also can be used to detect the common method bias (Kock, 2015).

Before evaluating the structural model, it is important to assess lateral (inner) collinearity as emphasized by Hair, Hult, et al. (2017). When there is severe collinearity, the weights of the indicators can significantly change, which could lead to incorrect conclusions (Hair et al., 2021). VIF is used to measure the inner collinearity between each set of predictor variables and their dependent variable. Thus, if the VIF value is 3.3 or higher, it suggests a potential issue with collinearity (Diamantopoulos & Siguaw, 2006; Kock, 2015).

Table 4.15 - Multicollinearity Test

Construct	**VIF**
Green Rewards & Compensation (GRC)	1.933
Green Performance Management & Appraisals (GPMA)	1.601
Green Recruitment & Selection (GRS)	1.261
Green Training & Development (GTD)	1.759

The results from the PLS algorithm (SmartPLS) and Linear regression algorithm (SPSS), as depicted in Table , show that all VIF values ranging from 1.261 to 1.933 are less than the threshold value of 3.3 as recommended, which confirms the absence of any critical collinearity issues.

4.7.3 Coefficient of Determination (R^2)

Pearson's coefficients determination (R^2), represents the proportion of the variance in the dependent variable (endogenous) that is explained by the independent (exogenous) variables (Hair et al., 2019). R^2 typically ranges between 0 and 1, with higher values indicating a model

with greater explanatory power (Götz et al., 2010). R^2 is also commonly used in calculating the global goodness-of-fit (GoF) of the model. Thus, an R^2 value of at least 0.10 is suggested to guarantee an acceptable variance (Falk & Miller, 1992). Table shows the recommended R^2 values from various literature.

Table 4.16 - Coefficient of determination (R^2) acceptance

Level of predictive accuracy		Literature Support
$R^2 < 0.02$: Critical. $R^2 \geq 0.02$: Weak.	$R^2 \geq 0.13$: Moderate. $R^2 \geq 0.26$: Substantial.	(Cohen, 1988)

The R2 values of Corporate Image (CI) as indicated in Table were analyzed in the context of predictive accuracy. The values were found to be 49.6% (R2 = 0.496), which is considered Substantial according to Cohen (1988).

Table 4.17 - R-square values of Corporate Image (CI)

R^2	Power	Supported by
0.496	Substantial	(Cohen, 1988)

Thus, the result indicates that the study model sufficiently represents the collected data. Moreover, the model has achieved a substantial level of predictive accuracy and explanatory power.

4.7.4 The Effect Sizes (f^2)

Effect sizes (f^2) is a measure of the incremental contribution of an independent variable (s) to the explanation of a dependent variable (Henseler et al., 2009). In other words, f^2 can help researchers determine whether or not an independent variable has a meaningful effect (Urbach & Frederik, 2010). Table shows the recommended f^2 value of each independent variable.

Table 4.18 - Effect Size (f^2) acceptance

Analysis name	Level of effect	Literature Support
Effect sizes (f^2)	$f^2 < 0.02$: No effect. $f^2 \geq 0.02$: Small effect size. $f^2 \geq 0.15$: Moderate effect size. $f^2 \geq 0.35$: Substantial effect size.	(Cohen, 1988; Hair, Hult, et al., 2017)

	$f^2 < 0.005$: No effect. $f^2 \geq 0.005$: Small effect size. $f^2 \geq 0.01$: Moderate effect size. $f^2 \geq 0.025$: Substantial effect size.	(A. Kenny, 2018)

The f^2 values of the independent variables were analyzed using the PLS algorithm, as indicated in Table . All f^2 values ranged from 0.011 to 0.110. In more detail, this analysis shows that Green Rewards & Compensation (GRC) has the strongest effect on Corporate Image (CI) (f^2 = 0.110, Small), followed by Green Training & Development (GTD) (f^2 = 0.095, Small), Green Recruitment & Selection (GRS) (f^2 = 0.041, Small). However, Green Performance Management & Appraisals (GPMA) have no effect on the Corporate Image (CI). This result highlights the importance of Green Rewards & Compensation (GRC) in explaining Corporate Image (CI) more than other factors.

Table 4.19 - The f^2 values of independent variables

Construct	f^2	**Effect size** (Cohen, 1988)	**Effect size** (Kenny, 2018)
Green Rewards & Compensation (GRC)	0.110	Small	Substantial
Green Performance Management & Appraisals (GPMA)	0.011	No effect	Moderate
Green Recruitment & Selection (GRS)	0.041	Small	Substantial
Green Training & Development (GTD)	0.095	Small	Substantial

4.7.5 Predictive relevance of the Model (Q^2)

Predictive relevance, also known as Stone-Geisser (Q^2), is a metric used to assess the accuracy of a study model (Geisser, 1974). Essentially, it measures the degree to which the model can predict changes in the dependent variable (Shmueli et al., 2019). To consider the Model has predictive relevance, the Q^2 value should be greater than 0 (Shmueli et al., 2019). Table shows the recommended Q^2 value of the model.

Table 4.20 - Predictive relevance (Q^2) levels

Analysis name	**Level of predictive relevance**	**Literature Support**
Predictive Relevance (Q^2)	$Q^2 < 0$: the model hasn't predictive relevance $Q^2 > 0$: the model has predictive relevance:	(Hair, Ringle, & Sarstedt, 2013)

	$Q^2 < 0.02$: Weak. $Q^2 \geq 0.15$: Moderate. $Q^2 \geq 0.35$: Strong.

The Q^2 value of the model was analyzed using the PLSpredict algorithm (folds=10, repetitions=10) as indicated in Table . The Q^2 value was found to be strong (Q^2 = 0. 466, Strong). Thus, the result indicates that the study model has a strong degree of predictive relevance concerning the Corporate Image (CI) variable (Hair et al., 2013).

Table 4.21 - Predictive relevance (Q^2) values of the model

Q^2 predict	**Predictive Relevance**	**Supported by**
0. 466	Strong	(Hair, Ringle, & Sarstedt, 2013)

In conclusion, almost all the results of the tests imply that the research model is relatively robust. Accordingly, the path coefficients will be the next steps.

4.7.6 Path Coefficient

The study's research hypotheses were tested using a path coefficient assessment in the structural model, which measured the strength and direction of the relationship between the study constructs (Hair, Hult, et al., 2017). Table lists the statistical terms used in hypotheses testing as well as the recommended values.

Table 4.22 - Path Coefficient levels

Analysis	**Level of Acceptance**	**Literature Support**
P-Values	P-Values < 0.05	
T-Values	T-Values > 1.96 (two-tailed) T-Values > 1.65 (one-tailed)	(Hair, Hult, et al., 2017)
Beta (β)	If β value between: a) 0 to -1: the relation is negative. b) 0 to 1: the relation is positive.	(Boslaugh, 2012)

Path coefficients (β) typically range from -1 to +1, indicating negative or positive relationships (Boslaugh, 2012). To explain the influence of variables in a model, path coefficients greater than 0.100 are considered significant (Urbach & Frederik, 2010). To test

the significance of interrelations between study constructs, the bootstrapping test is used. The test should be performed with a large number of resamples, such as 5000, to generate stable estimates (Hair et al., 2018). Accordingly, bootstrapping (resample = 5000) was performed. The results of testing the hypotheses using the path coefficients (β), T-statistics (T), and significance levels (P) are presented in Table .

Table 4.23 - The tested hypotheses

Path	**Beta (β)**	**T-Values**	**P-Values**	**Hypothesis Result**
G-HRM → CI	0.691	18.934	0.000	H1) Supported
GRS → CI	0.166	3.176	0.002	H1.1) Supported
GTD → CI	0.293	4.089	0.000	H1.2) Supported
GPMA → CI	0.097	1.501	0.134	**H1.3*) Not Supported***
GRC → CI	0.324	4.146	0.000	H1.4) Supported

The results of the path coefficient analysis support all hypotheses except for GPMA (i.e., H1.3), which was not statistically significant. G-HRM, GRS, GTD, and GRC are all found to have a significant positive relationship with CI, while PERV. The results are as follows:

H1) GHRMM practices (G-HRM) has a significant relationship with Corporate Image (CI) ($\beta = 0.691$; $t = 18.934$; $p < 0.05$). H1 was thus supported.

H1.1) Green Recruitment & Selection (GRS) has a significant relationship with Corporate Image (CI) ($\beta = 0.166$; $t = 3.176$; $p < 0.05$). H1.1 was thus supported.

H1.2) Green Training & Development (GTD) has a significant relationship with Corporate Image (CI) ($\beta = 0.293$; $t = 4.089$; $p < 0.05$). H1.2 was thus supported.

H1.3) Green Performance Management & Appraisals (GPMA) has no significant relationship with Corporate Image (CI) ($\beta = 0.097$; $t = 1.501$; $p > 0.05$). H1.3 was thus not supported.

H1.4) Green Rewards & Compensation (GRC) has a significant positive relationship with Corporate Image (CI) ($\beta = 0.324$; $t = 4.146$; $p < 0.05$). H1.4 was thus supported.

4.7.7 The Model Fit

According to (Hair et al., 2019), three fit indices are sufficient for assessing the fit of a model. Else, will be redundant. Accordingly, the current study will use three measures as sufficient for assessing the fit of a model. These indices are the global goodness of fit index (GOF), standardized root mean square residual (SRMR), and normed fit index (NFI). Table shows the recommended of the used fit measures.

Table 4.24 - Goodness of Fit (GoF)

Level of fit	**Literature Support**
GoF < 0.25: Small.	(Wetzels, Odekerken-Schröder, & Oppen, 2009)
GoF ≥ 0.25: Medium.	
GoF ≥ 0.36: Large.	
SRMR < 0.08: accepted	(Hu & Bentler, 1998)
NFI > 0.90: accepted	(Bentler & Bonett, 1980)

4.7.7.1 Global goodness of Fit Index (GOF)

The Goodness of Fit (GoF) is a fitting measure that combines the mean of Average Variance Extracted (AVE) values and the R^2 of the dependent variable. Its objective is to assess the model's performance (Henseler & Sarstedt, 2013). The equation for calculating GoF is provided as follows:

Equation 5.1 – Global GOF

$$GoF = \sqrt{\overline{R}^2 \text{ x } \left(\overline{AVEs}\right)} = \sqrt{0.496 \text{ x } 0.6328} = \sqrt{0.3138688} = 0.560$$

The calculation of GoF shows that the value is 0.560. Thus, based on the GoF criteria the model is considered highly valid.

4.7.7.2 Standardized Root Mean Square Residual (SRMR)

It's crucial to recognize that global Goodness of Fit (GoF) measures, commonly utilized in the validation of models like CB-SEM, are not always appropriate for PLS-SEM (Henseler & Sarstedt, 2013). Instead, Henseler et al. (2014) have recommended using the Standardized

Root Mean Square Residual (SRMR) as a fit measure for PLS-SEM. The SRMR assesses the discrepancy between observed correlations and the correlations predicted by the estimated SEM model. It is calculated as the standardized root mean square of the residuals from the model and reflects the difference between observed and implied covariance matrices. A smaller SRMR value indicates a better model fit, with a value less than 0.08 considered good (Hu & Bentler, 1998). The SRMR values of the model as indicated in Table were 0.065. Thus, based on the SRMR criteria the model is considered valid (Hu & Bentler, 1998).

Table 4.25 - SRMR values of the study model

Saturated model	Estimated model	Recommended value
0.065	0.065	< 0.08

4.7.7.3 Normed Fit Index (NFI)

In addition, Whittaker & Schumacker (2022) suggested using the Normed Fit Index (NFI) as an additional fit measure. NFI compares the observed and predicted covariance matrices and provides a standardized evaluation of the model fit. A higher NFI value, greater than 0.90, indicates a better fit of the model (Bentler & Bonett, 1980).

Table 4.26 - NFI values of the study model

Saturated model	Estimated model	Recommended value
0.805	0.805	> 0.90

The NFI values of the model as indicated in Table were 0.805. Thus, based on the NFI criteria the model is considered not valid (Bentler & Bonett, 1980). A major drawback is that an increase in the number of parameters in the model results in a better NFI value (Hair et al., 2018). Due to this drawback, the value is not to be very high as expected.

The results of the analysis indicate that all fit indices, except for NFI, meet the recommended level of goodness of fit, demonstrating that the structural model has a good level of fitness. This finding is in line with the conclusion of Sarstedt, Ringle, & Hair, (2017),

who suggest that fitness measures are relevant in a PLS-SEM context but less so compared to CB-SEM. Based on this, the testing of direct hypotheses will be next.

4.8 Summary

The data analysis process in this research unfolded in two main stages. The initial stage focused on a thorough examination of the data to confirm the appropriateness of Structural Equation Modeling (SEM). This involved ensuring that all items in the dataset adhered to a normal distribution and verifying the absence of missing values or outliers. Transitioning to the second stage, which consists of two steps within SEM, Step (1) entailed establishing measurement models to assess the reliability and validity of the constructs employed in the study. In Step (2), structural models were developed to scrutinize the study hypotheses, exploring the relationships between variables.

Accordingly, a structural model was developed to examine one main hypothesis and four sub hypotheses. Using Smart-PLS4, these hypotheses were examined using the path coefficients for each hypothesized path. The results indicated that the effects of G-HRM, GRS, GTD, and GRC on CI were statistically significant. Thus, the main and sub hypotheses H1, H1.1, H1.2, H1.4 were supported while hypothesis H1.3 was rejected. The next chapter provides a discussion of the questions and objectives of study in the light of the results found in the empirical study along with implications, limitations, and future research.

Chapter 5: Discussion

5.1 Introduction

This section aims to provide a comprehensive overview of the data analysis process, the key results obtained, and their implications for the research objectives and broader context. Through the synthesis of quantitative findings, the section seeks to shed light on the research questions, hypotheses, and theoretical framework under investigation. Additionally, it offers insights into the practical implications of the findings, potential avenues for future research, and any limitations encountered during the study. Overall, this section serves as a critical component of the research report, offering readers a deeper understanding of the study's outcomes and their significance.

5.2 Descriptive Analysis of the Latent Constructs

The descriptive statistics for the study's latent constructs reveal generally positive perceptions among respondents regarding the company's environmental sustainability practices. Employees viewed Green Recruitment & Selection, Green Training & Development, Green Performance Management & Appraisals, and Green Rewards & Compensation favorably, indicating a strong organizational commitment to sustainability. These positive perceptions likely enhance the company's overall Corporate Image.

Standard deviations indicate variability in employee perceptions, suggesting differences in individual experiences and attitudes towards environmental practices. This variability highlights areas for potential improvement in the company's green initiatives. Overall, the findings emphasize the effectiveness of the company's sustainability efforts and offer insights

for refining strategies to further align with employee expectations and enhance the corporate image.

5.3 Assessment of PLS-SEM

In our study, we employed Partial Least Squares Structural Equation Modeling (PLS-SEM) as the analytical approach due to its adaptability and robustness in handling small sample sizes and non-normal data distributions, common challenges in social science research. Unlike covariance-based SEM, PLS-SEM offers greater flexibility and predictive capabilities, making it suitable for exploratory research and theory development. Through the measurement model, we assessed the reliability and validity of our measurement instruments, ensuring the accuracy of our data, while the structural model elucidated the causal relationships among the latent constructs, providing insights into the complex interplay of factors shaping our research phenomenon. By leveraging the unique advantages of PLS-SEM, we aimed to uncover novel insights and contribute to the advancement of knowledge within the field, aligning closely with the exploratory nature of our research objectives.

5.4 Evaluation of Measurement Model

The evaluation of the measurement model confirms its robustness and reliability. Internal consistency was high, with Cronbach's alpha values ranging from 0.760 to 0.851 and composite reliability values from 0.763 to 0.859, indicating strong internal consistency across constructs. Convergent validity was also robust, with average variance extracted (AVE) values ranging from 0.591 to 0.676, exceeding the 0.50 threshold and demonstrating that constructs explain a significant portion of variance in their indicators.

Discriminant validity was confirmed through three methods: cross-loadings, the Fornell-Larcker criterion, and the Heterotrait-Monotrait Ratio of Correlations (HTMT). Indicators showed higher loadings on their intended constructs than on others, and constructs had higher

AVE values compared to correlations with other constructs, all HTMT ratios were below 0.90. These results affirm that each construct measures a unique concept without overlap. Overall, the measurement model is validated as accurate and consistent, enhancing confidence in the study's findings.

5.5 Evaluation of the Structural Model

The structural model assessment of GHRMM practices and corporate image in the manufacturing industry in Palestine involved several key analyses:

a) Collinearity Issues: Collinearity was assessed using the Variance Inflation Factor (VIF), with all VIF values ranging from 1.261 to 1.933, indicating no severe collinearity problems among predictor variables. This suggests that the relationships between GHRMM practices and corporate image are reliable.

b) Coefficient of Determination (R^2): The model demonstrated substantial explanatory power, with an R^2 value of 0.496 for Corporate Image. This indicates that nearly 50% of the variance in corporate image is explained by the GHRMM practices.

c) Effect Sizes (f^2): The effect sizes highlighted that Green Rewards & Compensation (GRC) had the most significant impact on corporate image ($f^2 = 0.110$), followed by Green Training & Development (GTD) ($f^2 = 0.095$) and Green Recruitment & Selection (GRS) ($f^2 = 0.041$). Green Performance Management & Appraisals (GPMA) had a negligible effect size ($f^2 = 0.011$), suggesting it may not significantly influence corporate image.

d) Predictive Relevance (Q^2): The model showed strong predictive relevance with a Q^2 value of 0.466, indicating that the model accurately forecasts changes in corporate image based on variations in GHRMM practices.

e) Path Coefficients: Significant positive relationships were found between corporate image and GHRMM practices, Green Recruitment & Selection, Green Training & Development, and Green Rewards & Compensation. However, Green Performance Management & Appraisals did not show a statistically significant effect on corporate image.

f) Model Fit: The model fit was assessed using the Global Goodness of Fit Index (GoF), Standardized Root Mean Square Residual (SRMR), and Normed Fit Index (NFI). The GoF (0.560) and SRMR (0.065) indicated a good fit, while the NFI (0.805) fell slightly short of the desired threshold. Overall, the model was validated as robust and effective in explaining the relationships among the variables.

In summary, the structural model effectively captures the impact of GHRMM practices on corporate image, with high explanatory power, strong predictive relevance, and good model fit. The findings suggest that Green Rewards & Compensation has the most substantial effect on corporate image, while Green Performance Management & Appraisals may need further investigation.

5.6 **Limitations of the Study**

1. Sample size: The study is limited by the small sample size of manufacturing firms in Palestine. This could limit the generalizability of the findings to other countries or industries.

2. Cross-sectional design: The study is cross-sectional in nature, which means that it only captures a snapshot of the relationship between green human resource management practices and corporate image. Longitudinal or experimental designs could provide stronger evidence for causality.

3. Self-reported data: The study relies on self-reported data from managers in manufacturing firms, which may be subject to biases or inaccuracies.

4. Limited scope: The study only focuses on the manufacturing industry in Palestine and does not explore the potential differences across different industries or regions.

5. Limited variables: The study focuses solely on the relationship between green human resource management (GHRM) practices and corporate image to provide a clear and in-depth analysis. While corporate image is influenced by many factors, isolating GHRM practices allows for a more precise understanding of their specific impact. This approach, though limited, offers valuable insights and sets the stage for future research to explore additional factors.

5.7 Overall Interpretation and Implications:

The synthesis of findings from the measurement and structural model assessments provides a comprehensive understanding of the relationships between Green Human Resource Management (HRM) practices and corporate image (CI) in the manufacturing industry in Palestine.

a) Measurement Model Assessment:

The measurement model assessment focused on evaluating the reliability and validity of the constructs used in the study. Through analyses such as factor loadings, composite reliability, and convergent and discriminant validity, it was confirmed that the measurement model adequately captured the constructs of interest. This ensured the robustness of the data and laid the foundation for subsequent structural model assessment.

b) Structural Model Assessment:

The structural model assessment aimed to test the formulated hypotheses regarding the direct effects of GHRMM practictes on CI. Through analyses techniques such as collinearity assessment, coefficient of determination (R^2), effect sizes (f^2), predictive relevance (Q^2), path

coefficients, and model fit evaluation, the validity of the research model and hypotheses were evaluated. The results revealed significant positive relationships between GHRMM practices and CI, highlighting the importance of practices such as Green Recruitment & Selection, Green Training & Development, and Green Rewards & Compensation in enhancing CI in the manufacturing sector. However, Green Performance Management & Appraisals did not demonstrate a statistically significant relationship with CI.

c) Implication and recommendations

The findings of this study have several implications for theory, practice, and policy in the context of the manufacturing industry in Palestine:

1. Theoretical Implications:

The findings of this study have several theoretical implications for the fields of Human Resource Management (HRM), sustainability, and organizational behavior:

- **Advancement of Knowledge:** By empirically demonstrating the relationships between GHRM practices and corporate image (CI), this study contributes to the theoretical understanding of how HRM practices influence organizational sustainability. It enriches existing literature by providing empirical evidence of the positive impact of specific GHRMM practices on CI in the manufacturing sector.

- **Integration of HRM and Sustainability:** The study bridges the gap between HRM and sustainability research by highlighting the role of HRM practices in fostering environmental sustainability. It underscores the importance of integrating sustainability considerations into HRM strategies and suggests that HRM can serve as a mechanism for promoting organizational sustainability goals.

- Identification of Mechanisms: The study identifies specific mechanisms through which GHRMM practices influence CI, such as Green Recruitment & Selection, Green Training & Development, and Green Rewards & Compensation. This provides theoretical insights into the processes by which HRM practices contribute to shaping organizational image and reputation.

2. Practical implications

The practical implications of the study's results extend to organizational managers, HR practitioners, and policymakers in the manufacturing industry:

- Strategic HRM Practices: The findings underscore the practical importance of adopting strategic GHRMM practices to enhance corporate image and organizational sustainability. Managers can actively recruit candidates with strong environmental values, offer targeted training to equip employees with green skills, and implement reward systems that incentivize eco-friendly behaviors. These actions help attract and retain environmentally conscious talent while strengthening the organization’s reputation as a socially responsible and sustainable employer.

- Organizational Reputation: By actively implementing GHRMM practices, organizations can bolster their reputation among key stakeholders such as customers, investors, and the community. This enhanced reputation can translate into practical benefits like gaining a competitive edge, fostering greater customer loyalty, and driving improved financial performance. Prioritizing environmentally responsible practices not only meets stakeholder expectations but also positions the organization as a leader in sustainability, yielding tangible business advantages.

- Policy Development: Policymakers can use the findings to develop policies and incentives that encourage organizations to adopt sustainable HRM practices. By promoting the integration

of environmental considerations into HRM strategies, policymakers can contribute to broader sustainability goals and foster a culture of corporate responsibility in the manufacturing sector.

3. Future Research Directions:

Building on the findings of this study, several avenues for future research can be explored to further advance knowledge in the field:

- Longitudinal Studies: Future research could employ longitudinal designs to examine the long-term effects of GHRMM practices on organizational performance and sustainability outcomes. Longitudinal studies would allow for the assessment of how HRM practices evolve over time and their impact on organizational image and reputation.

- Cross-Cultural Comparisons: Comparative studies across different cultural contexts could explore variations in the effectiveness of GHRMM practices in enhancing CI. By examining cultural differences in attitudes towards sustainability and HRM, researchers can provide insights into the applicability of GHRMM strategies in diverse organizational settings.

- Mediating and Moderating Mechanisms: Further research could investigate the mediating and moderating mechanisms that influence the relationship between GHRMM practices and CI. For example, studies could examine the role of employee perceptions, organizational culture, and external stakeholders in shaping the impact of HRM practices on organizational image.

- Multi-Stakeholder Perspectives: Future research could adopt a multi-stakeholder perspective to explore how different stakeholders, such as employees, customers, investors, and the community, perceive the relationship between GHRMM practices and CI. By incorporating multiple perspectives, researchers can gain a more holistic understanding of the implications of HRM practices for organizational reputation and sustainability.

In summary, the implications of this study for theory, practice, and future research highlight the importance of GHRMM practices in shaping organizational image and sustainability in the manufacturing industry. By understanding the mechanisms through which HRM practices influence CI, organizations can develop strategies that promote environmental responsibility and enhance their competitive advantage in the marketplace.

5.8 Conclusion

5.8.1 Summary

This study explored the relationship between Green Human Resource Management (HRM) practices and Corporate Image (CI) in the Palestinian manufacturing sector. The analysis confirmed a significant positive correlation between GHRMM practices and corporate image, indicating that organizations adopting environmentally friendly HRM strategies tend to enjoy a more favorable reputation. Specifically, Green Recruitment & Selection (GRS), Green Training & Development (GTD), and Green Rewards & Compensation (GRC) were found to significantly enhance corporate image, underscoring the importance of these practices for building a positive organizational reputation.

However, Green Performance Management & Appraisals (GPMA) did not show a significant impact on CI, suggesting the need for further investigation into why this specific practice may not influence corporate image as expected. The structural model demonstrated overall good fit and predictive relevance, reinforcing the validity of the findings. This research contributes valuable insights for practitioners aiming to develop sustainable HRM strategies that enhance corporate image, particularly in emerging economies like Palestine. The study's methodological rigor ensures the reliability of these findings, providing a solid foundation for future research in this field.

5.8.2 Researcher's Comments

This study's exploration of the relationship between Green Human Resource Management (HRM) practices and Corporate Image (CI) within Palestine's manufacturing industry offers valuable insights into the power of sustainable HRM. The findings highlight a significant positive correlation between environmentally conscious HRM practices and the enhancement of organizational reputation. Initiatives such as Green Recruitment & Selection, Training & Development, and Rewards & Compensation are shown to play key roles in fostering a positive corporate image, emphasizing HRM's pivotal function in advancing sustainable business practices.

The study also brings attention to the complexities of aligning performance management systems with environmental objectives, as indicated by the lack of a significant relationship with Green Performance Management & Appraisals. This underscores the need for further research in this area. The robust validation of the structural model confirms the reliability of these findings, providing actionable insights for practitioners and policymakers focused on sustainability. The research contributes meaningfully to the body of literature on GHRMM and offers practical guidance for organizations aiming to strengthen their reputation through sustainable practices.

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Appendices

Appendix A: Questionnaire

دور ممارسات إدارة الموارد البشرية الخضراء على صورة الشركة في القطاع الصناعي في فلسطين.

عزيزي المشارك،

تهدف هذه الدراسة إلى كشف دور ممارسات إدارة الموارد البشرية الخضراء على صورة الشركة في القطاع الصناعي في فلسطين. يهدف هذا الاستبيان إلى جمع معلومات من الموظفين العاملين في القطاع الصناعي في فلسطين فيما يتعلق بتصوراتهم عن ممارسات إدارة الموارد البشرية الخضراء وكيف تؤثر على الصورة المؤسسية. إن مشاركتك في الإجابة على الاستبيان يساعد على فهم الوضع الحالي لممارسات إدارة الموارد البشرية الخضراء في القطاع الصناعي في فلسطين ، علماً أن البيانات ستكون سرية ولأغراض البحث العلمي فقط، وفي حال رغبتكم بالحصول على نتائج الدراسة بإمكانكم التواصل من خلال الهاتف النقال أو البريد الكتروني المذكورين أدناه:

اسم الباحث: الطيب شماسنه

رقم الجوال: 0597372047

البريد الالكتروني: e.shommasneh@student.aaup.edu

يجدر الإشارة إلى ما يلي:

تشير **صورة الشركة** إلى الانطباع العام أو السمعة للشركة في نظر أصحاب المصلحة، بما في ذلك العملاء والموظفين والمستثمرين والجمهور الأوسع.

تشير **إدارة الموارد البشرية الخضراء** إلى دمج الاستدامة البيئية في ممارسات وسياسات وأنظمة الموارد البشرية.

تشير **الاستدامة البيئية** إلى الاستخدام المسؤول وإدارة الموارد الطبيعية لتلبية احتياجات الجيل الحالي دون المساس بقدرة الأجيال القادمة على تلبية احتياجاتهم الخاصة.

يشير **التوظيف والاختيار الأخضر** إلى عملية جذب واختيار وتوظيف الأفراد الذين يمتلكون المعرفة والمهارات والقيم اللازمة لتعزيز الاستدامة البيئية داخل المنظمة، وتتضمن هذه العملية تحديد وتقييم المعرفة والمهارات والمواقف البيئية للمرشحين واختيار أولئك الذين يظهرون التزامًا بالاستدامة البيئية.

يشير **التدريب والتنمية الخضراء** إلى عملية تزويد الموظفين بالمعرفة والمهارات والقدرات لاعتماد ممارسات مستدامة بيئيًا في عملهم، ويتضمن برامج تدريبية لتثقيف الموظفين حول الممارسات المستدامة واللوائح البيئية وسياسات الشركة وأهدافها البيئية.

تشير **إدارة وتقييم الأداء الأخضر** إلى عملية تقيم ومراقبة الأداء البيئي للمؤسسة، ووضع وتتبع الأهداف، وتوفير التغذية الراجعة والدعم للموظفين لتحسين أدائهم البيئي، وتتضمن دمج أهداف الاستدامة البيئية في نظام إدارة أداء المؤسسة، بما في ذلك تقييم الأداء والتغذية الراجعة والاعتراف.

تشير **المكافآت والتعويضات الخضراء** إلى استخدام الحوافز والمكافآت والتعويضات لتحفيز الموظفين على تبني ممارسات وسلوكيات مستدامة بيئيًا في مكان العمل، ويتضمن ربط تحقيق أهداف الاستدامة البيئية بمكافآت الموظفين وتقديرهم.

1. **القسم الأول:**

المعلومات الشخصية:

الجنس	○	**ذكر**	○	**أنثى**					
العمر	○	**18-25**	○	**26-35**	○	**36-45**	○	**46-55**	○ **أكبر من 55**
التعليم	○	**الثانوية العامة أو أقل**	○	**شهادة دبلوم**	○	**درجة البكالوريس**	○	**ماجستير**	○ **دكتوراة**
الخبرة في العمل	○	**أقل من سنة**	○	**1-3 سنوات**	○	**4-6 سنوات**	○	**7-10 سنوات**	○ **أكثر من 10 سنوات**
الدرجة الوظيفية	○	**مدير دائرة**	○	**رئيس قسم**	○	**موظف مهني متقدم**	○	**موظف متوسط الخبرة**	○ **موظف مبتدئ**
التخصص	○	**إدارة موارد بشرية**	○	**ادارة أعمال**	○	**أخرى**			

2. **القسم الثاني:**

معلومات الشركة:

عدد العاملين في الشركة ○ **( )**

عمر الشركة ○ **أقل من 5 سنوات** ○ **6-10 سنوات** ○ **أكثر من 10 سنوات**

السوق الذي تنشط فيه الشركة ○ **محلي** ○ **دولي** ○ **محلي و دولي**

3. القسم الثالث

	موافق بشدة	موافق	حيادي	معار ض	معارض بشدة
التوظيف والاختيار الأخضر					
ينعكس التزام الشركة بالاستدامة البيئية في ممارسات التوظيف والاختيار.					
تهتم الشركة بتوضيح الاستراتيجيات والسياسات البيئية عند التوظيف.					
يعد استخدام الشركة لممارسات التوظيف والاختيار الخضراء عاملاً مهمًا في جذب العملاء المحتملين.					
تهتم الشركة بوضع معايير بيئية واضحة عند التوظيف.					
التدريب والتنمية الخضراء					
توفر الشركة برامج للتدريب البيئي وتعمل على زيادة الوعي البيئي لدى الموظفين.					
تعمل برامج التدريب البيئي للشركة على تحسين معرفة الموظفين ومهاراتهم المتعلقة بالاستدامة البيئية.					
تؤثر برامج التدريب البيئي للشركة على تصور أصحاب المصلحة فيما يتعلق بالتزام الشركة بالاستدامة البيئية.					
تعمل الشركة على تدريب وتشجيع الموظفين على استخدام برامج الموارد البشرية الخضراء.					
إدارة وتقييم الأداء الأخضر					
تقوم الشركة بتضمين أداء الاستدامة البيئية في تقييمات أداء الموظفين.					

يعتبر إدراج أداء الاستدامة البيئية في تقييمات أداء الموظفين محفزا للموظفين على الانخراط في ممارسات مستدامة بيئيًا.					
يعد استخدام الشركة لممارسات الإدارة الخضراء والتقييم عاملاً مهمًا فى جذب العملاء المحتملين.					
يقدم الموظفين والعملاء ملاحظات حول الأداء البيئي للشركة.					
المكافآت والتعويضات الخضراء					
تقدم الشركة مكافآت للموظفين الذين يشاركون في ممارسات مستدامة بيئيًا.					
تؤثر المكافآت البيئية للشركة وممارسات التعويض على تصور أصحاب المصلحة فيما يتعلق بالتزام الشركة بالاستدامة البيئية.					
تساهم المكافآت الخضراء للشركة وممارسات التعويض في رضا الموظفين والاحتفاظ بهم.					
يعكس نظام التعويضات والمكافآت في الشركة التزامها بالاستدامة والمسؤولية البيئية.					
صورة الشركة					
تساهم ممارسات المكافآت والتعويضات الخضراء في الشركة في سمعتها البيئية.					
تساهم ممارسات إدارة وتقييم أداء الشركة في سمعتها البيئية.					
تعزز ممارسات التدريب والتطوير الصديقة للبيئة صورتها في الصناعة التحويلية في فلسطين.					
يؤثر استخدام الشركة لممارسات التوظيف الواعية بيئيًا بشكل إيجابي على صورتها في المجتمع.					
تعليقات اضافية:					

Appendix B: Missing Data Results

Study Items	N	Count	Percent	Study Items	N	Count	Percent
GRS1	304	0	.0	GPMA4	304	0	.0
GRS2	304	0	.0	GPMA5	304	0	.0
GRS3	304	0	.0	GRC1	304	0	.0
GRS4	304	0	.0	GRC2	304	0	.0
GRS5	304	0	.0	GRC3	304	0	.0
GTD1	304	0	.0	GRC4	304	0	.0
GTD2	304	0	.0	GRC5	304	0	.0
GTD3	304	0	.0	CI1	304	0	.0
GTD4	304	0	.0	CI2	304	0	.0
GTD5	304	0	.0	CI3	304	0	.0
GPMA1	304	0	.0	CI4	304	0	.0
GPMA2	304	0	.0	CI5	304	0	.0
GPMA3	304	0	.0	**Total**	**304**	**0**	**0%**

Appendix C: Detecting Multivariate Outliers using Mahalanobis (D^2)

Case	P-value	Result	Case	P-value	Result	Case	P-value	Result
204	0.05092	NO	53	0.99389	NO	6	0.99974	NO
128	0.12071	NO	216	0.99453	NO	270	0.99975	NO
40	0.47845	NO	136	0.99499	NO	60	0.99978	NO
263	0.4791	NO	99	0.99529	NO	111	0.99979	NO
238	0.55825	NO	154	0.99561	NO	130	0.99982	NO
273	0.64034	NO	281	0.99564	NO	24	0.99987	NO
9	0.67581	NO	87	0.9959	NO	211	0.99987	NO
239	0.67827	NO	5	0.99681	NO	254	0.99987	NO
167	0.81489	NO	85	0.99705	NO	267	0.99989	NO
177	0.82525	NO	292	0.99705	NO	76	0.9999	NO
217	0.91806	NO	291	0.99712	NO	144	0.9999	NO
118	0.92695	NO	295	0.9973	NO	119	0.99991	NO
125	0.93839	NO	212	0.99753	NO	219	0.99991	NO
240	0.9415	NO	122	0.99818	NO	271	0.99992	NO
203	0.95576	NO	277	0.99857	NO	196	0.99994	NO
165	0.95854	NO	61	0.9991	NO	47	0.99995	NO
186	0.96909	NO	176	0.99917	NO	142	0.99995	NO
124	0.97061	NO	38	0.9992	NO	255	0.99995	NO
106	0.97513	NO	94	0.99922	NO	32	0.99996	NO
133	0.97609	NO	164	0.99934	NO	46	0.99997	NO
262	0.97653	NO	247	0.99935	NO	108	0.99997	NO
194	0.97905	NO	233	0.99943	NO	113	0.99997	NO
155	0.98091	NO	48	0.99947	NO	160	0.99997	NO
282	0.98213	NO	221	0.99954	NO	193	0.99997	NO
161	0.983	NO	234	0.99956	NO	200	0.99997	NO
146	0.98475	NO	159	0.99957	NO	222	0.99997	NO
259	0.99051	NO	227	0.9996	NO	88	0.99998	NO
223	0.99187	NO	31	0.99964	NO	174	0.99998	NO
117	0.99231	NO	293	0.99968	NO	210	0.99998	NO
Note	**Probability: P-value | Outliers (O) | Not outliers (NO)**							

Appendix C: Detecting Multivariate Outliers using Mahalanobis (D2) - Continued

Case	P-value	Result	Case	P-value	Result	Case	P-value	Result
156	0.99999	NO	28	1	NO	68	1	NO
172	0.99999	NO	29	1	NO	69	1	NO
183	0.99999	NO	30	1	NO	70	1	NO
218	0.99999	NO	33	1	NO	71	1	NO
252	0.99999	NO	34	1	NO	72	1	NO
278	0.99999	NO	35	1	NO	73	1	NO
1	1	NO	36	1	NO	74	1	NO
2	1	NO	37	1	NO	75	1	NO
3	1	NO	39	1	NO	77	1	NO
4	1	NO	42	1	NO	78	1	NO
7	1	NO	43	1	NO	79	1	NO
8	1	NO	44	1	NO	80	1	NO

10	1	NO	45	1	NO	81	1	NO
11	1	NO	49	1	NO	82	1	NO
12	1	NO	50	1	NO	83	1	NO
13	1	NO	51	1	NO	84	1	NO
14	1	NO	52	1	NO	86	1	NO
15	1	NO	54	1	NO	89	1	NO
16	1	NO	55	1	NO	90	1	NO
17	1	NO	56	1	NO	91	1	NO
18	1	NO	57	1	NO	92	1	NO
19	1	NO	58	1	NO	93	1	NO
20	1	NO	59	1	NO	95	1	NO
21	1	NO	62	1	NO	96	1	NO
22	1	NO	63	1	NO	97	1	NO
23	1	NO	64	1	NO	98	1	NO
25	1	NO	65	1	NO	100	1	NO
26	1	NO	66	1	NO	101	1	NO
27	1	NO	67	1	NO	102	1	NO
Note	**Probability: P-value | Outliers (O) | Not outliers (NO)**							

Appendix C: Detecting Multivariate Outliers using Mahalanobis (D2) - Continued

Case	**P-value**	**Result**	**Case**	**P-value**	**Result**	**Case**	**P-value**	**Result**
103	1	NO	149	1	NO	195	1	NO
104	1	NO	150	1	NO	197	1	NO
105	1	NO	151	1	NO	198	1	NO
107	1	NO	152	1	NO	199	1	NO
109	1	NO	153	1	NO	201	1	NO
110	1	NO	157	1	NO	202	1	NO
112	1	NO	158	1	NO	205	1	NO
114	1	NO	162	1	NO	206	1	NO
115	1	NO	163	1	NO	207	1	NO
116	1	NO	166	1	NO	208	1	NO
120	1	NO	168	1	NO	209	1	NO
121	1	NO	169	1	NO	213	1	NO
123	1	NO	170	1	NO	214	1	NO
126	1	NO	171	1	NO	215	1	NO
127	1	NO	173	1	NO	220	1	NO
129	1	NO	175	1	NO	224	1	NO
131	1	NO	178	1	NO	225	1	NO
132	1	NO	179	1	NO	226	1	NO
134	1	NO	180	1	NO	228	1	NO
135	1	NO	181	1	NO	229	1	NO
137	1	NO	182	1	NO	230	1	NO
138	1	NO	184	1	NO	231	1	NO
139	1	NO	185	1	NO	232	1	NO
140	1	NO	187	1	NO	235	1	NO
141	1	NO	188	1	NO	236	1	NO
143	1	NO	189	1	NO	237	1	NO

145	1	NO	190	1	NO	241	1	NO
147	1	NO	191	1	NO	242	1	NO
148	1	NO	192	1	NO	243	1	NO
Note	**Probability: P-value | Outliers (O) | Not outliers (NO)**							

Appendix C: Detecting Multivariate Outliers using Mahalanobis (D2) - Continued

Case	**P-value**	**Result**	**Case**	**P-value**	**Result**
244	1	NO	274	1	NO
245	1	NO	275	1	NO
246	1	NO	276	1	NO
248	1	NO	279	1	NO
249	1	NO	280	1	NO
250	1	NO	283	1	NO
251	1	NO	284	1	NO
253	1	NO	285	1	NO
256	1	NO	286	1	NO
257	1	NO	287	1	NO
258	1	NO	288	1	NO
260	1	NO	289	1	NO
261	1	NO	290	1	NO
264	1	NO	294	1	NO
265	1	NO	296	1	NO
266	1	NO	297	1	NO
268	1	NO	298	1	NO
269	1	NO	299	1	299
272	1	NO	300	1	300
Note	**Probability: P-value | Outliers (O) | Not outliers (NO)**				

Appendix D: Detecting Univariate Outliers Using Standardized Values (Z Scores)

Study Constructs	**Z Scores Ranges (Negative)**	**Z Scores Ranges (Positive)**
GRS	-3.00931	1.35445
GTD	-2.5689	1.50431
GPMA	-2.99764	1.53611
GRC	-2.74081	1.44998
CI	-2.98648	1.45057
The minimum value	**GRS**	**-3.00931**
The maximum value	**GPMA**	**1.53611**

Appendix E: The Data Normality Results.

Variables/Measurement Items	**Skewness**	**Kurtosis**
GRS1	-1.030	1.682
GRS2	-1.066	2.080
GRS3	-1.408	3.202
GRS4	-0.816	0.470
GRS5	-0.947	1.436

GTD1	-0.895	1.029
GTD2	-0.730	1.124
GTD3	-0.735	0.816
GTD4	-0.672	0.239
GTD5	-0.876	1.384
GPMA1	-0.781	0.833
GPMA2	-0.630	0.779
GPMA3	-1.011	1.194
GPMA4	-0.527	0.085
GPMA5	-0.693	1.162
GRC1	-0.821	1.735
GRC2	-0.606	0.499
GRC3	-0.888	1.386
GRC4	-1.143	2.264
GRC5	-1.063	1.550
CI1	-0.719	0.480
CI2	-0.759	0.966
CI3	-1.399	3.330
CI4	-0.810	1.246
CI5	-0.928	2.162

الملخص

تهدف هذه الدراسة إلى توضيح دور ممارسات إدارة الموارد البشرية الخضراء على صورة الشركة في قطاع التصنيع في فلسطين، حيث أن التركيز الكبير على الحفاظ على صورة الشركة قد استلزم تنفيذ ممارسات إدارة الموارد البشرية الخضراء. الغرض من هذه الدراسة هو الكشف عن وجهة نظر الصناعات حول تأثير ممارسات إدارة الموارد البشرية الخضراء (أي التوظيف والاختيار الأخضر، والمكافأة والتعويض الأخضر،والأداء الأخضر، ومشاركة الموظفين الخضراء والتدريب الأخضر) على صورة الشركة، حيث تم جمع البيانات من 235 متخصصًا في الموارد البشرية في القطاعات الصناعية الرئيسية في فلسطين، ومن ثم تم استخدام نمذجة المعادلات الهيكلية للمربعات الجزئية لاختبار فرضيات الدراسة وتحليل المجموعات المتعددة بين القطاعات الصناعية.

تظهر النتائج تأثيرًا إيجابيًا لثلاث ممارسات لإدارة الموارد البشرية الخضراء، أي التوظيف والاختيار الأخضر، والأجور والمكافآت الخضراء، ومشاركة الموظفين الخضراء على صورة الشركة، إلا أن التدريب الأخضر ليس له ارتباط كبير بصورة الشركة بحسب نتائج الدراسة.

علاوة على ذلك، كشف تحليل المجموعات المتعددةعن اختلافات جزئية وهامة بين القطاعات المختلفة، كما وتقدم النتائج المزيد من التداعيات الاجتماعية والبيئية والاقتصادية ذات السياق المناسب للأكاديميين والممارسين المهتمين بالمبادرات الخضراء. لهذه لتداعيات المترتبة على هذه الدراسة أهمية كبيرة بالنسبة للمنظمات في فلسطين، حيث تشكل الاستدامة البيئية وإدارة الموارد قضايا بالغة الأهمية، ومن خلال تبني برامج المكافآت الخضراء وتحسينها، لا تستطيع الشركات الفلسطينية تعزيز أجندات الاستدامة فحسب، بل وأيضاً تحسين مشاركة الموظفين وتعزيز القدرة التنافسية على المدى الطويل، وتوفر النتائج رؤى قيمة لتصميم أنظمة مكافآت خضراء فعّالة وتسلط الضوء على أهمية دمج هذه البرامج في استراتيجيات الاستدامة الشاملة.

الكلمات المفتاحية: إدارة الموارد البشـرية الخضـراء، صـورة الشـركة، القطاع الصـناعي، فلسـطين، ممارسات إدارة الموارد البشرية الخضراء.