

The Relationship Between Green Human Resource Management Practices and Organizational Citizenship Behavior for the Environment: The Mediating Role of Green Passion

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Abstract: - This study aimed to explore the relationship between green human resource management practices and environmental corporate citizenship behavior, as well as the direct and indirect effects of this relationship, while identifying the mediating role of environmental passion. A 29-item questionnaire was developed to collect data, using a census approach, and included 191 medical staff members at King Abdulaziz Specialist Hospital in Sakaka, Saudi Arabia. Cronbach's test, along with simple and multiple correlation coefficients, was used to evaluate the study hypotheses using SPSS software. The most significant finding was a statistically strong relationship between green human resource management practices, environmental corporate citizenship behavior, and environmental passion, with environmental passion acting as a mediator in this relationship. The study recommended fostering environmental passion among hospital staff through green human resource management practices, which would improve environmental corporate citizenship behavior, enhance environmental sustainability, and improve employee quality of life.

Key-Words: - Green human resource management practices, organizational citizenship behavior for the environment, green passion, Sustainable Organizations, EmployeePro-environmentalBehavior, Environmental Management.

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1 Introduction

Climate change has emerged as a critical issue for individuals, businesses, and communities alike. Environmental degradation, globalization, depletion of natural resources, and industrialization pose serious risks and challenges to all segments of society, [1], [2]. Its impact on economic development cannot be ignored. Accordingly, countries around the world have signed numerous treaties to address this change, the most important of which are: Glasgow in 2021, Paris in 2015, Lima in 2013, Durban in 2011, Copenhagen in 2009, Bali in 2007, and Kyoto in 1997. These treaties have had an impact on the organizational and administrative fields, and all public and private institutions are making efforts to transform their operations into environmentally friendly (green) operations to confront environmental

challenges, [3]. Green humanitarian aid management is a key component of these tasks; however, it is still in its early stages and has not yet reached maturity. It integrates environmental considerations with humanitarian aid management rules and practices to achieve sustainable development, [4]. Uncertainty still exists regarding the implementation of environmental control plans within daily operations, [5]. Organizations prioritize personnel who show organizational citizenship behavior for the surroundings (OCBE) or possess proper information in environmental topics, [6], [7]. Employee responsibility for the environment is a unique idea wherein personnel voluntarily use their competencies to decorate their groups without remuneration. It is an important source for identifying sustainable business practices, products, and services. This is a

approach employed by companies to improve their environmental overall performance and reap sustainable improvement targets.

Research on the factors driving organizational civic behavior towards the environment is limited, as are studies examining the impact of green human resource management on such behavior. The mechanism behind their link remains ambiguous, [8]. Research addressing the mediating role of environmental enthusiasm in the relationship between green human resource management practices and organizational civic behavior towards the environment is scarce. Studies examining the relationship between green human resource management approaches and organizational civic behavior towards the environment in the healthcare sector are also limited. No well-known Arabic studies explore the relationship between human resource management strategies and organizational civic behavior towards the environment, mediated by environmental enthusiasm. Furthermore, no studies demonstrate the direct and indirect effects of environmental enthusiasm on the relationship between green human resource management and organizational civic behavior towards the environment. Therefore, this research offers a valuable opportunity for the healthcare sector under study to visualize the impact of green human resource management practices on organizational environmental citizenship behaviors, mediated by environmental enthusiasm, while identifying and clarifying the positive aspects and addressing the negative ones. Accordingly, this research aims to address the following questions: What are the direct and indirect effects of green human resource management approaches on organizational civic behavior towards the environment? What is the relationship between green human resource management strategies and environmental enthusiasm? What is the relationship between environmental enthusiasm and organizational civic behavior towards the environment? Does environmental enthusiasm influence the relationship between green human resource management approaches and organizational civic behavior towards the environment? This study seeks to investigate the relationship between human resource management practices and organizational citizenship behavior towards the environment, mediated by passion for the environment, in a healthcare facility in Saudi Arabia.

A variety of research has tested the challenge of inexperienced human resource management, such as the following. A study by [9], examined the effect of green human resource control (HRM) on each

voluntary and formal inexperienced employee behavior, mediated with the aid of green climate and green empowerment. The research pattern comprised 291 employees. The take a look at determined that inexperienced HRM practices significantly positively affect voluntary green worker conduct, with green weather and green empowerment, in addition to strengthening this relationship in the carrier region in Bangladesh. A study by [10], indicated Green HRM exerts a good-sized direct useful effect on formal inexperienced employee behavior within a multinational company in China, with the green psychological climate serving as a mediator in this interplay. A study by [11], identified the influence of green HRM practices on green corporate citizenship behavior via a inexperienced way of life in Chinese lodges. The study determined that inexperienced HRM practices drastically improve green organizational citizenship behavior, with an inexperienced way of life serving as a mediating issue on this courting. A study by [12], confirmed there exists a strong correlation between green HRM practices and inexperienced organizational citizenship behavior at a non-public institution in Taiwan. A comparable correlation was recognized between green culture and inexperienced civic conduct. The mediating feature of green tradition is giant, as is the moderating function of green values, [13]. The take a look at determined that inexperienced human resource management exerts an immediate and significant effect on personnel's voluntary and formal inexperienced behavior, as well as revolutionary green work conduct, with engagement in inexperienced paintings mediating these institutions within higher education establishments in Pakistan. Study of [14]: The study sought to have a look at the impact of green human resource control strategies on both voluntary and formal green worker behavior, mediated by means of statistical methods, within China's commercial zone. They have a look at a sample comprised of 228 personnel, revealing a massive high-quality impact of inexperienced human resource control practices, with environmental perception mediating its affiliation with voluntary inexperienced conduct, while organizational persona mediates its connection with formal inexperienced behavior. Study of [15]: This study sought to assess the impact of green human aid management practices on personnel's green organizational citizenship behavior both in the course of and outside of labor, as well as additionally inspecting the mediating position of organizational know-how in the relationship between these variables, specially inside the garment enterprise in Bangladesh. The research pattern comprised 270

individuals throughout various administrative levels within the clothing industry. They have a look at found out that a considerable advantageous correlation exists between inexperienced human resource management practices and personnel' green organizational citizenship behavior, both inside and out of the administrative center, with environmental awareness serving as a mediating element on this courting.

2- Literature review:

2.1 Green human resource management:

Numerous definitions of green human resource management exist. A have a look at characterized it because the rules, practices, and methods that cultivate environmentally conscious behavior among a enterprise's personnel, yielding advantages for the character, society, the natural environment, and the organization itself, [16], [17]. It is described as the application of human aid control standards, techniques, and initiatives to promote sustainable aid usage and mitigate environmental harm inside business entities, [18], [19]. Some understand it as the implementation of human resource control concepts to incentivize worker conduct that aids companies in attaining their environmental goals and fostering environmental sustainability through the exhibition of green behaviors, [16]. Some perceive it as a cohesive array of human resource operations that facilitate the improvement, execution, and sustenance of an ongoing green control gadget, assuring that the business enterprise's personnel can proficiently execute the green management effort, [20]. Consequently, it can be articulated as "utilizing all human useful resource management functions to benefit the environment and reap sustainable environmental development. "The principal objective of green human resource control is to keep and preserve the environment, [15], [21], [22]. Suggest sustainable environmental practices and beautify the body of workers' determination to environmental sustainability matters, [23]. Human Resources Management encompasses dimensions that constitute its capabilities and operations, [6], [24]. Specifically: inexperienced recruitment by hiring people with environmental cognizance and information, inexperienced schooling to decorate personnel' skills, competencies, and know-how in this area, inexperienced performance assessment by means of setting up environmental requirements for the evaluation technique, and inexperienced rewards to provide incentives primarily based at the

successful success of the employer's environmental objectives.

There is a loss of unanimity among professionals concerning the size of inexperienced human resource management. Some have not specified any dimensions for it, [25], while others have specified a number of dimensions ranging from 3 to 10, [26]. Table 1 shows the dimensions and green practices of human resource management after reviewing previous writings on this topic.

Table 1. Green Dimensions and Practices of Human Resource Management

Dimension	Green Human Resource Practices
Selection and recruitment	- Assessing candidates' environmental values, beliefs, and knowledge by asking environmentally related questions during the personal interview. - Recruitment websites contain information about the organization's environmental activities. - Improving the green organization's reputation - Hiring employees who have environmental awareness - Include environmental aspects in job descriptions and candidate specifications. - Display information about environmental activities in the hiring process. - Use the green employer brand to attract environmentally conscious employees.
Green training and development	- Educating technical employees on topics together with superior technology, revolutionary substances, recycling methodologies, waste management, and manner reengineering. - Preparing training programs that provide the knowledge necessary to develop preventive solutions. - Developing green employee capabilities by providing the knowledge needed to solve environmental problems.
Green compensation and rewards system	- Offering green benefits (transportation/travel) and preferential prepaid cards for purchasing green products. - Providing financial incentives for those who achieve environmental goals. - Provide non-economic incentives, inclusive of compensated leave and present vouchers. - Compensating personnel for their eco-friendly sports, including making use of low-emission vehicles,
Green performance	- Assess the worker's overall performance the use of environmentally sustainable overall performance metrics. - Deliver a team of workers superb remarks concerning environmental concerns. - Establish environmental targets and obligations for managers and the team of workers.

Source: Prepared by a researcher

2.2 Organizational citizenship behavior for the environment:

Organizational citizenship behavior (OCB) is defined as voluntary, socially positive, and informal behavior that falls outside the scope of job requirements. It is behavior desired by management but not imposed. It is not recognized through the reward system, as employees are not rewarded for their additional contributions to the workplace. It is also defined as the practice of environmental management to increase environmental efficiency. It is also called green organizational citizenship behavior, [27]. Organizational citizenship behavior is, for that reason, characterized as a voluntary action by individuals that complements effective organizational management to gain collective environmental welfare, without reliable remuneration.

Researchers agree that organizational citizenship behavior arises from the interaction between individuals and organizational variables. When individuals perceive organizational justice and develop new, reciprocal relationships with leaders, organizational citizenship behavior is activated. The importance of organizational citizenship behavior is evident in its support for organizational efficiency and effectiveness, and its improvement of the environment, such as sharing knowledge to prevent workplace pollution, proposing solutions to reduce waste, representing organizations at conferences, and collaborating with environmental departments to implement green technology, [28]. It plays a significant role in achieving the environmental sustainability of any organization. This is because environmentally friendly workplace behaviors rely on employees' voluntary participation in solving environmental problems, even if their job descriptions don't explicitly state this, and their cost is low or nonexistent, [6]. Organizational citizenship behavior towards the environment is based on six key dimensions identified by one researcher: (1) altruism and helpfulness, which includes the organization's positive commitment to the environment in its public interactions; (2) sportsmanship, which includes a willingness to accept complementary tasks and the time required to perform them, and to endure difficulties related to environmental issues; (3) organizational loyalty, which includes supporting the

organization's environmental activities; (4) organizational compliance, which includes conforming to the organization's explicit and implicit environmental policies and values; (5) individual initiative, which is internal participation and the whole organization's involvement in environmental activities, knowledge sharing, and waste reduction; and (6) self-development, which includes developing individual understanding with the aim of improving and reducing the environmental situation within the organization, [26]. Some researchers have divided organizational citizenship behavior toward the environment into three types, [29]:

1. Employee-led environmental initiatives, which include workplace environmental actions (such as recycling, water conservation, energy saving, etc.) and environmentally friendly proposals. This type is therefore action-oriented, similar to environmental initiatives, and dependent on the organization's environment.

2. Environmental civic engagement, such as participating in environmental events organized by the organization, promoting its green image, and volunteering to solve environmental problems. This type requires that employees' values align with the organization's values.

3. Altruism and environmental assistance, which includes helping colleagues care for the environment, working to solve environmental problems, and volunteering to help new colleagues. Some have divided it into four types based on the degree of volunteering, [29]:

1. Personal-driven altruistic organizational citizenship behavior.

2. Responsible organizational citizenship behavior based on reciprocity.

3. Active organizational citizenship behavior based on personal concern.

4. Coercive organizational citizenship behavior based on pressure.

2.3 Green passion:

It is an affirmative emotion that complements a character's propensity to participate in seasoned-environmental moves, [30]. This culminates in a succession of affirmative emotional experiences, which include amusement, satisfaction, and a sense of success, which sooner or later inspire behavioral engagement, [31]. Therefore, it is a positive attitude

toward the environment that occurs from favorable organizational attitudes and evaluations, [32]. Green human resource management practices may improve green emotion among employees, which leads to enhanced organizational citizenship behavior for the environment.

2.4 The relationship between green human resource management practices and organizational citizenship behavior for the environment:

The research findings revealed that, [33], Green human useful resource control methods are crucial for motivating employees to participate in environmentally sustainable sports. Incorporating the green human assets philosophy into the organization's assignment statement and regulations affects enhanced performance, fee reduction, employee retention, greater productivity, and numerous other practical benefits, [34]. A study, [35], concluded that a statistically sizeable superb correlation exists among green human resource control techniques and company citizenship behavior in the direction of the environment amongst employees of a Malaysian agency. A study in Vietnam recognized a correlation among green schooling, inexperienced organizational tradition, and inexperienced organizational citizenship behavior in the motel enterprise, [36]. A study conducted in China determined that green human aid management has a right away, statistically large positive effect on the behavior of inexperienced employees and an indirect impact on the conduct of voluntary inexperienced employees mediated via the green psychological environment, [25]. A study by [2], concluded that green human resource management (HRM) undoubtedly influences green sentiment and environmental company citizenship conduct, with inexperienced sentiment serving as a mediator within the interplay between HRM and environmental company citizenship conduct. The study, [4]. Furthermore, it became determined that the implementation of green recruitment and selection practices, inexperienced training and development, inexperienced overall performance management, green repayment and rewards, and inexperienced worker engagement within the Indian automotive industry is minimal, significantly influencing organizational citizenship conduct towards the environment and adherence to reputable obligations. Certain green human aid control techniques possess features that don't influence employee conduct. A has a look at inside the Chinese business region found out that rewards exert

negligible impact, however different features—along with worker lifecycle, training and schooling, worker empowerment, and supervisor engagement—substantially have an effect on green employee conduct, [29]. Based on the above, the following study hypotheses can be formulated:

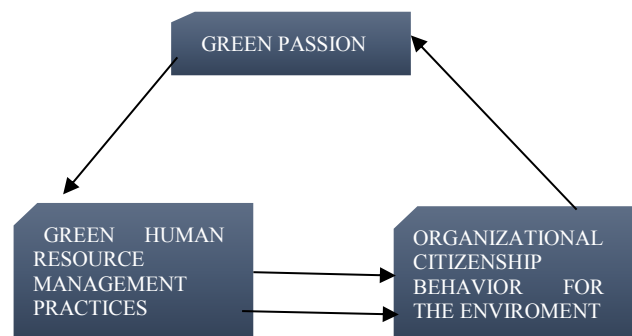
H1: There is a statistically significant positive relationship between green human resource management practices and organizational citizenship behavior for the environment.

H2: There is a statistically significant positive relationship between green human resource management practices and green passion.

H3: There is a statistically significant positive relationship between green passion and organizational citizenship behavior for the environment.

H4: There is a statistically significant positive relationship between green human resource management practices and organizational citizenship behavior for the environment through green passion.

Study model: Figure 1 Study model



Source: Prepared by researchers
Fig. 1: Study model

The figure above is a study model that illustrates the relationship of the independent variable, green human resource management practices, to organizational citizenship behavior towards the environment as a dependent variable, and the mediating role of green passion between these variables.

3. Study methodology and procedures:

3.1-Study methodology:

The study combined the inductive and deductive approaches, [37]. The inductive method is employed to extrapolate and have a look at studies, references, and scholarly articles relating to inexperienced

human aid control, organizational citizenship behavior toward the surroundings, and inexperienced feelings. The deductive approach was also used to attempt to deduce the relationship between these variables. Accordingly, the researcher relied on the desk study method, as well as the field study method, to obtain the secondary and primary data necessary for the study. The secondary data have been sourced from Arab and worldwide references, medical publications, and published research pertinent to the problem of observation, whilst the primary information was acquired thru the have a look at device.

3.2- Study population and sample:

The researchers used the comprehensive enumeration method, where the study community was represented by the members of the medical staff at King Abdulaziz Specialist Hospital in Sakaka, Kingdom of Saudi Arabia, numbering 203male and female doctors. (190) of the total study community responded, and the response rate was approximately 94%. Accordingly, the size of the study sample was 190 individuals, [38]. The use of a comprehensive enumeration approach allowed for the collection of accurate and complete data on hospital participants, which enhanced the reliability of the results and reduced the potential for bias that could arise from selecting a specific sample. This method also ensured the representation of all relevant groups or variables, although researchers faced some limitations, namely the significant cost and effort required to obtain data from all individuals. Furthermore, access to some participants—approximately 6% of the population—may have been impossible.

3.3- Study instrument:

The researchers advanced a questionnaire informed by previous research, their personal knowledge, and the insights of professionals in management and human resource management. Therefore, the study, [39], and the study, [40], were relied upon regarding green human resource management practices. The study, [41], was also relied upon regarding organizational citizenship behavior for the environment. As for green emotion, the study, [42], was relied upon. The survey comprised sections. The initial segment pertained to the attributes of the observed pattern, while the subsequent segment of the questionnaire encompassed the study variables, particularly: green human aid management practices (6 statements), organizational citizenship behavior for the environment (thirteen statements), and inexperienced ardor (10 statements). A five-factor Likert scale was used, with "1" indicating whole

disagreement and "five" signifying robust agreement for all questionnaire gadgets.

3.4- Study variables:

Exogenous variables:

Green human resource management practices

Independent variables:

- Organizational citizenship behavior for the environment.

- Green passion

3.5- Study instrument reliability:

The researcher assessed the preliminary reliability of the look at device via administering it to a survey sample of 30 nurses, and calculated the reliability coefficient, which was 65%. Accordingly, it was calculated again after excluding some phrases, as it was 85%, which is an acceptable percentage. Then, the reliability coefficient of the questionnaire items was determined by means of calculating the Cronbach's coefficient, which indicates the internal consistency of the questionnaire. The standard consistency coefficient attained 90%, and the internal consistency coefficient was computed for every study's axis, as illustrated in Table 2.

Table 2. The stability coefficients of the study instrument

Item	Phras es No.	Cronbach coefficient %	validity coefficient %
Organizatio nal citizenship behavior for the environment	13	88	94
Green human resource management practices	6	86	93
Green passion	10	86	93
The tool as a whole	29	90	95

Source: prepared by the researchers based on the outputs of SPSS V.26

3.6-Study instrument validity:

The examine device's apparent validity was assessed through supplying it to several experts in commercial enterprise management and human resources management. The judges unanimously agreed that the questionnaire, as it should assess the supposed

metrics. Modifications had been implemented according to the judges' consensus. The questionnaire was administered to a sample of the examine population, and its items were understandable and explained to them. The standard's validity coefficient was computed as provided in Table 2, representing the square root of the reliability coefficient. The inner consistency is assessed through computing the Pearson correlation coefficient among the statements of each axis and the overall axis:

Table 3. Correlation coefficients between organizational citizenship behavior for the environment axis and its statements

Statement	Correlation coefficient
I spontaneously devote my time to helping my colleagues be environmentally friendly in everything they do at work.	0.77
I urge my colleagues to include extra environmentally sustainable practices.	0.75
I urge my colleagues to articulate their perspectives and viewpoints on environmental subjects.	0.72
I speak spontaneously with my colleagues to help them better understand environmental problems.	0.73
I am willing to take time to share information about environmental issues with my new colleagues, even when I am busy.	0.74
Environmental events organized by the hospital inside or outside it.	0.73
I take environmental actions that positively contribute to improving the hospital's image.	0.72
I volunteer to work on any projects or events that address environmental issues in the hospital.	0.82
I do not do anything while performing my work that would harm the environment.	0.80
I voluntarily implement environmental actions and initiatives in my daily work activities.	0.81
I advocate for pointers to my colleagues on improving environmental safety, regardless of it not being my direct duty.	0.79
I suggest new practices that will improve the hospital's environmental performance.	0.77
I am always aware of the hospital's environmental initiatives.	0.78

Source: prepared by the researchers based on the outputs of SPSS V.26

Table 3 shows that all statements in the organizational citizenship behavior axis for the environment are related to the axis as a whole, as all correlation coefficients are greater than 0.70, indicating the internal consistency of the statements in this axis.

Table 4 shows the correlation coefficients between the statements in green human resource management practices and the axis as a whole.

Table 4. Correlation coefficients between the green human resource management practices axis and its statements

Statement	Correlation coefficient
The hospital honors those who have contributed to serving and protecting the environment.	0.84
The hospital offers financial incentives and compensation to employees who demonstrate superior environmental performance.	0.79
The hospital provides employees with environmentally friendly training to promote green values and develop their knowledge and skills required for green management.	0.89
The hospital takes into account the green behaviors of employees in the workplace when promoting.	0.87
The hospital takes into account the green behavior of employees in the workplace when evaluating performance.	0.83
Environmental education is a priority in the hospital.	0.90

Source: prepared by the researchers based on the outputs of SPSS V.26

It appeared from Table 4 that all statements within the Green Human Resource Management Practices axis are related to the axis as a whole, with all correlation coefficients greater than 0.70, indicating the internal consistency of the statements within this axis.

Table 5 shows the correlation coefficients between the statements within the Green passion and the axis as a whole.

Table 5. Correlation coefficients between the green passion axis and its statements

Statement	Correlation coefficient
I am an environmentalist	0.77
I enjoy practicing environmentally friendly behaviors.	0.77
I enjoy engaging in environmentally friendly behaviors.	0.84
I take pride in helping and serving the environment.	0.73
I passionately discuss environmental issues with others.	0.76
I am happy to care about the environment.	0.79
I enthusiastically encourage others to be more environmentally responsible.	0.75
I am a volunteer member of an environmental group.	0.83
You have voluntarily donated time or money to help the environment in some way.	0.74
I feel strongly about my environmental values.	0.87

Source: prepared by the researcher based on the outputs of SPSS V.26

It is clear from Table 5 that all the statements of the green passion axis are related to the axis as a whole, as all the correlation coefficients are greater than 0.70, and this indicates the internal consistency of the statements of this axis.

The convergent validity and discriminant validity of the study model were verified using Microsoft Excel. Table 6 shows the consistency and construction test of the model variables.

Table 6. Consistency and construct testing of model variables

Variable	ASV	MSV	AVE	CR
Organizational citizenship behavior for the environment	0.87	0.66	0.76	0.90
green human resource management	0.88	0.66	0.80	0.92
Green passion	0.86	0.66	0.78	0.91

Source: Prepared by the researchers based on the outputs of SPSS V.26 and Microsoft Excel 2016.

It is clear from Table 6 that the average extracted variance (AVE) for all variables of the model is greater than 0.5 and less than the composite reliability (CR), and this confirms the convergent validity of the study model, which means that there is a common variance between the statements that measure each latent variable. It is also clear from the same table that the maximum common variance

(MSV) is less than the average extracted variance (AVE), and the square root of the average common variance (AVE) is greater than the MSV, which confirms the discriminant validity. The composite reliability of the model has also been achieved, as all values are greater than 0.7.

3.7- Statistical techniques:

The researchers used the SPSS VER.26 statistical program to analyze the data and applied the following statistical methods:

- Cronbach's test.
- Simple correlation coefficient.
- Andrew F. Hayes model (Process v3.1)
- Path analysis method

Fourth - Analysis and discussion of the study results:

The researchers tested the study hypotheses as follows:

First Hypothesis Test:

It states that "there is a statistically significant positive relationship between green human resource management practices and organizational citizenship behavior for the environment."

Pearson's correlation coefficient and simple regression analysis have been employed to evaluate this concept. Table 7 provides the outcomes of the simple linear regression analysis between green human resource control strategies and organizational citizenship behavior towards the surroundings.

Table 7. The consequences of easy linear regression concerning inexperienced human resource control techniques and organizational citizenship conduct towards the environment

Independent Variable	R	R ²	F	Sig	a	β	T	Sig
Green human resource management practices	0.758	0.574	101.25	0	4.40	1.811	7.323	0
*Dependent variable: organizational citizenship behavior for the environment								

Source: prepared by the researchers based on the outputs of SPSS V.26

It is clear from Table 7 that the correlation coefficient between green human resource

management practices and organizational citizenship behavior for the environment (R) is approximately (76%), and the coefficient of determination (R²) is approximately (57%). This means that the green human resource management practices variable explains approximately 57% of the changes in the organizational citizenship behavior variable, which is a percentage that indicates a degree of influence of approximately (181%), the value of β . The (F) value confirms the significance of this relationship and is statistically significant at a significance level of (0). The preliminary hypothesis is frequent, indicating a statistically tremendous high-quality correlation between green human aid control strategies and organizational civic behavior toward the environment.

Second Hypothesis Test:

It shows " There is a statistically significant positive relationship between green human resource management practices and green passion."

Pearson's correlation coefficient and easy regression evaluation have been used to evaluate this hypothesis. Table 8 provides the outcomes of the simple linear regression evaluation among green human resource management strategies and inexperienced ardor.

Table 8. The consequences of a linear regression analysis between inexperienced human aid control techniques and inexperienced passion.

Indep enden t Varia ble	R	R ²	F	S i g	a	β	T	Sig
Green human resour ce manag ement practic es	0. 65 9	0. 43 4	80 .2 5	0	3. 6 0	0. 66 3	4. 01 1	0.0 000 1
*Dependent variable: green passion								

Source: prepared by the researchers based on the outputs of SPSS V.26

Table 8 indicates that the correlation coefficient among green human useful resource control methods and inexperienced emotion (R) is around 66%, with a coefficient of determination (R²) of roughly 43%. The inexperienced human resource control practices variable bills for approximately 43% of the variance in organizational citizenship conduct, reflecting an influence of round 66% of the β price. The (F) cost

validates the significance of this affiliation and is statistically significant at a importance level of 0. The second speculation is customary, indicating a statistically significant positive association between inexperienced human aid control methods and inexperienced passion.

Third Hypothesis Test:

It shows " There is a statistically significant positive relationship between green passion and organizational citizenship behavior for the environment."

Pearson's correlation coefficient and simple regression evaluation were employed to evaluate this concept. Table 9 affords the results of the easy linear regression evaluation between green feeling and organizational citizenship behavior closer to the surroundings.

Table 9. The results of simple linear regression between green passion and organizational citizenship behavior for the environment.

Indepe ndent Variab le	R	R ²	F	S i g	a	β	T	S i g
Green passion	0.5 92	0.3 50	70. 65	0	3. 60	0.6 03	3.7 34	0
*Dependent variable: organizational citizenship behavior for the environment								

Source: prepared by the researchers based on the outputs of SPSS V.26

Table 9 shows that the correlation coefficient between green passion and organizational citizenship behavior for the environment (R) is approximately (59%), and the coefficient of determination (R²) is approximately (35%), which means that the green passion variable explains approximately 35% of the changes in the organizational citizenship behavior variable for the environment, which is a percentage that indicates the degree of influence of approximately (60%) of the β value. The (F) value confirms the significance of this relationship, and it is statistically significant at a significance level of zero. Based on the above, the second hypothesis is accepted, and thus, there is a positive relationship with statistical significance between green passion and organizational citizenship behavior for the environment.

Fourth Hypothesis Test:

It shows " there is a statistically significant positive relationship between green human resource management practices and organizational citizenship behavior for the environment through green passion."

There are three different methods to test this hypothesis:

- 1- The Baron and Kenny (1986) model.
- 2- The Sobel test.
- 3- The Andrew F. and Hayes model.

The Andrew F. and Hayes model will be used to calculate the indirect effect. It is clear here that the dependent variable is organizational citizenship behavior for the environment, while the independent variable is green human resource management practices, and the green emotion variable is the mediating variable. Table 10 shows the results of using this model.

Table 10. Results of using the Andrew F. and Hayes model to test the fourth hypothesis

Path	β	LLC I	ULLC I	significan ce level (SIG)
Green Human Resource Management – > practices green passion (A)	0.663	0.805	1.987	0
Green passion -> organizational citizenship behavior for the environment(B)	0.603	1.009	2.342	0
Green human resource Management practices -> organizational citizenship behavior for the environment(C) overall effect	1.811	1.323	3.054	0
Green human resource Management practices -> organizational citizenship behavior for the environment(C') direct effect	1.012	1.221	2.112	0
A x B product indirect effect	0.400	0.804	2.876	

Source: Prepared by the researchers based on the results of the Andrew F. and Hayes model

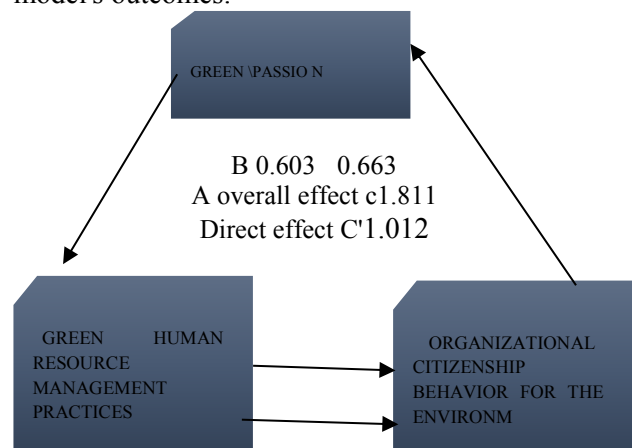
It is clear from Table 10 that the significance level is less than (0.05), and that all values of LLCI, ULLCI are not cut off by zero, the fourth hypothesis is accepted, and accordingly, there is a positive relationship with statistical significance between green human resource management practices and organizational citizenship behavior for the environment through green passion. It is worth noting here that the type of mediation is partial because the direct effect is statistically significant and less than the total effect, and to test the significance of the indirect effect, Sobel's model was used as described in Table 11. Both the path coefficient from the independent variable to the mediating variable ($a = 0.663$) and the route coefficient from the mediating variable to the dependent variable ($b = 0.400$) were positive, according to the test results, suggesting a positive indirect link. In mediation analysis, the first path's standard error was $Sa = 0.175$, while the second path's was $Sb = 0.080$.

Table 11. Sobel test results

Test	Test statistic	Standard Error	Sig	
Sobel test	3.01	0.088	0.002	
Input	$a=0.663$	$b=0.400$	$Sa=0.175$	$Sb=0.080$

Source: Prepared by the researchers based on the results of the Sobel model

Figure 2 illustrates the various pathways for the model's outcomes.



Source: prepared by the researcher based on the outputs of SPSS V.26

Fig. 2: The different paths of the model results.

The table and figure above show that the test statistic value ($Z = 3.01$) reached a significance level of (Sig

= 0.002), which is less than (0.05), indicating a significant mediating role for the mediating variable in explaining the relationship between the variables under study. The Sobel test results demonstrated a statistically significant indirect effect of the mediating variable in the relationship between the independent and dependent variables.

4. Conclusion

This study investigated the correlation between green human resource control practices and organizational citizenship conduct towards the surroundings, highlighting the mediating effect of inexperienced ardour. The findings suggest that: Academics no longer agree on the parameters of inexperienced human assets management. Some scholars have not defined the dimensions, while others have identified between three and ten dimensions, [43]. There is a statistically significant positive relationship between green human resource management practices and organizational citizenship behavior for the environment, and this is consistent with the results of the study by [33], and some other studies. There is a statistically significant positive relationship between green human resources management practices and green passion, which is consistent with the study of [44], [45]. A statistically significant and wonderful correlation exists between green passion and organizational citizenship behavior towards the surroundings, and this is consistent with the study of [46].

When comparing the results of studies in non-medical sectors, the adoption of green HR practices elevates employees' environmental consciousness and encourages them to engage in voluntary actions that promote sustainability inside the firm. In the UK industrial sector, firms implementing environmental recruitment, training, and performance appraisal strategies observe a notable enhancement in environmental citizenship behavior among their personnel, [47]. In contrast, several studies have identified minimal effects of certain techniques in specific sectors, [48]. found in Brazil's heavy industry sector that the correlation between green HR and environmental citizenship behavior was weak or statistically insignificant, attributing this to a deficient environmentally conscious organizational culture or an absence of clear incentives, [36]. Shown that in China's service industry, the influence of green HR practices is contingent upon the organization's size and the extent of leadership support.

A statistically widespread high-quality correlation exists between green human resource management practices and organizational citizenship conduct toward the surroundings, mediated through green passion, which is consistent with the study of [46]. Green human resource management practices in hospitals lead to the development of a positive organizational culture based on responsibility and commitment to future generations. This fosters organizational citizenship among employees. In practice, management can achieve this through green recruitment, sustainability training, and environmentally friendly resource management. This makes employees feel like they are part of a system working towards the common good. It is also achieved by promoting a spirit of cooperation and initiative among employees, as everyone understands the importance of their role in protecting the environment and serving the community. Based on the study findings, the researcher proposes the following suggestions: Advancing inexperienced human resource control strategies at the health facility under examination fosters organizational citizenship conduct for the environment amongst employees, ensuing in environmental conservation, enhancement of the work environment, and elevation of employee morale. The sanatorium ought to take responsibility for environmental sustainability and promote organizational citizenship behavior among the workforce for ecological upkeep. Facilitating organizational citizenship behaviors for the environment amongst health facility employees via workshops, education sessions, and guides that promote a lifestyle of environmental conservation and decorate the medical institution's photo, at the same time as additionally encouraging voluntary participation in environmental applications and sports. The sanatorium in question is enforcing eco-friendly sports through organizing competitions to discover the most exemplary health facility administration, branch, or worker demonstrating dedication to and help for environmental stewardship. Enhancing environmental enthusiasm among clinic personnel via green human aid control techniques, thereby fostering organizational citizenship conduct in the direction of the environment, which promotes sustainability and elevates workers' quality of life. Based on the observed findings, the researcher proposes several future investigations, the most significant of which are:

Applying the study in a private sector hospital and analyzing the results achieved.

Conducting a similar study in the health sector as a whole in the Kingdom of Saudi Arabia or in any other sector, whether service or industrial.

Conduct a similar study in another country and compare the results obtained with the results of the current study.

An examination of the influence of nearby culture on the correlation between inexperienced human resource management techniques and organizational civic behavior toward the surroundings.

The moderating impact of environmental management on the connection between inexperienced human resource control techniques and organizational citizenship behavior toward the surroundings.

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