

## Testing The Mediating Role Of Green Psychological Empowerment Of Employees In Enhancing The Relationship Between Green Human Resource Management Practices And Organizational Sustainability

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### Abstract

The study aimed to test the mediating role of green psychological empowerment for employees in strengthening the relationship between green human resource management practices (green selection and Recruitment, green participation and empowerment, green training, green performance management, green rewards and compensation) and organizational sustainability with its economic, social and environmental dimensions. The study was based on a questionnaire as a tool for obtaining data from ( 476 ) faculty members working at some private universities and colleges in Euphrates region in Iraq . It used a number of statistical methods to test its hypotheses, and concluded that green human resource management practices can play an important role in enhancing organizational sustainability, especially the green participation practices of faculty members . It also concluded that green psychological empowerment , in particular competence and self – determination , can mediate the relationship between these practices and organizational sustainability.

**Keywords:** green human resource management practices, Green psychological empowerment of Employee , organizational sustainability.

### INTRODUCTION

Organizational sustainability has gained the attention of academics and practitioners in recent years, as it has become a strategic priority on the agenda of contemporary organizations (Kiron et al.,2012). Expectations have rapidly risen that organizations will carry out their work in a more sustainable manner. In other words , those organizations are responsible not only for their economic performance , but also for the search for ideas and solutions to societal and environmental issues. The desire to build sustainable organizations has prompted academics to generate debate about the potential role that human resources management in organizations can play in ensuring sustainable behavior (pfeffer, 2010) . At the core of these discussions was the development of the concept of green human resources management, which aims at simultaneously enabling both social,

environmental and human sustainability as well as economic sustainability and thus ensuring the implementation of the core idea of organizational sustainability(Guerci,Eetal,2018).Unfortunately , most literature on the relationship between green human resources management practices and organizational sustainability was conceptual . This is often seen when reviewing previous studies related to this relationship, and there is therefore a need to verify the empirical nature of this relationship. In addition, there is a need to verify the basic mechanisms that affect the relationship, since staff generally do not understand the practices of green human resources management according to purposes of organization's management, which may add to that relationship, so the success of green human resources management in ensuring sustainability of organizations depends to a large extent on its ability to foster

green behavior for workers by psychologically empowering them to implement social and environmental sustainability initiatives, meaning that workers with a high level of green psychological empowerment will be more willing than others to engage in green activities aimed at ensuring the sustainability of the organization. This study addresses this research gap by examining the potential role of

green psychological empowerment of employees as a mechanism for strengthening the relationship between green human-resource management practices and organizational sustainability.

### Study problem

Universities ( governmental and non-governmental ) have a great responsibility in transforming societies to achieve sustainability as knowledge-producing organizations that influence communities where they operate. Educational and research and development programs implemented by universities should shape the future of any society in which they operate through their graduates who become decision makers in their country in the future. They can integrate sustainability principles into the educational and research process and provide students with the appropriate knowledge and skills and use them as agents of change for the transition to a sustainable world (Pearce, Eetal, 2008) In order to play this role and move away from the current unsustainable patterns of university management, they need to focus on the sustainability process in their programs and research in a way that serves the communities in which they operate.

In spite of these supposed roles of universities, we find that Iraqi universities in general and private universities and colleges in particular, are still a little bit far from the path of sustainability. They need to identify and manage necessary practices to make required transformations to make them environmentally friendly organizations, They need to understand how best to employ critical elements of organizational sustainability, primarily green human resources, in a way that promotes green behavior and psychologically empower employees to be qualified to perform the key

roles of ensuring sustainability of those universities . They still need to promote many practices such as file-keeping, e-mail, mass-transmission, virtual interviews, teleworking, paper waste recycling, study books, etc . Then we can describe the study problem by asking the following questions:

1. How well are faculty members aware of green human resource management practices in private colleges?
2. Do faculty members realize their green psychological empowerment elements that qualify them to perform the roles required to ensure sustainability of those colleges ?
3. Is there sufficient perception among faculty members about the level of sustainability in the colleges they work in?
4. Do green HR management practices affect the level of green psychological empowerment of faculty members ?
5. Is there an impact of green human resource management practices on the level of sustainability in colleges under study?
6. Can green psychological empowerment of faculty members play a mediating role in the relationship between green human resource management practices and sustainability in their colleges ?

### Study objectives

The main objective of the study is to test the mediating role of green psychological empowerment of employees in promoting the relationship between green human resources management practices and organizational sustainability, from which a number of sub-objectives are derived:

1. Highlighting the concepts of study variables: green HR management practices, green psychosocial empowerment and organizational sustainability
2. Disclosing the practices of green human resources management in private colleges from the point of view of faculty members.
3. Identifying the level of green psychological empowerment of faculty members in their colleges.
4. Identifying the practices of organizational sustainability with its economic, social and environmental dimensions in research colleges.

5. Exploring the role that green human resource management practices can play in promoting the level of green psychological empowerment of faculty members in private colleges.

6. Exploring the role that green human resource management practices can play in sustaining private colleges, either directly or indirectly through green psychological empowerment for faculty members .

### Study significance

The study represents the first empirical survey about the role that green psychological empowerment in promoting the relationship between green human resources management practices and organizational sustainability, using data from emerging organizations in Iraqi environment , where the need arises to test new ideas to deal with transformations happen in the country during last years and knowing the possibility of applying them in private universities in Iraq . The importance of the study is embodied in explaining the pivotal role of green HR practices in creating friendly environmental and societal picture of organizations and ensuring their sustainability , as well as highlighting the importance of green psychological empowerment of employees as a mediated variable in enhancing that role .

### Study tool

The study adopted analytical approach to analyze opinions of a sample of faculty members in non-governmental colleges and universities in the central Euphrates governorates. In order to obtain required data, the study used the questionnaire as a major data collection tool to cover the practical aspect . The questionnaire included three sections:

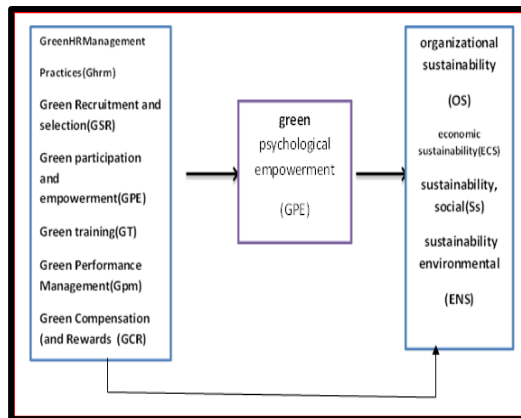
**The first section** consists of the independent variable (green human resources management practices), which included five sub-practices: green selection and recruitment, green performance management, green participation and empowerment, green training, and green rewards and compensation based on ( Jabbour, Etal,2010), Zibarras&Coan,2015 (Gholami, Etal,2016), Tang et al., 2017).

**The second section includes** green psychological empowerment, with its four sub-dimensions: meaning, competence, Self-determination , and impact based on Singh & Kaur, 2019 after being adapted to the requirements of the study .

**The third section** is specified to organizational sustainability which included three sub-dimensions: economic sustainability, social sustainability, and environmental sustainability based on (Jawad et al., 2020). The questionnaire form was presented to a number of arbitrators with experience in business management to ascertain the validity of the questionnaire paragraphs, their suitability for the objectives of the study and their ability to measure the variables and to ensure that the paragraphs are clear, comprehensive and accurate . The structural stability and validity of the measurement tool were tested using alpha-chronbach coefficient whose values ranged between (0.899 - 0.732) and are acceptable in behavioral studies, and the structural validity coefficients are all high ratios ranging from (0.856 - 0.948) .The study measurement tool is therefore valid for distribution to the sample and ready for being reliable and stable.

### Study model

The study model is a simple , concise," and hypothetical diagram of the phenomenon under consideration and its potential interactions, and thus defines correlation and impact expressed in hypothetical shares that have not yet been tested . This diagram reflects a set of hypotheses that were based primarily on the ability to measure each of the study variables. Figure 1 depicts model of the current study, which is a dynamic and causative interaction between three components : green human resource management practices , green psychological empowerment of employees and organizational sustainability .



**Figure (1) The model of the study**

### Study hypotheses

In order to achieve its objectives, the study relied on a set of hypotheses chairperson as follows:

**H1:** There is a significant impact of green human resource management practices on organizational sustainability

**H2:** There is a significant effect of green human resource management practices on green psychological empowerment of employees.

**H3:** There is a significant effect of green psychosocial empowerment of employees on organizational sustainability

**H4:** The green psychological empowerment of employees mediates the relationship between green human resource management practices and organizational sustainability.

### Population and sample of the study

The study population was represented by faculty members in non-governmental universities and colleges in central Euphrates region in Iraq who number (1982), and the questionnaires were distributed to (709) faculty members, from which (529) were received, while the number of valid forms were (476), which represent the sample of the study.

### Review of literature

#### Green human resources management practices

Green Human Resources Management Practices refers to the actual green human

resources management programs, processes and techniques being implemented at the organization to minimize negative environmental impacts or enhance the positive environmental impacts of organizations that contribute to improving their sustainable environmental performance (Arulrajah, & nawaranegm, 2016:2). Researchers differed in the number and the terms of these practices, but the most important practices that received the majority of the researchers' opinions are:

#### 1- Green recruitment and selection:

Green recruiting is about using green practices of organization to attract candidates familiar with sustainable environmental practices (Stringer 2009:102). These practices can support effective environmental management by ensuring that people employed carry the organization's culture and share the environmental values that it believes in. Many surveys carried out in both UK and US have indicated that graduates and job applicants are paying attention to environmental management practices, and organizations have begun to recognize that gaining a good reputation as green users is an effective way to attract new talents (Phillips, 2007:). Green recruitment as (Gupta & Gupta, 2013:2) see is an innovative idea in which organizations emphasize environmental protection and concern as an important strategy for recruiting and selecting candidates using multiple sources. (Ogbu Edeh & Okwurume, 2019:227), (Deepika & Karpagam, 2016: 427), (Ramasamy, Eetal, 2017: 118) believe that green recruitment is the process of recruiting new talents who are familiar with sustainable processes and ecosystem and are aware of the terminology related to preserving a sustainable environment as well.

#### 2- Green participation and empowerment:

Some researchers such as (Guerci et al. 2016:267), (Gupta, 2018:202) Srivastava, & Shree, 2018:4), (Amrutha, & Geetha, 2020:26) consider green participation and empowerment as a system in which employees are given opportunities to participate in environmental management

initiatives, making them an integral part of different pollution prevention and waste management practices. (Tang et al., 2018:37), (Shaban, 2019:89), (Úbeda-garcía et al., 2020:13) (Wiradirja, Etal, 2020: 724), see that employees should be given opportunities to participate in environmental management through green participation, including formulating a clear green vision, building a green educational environment and different channels of communication, providing green activities and encouraging green participation as a whole.

### **3- Green training:**

Training is generally aimed at preparing individuals with multiple skills and knowledge required to promote innovation, as well as enhancing performance of organizations (Zoogah, 2011:133), (Zakaria, 2013:338), (Eetal, 2014:74). Green training is to provide staff with the necessary knowledge about organization's environmental policy, practices and necessary orientations. (Jabbour, et al., 2010, 1057). (Das & Singh, 2016:231) point out that creating environmental awareness among all employees through organizational seminars, conferences and workshops is essential for achieving organizational sustainability. Green training activities stimulate employees to learn how to do things in a green way, as well as create a good image of the organization in society and thus identify it as a socially responsible entity, which promotes pro-environment behaviors within the organization (Ogalo, et al. 2020:4), (Silvester, et al, 2019 : 2)

### **4. Green performance management**

Performance management is a continuous process of communication between the supervisor and employees occurring throughout the year, supporting achievement of organization's strategic objectives (Bangwal, & Tiwari, 2015:48). (Shah, 2019:4) sees that green performance management consists of four components: developing the organization's green objectives, setting green performance indicators, assessing members' green results, and testing the benefit deficit. A performance management system can complement green human resources management practices through the

development of environmental criteria and indicators. Specifically, organizations need to communicate environmentally friendly schemes to all levels of staff through a performance appraisal scheme (Suharti, & Sugiarto, 2020:202).

### **5- Green rewards and compensation**

Rewards and compensation is generally one of the most important practices of HRM to reward employees for their good performance, and thus form the link between the benefits of both employees and organization. In the field of green human resources management, such compensation and rewards are used to support the environmental activities of organizations. Many organizations have begun to use compensation programs to motivate employees to change their behavior toward green performance and to encourage them to implement environmentally friendly initiatives. A UK survey found that (8%) of British organizations reward their employees with different kinds of financial and non-financial incentives for their green behavior (Phillips, 2007:9). Reward packages are sometimes related to acquiring skills or capabilities, not just performance, as they are seen as important factors in long-term performance (Krithika et al., 2019:76), therefore organizations should design a compensation system that includes the formulation and implementation of regulatory policies and strategies that reward their employees in a fair and equitable manner with a view to motivating them to commit themselves and take initiative in implementing their environmental and community objectives (Hadad, 2019:20) (Al KERDWY, 2019:4).

### **Green psychological empowerment**

In an uncertain business environment, employees need the psychological resources to adaptively work within a fast-paced, stressful business landscape and be versatile within a changing organizational milieu (Pulakos et al. 2000) (Whitaker, & Westerman, 2014:1). This goal cannot be achieved unless those employees are empowered structurally and psychologically to perform their assigned work efficiently and effectively (Siegal, & Gardner, 2000:703).

Researchers agree that empowerment as a motivational construct deals with the mental state of individuals. Managers must therefore take some action necessary for enabling initiatives of their employees to positively influence their psychological well-being by allowing them to set their work goals, make participatory decisions, and overcome the problems they face within their responsibilities (Ayoub & Eetal, 2018:218). If management of an organization can create the right environment for empowerment through a set of practices that focus on delegating authority to make decisions, employees themselves must choose to be empowered, it is not something the management does to them. However, it represents a state of mind owned by employees around their role in organization (Barton, & Barton, 2011:203). Psychological empowerment from (Spreitzer, 1995:1444) point of view is a motivational construct that is reflected in four perceptions of meaning, competence, Self-determination, and impact, which reflect the role of individual. Any absence of one of these perceptions will affect the level of empowerment felt by individual (Laschinger et al., 2001:262), which is the same meaning given by (Avolio, et al., 2004:953) (Hall, 2008:145), (Gkoresis, et al., 2011: 84), (Jaiswal & Dhar, 2016:5) (Martin, & Bush, 2006:5). Meaning refers to the value given by employee to a given task according to a specific criteria. Competence refers to an individual's belief in his ability to perform work with high skill, while self-determination refers to the independence and sense of choice of employee in organizing activities, and the impact means the extent to which an individual is able to influence strategic outputs and operational management.

The role of empowering employees in environmental organizational issues has received considerable attention in recent years, as it is seen as an important element in environmental management processes. (Robertson & Barling, 2013:176), (Hoffman, 1993:10) believe that through green empowerment, organizations can motivate employees to join environmental improvement programs (Hameed et al., 2020:5) by creating a green psychological environment that motivates them to engage

in green initiatives that enhance the sustainability of organization, and when these employees realize that they have the ability to fulfill the tasks associated with improving the environment and serving the community, and when they believe in the value and importance of these green tasks, and are independent in choosing how they are carried out, and feel that the achievement of these tasks has a clear impact on the achievement of the green goals of the organization, then they are encouraged to provide green, voluntary behavior to serve these goals.

### **Organizational sustainability**

Organizational sustainability represents the organization's voluntary activities related to the environmental and social concerns of business processes and its interactions with stakeholders (Van Marrevijk & Werre, 2002:97), which means that it addresses many demands and objectives at the organizational and community levels that appear to be isolated from each other. (Hart & Milstein, 2003:56) sees that, for some, it is a moral requirement and a legal requirement for others, while others still see it as a cost of business. Few organizations are beginning to frame sustainability as an opportunity and provide ways to reduce costs and risk, or even growing revenues and market share through innovation. In order to avoid this problem, researchers suggest linking sustainability of organization to the process of creating value for shareholders.

(Lo & Shen, 2007:345) introduce similar concept that organizational sustainability is an input to business aimed at creating long-term value for shareholders by embracing opportunities and managing risks through economic, environmental and social dimensions. This means that organizational sustainability is a process designed specifically for the organization, in the sense that each organization can choose the best of the many options available in line with its objectives, intentions and strategies in response to the circumstances surrounding it.

Many researchers (Baumgartner & Ebner, 2010) (Niciokaa, & Quelhasa, 2010), (Cella-de-Oliveira, 2013) (Elkington, 1997), (Sloper, Hall, 2011, (Alhaddi, 2015),

(Arooshegbe et al.,2016) (Dylick& Hockerts,2002), (Bekele, 2013), (Basiago,1999), have converged on the dimensions of organizational sustainability with the three pillars of business continuity, economic, social and environmental, are themselves sustainability dimensions (Niciokaa, & Quelhasa, 2010:102).

Economic sustainability according to (Haugh &talwar,2010:102), (Spangenberg, 2005:48) (Cella-de-Oliveira, 2013:964), (štefko,et al. 2021:3) is an important factor in ensuring organizational sustainability because it generates profits and jobs, thereby contributing to general social welfare. The economic sustainability of the organization requires consideration of the internal and external implications of sustainability management, which means that management of economic sustainability must take into account financial performance of organization ; how organization manages intangible assets; their impact on broader economy; in addition to its effects on social and environmental aspects (Doane & Macgillivray2001:19).

Social sustainability includes the concepts of equity, empowerment, access and sharing of cultural identity and organizational stability, environmental conservation through economic growth and poverty alleviation (Bassiago, 1998:149), (Colonio, 2010:79), (Bramley & Brown2009:30) . It covers a range of characteristics, including fair remuneration, equal opportunities, good health and safety conditions, reward system, development of capabilities and training, professional plans and ethical organizational behavior (Cella-de-Oliveira, 2013:965) (Bamgbade et al.,2017:115).

Environmental sustainability includes prevention of the adverse impacts of organization on the natural system, compliance with government regulations and initiatives, such as recycling or energy efficient use, and assessment of the impact of organization's products, services and daily operations, through the elimination of

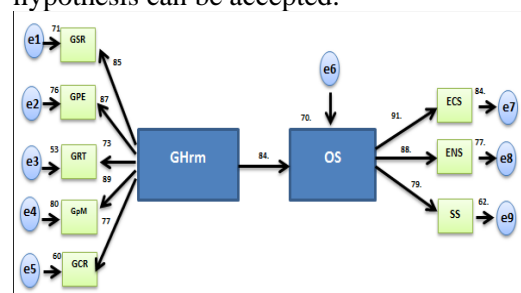
**Table (1) The paths and parameters of the impact of green human resources management practices on organizational sustainability**

unnecessary waste, high emissions, besides reducing practices that may affect future generations' access to vital natural resources (Cella-de-Oliveira, 2013:695). It should be noted that environmental sustainability cannot be separated from economic and social sustainability, both of which are the pillars of sustainability (Morelli, 2011:1).

**Hypotheses test**

The study adopted the structural equation modeling technique to test its hypotheses. Figure 2 illustrates the significant positive impact of the GHRM variable on organizational sustainability, noting that the results of the model conformity indicators were within their assigned acceptance rule, reaching the value (RMR=0.021) which is below their accepted range (.080). It is also clear that the standard impact factor was (0.84), which means that the GHRM variable affects the organizational sustainability variable by (84%) . This means that a change in a single unit of deviation in green HR management practices will lead to a positive change in organizational sustainability by (84%).

As shown in Figure 2, the value of the interpretation coefficient (R<sup>2</sup>) has been (0.70) which means that green human resource management practices is able to explain (%70) of changes in organizational sustainability and the remaining 30% are due to other variables not included in the study model. Based on the above, the 1st hypothesis can be accepted.



**Figure (2) the impact of green human resources management practices on organizational sustainability**

Source: Software output (AMOS V.23)

Paths	S. R. W	Est im ate	S . C. R.	P

Green	organizational					
empowerment	sustainability	.8	.82	0	33	*
variables	not included	38	1	2	.4	*
in the model				5	52	*

Figure 3 shows a significant positive effect of GHRM variable on green psychological empowerment of employees, noting that the model conformity indicators were within their assigned acceptance rule. It is also clear that the value of the standard impact factor is (0.82) which means that GHRM practices affect green psychosocial empowerment variable by (82%) meaning that a change in a single unit of deviation from green HR management practices will lead to a positive change in green psychosocial empowerment of employees. This value is significant because the critical ratio value (C.R.) seen in table 2 is (31.184). As shown in Figure 3, the value of interpretation coefficient (R<sup>2</sup>) is (.670), which means that the GHRM practices is able to explain (67%) of the changes in psychological empowerment of employees, and the remaining 33% are due to other

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Source: Software Output (AMOS V.23)

variables not included in study model. Based on the above, the 2nd hypothesis can be accepted.

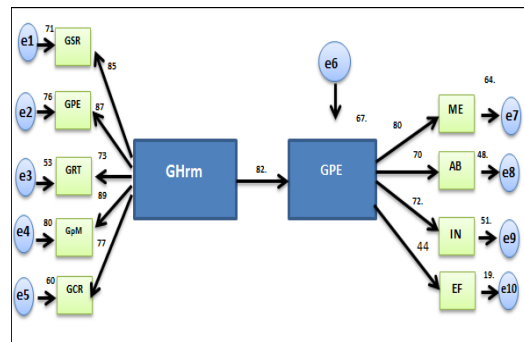


Figure (3) The impact of green human resource management practices on green psychological empowerment of employees

Source: Program output (Amos V. 23)

Table (2) paths and parameters to test the impact of green HR practices on green psychological empowerment

Tracks Paths	S.R.W.	Estimate	S.E.	C.R.	P
Green resource management practices → Green psychological empowerment	.820	.857	.027	31.184	***

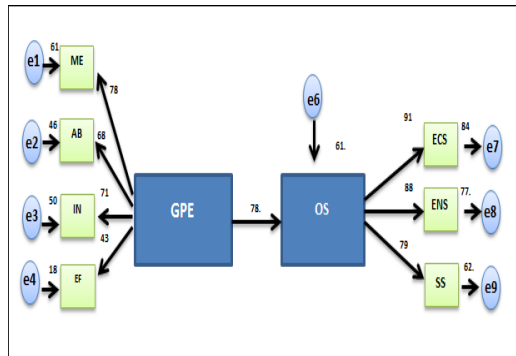
Figure 4 shows a significant positive effect of the green psychosocial empowerment variable of faculty members on organizational sustainability, noting that the results of model conformity indicators were within their assigned acceptance rule, reaching the value of (RMR=0.054), which is below their accepted range (.080). It is also clear that green psychosocial empowerment variable affects organizational sustainability variable

by (78%). This means that a change in a single unit of green psychosocial empowerment of faculty members will lead to a positive change in organizational sustainability of (78%). As shown in Figure 4, the value of interpretation coefficient (R<sup>2</sup>) has been (.610), meaning that green psychosocial empowerment variable is able to explain (61%) of changes in organizational sustainability and the remaining 39% are due to other variables not



included in the model. Based on the foregoing, the 3rd hypothesis can be accepted.

**Figure (4) the impact of green psychosocial empowerment on organizational sustainability**



Source: Software Output (AMOS V.23)

**Table (3) Paths and parameters to test the impact of green psychosocial empowerment on organizational sustainability**

Paths	S.R.W.	Estimate	S.E.	C.R.	P	
Green Green psychological Organizational Sustainability		.778	.750	.026	29.001	**

Source: Software Output (AMOS V.23)

Figure (5) reflects the standard regression paths and the ratios (R2) for evaluating direct and indirect relationship between the variables ( showing the interpretation of the direct impact between green HR management practices and organizational sustainability and the 5 indirect impact through green psychological empowerment of employees . Figure also shows direct positive effect of green HR management practices on the green psychological empowerment of employees with standard

regression coefficient (0.80) A direct effect of green psychosocial empowerment of employees also is found, with standard regression coefficient reaching ( 0.30) , while the direct impact of green human resource management practices on organizational sustainability is found with standard regression coefficient (0.60), all of which are significant because the critical ratio values (C.R.) shown in Table 4 (28.676, 15.301, 7.776) , are significant .

paths	Direct impact	Indirect effect	Overall impact	R <sup>2</sup>
Green Human Resources Managem ent Practices ----> organizati onal sustainabi lity	.5970	0.241	.8380	.740

Green HR Management  
Practices--> green  
psychological  
empowerment --->  
organizational  
sustainability

0.241

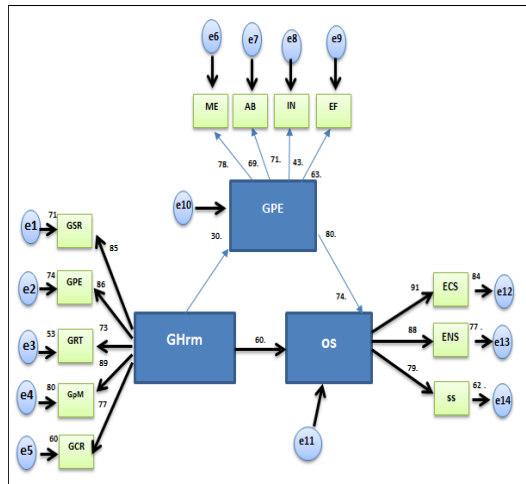


Figure (5) the indirect impact of green human resource management practices on organizational sustainability through mediating green psychosocial empowerment

Table (4) Paths and parameters of testing the impact of green HR practices on organizational sustainability through employee green psychological empowerment

	Paths	S.R. W.	Estimate	S.E.	C.R.	P
Green HR practices	--->	.796	.837	.029	28.676	**
Green HR practices	--->	.597	.585	.038	15.301	**

Green psychological empowerment	-->	organizational sustainability	.303	.283	.036	7.776	**
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Source: outputs of the AMOS V.23 program

Thus, the value of the indirect impact is derived from the two paths mediated by green psychological empowerment of employees between green human resource management practices and organizational sustainability, reaching the indirect impact (0.241), as shown in table (4) and thus the overall direct and indirect impact is reached (0.838).As shown in Figure 5 and Table 4, the value of R2 for organizational sustainability is( 0.74) , which means that changes in organizational sustainability are due to a change in the value of green HR management practices and green psychological empowerment which is (74%) and the remaining percentage (26% ) belongs to other variables not included in the study model.

Table (5) Direct and indirect influence paths for Main hypothesis 4

paths	Direct impact	Indirect effect	Overall impact	R <sup>2</sup>
Green Human Resources Management Practices-> organizational sustainability	.5970	0.241	.8380	.740
Green HR Management Practices-> green psychological empowerment -> organizational sustainability		0.241		

Source: Amos V.23

To test the moral significance of the results of the indirect impact of green human resources management practices on organizational sustainability through green psychological empowerment , Sobel was used to ascertain the morale of the indirect impact of the intermediate variable. The Sobel test value can be found in a computer program based on the value of four basic parameters, as shown in Table 5:

Table (6) : Sobel test results

Model	Inputs	Test value Sobel	P-value
Green HR Practices-> the end of organizational sustainability	a = 0.837 b = 0.283	7.584	0.000
Green HR Practices-> Green psychological empowerment -> organizational sustainability	S <sub>a</sub> =0.29 S <sub>b</sub> =0.036		

Source : Sobel Output

In the case of the first two years of the year, the number of women who have been in the United States has been in the process of becoming more active in the world. On the basis of the above, the fourth hypothesis is acceptable.

**Results**

The study examined the impact of green HR management practices (green selection and recruitment, green participation and empowerment, green training, green performance management, and green rewards and compensation) on organizational sustainability in non-governmental universities and colleges in Euphrates region in Iraq , beside the mediated role of green psychological empowerment of faculty members working at those universities and colleges . The study found that these practices, in particular the practices of green participation, green performance management , and green selection and recruitment, have a positive impact on the sustainability level , and the green participation practice has much effect from the fives practices have been tested . This means that the more faculty members involved in the preparation and implementation of green activities, the greater the level of sustainability of those colleges. Thus colleges must increase aspects of participation of faculty members in introducing and implementing green initiatives in order to achieve better results

in the implementation of sustainability strategy . The study also showed that green human resources management practices can enhance the level of green psychological empowerment of faculty members, especially the practices of green participation, green rewards and compensation, and that this level of green psychological empowerment in turn promotes colleges sustainability , especially competence and self - administration that are perceived by faculty members in these colleges.

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