



## **The Impact of Green Employment on Organizational Behavior of Employees in Al Hayat Pharmaceutical Industries**

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### **ABSTRACT**

The current study aims to analyze the direct impact of green employment on the organizational behaviors of employees at Al Hayat Pharmaceutical Industries, including their commitment to environmental goals, level of interaction among employees, and overall job performance. The study seeks to explore the extent of the company's commitment to green employment policies and how this commitment is reflected in work culture, as well as its effect on raising environmental awareness within the organization. Additionally, the research addresses the obstacles and challenges the company may face in adopting green employment practices, such as financial, structural, and cultural challenges within the workplace. The study adopts a descriptive analytical approach, utilizing a questionnaire to collect data from a sample of 53 individuals. Results indicate that green employment serves as an effective tool in promoting certain aspects of organizational behavior, particularly organizational citizenship and loyalty. Furthermore, the findings highlight that adopting sustainable employment practices contributes to fostering belongingness and commitment to environmental behaviors among employees, thereby supporting a culture of sustainability within the organization. Despite the lack of a strong statistical significance of green employment on organizational commitment, the study confirmed the role of environmental policies in building positive and supportive relationships between employees and management. The study recommends that the company continue to develop its environmental programs and strengthen green employment policies as part of its strategy to achieve corporate sustainability, thereby improving employee performance and enhancing the company's reputation as an environmentally responsible workplace.

**Keywords:** Green Employment, Organizational Behavior, Employees.

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### **INTRODUCTION**

In recent years, the world has witnessed a significant shift toward environmental sustainability, with organizations across various sectors seeking to adopt eco-friendly practices

known as "green employment." This approach focuses on balancing corporate performance with environmental responsibility. Through green employment, companies adopt strategies that promote environmental awareness among employees and encourage them to engage in sustainable behaviors that help reduce harmful environmental impacts. These strategies vary from recruiting talent that supports environmental values, training employees in green practices, and creating a work environment that fosters positive behaviors supporting sustainability (Boyd et al., 2021).

Al Hayat Pharmaceutical Industries, based in Jordan, plays a prominent role in this context, striving to excel not only in delivering high-quality pharmaceutical products but also in its responsibility towards the community and environment. The company recognizes that adopting green employment policies can bring multiple benefits, extending beyond environmental excellence to include improving job performance and enhancing employee satisfaction and commitment. These green strategies align with the growing environmental awareness in Jordanian society and the need to address the environmental challenges present in a region facing diverse environmental issues (Lamine et al., 2019).

Green employment is a modern concept that aligns with global environmental transformations and trends towards sustainability. This concept refers to recruitment strategies based on environmentally friendly practices, including selecting employees with the required environmental values and skills, in addition to following recruitment policies that promote resource conservation and minimize environmental impact. The "green employment" concept stems from the idea that an organization can effectively contribute to environmental protection by incorporating employment practices focused on environmental compatibility, such as optimizing natural resources, encouraging recycling, and reducing energy consumption (Ihsan, 2010).

Green employment affects employees' organizational behavior in several ways. In a sustainability-oriented environment, employees feel a greater sense of social responsibility and professional value, which enhances their commitment to the organization's environmental goals and positively influences their performance. Moreover, green policies in the workplace motivate

employees to improve their job performance, fostering a balanced work environment where environmental and productivity goals integrate (Firas & Ahmed, 2019).

## **Research Problem**

Environmental sustainability is among the prominent global trends that organizations seek to achieve as part of their social responsibilities. In this context, institutions recognize the importance of integrating sustainability into all aspects of their operations, including employment practices, commonly known as "green employment." These practices aim to recruit individuals who possess environmental values and principles and to design employment policies and procedures aligned with the organization's environmental goals. This step is one of the ways organizations can contribute to environmental protection and develop an organizational culture that embraces sustainability (Ali, 2023).

Thus, the research problem in this study lies in analyzing the impact of green employment on the organizational behavior of employees in Al Hayat Pharmaceutical Industries in Jordan. Despite the growing interest in green employment as part of corporate environmental strategies, studies addressing the impact of this trend on employee behaviors and interactions within the work environment, particularly in the pharmaceutical industry, are limited.

The issue centers on determining the extent to which green employment contributes to improving organizational behavior among employees, including their commitment to the company's environmental goals, level of engagement and loyalty, and readiness to work in a sustainable environment. Several questions arise about the impact of green employment on various aspects of organizational behavior, such as enhancing individual and group performance, increasing commitment to environmental policies, and fostering positive interaction among employees. The research problem aims to answer the following study questions:

1. What is the impact of green employment on the organizational behavior of employees at Al Hayat Pharmaceutical Industries in Jordan?
2. What challenges does Al Hayat Pharmaceutical Industries face in implementing green employment policies?

3. What is the current adoption status of green employment policies at Al Hayat Pharmaceutical Industries, and how does it affect the company culture?

## **Research Objectives**

1. To analyze the direct impact of green employment on organizational behaviors of employees, such as commitment to environmental goals, employee interactions, and overall work performance.
2. To explore the extent of the company's commitment to green employment policies and how this commitment reflects on employee work culture and affects environmental awareness within the institution.
3. To understand the obstacles and challenges that the company may face when adopting green employment practices, including financial, structural, and cultural challenges within the workplace.

## **Research Significance**

### **• Theoretical Significance**

1. Expanding Knowledge: The study seeks to expand knowledge about the concept of green employment, a relatively new idea that has not been widely researched, especially in Arab contexts. This study will add to the literature on green employment and its impact on organizational behavior, contributing to the development of theoretical foundations for this relationship.
2. Filling a Research Gap: The study contributes to filling a research gap regarding the effect of green employment on organizational behavior, particularly in the pharmaceutical industry in the Middle East, thus enriching the research literature on environmental and organizational topics.
3. Enriching the Discussion on Corporate Sustainability: The study addresses the relationship between organizational behavior and environmental sustainability, a highly significant topic for institutions seeking to balance their environmental and organizational goals.

### **• Practical Significance**

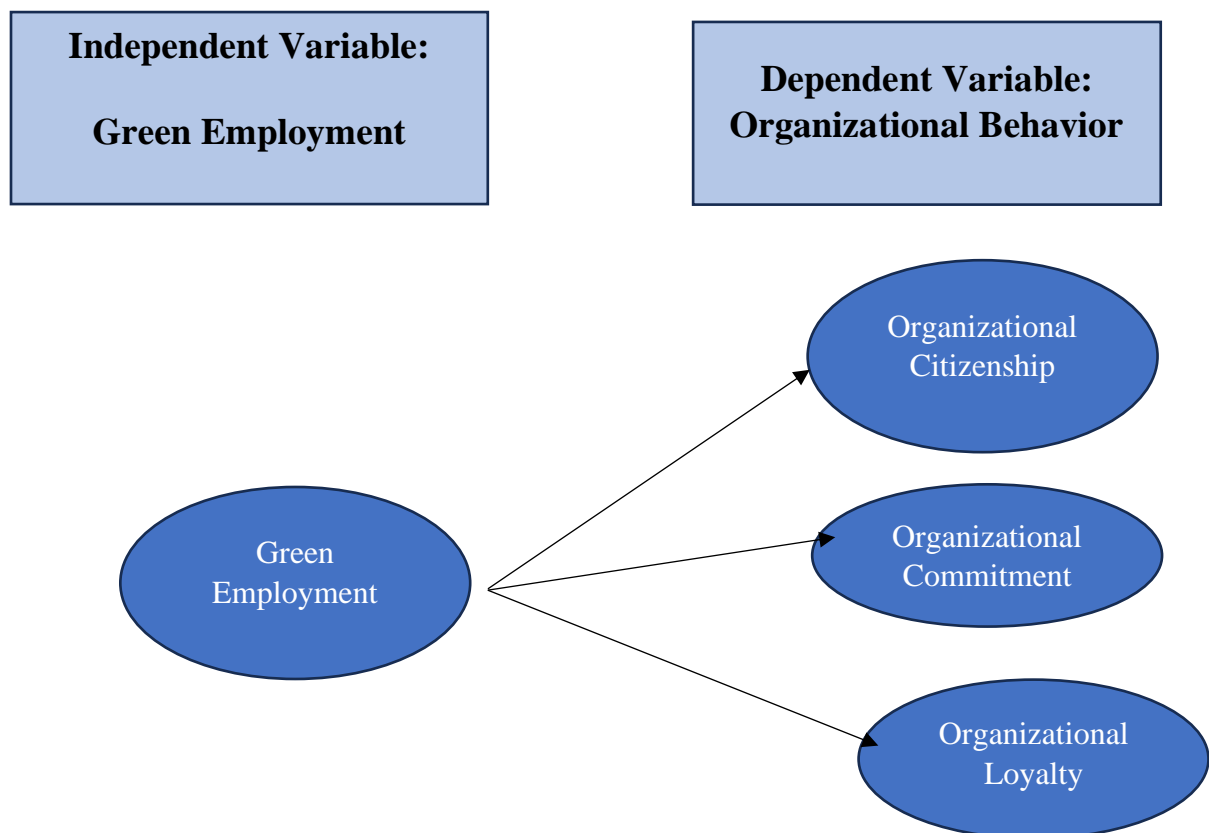
1. Providing Recommendations for Companies: Companies, particularly those in the pharmaceutical industry, may benefit from the study's findings to develop recruitment policies that support environmental goals and enhance employee commitment toward them.
2. Improving Organizational Performance: By understanding the relationship between green employment and organizational behavior, this study may help management at Al Hayat and other industrial companies adopt new practices that improve organizational performance and achieve environmental sustainability.

3. **Guiding Recruitment Decisions:** The study may assist human resources managers in adopting recruitment policies based on environmental standards, enhancing the companies' ability to adapt to local and global environmental requirements, and helping them achieve their organizational and environmental objectives.
4. **Enriching Corporate Social Responsibility Practices:** The study may help guide public policies for companies to enhance their contribution to social responsibility through green employment policies, positively reflecting on the company's reputation and market position.

### Research Hypotheses

The Impact of Green Employment on the Organizational Behavior of Employees at Al Hayat Pharmaceutical Industries in Jordan Independent and Dependent Variables

- a. Independent Variable: Green Employment
- b. Dependent Variable: Organizational Behavior with its dimensions (Organizational Citizenship, Organizational Commitment, Organizational Loyalty)



The following hypotheses have been developed to explore the impact of green employment on the organizational behavior of employees at Al Hayat Pharmaceutical Industries in Jordan:

1. There is a statistically significant impact of green employment on the organizational citizenship of employees at Al Hayat Pharmaceutical Industries in Jordan.
2. There is a statistically significant impact of green employment on the organizational commitment of employees at Al Hayat Pharmaceutical Industries in Jordan.
3. There is a statistically significant impact of green employment on the organizational loyalty of employees at Al Hayat Pharmaceutical Industries in Jordan.

## **THEORETICAL FRAMEWORK**

### **Definition of Green Employment**

Green employment refers to the recruitment of individuals for roles that directly or indirectly contribute to environmental sustainability, help preserve the environment, and reduce negative impacts on the planet. Green employment involves developing skills and knowledge aimed at improving environmental performance across various sectors (Dallal, 2021).

### **Evolution of the Green Employment Concept Over Time**

The concept of green employment has significantly evolved over time, moving from a simple environmental idea to a key element in sustainable development strategies for many countries and companies. Here is an outline of the concept's development through several stages (Abdel Rahim, 2024):

#### **1. Early Stages: Emergence of Environmental Awareness (1960s and 1970s)**

Initially, environmental concerns were limited, with most businesses focused on economic growth without considering environmental impact. However, environmental awareness began to rise in the 1960s and 1970s, following major events such as the "Limits to Growth" report by the Club of Rome in 1972, which highlighted the adverse effects of unchecked growth on the

environment. During this period, the concept of green employment had not yet become formalized but started to take shape through community and government efforts to combat pollution and create jobs related to environmental protection, such as reforestation projects and environmental clean-up initiatives.

## **2. Transition to Environmental Sustainability (1980s and 1990s)**

The 1980s marked the emergence of the concept of sustainable development, aimed at meeting current generation needs without compromising the ability of future generations to meet theirs. With the development of this concept, emphasis shifted toward creating job opportunities linked to areas that contribute to environmental sustainability goals. Numerous government programs and institutions were established to support renewable energy, recycling, and biodiversity conservation. During this phase, green employment expanded to include renewable energy, waste management, and sustainable agriculture, making environmental concerns a vital part of economic development strategies.

## **3. Green Employment as a Strategic Economic Tool (2000s)**

At the start of the new millennium, interest in environmental issues grew rapidly, particularly after events like the Kyoto Summit (1997), which focused on climate change and the importance of reducing greenhouse gas emissions. Companies began adopting environmental strategies within their policies and viewed green employment as an economic opportunity for business expansion and profitability. Green jobs became more apparent in sectors such as renewable energy, green technology, sustainable construction, and natural resource management. Green employment started being seen as a means to create new jobs in critical fields, thus becoming a driver for job growth amid economic challenges faced by many countries.

## **4. Green Employment within the Circular Economy (2010s)**

In recent years, especially in the second decade of the 21st century, interest in the circular economy grew. This model focuses on waste reduction and increasing reuse, repair, and recycling. New fields related to environmental innovation and green technology emerged, such as digital transformation toward smart and sustainable solutions. Green employment became more specialized and comprehensive in this phase, encompassing both technical roles (such as

renewable energy engineers) and managerial roles (such as sustainability managers and environmental officers). During this period, green jobs were included in national employment policies, and many educational and training programs were activated to equip individuals with the skills needed for these sectors.

## **5. Future of Green Employment: Toward a Sustainable Green Economy**

The future of green employment is heading toward the expansion of technology use across all green sectors, indicating that future jobs will rely heavily on innovation and digital transformation. Future green jobs may include artificial intelligence applications in energy solutions, improving energy efficiency in homes and buildings, and innovation in clean technology (Clean Tech), potentially leading to more job opportunities. Environmental sustainability will remain a major focus for government policies, supporting the development of more educational and training programs aimed at encouraging individuals to work in environmental, renewable energy, and green technology fields.

### **The Importance of Green Employment**

Green employment is one of the key strategies that contribute to achieving environmental sustainability in institutions and companies. This type of employment relies on recruiting individuals with skills and knowledge that support the shift towards a more sustainable work environment, focusing on improving environmental performance across various fields, including work within companies and environmental projects (Dallal & Lamia, 2021).

1. **Supporting Environmental Sustainability:** Green employment helps reduce the environmental impact of industrial and commercial activities by attracting and hiring employees with environmental awareness and knowledge of tools and techniques that help minimize waste and resource consumption. It is an integral part of achieving global sustainable development goals, such as reducing carbon emissions and achieving a circular economy.
2. **Achieving Competitive Advantage:** Companies that invest in green employment and recruit individuals with environmental expertise tend to have a strong competitive advantage in markets with increasing environmental awareness. Companies that adhere to



green practices can attract customers seeking eco-friendly products and services, thus enhancing their market position.

3. **Meeting Environmental Standards:** Green employment supports companies in complying with national and international environmental standards and regulations. Specialists in this field can ensure that operations and products align with environmental laws and achieve companies' objectives to improve environmental practices.
4. **Reducing Long-Term Costs:** Through green employment, employees can offer innovative technological solutions to improve efficiency and reduce waste and energy consumption. This directly contributes to reducing long-term operational costs, such as energy consumption and waste disposal expenses.
5. **Enhancing Corporate Reputation:** By adopting green employment practices, companies demonstrate a strong commitment to social and environmental responsibility, which enhances their reputation in the market among customers and investors. Companies that promote themselves as environmentally conscious often gain public support and attract environmentally concerned consumers.
6. **Increasing Innovation and Professional Development:** Green employment not only involves recruiting individuals but also fosters innovation within organizations by introducing new ideas and innovative solutions to improve environmental performance. Employing sustainability specialists can help companies find more efficient ways to use natural resources and reduce the environmental impact of their activities.
7. **Improving Workplace Quality of Life:** Creating a healthy and sustainable work environment through green employment can improve employees' health and well-being. This can be achieved by providing a pollutant-free environment and improving work-life balance, which enhances employee satisfaction and reduces absenteeism rates.

### **Definition of Organizational Behavior**

Organizational behavior is the study and analysis of how individuals, groups, and structures within the work environment affect organizational performance. It includes understanding interactions among employees at various organizational levels, analyzing factors affecting their motivation, communication, organizational culture, and decision-making. Organizational behavior aims to improve the work environment and enhance individual and collective

performance by applying concepts in leadership, motivation, and organizational change (Houda, 2014).

## **Factors Influencing Organizational Behavior**

Organizational behavior is the study of how individuals and groups influence an organization's overall performance. This field includes numerous factors that determine individuals' behavior within organizations and how they interact with the work environment. Below are some key factors influencing organizational behavior (Firas, 2019).

### **1. Individual Factors**

Individual factors are crucial in influencing organizational behavior, as employees form the foundation upon which organizational performance is built. These factors include:

- Social Interaction Tendency: Some individuals are more socially open, while others prefer isolation or independent work.
- Values and Beliefs: An individual's values significantly affect their work approach and how they respond to various situations within the organization.
- Skills and Abilities: This includes technical skills and cognitive abilities that determine an employee's capacity to engage with tasks and teamwork.

### **2. Environmental Factors**

The environment in which an individual works plays a significant role in shaping their behavior within the organization, including:

- Physical Environment: Availability of resources, working conditions, space, and lighting. A comfortable work environment can motivate employees to perform better.
- Social Environment: Relationships among individuals within the organization, whether friendly or strained, influence job satisfaction.
- Cultural Environment: Organizational culture profoundly impacts individual behavior. A culture that promotes innovation and motivation encourages employees to devise new solutions.

### **3. Leadership Styles**

Leadership has a significant impact on individual behavior within the organization. Leadership style can either motivate employees to enhance performance or reduce their motivation. Common leadership styles include:

1. Transformational Leadership: Focuses on inspiring employees to work towards larger goals.
2. Authoritative Leadership: The leader gives strict instructions without encouraging independent thought.
3. Participative Leadership: Involves employees in decision-making, boosting morale.

### **4. Organizational Factors**

These factors are related to work structures and roles within the organization, including:

- Organizational Structure: The way tasks are divided and authority is distributed among individuals. A hierarchical structure can create a strict work environment, whereas a flat structure may encourage open collaboration.
- Systems and Policies: Organizational policies affect behavior by defining job boundaries and expected conduct.

### **Motivations and Needs**

Motivation is an essential factor in organizational behavior, as it significantly affects an individual's ability to perform optimally. Based on Maslow's hierarchy of needs, individuals strive to fulfill their needs, starting from basic security needs up to self-actualization. When basic needs like salary and healthcare are met, employees feel secure, enhancing their commitment to work.

### **Rewards and Punishments**

Reward and punishment systems significantly influence employee behavior. Rewards for good performance serve as incentives for employees to work harder. Conversely, penalties or lost rewards can restrict behavior if employees feel their efforts are unappreciated.

## **Pressures and Social Stress**

Individuals in organizations face various pressures that may affect their behavior, such as:

- Work-related Pressures: Excessive workload, unrealistic job demands, or responsibilities beyond an individual's capacity.
- Social Pressures: Peer pressure from colleagues may influence individual decisions and attitudes.

## **Technology and Work Tools**

Technological advancements have a substantial impact on individual behavior within organizations. Tools like project management software and smart applications allow employees to complete tasks more quickly and accurately. However, technology may also lead to stress as employees must keep pace with the latest tools and systems.

## **The Impact of Green Employment on Organizational Behavior**

The impact of green employment on organizational behavior is a vital topic that reflects the influence of environmental policies and sustainable practices in the workplace on individuals' behavior within organizations. Green employment involves hiring individuals with skills and expertise that promote environmental sustainability within the organization and provides job opportunities that contribute to improving environmental performance and conserving natural resources. In this context, the impact of green employment on organizational behavior can be viewed in several ways (Dallal & Lamia, 2021):

### **Promoting Environmental Commitment among Employees**

Green employment motivates employees to adopt more environmentally friendly behaviors, as employees in sustainability-focused workplaces are inclined to support conservation practices and renewable energy. When companies implement policies that reinforce environmental values, employees develop a sense of responsibility toward the environment, ultimately impacting their behavior within the organization. This may involve waste reduction, increased resource efficiency, and the use of clean technology.

## **Improving Organizational Performance through a Green Culture**

Green employment can enhance organizational performance by fostering a green-oriented culture within the workplace. Employees hired based on environmental values tend to be collaborative and team-oriented, improving interaction among teams and creating a more harmonious work environment. Additionally, a commitment to sustainability values helps reduce waste and improve productivity efficiency in the organization's daily activities.

## **Increasing Job Satisfaction**

Employees in green work environments often experience high job satisfaction, especially if the organization supports environmental values and respects work-life balance. Employees in sustainability-focused companies feel proud to be part of an entity that contributes to environmental conservation. This satisfaction can lead to positive interactions among employees and encourage innovation and involvement in voluntary and social responsibility activities.

## **Encouraging Innovation and Sustainable Development**

Green employment opens opportunities to recruit individuals capable of innovating in environmental sustainability. Employees with a background in green technology or sustainability can develop innovative solutions that reduce the organization's environmental impact. Such policies encourage employees to think strategically about improving production processes and services to meet sustainability standards.

## **Organizational Loyalty and Reducing Employee Turnover**

Green employment strengthens organizational loyalty among employees, who become more connected to the organization's values and principles. When employees feel they are part of an organization striving for shared environmental goals, they are more likely to remain committed, reducing turnover rates. This also enhances the company's image in the market as a preferred employer.

## **PREVIOUS STUDIES**

In the study by Firas et al. (2019) titled "The Impact of Human Resource Management Strategies on Organizational Behavior: A Case Study of the Royal Jordanian Geographic Center," the focus was on the importance of human resource management strategies in enhancing organizational behavior within institutions. The study concluded that HR strategies, such as training, development, and motivation, effectively contribute to improving individuals' behavior within an organization. It also indicated that these well-designed strategies help promote employees' commitment and loyalty, thereby supporting the organization's goals. The study emphasizes the role of human resource management in building a positive organizational environment that motivates employees to achieve outstanding performance.

In Ali Al-Samadi's (2023) study titled "The Degree of Impact of the Code of Conduct on Organizational Culture among School Principals in Qasaba Mafrq District in Jordan," the focus was on how codes of conduct influence organizational culture within educational institutions. The study found a positive impact of the code of conduct on work culture, as adherence to these codes fosters a professional work environment based on transparency and professional ethics. The study highlighted that organizational culture is significantly enhanced when codes of conduct are effectively implemented, contributing to increased cooperation and discipline among employees, especially in educational institutions.

In the study by Ihsan Dahesh Jalab (2010) titled "Organizational Learning and the Learning Organization and Their Relationship to Contemporary Management Concepts: Organizational Behavior, Organizational Memory, Knowledge Management, Information Management, and Organizational Performance," the relationship between organizational learning and the role of the learning organization in improving organizational performance was analyzed. The study explained that organizational learning is an ongoing process aimed at acquiring and updating necessary knowledge and skills, enabling individuals and organizations to adapt to modern changes and challenges in the work environment. The study indicated that this process contributes to promoting positive organizational behavior among employees, as work environments that foster continuous learning encourage individuals to adopt collaborative and innovative behaviors that support the organization's objectives.

The study also discussed the role of organizational memory in preserving the experience and knowledge accumulated by the organization over time, which aids in retrieving past information and experiences when needed, thereby improving decision-making and preventing repeated mistakes. Organizational memory enables organizations to leverage accumulated knowledge to achieve more efficient and effective performance. In terms of knowledge management, the study confirmed that this process facilitates the effective collection and distribution of knowledge within the organization. Knowledge management provides employees with the information they need to perform their tasks, positively impacting organizational behavior and fostering interaction and cooperation among employees. Additionally, the study highlighted that information management is a fundamental part of knowledge management, dealing with data storage and organization in a way that facilitates its use and retrieval, supporting better decision-making and enhancing the quality of organizational work. The study demonstrated that the integration of these concepts—organizational learning, organizational memory, knowledge management, and information management—leads to improved organizational performance. The researcher pointed out that organizations that rely on these concepts are better equipped to face challenges and adapt to changes, thus enhancing their efficiency and supporting the achievement of their organizational goals. Overall, this study deepens the understanding of the relationship between organizational learning and contemporary management concepts, emphasizing the importance of having an environment that supports learning, organizational memory, and knowledge management to achieve excellent performance, enabling organizations to become more sustainable and competitive in changing work environments.

## **METHODOLOGY**

This study employed a descriptive-analytical approach to analyze the direct impact of green employment on organizational behaviors of employees, such as commitment to environmental goals, employee interactions, and overall job performance. It explored the company's commitment to green employment policies, how this commitment reflects on employee work culture, and its impact on environmental awareness within the organization. Additionally, it examined the obstacles and challenges the company may face in adopting green employment practices, including financial, structural, or cultural challenges within the work environment.

### **The researcher relied on two types of data:**

- **Primary Data:** Primary data was collected through a field study using a questionnaire designed by the researcher as a data collection tool. The questionnaire was distributed to the study sample, and the data was then analyzed using the Statistical Package for the Social Sciences (SPSS) software to obtain scientific results, based on previous studies that used similar questionnaires.

- Secondary Data: Secondary data pertains to reliable scientific information collected from academic books, research, and studies related to the study topic, as well as published research articles related to the study variables.

## Study Sample

A random sampling method was used to select the study sample, and the questionnaire was distributed electronically via social media platforms to collect data from the study sample, which consisted of 53 employees at Al Hayat Pharmaceutical Industries in Jordan. The table below shows the sample characteristics.

Table (1): Sample Characteristics

Variable	Frequency (n)	Percentage (%)
<b>Gender</b>		
Male	5	9.4
Female	48	90.6
<b>Age</b>		
Under 25	15	28.3
26-30	20	37.7
31-35	10	18.9
36 and above	8	15.1
<b>Educational Level</b>		
Bachelor's	30	56.6
Master's	15	28.3
Doctorate	8	15.1
<b>Years of Experience</b>		
Less than 1 year	10	18.9
1-3 years	20	37.7
4-6 years	15	28.3
7 years and above	8	15.1
Total	53	100



## Research Tools

- The study tool consisted of a questionnaire divided into two main sections:  
Section 1: Covers basic data about the sample members, including demographic information such as educational level, years of experience, position, and age.
- Section 2: Contains the main items of the questionnaire.  
A five-point Likert scale was used to respond to the questionnaire items, with scoring as indicated in the following table:

Table (2): Likert Scale Response Levels

Response Level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Score	5	4	3	2	1

## RESULTS

### Green Employment

Table (3): Results for the Green Employment Dimension

Item	Mean	Standard Deviation	Rank
The company adopts employment policies that encourage environmental sustainability.	24.16	1.01	1
The company hires individuals with environmental awareness.	23.58	1.02	2
The company encourages employees to minimize waste and use resources efficiently.	19.85	1.16	3
Green employment is part of the company's strategies to achieve sustainability.	17.77	1.22	4

### Organizational Behavior Dimensions

#### 1. Organizational Citizenship

Table (4): Results for the Organizational Citizenship

Statement	Mean	Standard Deviation	Rank
I am willing to collaborate with my colleagues in environmental initiatives.	20.06	1.07	3
I actively contribute to environmental initiatives within the company.	20.7	1.17	2
I take responsibility for maintaining a clean work environment.	22.56	1.08	1

Results related to the organizational citizenship dimension reveal that employees exhibit a positive attitude towards environmental behaviors within the workplace. The statement 'I take responsibility for maintaining a clean work environment' achieved the highest mean score of 22.56 with a standard deviation of 1.08, indicating that employees adopt practices aimed at keeping the workplace clean, thus enhancing their sense of responsibility. The statement 'I actively contribute to environmental initiatives within the company' ranked second with a mean score of 20.7 and a standard deviation of 1.17, showing significant employee involvement in environmental initiatives. The statement 'I am willing to collaborate with my colleagues in environmental initiatives' scored a mean of 20.06 with a standard deviation of 1.07, showing employees' readiness to collaborate on environmental activities, albeit to a slightly lesser degree.

## 2. Organizational Commitment

Table (5): Results for Organizational Commitment

Statement	Mean	Standard Deviation	Rank
I feel committed to achieving the company's sustainability goals.	13.91	1.31	1
I adhere to the company's guidelines on environmental protection.	13.93	1.20	2

Results for organizational commitment indicate a high level of commitment among employees towards the company's environmental goals. The statement 'I feel committed to achieving the company's sustainability goals' had a mean score of 13.91 and a standard deviation of 1.31, ranking first within this dimension, reflecting a deep connection between employees and the company's sustainability goals.

### 3. Organizational Loyalty

Table (6): Results for Organizational Loyalty

Statement	Mean	Standard Deviation	Rank
I am proud to work for the company because of its environmental commitment.	2.30	1.099	3
I feel a sense of belonging to the company due to its commitment to sustainability.	3.00	1.133	1
I recommend the company to others because of its environmental policies.	2.674	1.229	2

Regarding organizational loyalty, the statement 'I feel a sense of belonging to the company due to its commitment to sustainability' scored the highest mean of 3.00 with a standard deviation of 1.133, indicating that employees feel a sense of belonging to the company due to its commitment to sustainability. This was followed by the statement 'I recommend the company to others because of its environmental policies,' which scored a mean of 2.674 with a standard deviation of 1.229, showing that employees are satisfied with the environmental policies to the extent that they encourage others to join the company.

### Hypothesis Testing

Table (7): Correlation and Linear Regression Analysis Results

Independent Variable	Dimension	Correlation Coefficient	R Square	Beta	Constant	Sig
Green Employment	Organizational Citizenship	0.544	0.296	0.519	0.868	0.000
	Organizational Commitment	0.561	0.315	0.424	2.399	0.071
	Organizational Loyalty	0.613	0.376	0.367	2.627	0.000

The study results indicate a statistically significant positive effect of green employment on certain dimensions of organizational behavior among employees at Al Hayat Pharmaceutical Industries. Findings showed that green employment has a strong impact on organizational citizenship and organizational loyalty, with significance values less than 0.05, highlighting the importance of this effect. For example, a correlation coefficient of 0.544 for organizational citizenship and 0.613 for organizational loyalty indicates a strong and moderate relationship between green employment and these two dimensions. Furthermore, the coefficient of determination (R Square) suggests that a substantial portion of the variance in organizational citizenship and loyalty behaviors is associated with green employment policies. However, the impact on organizational commitment was not statistically significant, with a significance value of 0.071 (greater than 0.05), suggesting that green employment is not as strongly associated with this dimension as it is with organizational citizenship and loyalty. These results indicate that adopting green employment practices within the organization may contribute to enhancing positive behaviors related to organizational citizenship and loyalty, although its effects on organizational commitment may be less evident.

### **RECOMMENDATIONS**

1. The company should continue developing green employment policies that attract environmentally aware individuals.
2. Launch awareness campaigns and training programs on environmental sustainability to enhance organizational commitment.
3. Encourage employee participation in group environmental initiatives.
4. Provide additional incentives for employees committed to environmental practices.
5. Improve internal communication to boost organizational commitment.
6. Periodically review the impact of green employment policies to ensure they meet desired goals.

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