

Green Human Resources Management and Group Cohesiveness as Perceived by Nurses at Menoufia University Hospitals

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Abstract: Background: Green human resources management has attracted the attention of practitioners and researchers around the world. However, green human resources management make it possible for nursing personnel to found variety of fields to build groups and improve their cohesiveness to achieve desired outcomes. **Purpose:** To determine the relation between green human resources management and group cohesiveness as perceived by nurses at Menoufia university hospital. **Design:** A correlational research design was used. **Setting:** The study was conducted at critical care units and general departments of Menoufia university hospital. **Sample:** A simple random sample technique of 300 nurses constitutes the study sample. **Instruments:** Two instruments were used, which are green human resources management strategies questionnaire and group cohesion scale. **Results:** The majority of the studied nurses perceived a high level of green human resource management, while, the minority of them perceived a moderate and low level respectively. Also, the majority of studied nurses perceived a high level of group cohesion, while, the minority of them perceived a low and moderate level respectively. **Conclusion:** There was a highly statistically significant positive strong correlation between dimensions of green human resource management and dimensions of group cohesion among the studied nurses. **Recommendations:** Hospital administrator need to conduct training program for staff nurses and nursing managers to clarify behaviors and ethical standards of green human resources practices. Conduct workshop about group cohesion and teamwork that help nurses manage stressful situations and reduce occupational dissatisfaction.

Keywords: *Green human resource, group cohesion, nurses.*

Introduction

The concept of greening has gained significant attention worldwide, with a focus on finding solutions to environmental, social, and economic challenges. Green human resources management are the most critical aid of the healthcare institutions. Human resources management is the essential activity that handles nurses, training them so that they perform their activities in a better way. Green human resources management (GHRM) practices, policies and frameworks create a green culture and help in the preservation of the environment (Aukhoon et al., 2024).

In the context of Egypt 2030, green human resources management at hospitals refers to the practice of implementing environmentally policies and procedures in the operation and management of healthcare facilities (Aly Abd-Elhamid & Gaber, 2023). To understand "Green Management" as a term there is a need to trace its origin. This concept developed gradually over time due to urgent need for increasing environmental awareness among people, as the world is witnessing aggressive violation towards the nature (Saleh et al., 2023).

As the world's awareness of environmental difficulties management and greening approach development has developed, the term "green human resources" (GHR) has gained acceptance across all corporate sectors and also emerged as a new research topic. One of the greatest and most important agreements is GHR, which strives to increase nurses satisfaction, which benefits the organization's

outcomes and raises the level of skills and retention among workers while also improving the organization's green work behavior. In a broader framework, green human resources management (GHRM) combines environmental awareness as well as the social and environmental wellness of both the hospital and nurses (Paramita, 2021).

Nursing managers play a critical role in implementing GHRM practices within healthcare organizations. Their perceptions of GHRM practices can influence the adoption and implementation of these practices among nurses and other healthcare members (Ahmed, et al, 2021). Mukherjee, (2020) added that, within the healthcare sector, which inherently focuses on the well-being of individuals and communities, the integration of green practices takes on a unique significance. Nursing managers play a critical role in shaping the work environment for their nursing staff. As advocates for quality of patient care and nurses well-being, their perceptions and attitudes towards green human resources practices can significantly impact the adoption and implementation of such initiatives.

Green human resources management consists of various practices. Specifically, arranging green training programs enables health care facilities to implement its environmental operations successfully and results in improving their production. These training programs increase nurses' knowledge about green management and environment positive behavior, add more to their green-related awareness,

and strengthens their environmental commitment (Aboramadan et al., 2021).

Moreover, the practice of teamwork and cohesion in the health care has gained in popularity. When nurses function as part of a unit, and when they act as part of a team, the job itself is easier and more efficient. Cohesiveness can significantly reduce workloads, increase job satisfaction and retention, improve patient satisfaction and improve job performance. Yet, while many caregivers, health professionals, and decision makers are calling for improved cohesiveness among nurses and the transformation to team-based healthcare (Monroe, 2021).

Group cohesiveness is a proven approach for helping nurses to become more respectful competitors and cooperative team nurses. Nursing cohesion function is better when nurses have a clear purpose and implement protocols and procedures effectively. Role of head nurses in building effective work team is to develop a plan for how nurses will act and work together, include effective use of communication technology to help nurses make better use of face-to-face time. Also, they ensure constant supervision and continuous appraisals, enhance good understanding of group boundaries and the difference between nurses to rich their group strengths and treat weakness points of nurses and maintain supportive group that has a positive impact on the environment (Secunda et al., 2020).

Healthcare facilities enhance the concept of cohesion among its staff to increase the level of productivity and

creativity in order to earn competitive advantages and enhance performance. Additionally, the core value of cohesiveness is the reduction of workload which helps the nurses to perform better without any kind of work pressure because the tasks were distributed equally among all the members of that group. Performance of the group affects not just nurses but the overall hospital, because it can improve the output of nurses through collaboration. Thus, nurses who work in groups become the standard for the overall healthcare members (Marques et al. 2020).

Significance of the study

Green human resource is associated with improving patient's outcomes and increase workplace satisfaction as well as productivity for healthcare professionals and employees of all workplace. In the healthcare system, green human resources play a vital role in providing adequate staffing by decreasing absenteeism levels, increase workforce satisfaction, and greater the level of performance that professionals will considered. Furthermore, human resources management plays an important role in the development of cohesion among nurses. Green human resource regarded as a way of leading ethically and truthfully, and it holds the promise of being healthier, happier, and productive workplaces (Ansari et al, 2021).

Group cohesion enables trustful relations between leaders and followers, promotes interpersonal collaboration between peers, and reduces the frequency of adverse

patient outcomes (Hoch et al., 2018). Based on review of related literature, there are limited local studies done about green human resource. The field of human resource is missing hard academic research to build what establishes effective human resources management and its relation to group cohesiveness (Chaonan et al., 2020). So, this study was conducted to determine the relation between green human resources management and group cohesiveness as perceived by nurses at Menoufia university hospitals.

Purpose of the study

The purpose of this study is to determine the relation between green human resources management and group cohesiveness as perceived by nurses at Menoufia university hospitals.

Research Questions

- 1) What is green human resources management as perceived by nurses at Menoufia university hospitals?
- 2) What is the level of group cohesiveness as perceived by nurses at Menoufia university hospitals?
- 3) What is the relation between green human resources management and group cohesiveness as perceived by nurses at Menoufia university hospitals?

Methods

The present study was conducted to determine the relation between green human resources management and group cohesiveness as perceived by nurses at Menoufia university hospital. This part contains the research design, setting, sample, instruments used in data collection process, ethical

consideration, pilot study, collection procedure and statistical test used.

Research Design:

A correlational research design was used to achieve the purpose of the study.

Setting:

The study was conducted in the critical care units and general departments of Menoufia university hospital at Shebin El-Kom city. It is affiliated to university sector. It was established in 1993, it is considered one of the largest hospital in Delta region of Egypt. The bed capacity of the University hospital is 1070 beds. This hospital is divided into four buildings, three of these buildings are interlinked, and one separate building namely oncology institution. The first main building is the general hospital which provides its services to the community through medical, urology, orthopedic, ophthalmology, ENT department, and hemodialysis unit. The second building is the emergency hospital, which provides its services to the community through the emergency department, neurosurgery, surgical department, intensive care units, burn unit, and operating theaters.

Additionally, the third newest building is the specialized hospital which provides its services to the community through the outpatient clinics, pediatric unit, obstetrics and gynecology departments, premature unit, pediatric intensive care unit, and pediatric dialysis unit. Finally, the fourth building which is separate from the other hospital settings is the oncology building, which provides its services

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

through outpatient clinics, male and female adult inpatient departments, and chemotherapy outpatient clinics.

Research sample:

A simple random sample of staff nurses were used to achieve study purpose.

Sample size:

The total population at Menoufia university hospital is 1200 nurses which are distributed into 800 nurses at critical units and 400 in medical departments. The sample size was calculated using the following equation: Sample size was determined by using Yamane (1976) formula to assess the sample size of staff nurses.

$$n = \frac{N}{1 + N(e)^2}$$

N= is the total number of staff nurses.

n = is the sample size.

e is coefficient factor = 0.05.

1= is a constant value.

Sample size of staff nurse at Menoufia University Hospitals is $1200 / (1 + 1200 \times (0.05)^2) = 300$ staff nurses.

Sampling technique:

A simple random sample technique of 300 nurses selected from critical care units and general departments from previously mentioned study setting constitutes the study sample. A list of all nurses working in Menoufia university hospital was prepared. Each staff nurse was marked with a specific number (from 1 to 1200). Using the ideal bowl method, the investigator assigned a number to each member of the staff nurses in a consecutive manner, writing the numbers on separate pieces of paper. These pieces were folded in the same way and mixed in the container. Finally, samples were

taken randomly from the box by randomly selecting folded pieces of paper with replacement so that each staff nurse had an equal chance to be included in the study sample size.

Data collection instruments:

To achieve the study purpose, two instruments were used for data collection which are green human resources strategies questionnaire and group cohesion scale key. Personal characteristics including "age, sex, marital status, educational qualifications, hospital name, and years of experience in the nursing profession and working units were collected too.

Instrument one: Green human resources management questionnaire:

This instrument developed by Alqudah et al (2021). It was adopted by the researcher to determine staff nurses' perception toward green human resources management. This instrument consisted of 40 items divided into seven dimensions as follow: Green job analysis contains (5 items). Green attraction and polarization (4 items). Green performance calendar (6 items). Green training and development (8 items). Green rewards and compensation (5 items), Green health and safety (6 items), Green relations and employee engagement (6 items).

Scoring systems:

Nurses' responses were scored on a three-point Likert Scale as the following (3) for agree, (2) for neutral and (1) for disagree. The score of items

was summed-up and converted into percent scores and the total divided by the number of the items, giving the mean score. The perception level of nurses was considered low: if the percentage $< 60\%$ (40 - 71), moderate if percentage $60 - < 75\%$ (72 - 89) and high if percentage $\geq 75\%$ (90 - 120) (Alqudah et al.,2021).

Instrument two: Group Cohesion Scale

It was developed by Treadwell & Kumar (2000) and adopted by the researcher to determine group cohesiveness from nurses' perspective. It consists of five main dimensions and 25 items as follows: Work Group Cohesion (6 items). Organizational Commitment (5 items), Organizational Trust (5 items), Work Group Productivity (4 items) and Job Satisfaction (5 items).

Scoring system:

Each item was rated on the five-point Likart scale. 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. Scores range from 25 to 125. The perception level of nurses was considered low: if the percentage $< 60\%$ (25 - 74), moderate if percentage $60 - < 75\%$ (75 - 93) and high if percentage $\geq 75\%$ (94 -125) (Treadwell & Kumar, 2000).

Validity of instruments:

Translation and Back-Translation

Instruments were translated from English to Arabic to ensure that they are comprehensible and culturally relevant for the participants. This translation process followed by a standard

translation and back-translation procedure:

- **Initial Translation:** The instruments were translated into Arabic by a qualified translator fluent in both English and Arabic and familiar with the cultural nuances of both languages.
- **Back-Translation:** A different translator, who was not involved in the initial translation and is also fluent in both languages, independently translate the Arabic version back into English. This step helped to check for consistency and accuracy in the translation.
- **Comparison and Revision:** The original English version and the back-translated English version was compared. Any discrepancies were discussed and resolved by a panel of experts, including translators and researchers, to finalize the Arabic version of the instruments.

Reliability of instruments:

The study instruments were tested for reliability to estimate the consistency of measurement. Reliability was performed using alpha coefficient test (Cronbach alpha). Internal consistency of the first instrument (green human resource strategies questionnaire) with Cronbach alpha coefficient was 0.947. Internal consistency of the second instrument (group cohesion scale key) with Cronbach alpha 0.95.

Ethical considerations:

The study was conducted with careful attention to ethical standards of research and rights of studied nurses before any attempt to collected data,

Green Human Resources Management and Group Cohesiveness as Perceived by Nurses at Menoufia University Hospitals

The findings were undertaken in a manner designed to protect the confidentiality of studied nurses. The respondents' rights were protected by ensuring voluntary participation. A written formal consent was obtained after explaining the purpose, nature, time of conducting the study, benefits of the study and how data was collected. The respondents were assured that the data was treated as strictly confidential; furthermore, the respondent anonymity was maintained as they weren't required to mention their names.

Pilot study:

Before data collection, the investigator conducted a pilot study before using the instruments. The purpose of the pilot study was to ascertain clarity, relevance, applicability of the study instruments and to determine the obstacles that may be encountered during data collection. The pilot study was carried out on 10% (30 nurses). No modifications were done, so sample of the pilot study was included in the main study sample.

Procedures:

An official approval letter was submitted from the Dean of Faculty of Nursing to the director of Menoufia University Hospital. The letter contained the title and purpose of the study. The questionnaires were distributed by the researcher. Filling the questionnaire by nurses was carried out through distribution of the questionnaires between nurses after explanation of the purpose of the. The researcher was available during data collection to answer and clarify any

inquiry. The time required to fill the two questionnaires was 30-45 minutes. Data was collected in a period of three months from the beginning of April 2023 till the end of June 2023 during the day shift. The average number of filled questionnaires were 10-12 per day. Completed questionnaires were entered into an electronic database that was password-protected.

Statistical analysis:

Data entry and analysis were performed using SPSS statistical package version 26. Categorical variables were expressed as number and percentage while continuous variables were expressed as (mean \pm SD). Chi-Square (χ^2) in one sample used to compare differences between levels of green human resource management and group cohesion among the studied nurses. Crosstab Chi-Square (χ^2) was used to test the association between row and column variable of qualitative data. ANOVA test was used to compare mean in normally distributed quantitative variables at more than two groups. Pearson correlation was done to measure correlation between quantitative variables. Linear regression analysis used to determine effect of green human resource management on group cohesion among the studied nurses.

For all tests, a two-tailed p-value ≤ 0.05 was considered statistically significant, P-value ≤ 0.01 was considered highly statistically significant.

Results:

Table 1 shows that more than two-thirds (71.7%) of studied nurses ranged from 20 < 30 years old, with a mean age

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

of 28.24 ± 2.66 . Additionally, more than half (51.4%, 62%, & 59%) of them had experience in nursing field between $5 < 10$ years.

Table 2 represents that the mean score of nurses' perception of green human resource management was 108.56 ± 11.4 . Additionally, job analysis and health & safety gained the higher mean (2.76 ± 0.24 & 2.74 ± 0.34) respectively. While, the labor relations gained the lowest mean (2.64 ± 0.322). A highly statistically significant difference between the total mean scores was found ($P = 0.000$).

Figure 1 illustrates that the majority (92%) of studied nurses had high level of perception of green human resource management. While, the minority (5% & 3%) of them had moderate and low perception respectively.

Table 3 represents that mean score of studied nurses' perception of group cohesion is 110.48 ± 3.33 . Additionally, productivity gained the highest mean (4.55 ± 0.61). While organizational commitment gained the lowest mean (4.29 ± 0.46). In addition, a highly statistically significant difference is found between the total mean scores of different dimensions of group cohesion, at $P = 0.000$.

Figure 2 illustrates percentage distribution of studied nurses according

to their perception of group cohesion. As evident from the figure, the majority (93%) of studied nurses had high level of perception of group cohesion. While, the minority (3% & 4%) of them had moderate and low level of perception respectively.

Table 4 represents that there was a highly statistically significant positive strong correlation between green job analysis, green attraction, polarization, green performance calendar, green training and development, green rewards and compensation, green health and safety and green labor relations and employee involvement) and dimension of group cohesion (Work group cohesion, organizational commitment, organizational trust, work group productivity and job satisfaction) among the studied nurses, at r ranged from (0.755 to 0.958 & $P = 0.000$).

Table 5 illustrates regression analysis which was conducted to empirically determine whether green human resource management was a significant determinant of group cohesion among the studied nurses. F showed highly significant relationship ($P = 0.000$). Moreover, regression coefficients, revealed that independent variable (Total score of green human resource management) is a positive predictor factor of group cohesion.

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

Table (1): Distribution of Nurses according to Personal Characteristics (n= 300)

Personal characteristics		N	%
Age (year)	20 < 30 Yrs.	215	71.7
	30 < 40 Yrs.	85	28.3
	Mean \pm SD	28.24 \pm 2.66	
Sex	Male	117	39
	Female	183	61
Years of Experience in nursing	1 < 5 Yrs.	114	38.0
	5 < 10 Yrs.	154	51.3
	10 < 15 Yrs.	28	9.3
	\geq 15 years.	4	1.3
	Mean \pm SD	7.09 \pm 3.37	
Marital status	Single	92	30.7
	Married	186	62.0
	Divorced	12	4.0
	Widow	10	3.3
Qualifications	Secondary school of Nursing	9	3.0
	Technical institute of nursing degree	114	38.0
	Bachelor degree of Nursing	177	59.0
Working departments	Medical ICU	41	13.7
	Pediatric ICU	36	12.0
	Psychiatric department	16	5.3
	Intermediate ICU	11	3.7
	Emergency department	26	8.7
	Cardiac ICU	27	9.0
	Oncology department	20	6.7
	Neonate unit	28	9.3
	Chest ICU	21	7.0
	Burn unit	39	13.0
	Dialysis unit	28	9.3
	Operation unit	3	1.0
	Stroke ICU	4	1.3

**Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals**

**Table (2): Mean Score of Studied Nurses' Perception of Green Human Resource Management
(n= 300)**

Green human management:	Min	Max	$\bar{x} \pm SD$	$\bar{x}_w \pm SD$	Degree	Rank	F Test	P value
Job analysis.	8	15	13.83 ± 1.22	2.76 ± 0.24	3	1 st		
Attraction and polarization.	5	12	10.96 ± 1.23	2.73 ± 0.30	3	3 rd		
Performance calendar.	9	18	16.30 ± 1.37	2.71 ± 0.22	3	4 th		
Training & development	10	24	21.55 ± 2.72	2.69 ± 0.34	3	5 th		
Rewards and Compensation.	8	15	13.56 ± 1.42	2.71 ± 0.28	3	4 th		
Health & safety.	8	18	16.48 ± 2.04	2.74 ± 0.34	3	2 nd		
Labor relations.	7	18	15.88 ± 1.93	2.64 ± 0.322	3	6 th		
Total	57	120	108.56 ± 11.4	2.71 ± 0.28	3	-	5.2	0.000**

Figure (1): Distribution of Studied Nurses according to Their Perception of Green Human Resource Management (n= 300).

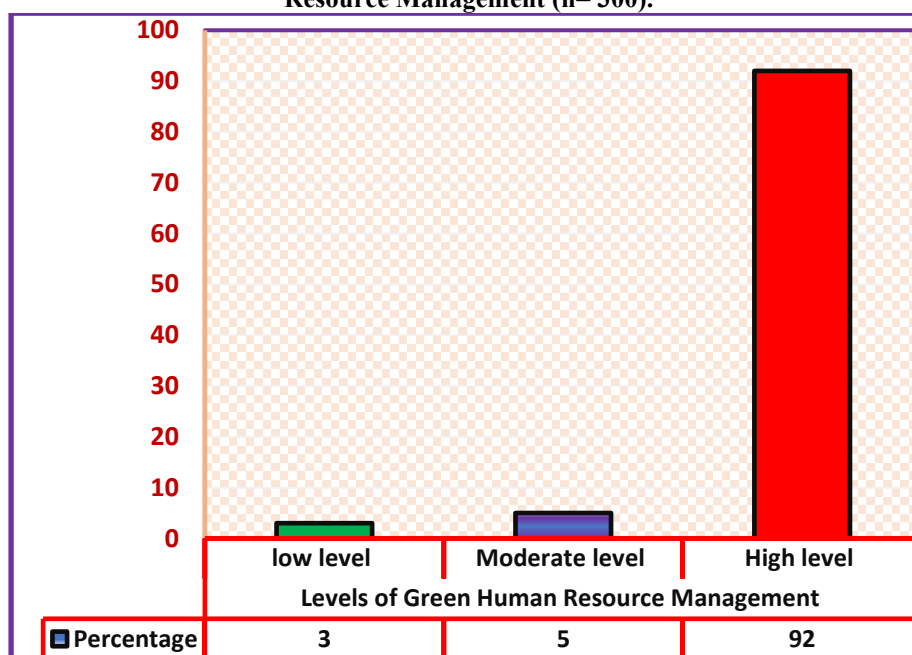


Table (3): Mean Score of Nurses Perception of Group Cohesion (n= 300)

Group cohesion:	Min	Max	$\bar{x} \pm SD$	$\bar{x}_w \pm SD$	Degree	Rank	F Test	P value
Work group cohesion	13	29	27.04 ± 3.35	4.50 ± 0.55	5	2 nd		
organizational commitment	13	25	21.49 ± 2.31	4.29 ± 0.46	5	5 th		
organizational trust	11	25	21.73 ± 2.51	4.34 ± 0.50	5	4 th		
productivity	8	20	18.22 ± 2.46	4.55 ± 0.61	5	1 st		
Satisfaction	7	25	22.00 ± 2.91	4.39 ± 0.58	5	3 rd		
Total	52	124	110.48 ± 3.33	4.42 ± 0.53	5	-	11.6	0.000**

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

Figure (2): Distribution of Studied Nurses according to Their Perception of Group Cohesion (n= 300).

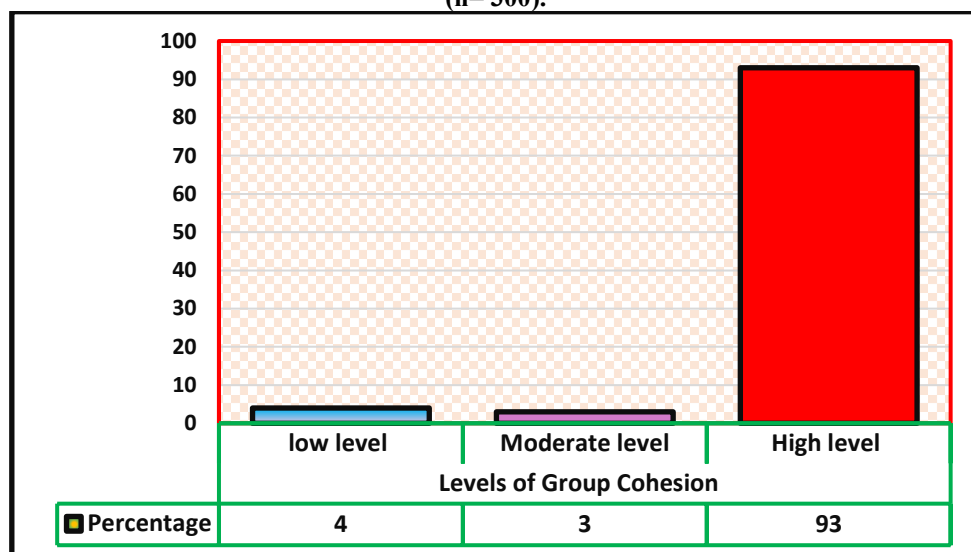


Table (4): Correlation between dimensions of green human resource management and dimensions of group cohesion (n= 300)

Green human resource management		Group Cohesion				
		Work Group Cohesion	Organizational commitment	Organizational trust	Work group productivity	Job Satisfaction
Green job analysis	r	0.898	0.918	0.910	0.920	0.958
	p	0.000**	0.000**	0.000**	0.000**	0.000**
Green attraction & polarization	r	0.739	0.783	0.775	0.781	0.847
	p	0.000**	0.000**	0.000**	0.000**	0.000**
Green performance calendar	r	0.891	0.939	0.935	0.931	0.951
	p	0.000**	0.000**	0.000**	0.000**	0.000**
Green training and development	r	0.843	0.888	0.852	0.878	0.885
	p	0.000**	0.000**	0.000**	0.000**	0.000**
Green rewards and Compensation	r	0.916	0.914	0.912	0.902	0.921
	p	0.000**	0.000**	0.000**	0.000**	0.000**
Green health and safety	r	0.881	0.905	0.884	0.909	0.924
	p	0.000**	0.000**	0.000**	0.000**	0.000**
Green Labor relations and employee involvement	r	0.901	0.949	0.928	0.945	0.949
	p	0.000**	0.000**	0.000**	0.000**	0.000**

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

**Table (5): Linear Regression Analysis of the Effect of Green Human Resource Management on
Group Cohesion among the Studied Nurses (n= 300)**

Model	Unstandardized coefficients		Standardized coefficients	T Test	P Value	R	r Square	F	P Value
	β	Std. Error	Beta						
Green human resource management	1.11	0.021	0.952	53.8	0.000	0.952	0.907	2902	0.000**
a. Dependent variable: Total score of group cohesion									
b. predictors (constant): Total score of green human resource management									

Discussion

Importance of GHRM in organizations was increased with the growing popularity of environmental management practices. The importance of GHRM was best clarified by its focus on human resource practices. These include reducing wasted resources, improving work attitudes, reducing costs, enhancing employee performance, with group cohesion (Agyabeng et al., 2020). Human resource management practices and policies aimed at making organizations more environmentally friendly. HRM is the practice of ensuring that an organization's resources are used effectively and efficiently. GHRM also, includes the systematic and planned human resources management practices with an organization's environmental goals (Geetha et al.,2022).

Regarding total level of green human resources management, distribution of studied nurses according to their perception of green human resource management, the current study illustrate that majority of the studied nurses perceived a high level of green human resource management. While, the minority of them perceived a moderate and low level respectively.

From the researcher's point of view, these results may be due to the study was conducted in a university hospital which is an accredited hospital and in it a variety of training programs and workshops about green human resources management are implemented. Also, these results may be due to Egypt vision 2030 of sustainable development, By 2030, the new Egypt aims to achieve a competitive, balanced, diversified and knowledge based economy, characterized by justice, social integration and participation, with a balanced and diversified ecosystem, benefiting from its strategic location and green human resources capital to achieve desired outcomes for a better life to all Egyptians.

In the same context, the findings of the present study was parallel with Saaeb & Al-Saidi (2021) who concluded that there was a high perception of the intellectual and theoretical foundations of green human resources management strategies in research sample. In the same line, Zoromba (2021) mentioned that studied nurses reported more satisfaction with GHRMS had higher levels of psychological wellbeing and exert greater effort to be cohesive in the workplace.

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

On the other hand, the result was opposite to the study finding of Ali et al., (2023), study that illustrate nurse managers' perception level regarding dimensions of GHRMPs explores that a high percent of Minia University hospitals nurse managers exhibited "low" responses toward GHRMP dimensions which include ", green managing of performance appraisal, organization's green culture management, green training and advancement, green reward and pay system, green recruitment and selection and green employee engagement and empowerment. Also, the same study shows that nurse managers' total levels regarding GHRMP had a low level.

As regard the studied nurses' total level of group cohesiveness, distribution of studied nurses according to their perception of group cohesion, the current study illustrates that majority of the studied nurses perceived a high level of group cohesion. While the minority of the studied nurses perceived a moderate and low level of group cohesiveness.

From the researcher's point of view, this result may be attributed to the highest percentage of the studied sample ranged in age between 20 to 30 years old, most of them had more than 5 years of work experience and hold Bachelor of nursing, these factors allow them to work in different stressful circumstances, and apply the concept of group cohesion. Also, this finding may be due to presence of substantial efforts for effective cohesiveness; every unit has clearly mentioned goals, staffs understand their roles and responsibilities, staff within unit share

information that enables timely decision making and makes efficient use of resources.

In the same context, Celik et al., (2019) who studied the relationship between nurses' attitudes toward group cohesion and caring behaviors in Turkey; revealed that there is high to moderate level of staff nurses perception toward group cohesiveness while the minority of them had low level. Moreover; Başoğlu, (2021) who conducted a study about conflict management and group cohesiveness in workplace from the perspective of nurses in Turkey; founded that the majority of the studied nurses perceived high level of cohesiveness while the minority of them had moderate to low level of group cohesion concerning the organization trust dimension.

The current study represents that there was a highly statistically significant positive strong correlation between dimensions of green human resource management (Green job analysis, green attraction & polarization, green performance calendar, green training and development, green rewards and compensation, green health and safety and green labor relations and employee involvement) and the dimension of group cohesion (Work group cohesion, organizational commitment, organizational trust, work group productivity and job satisfaction) among the studied nurses.

From the researcher's point of view, this result may be attributed to GHRM strategies enhance the skills of the human capital and the managerial environmental concerns, which affects organizational performance and

sustainable group cohesiveness progression. Also, this may be due staff nurses are motivating to continue to stay and work together also, the supportive followership and skilled application of green human resources practices emphasis translating group competency into nursing practice and also encouraging team cohesion among staff nurses.

In the same context, Jnaneswar (2024), "Demystifying the relationships among green HRM, green work engagement, group cohesion and environmental performance clarified that there is positive relationship between green human resources management and group cohesiveness among studied nurses. This result was supported by Ali et al. (2022) evidenced that green HRM had a strong positive impacts on organization cohesion. It shows that environmental actions have successfully spread throughout the organization due to the implementation of green initiatives. Green human resources activities are perceived as a resource that is valuable, rare, unique and fully exploitable, which leads to the organization's environmental performance.

In this concern, Aboramadan (2022) conducted a research showed that there was positive relationship between application of green human resources practices and its impact on group cohesion among medical team, which in turn improve job satisfaction and have a good venue on organizational outcomes. Moreover, this finding was consistent with Fawehinmi et al., (2020) & Munawar et al. (2022) who found in their study that GHRM

positively contributed to the cohesiveness of the organizations. This conclusion is in line with the findings of previous research by Fang , et al (2022) who clarify the link between GHRM practices (i.e. green job analysis) and environmental sustainability by emphasizing cohesion.

Conclusion:

The finding of present study illustrated that, the majority of studied nurses had high level of perception of green human resources management. While, the minority of them had moderate and low level of perception. Moreover, the majority of studied nurses had high level of perception of group cohesion. While, the minority of them had low and moderate levels of perception of group cohesiveness. Finally, there is highly statistically significant strong positive correlation between perceptions of green human resources management and group cohesion among studied nurses. Meanwhile, green human resources management is a positive predictor of group cohesiveness among studied nurses.

Recommendations:

Based on the findings of this study, the following recommendations are proposed:

- Hospital administrator need to conduct training programs for staff nurses and nursing managers to clarify behaviors and ethical standards of green human resources practices.
- Nursing curricula need to be evaluated and updated annually to include new trends in nursing

***Green Human Resources Management and Group Cohesiveness as
Perceived by Nurses at Menoufia University Hospitals***

administration as green human resources management.

- Encourage faculty of nursing to conduct collaboration protocol with the hospital to develop green human resources management strategies and improve group cohesiveness among nurses.
- Replicate this study in different health care sectors with all healthcare professionals to generalize the results.
- Further study need to be conducted on the relation between green human resources, decision making and problem-solving abilities among nurses.

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***Green Human Resources Management and Group Cohesiveness as
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***Green Human Resources Management and Group Cohesiveness as
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