- *Basic Research*

Green Human Resources Management Practices as Perceived by Nurse Managers and its Relation to Work Values

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Abstract

As healthcare institutions face increasing environmental challenges, the integration of sustainable practices has become a critical imperative. This study explores the intersection of Green Human Resource Management (GHRM) practices and the work values of nurse managers within healthcare organizations. **Aim** :The study aims to assess nurse managers' perception about green human resources practices and its relation with work values. **Research Design**: Non-experimental, descriptive correlational research design was used. **Setting:** five Minia University Hospitals (Minia Emergency University Hospital; Renal and Urology University Hospital; Liver University Hospital; Cardio Thoracic University Hospital; and Pediatric and Gynecology University Hospital) all participated in the study. **Sample:** of all nurse managers (n=95) which consider a convenience sample of nurse managers who were working at Minia University Hospitals during the period of data collection . **Study tools**: Three tools called personal data, Green Human Resource Management Practices Scale, and Work Value Questionnaires were used to collect data needed for the current study. **Results**: Study findings denote that, a high percent of Minia University hospitals nurse managers exhibited "low" responses toward GHRMP dimensions, moreover, more than two thirds of nurse managers had exhibited low level regarding work values. **Conclusion**: The study participants have a statistically significant positive correlations between total Green Human Resource Management Practices with total work values. **Recommendations**: Using green performance indicators in the evaluation and performance management system and defining responsibilities and goals in green for nurse managers with some green results included in the evaluations.

Key words: Green human resource management practices, nurse manager & work values.

Introduction:

The idea of sustainability has recently drawn considerable attention from a variety of businesses, including healthcare. As organizations strive to minimize their environmental footprint and contribute to a more ecologically responsible future, the integration of "green" or environmentally conscious practices into various aspects of management has become a priority. Human resources (HR), as a pivotal function within organizations, has also been influenced by this trend. One important subset of this evolving paradigm is the adoption of "Green Human Resources Practices"(GHR) – initiatives that aim to align HR processes with sustainable and environmentally friendly principles **(Zikic, Saks. 2020)**.

As the world's awareness of environmental difficulties management and sustainable 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 employee satisfaction, which benefits the organization's sustainability and raises the level of skills and retention among workers while also improving the organization's sustainability. In a broader framework, green human resources management (GHRM) combines environmental awareness as well as the social and environmental wellness of both the organization and employees **(Paramita, 2021).** The definition of GHRM is the alignment of established human resource practices (such performance evaluation and training) with environmental goals and policies. When discussing hiring, placement, training, performance evaluation, collaboration, and the environment, GHRM is regarded as being equivalent to HRM. **(Teixeira et al. 2016).**

In order to improve environmental concerns and organizational efficiency, HRM systems are defined as a series of activities, processes, and functions that aim to attract, maintain, and preserve organizations' human resources. (**Jeronimo et al., 2020**). The term "green human resource management" (GHRM) refers to the integration of corporate environmental management and human resource management. Furthermore, GHRM emphasizes improving employee engagement and response to challenges by using sustainable practices and solutions, as it does when referring to surroundings. efficiency in work themes for friends **(Alkhodary, 2022)**

Positive employee attitudes and behaviors are linked to GHRM practices, which lessen businesses' environmental effect and increase their ability to sustain themselves. Staff members' environmental commitment and pro-environmental behaviors were used in the GHRM technique (**Ansari et al., 2021**). The term "green human resource management" (GHRM) refers to HRM practices that are surrounded by organizational resources and environmental resources. In doing so, businesses implement business practices that preserve

the health of the environment while also enticing their staff to embrace the same organizational culture. Unlike their predecessors, the current generation of millennials is more likely to understand the value of the environment, and they favour working for companies that have adopted a sustainable culture **(Alzgool, 2019).**

Modern HR practices such as job sharing, teleconferencing, flexible work schedules, carpooling, telecommuting, E-filling, E-recruitment, online training, paper recycling, and online jobs are all examples of GHRM, in which businesses lower operating costs, enhance the lives of their employees, and cut down on the amount of time needed to complete tasks. On the other hand, all of these practices support conserving the resources of the company and the environment and achieve suitability. However, by implementing Green HR practices and creating a common organizational culture, HR practices might significantly contribute to the preservation of the environment resources and help the country achieve sustainability. Employees would then be more committed to the organization and would improve their green practices **(Rahoo et al., 2020).**

According to **Liao et al. (2021)** HR has changed significantly over the years and is still evolving. However, fundamental HR best practices have endured, acting as a guide for HR practitioners across time. the best HR practices**.** These are crucial to effective human resource management. Some common GHRM practices include: Sustainable recruitment and selection, this involves using sustainable recruitment practices, such as using online job postings to reduce paper waste, and selecting candidates who have a strong commitment to environmental sustainability. **Green training and development,** this involves providing training and development opportunities for employees on environmental sustainability topics, such as energy conservation, waste reduction, and sustainable procurement.

The same author added that **environmental performance evaluation,** this involves evaluating the environmental impact of human resource management activities and setting targets for reducing that impact. **Sustainable compensation and benefit**s, this involves providing compensation and benefits that encourage sustainable behavior, such as offering incentives for employees who use public transportation or bike to work. **Green communication and employee engagement**, this involves communicating environmental sustainability goals and initiatives to employees and engaging them in sustainability efforts through activities such as green teams and sustainability committees. And **sustainable performance management,** this involves integrating environmental sustainability into the performance management process, such as setting sustainability goals and including sustainability metrics in performance evaluations

In order to improve environmental performance through the application of green knowledge management, top management should ensure that GHRM policies are implemented. Furthermore, as employees are considered to be green human capital, decision-makers should concentrate on preserving and enhancing the expertise of their workforce. In order to more effectively detect and solve their ecological impacts, managers should share knowledge with important stakeholders. (**Alkhodary, 2022**).

Nurse 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 employees (**Liao, 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. Nurse managers, as pivotal figures in healthcare institutions, play a critical role in shaping the work environment for their nursing staff. As advocates for quality patient care and employee well-being, their perceptions and attitudes towards sustainable HR practices can significantly impact the adoption and implementation of such initiatives

Work values (WVs) are another important factor to consider when studying the association between GHRM practices and personnel behavior. WVs are the beliefs and attitudes that individuals hold about work and the workplace. They can influence employee motivation, job satisfaction, and commitment to the organization. From generation to generation, values associated with employment shift. For organizations looking to improve performance, understanding employees' work values has emerged as a critical issue (**Benish-Weisman et al ,2021**).

Mukherjee, (2020), recognized that each individual human resource (HR) is a key component of the business value creation process. To increase company competitiveness, he invested a lot of time and energy into creating and overseeing a competency-based HR system.   The same author addressed the issue that generational shifts might be mirrored in organizational structure, human resources, and company culture.   In order to help construction managers make better judgements, **Benish-Weisman et al. (2021)** suggested how to give them knowledge of and insight into the available data.

Zikic & Saks (2020) discovered that values are the most important factor in determining consumer sustainability behavior. Values also play a significant role in influencing employee sustainability behaviors in the organization. Values are a set of moral concepts that serve as a basis for behavior and can affect a variety of employee behaviors. (**Rothausen.et al 2018**)

The long-held beliefs nurses have concerned the favorable circumstances and outcomes they aspire to fulfil via their profession, as well as the values and expectations that affect its thoughts, judgements, and behaviors towards their output, are known as WVs. (**Hara, &Asakura, 2021**). Defining **Waters (2021)** WVs are essentially a grouping of traits, precepts, ideals, and beliefs that are pertinent to your business. They serve as the foundation for the drive, attitude, and behavior that shape your working style, as well as the choices you make at work and throughout your career. These values can have a big impact on your relationships with others, your personal ambitions and goals, and the achievements you make. Your professional values may coincide with those of the organization and your coworkers. Your core professional principles also have an impact on the stability and potential course of your career.

The four subdomains of WVs are: social (ideals that emphasize societal contributions), extrinsic (values linked to employment stability and compensation), prestige (values connected to power and influence), and intrinsic (ideals related to autonomy and development in work). **2019** saw the completion of research investigation by **Wang et al.** studies have been done on how nurses' work values affect organizational commitment, attitudes towards patient safety, the security of human resources, and the provision of secure, effective nursing care.

Understanding nurses' WVs requires using a individual-centered approach. The quantity (from low to elevated levels) and quality of specific factors, such as the work value subdomains of extrinsic, intrinsic, prestige and cultural, are examined in a person-centered approach to establish subgroups (**Busque-Carrier et al., 2022**). In terms of WVs, the existence of the subdomains within an personnel is examined, and a subsection of nurses with comparable propensity is obtained. Individual nurses can recognize both their own WVs and those of other nurses by clearly defining the nurse subgroups. Nurse managers will also be better able to comprehend the WVs that nurses value and offer advice and responses that is catered to their requirements and motivations if they are aware of the subgroups of the nurses' WVs (**Guo, et al. 2018**).

Employee values and workplace standards are positively impacted by enterprise GHRM. The resources the company possesses, and this "resource" is each person, offer a crucial part in achieving the strategic goal of sustainable development. According to **Wang's (2019)** suggestion, HRM divisions can actively encourage green management among employees while utilizing the HR protection balance to the fullest extent possible. Allowing each employee to dedicate himself to everyday job with a good attitude would help to mobilize employees' subjective initiative. **Guo and Pan (2018)**. suggested saving energy and strategies of

emission diminution, lowering waste and pollution levels, and the novel concept of an idyllic existence with the natural environment are adopted throughout the entire organization.

Significance of the study

As organizations grapple with the dual challenge of achieving financial success and environmental responsibility, the integration of sustainable practices into Human Resources Management (HRM) has emerged as a powerful strategy. Particularly within the healthcare sector, where the pursuit of well-being extends to both patients and the planet, the adoption of Green Human Resources (GHR) practices holds significant promise (**Tharenou, Saks, Moore ,2019**).

Nurse managers, as key figures in healthcare administration, play a pivotal role in driving change and setting examples for the nursing workforce. Their perceptions of GHR practices can significantly influence the extent to which these practices are adopted and integrated into daily operations. Understanding the intricate relationship between nurse managers' perceptions of GHR practices and their work values is fundamental to enhancing sustainability within healthcare organizations (**Ng, Sorensen, Feldman. 2021**).

A research study carried out by **Liao et al (2021)**, they found that nurse managers who had a high level of environmental awareness were more likely to adopt GHRM practices within their organizations. They also found that nurses who held strong environmental work values were more likely to support and participate in GHRM practices. The perception of green human resource management techniques by all head nurses and the overall innovativeness of the organization are strongly statistically associated, according to a study by **Abd El-Monem et al. (2022)** conducted in Egypt.

No studies have looked at green human resources practices as understood by nurse managers and its relation to work values. The study contributes to a greater comprehension of how sustainable practices are perceived and integrated within the healthcare sector, offering implications for organizational strategies, employee engagement, and broader sustainability initiatives.

Aim of the study:

The present study aims to assess nurse managers' perception about green human resources practices and its relation with work values.

Research questions:

1. What are the nurse managers green human resource management practices

perception levels ?

       2. What are the perception levels of work values among nurse managers?

       3. Is there a relation between nurse managers perception toward green human resource management practices and work values?

Operational definition:

Nurse managers: means head nurse that supervise nursing staff in a hospital departments or clinical settings

1. Material and Methods:

1.1. Study Setting: The present study was implemented at five Minia University Hospitals (Minia Emergency University Hospital; Renal and Urology University Hospital; Liver University Hospital; Cardio Thoracic University Hospital; and Pediatric and Gynecology University Hospital).

1.2. Study Design

Non-experimental, descriptive correlational research design was used to conduct this study.

1.3. Study Sample

The subjects of the study were all nurse managers (n = 95), who constitute a convenience sample of nurse managers working at Minia University Hospitals during the point of data collection.

1.4. Data Collection Tools

To fulfil the purpose of this specific study, three tools were used in this study namely, Personal data Sheet, Green Human Resource Management Practices Scale (GHRMPs), Work values Questionnaire (WVsQ).

Tool I : Personal Data Sheet: this developed by the researchers to collect data such as age, gender, years of experience, marital status, and undertake any courses on sustainable human resource management practices.

Tool II: **Green Human Resource Management Practices Scale (GHRMPsS):** It was developed by the researchers after reviewing literature (**Redman & Maguire,(2008), Demo et al., (2012) Tang.et al.,(2017), Shah (2019); Al-inizi & Al-**

dahhan, (2020); & Alqudah et al., (2021). It was once used to determine nurse managers' perceptions on green human resource management practices. A total of 40 items made up the scale, which was divided into six subscales as follows: green managing of performance appraisal (5 items), green reward and pay system (5 items), green employee engagement and empowerment (12 items), green training and advancement (6 items), Green Selection and Recruitment (6 items) and organization's green culture management (6 items). From "1" (disagree) to "3" (agree), a 3-point Likert scale was used to score each issue. **GHRMPs scoring:** The overall score varied from 40 to 120, the perception level of nurse managers was rated as low from 40 to 66 points, scores from 67-93 were designated as "moderate GHRMPs," and scores from 94 to 120 were rated as "high GHRMPs."

Tool III- Work Values Questionnaires: The scale was evolved by **Jeng-Wen Lin (2015)**. Consist of 17-item It used to assess nurse managers perception level toward work value. All responses were anchored on a 3-point Likert scale, with 1 denoting disagreement and 3 denoting agreements, for each statement. **Scoring of Work Value Questionnaires (WVQ):** The total score ranged from (17 to 51), and the questionnaires was categorized as follows: low from (17 to 28 points), moderate (29 to 40), and high (41 to 51).

1.5. Tools Validity and Reliability

The content validity of the study's instruments was determined by a team composed of three nursing administration experts, two professors, and one assistant professor from Minia University's Faculty of Nursing. Each expert received a copy of the instrument with instructions to examine its content, coverage, clarity, language, length, structure, and general presentation. The surveys' high reliability was demonstrated by the reliability test, which was determined for the three instruments using Cronbach's Alpha Coefficient. Green HRM practices received a score of 0.865, and the scales assessing work value gave results of 0.775.

Pilot study:

In order to ensure that the items were accurate and pertinent as well as to establish the amount of time required to complete the questionnaire, the pilot study was conducted on (10%) (10 nurse managers) of the current sample. The findings indicated that it took between 25 and 30 minutes to complete the survey. The necessary adjustments were made in accordance with the findings and recommendations of the pilot inquiry. As a result, not every of the pilot trials were involved in the overall study sample.

Procedure

- In order to become acquainted with the topic and pick the best research instruments, a review of relevant literature was undertaken using the available journals and books, covering many aspects of the research subject.
- The tool was Arabic-translated.
- Official approval was given following a clarification of the work's nature to the faculty's ethics committee.
- After outlining the nature of the activity, official approval was granted by the hospital director.
-To encourage better collaboration during the research's implementation phase, the researcher made sure that each nurse knew the study's goal, significance, and value.
-After being told of the study's goals, each volunteer verbally agreed to participate.

-During the data collection process, the researcher delivered a questionnaire sheet to each participating nurse, instructed them to fill it out, and then asked for it back.

-It took between 25 and 30 minutes to complete each questionnaire.

-The researcher kept an eye on the participant's completion of the sheets and their preparedness to answer any inquiries.

-Once the individuals had done filling out the questionnaire, These were gathered by the researcher. Data was collected from March to April 2023.

Statistical design

> The social studies statistical program (SPSS) version 27 was used for data entry and statistical analysis. The qualitative and quantitative variables, respectively, were subjected to the relevant descriptive statistics, like frequencies, percentages, and means. The connection coefficient (r) test was utilized to assess the degree of the factors ' relationships. whole tests were declared statistically significant at a p-value of 0.05.

Ethical consideration

Before any data were gathered, all participating nurse managers provided their verbal agreement. Subjects were made aware of the study's objective before researchers began to collect data. Information about the participants was kept private and anonymous. The

assurance that their involvement in the study was optional was offered to every participant. They were made aware that they could discontinue the study at any moment and without explanation The assurance that their involvement in the study was optional was offered to every participant. They were made aware that they could discontinue the study at any moment and without explanation..

Results

   Table 1: Explores distribution of personal data of nurse managers. As appear from this table the most of the nurse managers (77.9%) aged $\geq$30 years with mean score 37.36±3.85. Also, (89.5%) of them were female in addition, (69.5%) had $\geq$11 years of experience and (83.2%) were married. Moreover (41.1%) of them undertake courses on sustainable human resource management practices, and in contrast (58.9%) of the participates not take on any programs or seminars about green human resource management practices.

   Figure (1 & 2): Illustrates nurse managers' perception level regarding dimensions of GHRMPs, this figure 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 " by (53.7%,52.6%,47.5%,45.3%, and 41.2%) respectively. Also, the same figure shows that nurse managers' total levels regarding GHRMPs had a low level as (51.6%).

   Figure (3): Illustrates nurse managers' perception regarding work values. Concerning to total work value, (65.3 %) of nurse managers had exhibited low level. Furthermore (18.9%) of nurse managers had moderate level regarding total work values, followed by (15.8%) of them exhibited high level toward total work values.

   Table(2): Illustrates that, spearman correlations between total green human resource management practices with their dimensions among nurse managers. As notices from the table, all green human resource management practices subscales were statistically significant positive correlations with total GHRMPs ($p<0.001**$).

   Table (3) reveals that there was a difference that statistically significant between the nurse managers that attended a course about green human resource management practices and the overall number of green human resource management practices, with a P value of (0.052*). Green HRM practices and other nurse managers' personal data did not

differ in a statistically significant aspect.

Table (4) demonstrates that among nurse managers, there weren't difference statistically significant between personal data and work values.

Figure(4) highlights correlations between nurse managers GHRMPs with WVs, As notices from the figure, there were positive correlations statistically significant between total GHRMPs with total WVs (r=..166**, p108).
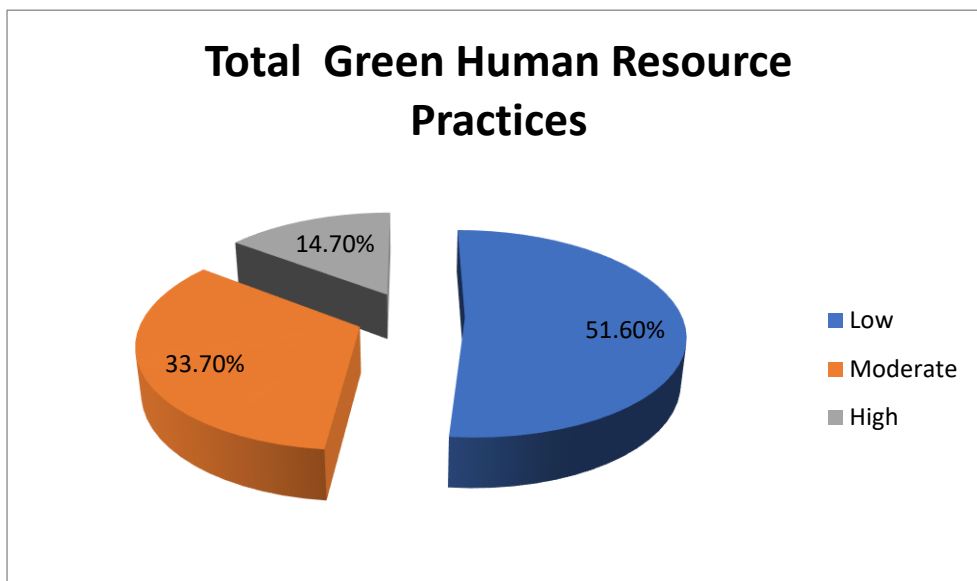
Table (1): Percentage distribution of the nurse managers' personal data (no.=95).

| Personal data	Nurse managers (no.= 95)	
	no.	**%**
Age		
-<30 yrs	21	22.1
-≥30yrs	74	**77.9**
Mean ± SD	37.36±3.85	
Gender		
-Female	85	**89.5**
-Male	10	10.5
Years of experience		
- ≤10yrs	29	28.4
->11 yrs	66	**69.5**
Marital status		
-Single	16	16.8
-Married	79	**83.2**
Did you undertake any courses on sustainable human resource management practices?		
- Yes	39	41.1
- No	56	**58.9**

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Figure (1) Percentage distribution of perception levels among nurse managers regarding green human resource management practices dimensions at the selected Hospitals (no.=95).
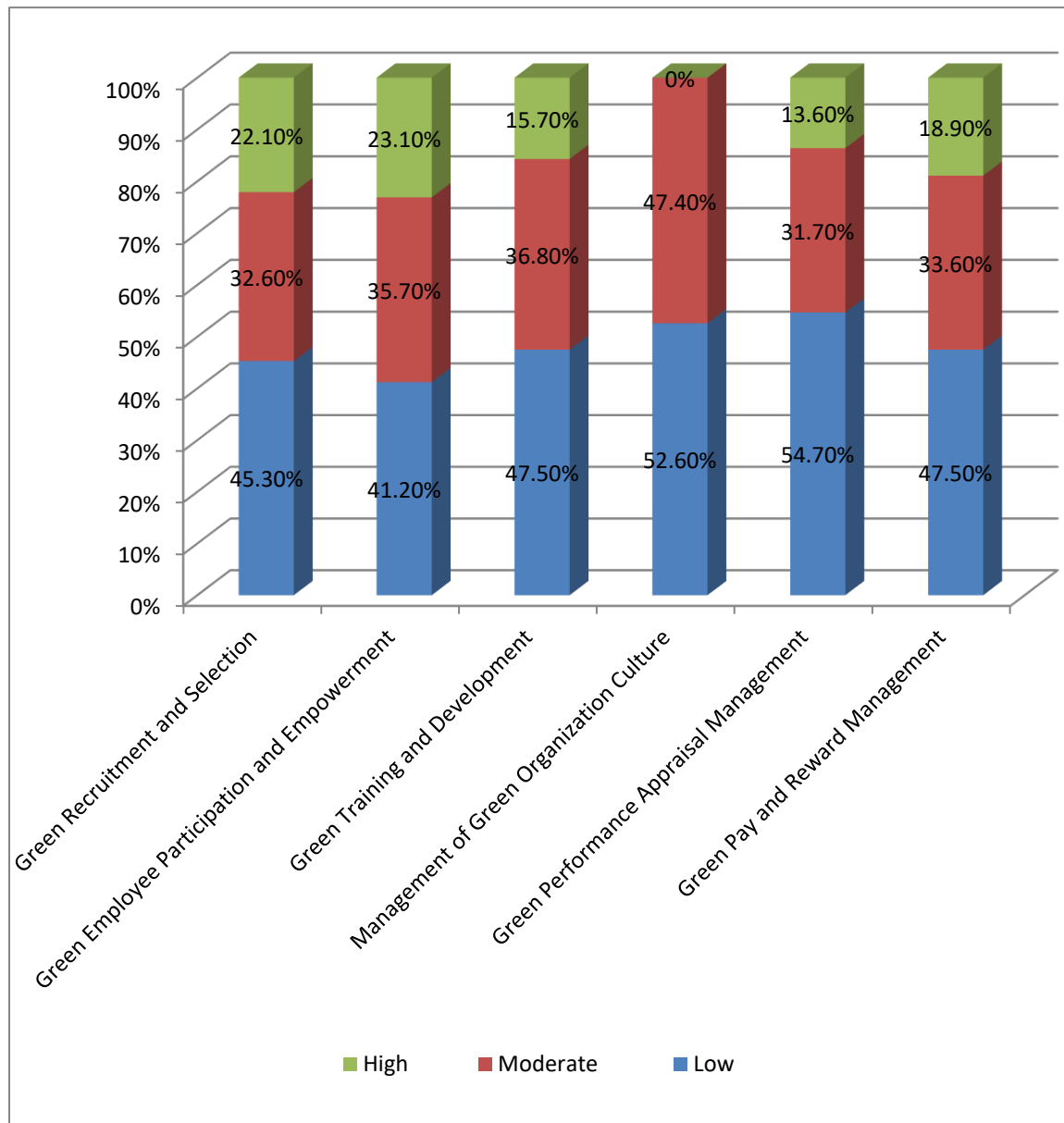
Figure(2) : Percentage distribution of total green human resource management practices levels among nurse managers at the selected Hospitals (no.=95).

Figure (3) Percentage distribution of total work value levels among nurse managers at the selected Hospital (no.=95).
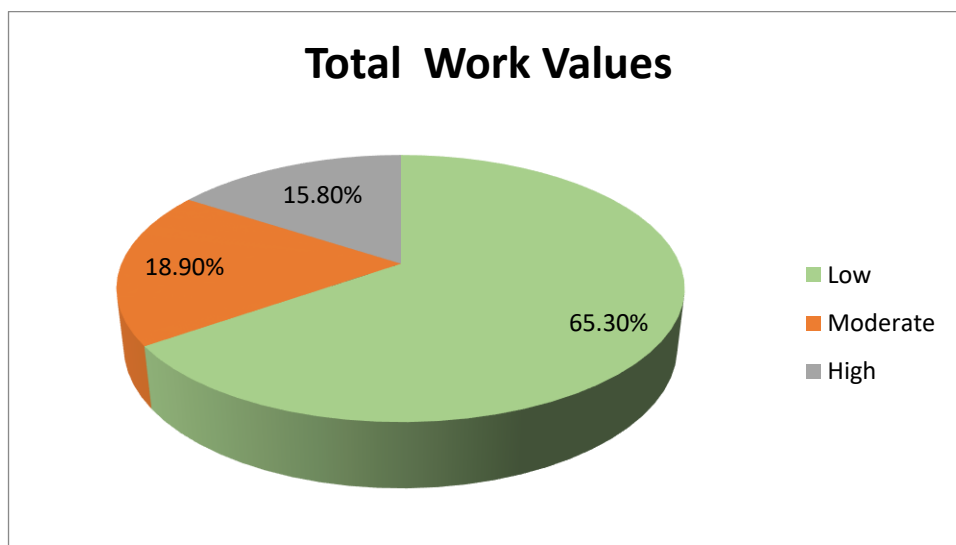
Table (2)Spearman correlations between total green human resource management practices with their dimensions among nurse managers (no.= 95).

Dimensions		GHRMPs
Green Recruitment and Selection	R P- value	.974** .001
Green Employee Participation and Empowerment	R P- value	.991** .001
Green Training and Development	R P- value	.987** .001
Management of Green Organization Culture	R P- value	.977** .001
Green Performance Appraisal Management	R P- value	.947** .001
Green Pay and Reward Management	R P- value	.970** .001

Table (3) the relation between personal data and green human resource management practice among nurse managers (N=95)
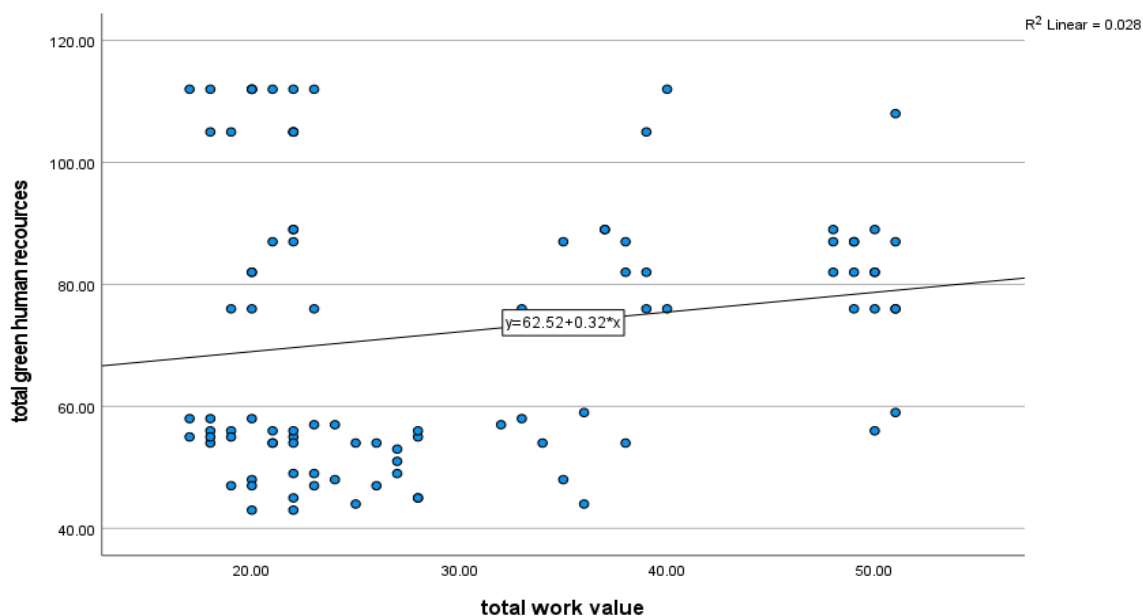
Variable	Green human resource practices		
Age	Mean+ SD	t-test	P-value
<30yrs ≥30yrs	70.85+21.45 76.42+24.54	1.02	.311 (NS)
Gender	Mean+ SD	T-test	P-value
- Female - Male	72.68+22.41 67.00+20.14	.765	.446(NS)
Years of experience	Mean+ SD	T-test	P-value
≤10yrs ≥10yrs	71.25+30.10 66.20+15.6	.421	.681(NS)
Marital status	Mean+ SD	T-test	P-value
-Single - Married	75.56+20.38 71.37+22.55	.687	.494(NS)
Did you undertake any courses on sustainable human resource management practices?	Mean+ SD	F-test	P-value
No Yes	75.76+23.6 66.79+18.8	1.97	.052*

* p≤0.05 (significant) T-test: P – value based on independent sample t-test, F-test P – Value based on compares mean, NS= No Significant difference * Statistical significant difference

Table (4) the relation between personal data and work values among nurse managers (N=95)

Variable	Work values		
Age	Mean+ SD	t-test	P-value
<30yrs ≥30yrs	30.36+11.6 26.66+9.89	1.32	.190(NS)
Gender	Mean+ SD	T-test	P-value
-Female -Male	29.24+11.3 32.10+11.5	.749	.456 (NS)
Years of experience	Mean+ SD	t-test	P-value
≤10yrs ≥10yrs	30.28+11.8 27.86+10.2	.957	.341 (NS)
Marital status	Mean+ SD	F-test	P-value
-Single - Married	33.18+13.00 28.81+10.9	1.41	.161 (NS)
Did you undertake any courses on sustainable human resource management practices?	Mean+ SD	T-test	P-value
No Yes	28.73+10.2 30.71+12.8	.836	.405 (NS)

NS= No Significant difference

Figure (4) Spearman correlations between total GHRMPs with total WVs

GHRMPs: Green Human Resource Management Practices, WVs: work values   rs: Spearman coefficient **. Correlation is significant at the 0.01 level (2-tailed).

Discussion

With the growing acceptance of environmental management methods, the significance of GHRM within enterprises has grown significantly. The focus on green human resource management strategies of GHRM best exemplifies its significance. Among them are cutting back on wasteful spending, strengthening staff performance, lowering costs, and improving work values **(Agyabeng et al., 2020).** The term "green human resource management," refers to policies and guidelines that help businesses be more environmentally friendly. As an HR manager, you're responsible for ensuring that resources are used inside an organization effectively and efficiently. Additionally, the term "GHRM" can refer to the logical and intentional balancing of goals for organization's environmental with its standard human resource management practices **(Geetha & Sammanasu, 2020).**

Regards the results of this study, the majority of nurse managers were over 30 years old with mean score 37.36 ± 3.85, and had more than 11 years of experience. Additionally, the bulk of them were female and married. Also, more than half of participants did not take any training on green human resource management practices.

The present study's findings revealed that slightly more than half of nurse managers had a low level of understanding regarding GHRMPs and its dimensions. Whenever, a minimum percentage of them had high level and a one third of them had a moderate degree of perception. The interpretation of researchers. This outcome might be attributed to the absence of a thorough plan to implement green human resource management practices, the fact that more than 15% of the study sample did not participate in any training about green human resource management practices to improve the knowledge and abilities of nurse managers, and the fact that nurses were not made aware of green practices.

The results of giving study were agreement with those published by **Imran et al** in **2023**, who claimed that senior managers lacked knowledge, perception , and understanding of GHRM practices. In addition the majority of nursing managers, according to **Swanson (2022)**, had low perceptions of the GHRS. Furthermore, the outcomes of the existing study concur with those of **Abd El-Monem et al. (2022)** in some results, such as the finding that one-third of head nurses had a moderate level of perception towards green human resource management strategies, but they do not concur with them in others, such as the finding that approximately two-thirds of head nurses had a high level of perception towards these strategies. Additionally, **Mamdouh & Samir (2022)** discovered that over two thirds of the participants showed a moderate level of perspective towards HRMS.

On the other hand, **Saaeb & Al-Saidi's** research sample had a solid understanding of the theoretical and conceptual foundations of green human resources management approaches, according to their findings from **2021**. According to **El-Gazar & Zoromba (2021)**, head nurses in the study also expressed greater psychological health, more satisfaction with GHRMS, and a stronger effort to be innovative at work. Additionally, **Amy et al. (2018)** discovered that the majority of managers concurred that promoting creative behavior, independence, and growth in oneself among employees depends on having an effective GHRMS, including procedures for recruitment, selection, training, development, performance appraisal, and compensation and rewards.

Regarding the level of work values as perceived by nurse managers, the present study's finding proven that about two third of nurse managers had exhibited low level. Furthermore, less than twenty percent of nurse managers had moderate level, and fifteen percent of them exhibited high level. These results can be explained by the development process that takes a long time to apply and implement work values associated with green human resource management in hospitals, which is a new concept in human resource management that requires longer training for nursing managers, and finally the difficulty of changing employee behavior due to differences in the surrounding environment. And the social customs and traditions of each employee. Additionally, it's possible that they lack the strength and backing necessary to express their reaction in this matter or that they are unaware of its significance.

According to **Yukari, et al. (2023),** there are four smaller groups of nurses, one of which emphasizes the four subdomains of work values and considers itself to be a leader and head nurse with excellent ratings of work values and fulfilment in life. The other three subgroups, on the other hand, have low levels work values and are statistically more likely to contain nurses who are married or have children.

In the same line **Wang, et al (2019)** found lower levels of intrinsic work value orientation that have negative effect of working hours on worker's well-being. Additionally, According to **Habeeb (2022),** nurses rely primarily on their personal experiences or organizational culture to preserve their ethical commitment. They are said to have minimal knowledge of and understanding of occupational standards, do not use them to guide their ethical behavior, and lack both**.**

Contrarily, according to **Hampton & Welsh (2019),** the social/altruistic, instrumental/extrinsic, cognitive/intrinsic, and prestige job value components were prioritized in order of importance by participants. Additionally, **Mastura (2017)** found that the study's participants strongly respect their work. Further, **Hariharan et al. (2006)** discovered Despite the fact that the majority of nurses are aware of work values, they rarely

apply them in clinical settings, according to research by **Poorchangizi et al. (2017),** who also discovered that the significance of professional values was scored highly on a mean scale. Furthermore, **Woods (2005)** demonstrated that a crucial aspect of nursing care is for nurses to understand their professional beliefs and how those values affect their behavior.

Regarding the relation between green human resources management practices as perceived by nurse managers and their work values the present study revealed a positive correlations statistically significant between total GHRMPs with total WVs . These result can be interpreted as that nurse managers who have a positive perception of GHRM practices are more likely to implement these practices within their organizations. Furthermore, nurse managers who hold strong environmental work values are more likely to be motivated to adopt and implement GHRM practices vice versa.

These result supported with **Ahmed et al (2020)**, they found that nurse managers' positive perception of GHRM practices was positively associated with job satisfaction of nurses' and organizational loyalty. They also found that nurses who held strong environmental work values were more likely to embrace and implement GHRM practices. Moreover ,**Lu et al (2019)** found that nurse managers who had a positive perception of GHRM practices were more likely to implement these practices within their healthcare organizations. They also found that nurses who held strong environmental work values were more likely to be motivated to adopt and implement GHRM practices.

Conclusions :

The majority of nurse managers and about two-thirds of them had low levels of perception for green human resource management practices and low levels of work values. Furthermore, total Green HRM practices and total work values had statistically significant positive correlations.

Recommendation.

1. In order to keep and boost their motivation, hospital nursing administrators should think about techniques adapted to green human management practices and the work values.
2. Create strategies for green leadership and teach executives how to embrace green techniques for managing human resources.
3. Create a thorough plan to put green human resources management practices into action.
4. As one of the human resource management strategies, creating training programs and tying them to green training will help nurse managers gain more expertise and knowledge.

5. minimizing the negative consequences of manufacturing methods to protect the environment and its resources for future generations.

6. Incorporating modern technology in all green human resource management practices.

7. Using green performance indicators in the evaluation and performance management system and defining responsibilities and goals in green for nurse managers with some green results included in the evaluations.

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الملخص العربى

عنوان البحث : ممارسات ادارة الموارد البشرية الخضراء كما يدركها رؤساء التمريض وعلاقتها بقيم العمل

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المستخلص :

تتناول هذه الدراسة **ممارسات ادارة الموارد البشرية الخضراء كما يدركها رؤساء التمريض وعلاقتها بقيم العمل ، وسعيا الى تحقيق هدفها عالجت المقدمة** نظرًا لأن مؤسسات الرعاية الصحية تواجه تحديات بيئية متزايدة، فقد أصبح تكامل الممارسات المستدامة أمرًا ضروريًا. تستكشف هذه الدراسة التقاطع بين ممارسات إدارة الموارد البشرية الخضراء وقيم عمل رؤساء التمريض داخل مؤسسات الرعاية الصحية. **الهدف**: تهدف الدراسة إلى تقييم تصور رؤساء التمريض حول ممارسات الموارد البشرية الخضراء وعلاقتها بقيم العمل. **تصميم البحث**: تم استخدام تصميم البحث الارتباطي الوصفي غير التجريبي.**مكان الدراسة** : شاركت في الدراسة خمسة مستشفيات جامعية بالمنيا (مستشفى طوارئ المنيا الجامعي، المستشفى الجامعي لأمراض الكلى والمسالك البولية، مستشفى الكبد الجامعي، مستشفى القلب والصدر الجامعي، والمستشفى الجامعي لأمراض النساء والأطفال). **العينة**: جميع رؤساء التمريض الذين كانوا يعملون بمستشفيات جامعة المنيا خلال فترة جمع البيانات (العدد = 95) والتي تعتبر عينة ملائمة من رؤساء التمريض . **أدوات الدراسة**: ثلاث أدوات تسمى 1- البيانات الشخصية، 2- مقياس الممارسات الإدارية للموارد البشرية الخضراء 3- استبيانات قيمة العمل وذلك لجمع البيانات اللازمة للدراسة الحالية. **النتائج:** تشير نتائج الدراسة إلى أن نسبة عالية من رؤساء التمريض بمستشفيات جامعة المنيا أظهروا استجابات "منخفضة" تجاه إدارة الموارد البشرية الخضراء التي تشمل "، إدارة تقييم الأداء الأخضر ، إدارة ثقافة المنظمة الخضراء، التدريب والتطوير الأخضر، الأجر الأخضر ، إدارة المكافآت والتوظيف والاختيار الأخضر ومشاركة وتمكين الموظفين الأخضر، بالإضافة إلى ذلك، أظهر أكثر من ثلثي رؤساء التمريض مستوى منخفض فيما يتعلق بقيم العمل.**الاستنتاج:** لدى المشاركين في الدراسة علاقة ارتباطية إيجابية ذات دلالة إحصائية بين إجمالي ممارسات إدارة الموارد البشرية الخضراء مع قيم العمل الإجمالية **التوصيات:** استخدام مؤشرات الأداء الخضراء في نظام التقييم وإدارة الأداء وتحديد المسؤوليات والأهداف باللون الأخضر لرؤساء التمريض مع تضمين بعض النتائج الخضراء في التقييمات.