Investigating the role of green psychological empowerment of employees in enhancing organizational sustainability

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Abstract

The study aimed to test the role of green psychological empowerment of employees (meaning, self- determination , competence and impact) in enhancing organizational sustainability with its economic, social and environmental dimensions. The study relied on a questionnaire as a tool to collect data from (476) faculty members working in some universities and private colleges in the Euphrates region in Iraq. It used a number of statistical methods to test its hypotheses, and concluded that the green psychological empowerment of employees , especially competence and self-determination plays an important role in promoting organizational sustainability.

Keywords

Green psychological empowerment , organizational sustainability

Introduction

Contemporary organizations operate in an uncertain business environment characterized by increasing domestic and international competition, dynamic decentralization, faster rates of innovation, and changing job roles. Under these conditions, employees need psychological resources that will enable them to adapt to job in a fast-paced and stressful job environment, and to be proactive, and future-oriented (Whitaker, & Westerman, 2014 :1). This goal cannot be achieved unless these employees are empowered structurally and psychologically to perform tasks assigned to them in an efficient and effective manner (Siegall, & Gardner, 2000:703).

Researchers agree that psychological empowerment as a motivational construct deals with the mental state of employees, and then managers must take part of actions necessary for empowerment initiatives in order to positively influence employees psychological state by allowing them to set goals for their jobs, make participatory decisions and overcome problems that face them within the limits of their responsibilities (Ayoub, etal, 2018:218).

The success of organizations in ensuring their sustainability depends to a large extent on their abilities to promote green behavior of employees by empowering them structurally and

psychologically to implement sustainability initiatives at the social and environmental levels. There are many studies that dealt with the relationship between green empowerment (structural) of employees and organizational sustainability, but the administrative library lacks studies that deal with the relationship between green psychological empowerment of employees and organizational sustainability. If organization's management can create the appropriate environment for empowerment through a set of practices that focus on delegating the authorities necessary to make decisions, then employees themselves must choose to be empowered, as it is not something the management does for them, meaning that employees must enjoy a high level of green psychological empowerment so that they are more willing than others to engage in green activities aimed at ensuring the sustainability of the organization. This study comes to address this research gap by examining the potential role of green psychological empowerment of employees in ensuring organizational sustainability.

Study questions

We can summarize the study questions as follows:

1- What is meant by green psychological empowerment of employees, what are its dimensions, and what is its importance to organizations.
2- What is meant by organizational sustainability, what are its historical roots, and what are its elements and importance to organizations.
3- To what extent faculty members in the investigated faculties are aware of their green psychological empowerment elements that qualifies them to perform the roles required to ensure the sustainability of their faculties ?
4- Is there a sufficient perception among faculty members about the level of sustainability of their faculties ?
5- Can green psychological empowerment of faculty members enhance organizational sustainability in the faculties under study?

Study objectives

The main objective of the study is to test the role that green psychological empowerment of employees can play in promoting the sustainability of organizations, A number of sub-goals can be derived, namely:

1- Highlighting the concepts of the study variables, which are green psychological empowerment of employees and organizational sustainability.
2- Diagnosing the level of green psychological empowerment for faculty members in the colleges under study.
3- Identifying organizational sustainability practices with their economic, social and environmental dimensions in the investigated colleges.

4- Exploring the role that green psychological empowerment of faculty members can play in enhancing the sustainability of those faculties.

Study Importance

The study represents the first empirical study of the role that green psychological empowerment of employees can play in promoting the sustainability of organizations using data from emerging organizations in Iraqi environment. It is expected that this study will have important theoretical and practical contributions, including that it sheds light on a new concept in management literature, which is the green psychological empowerment of employees and its importance in promoting employees involvement in green activities and initiatives that organizations seek to achieve their green goals, as well as drawing attention of university leaders on the issue of sustainability of their universities to be more proactive and pioneering in the field of environmental preservation and implementation of their obligations towards local communities in which their universities operate**.**

Study tools and measures

In order to obtain the required data, the study relied on the questionnaire as a main tool for data collection to cover the practical side of the study . The questionnaire included two sections :

The first section is about green psychological empowerment of employees, which included four sub-dimensions represented in: meaning, competence, self-determination, and impact, based on (Kaur & Singh, 2019) scale after being adapted to the requirements of the study .

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

Study model

The study model is a simple , concise," and hypothetical diagram of the phenomenon under consideration and its potential interactions, and thus defines correlation and impact that have not yet been tested . Figure (1) reflects those interactions .
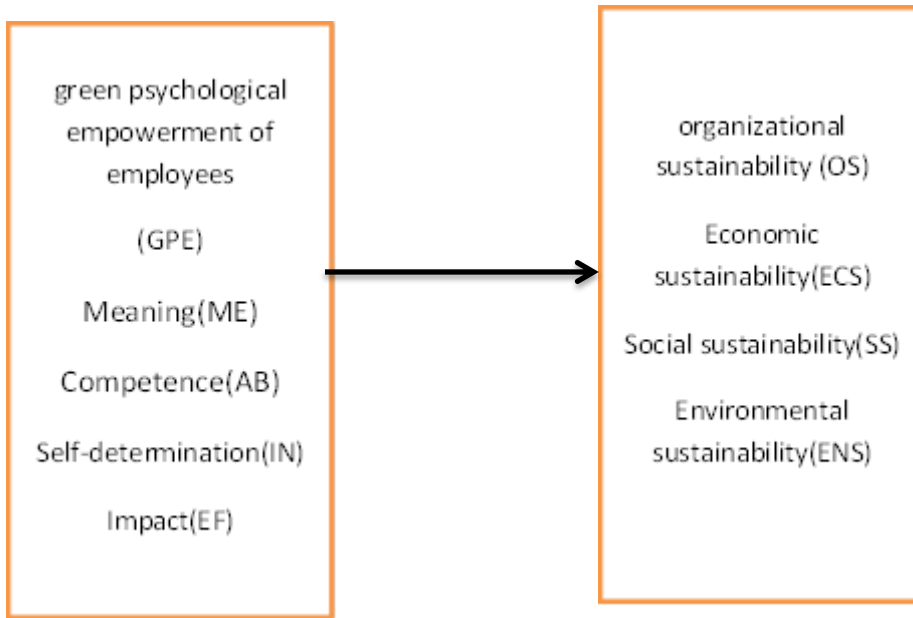
Figure (1) The model of the study

Study hypotheses

The main hypothesis of the study is that: (there is a significant effect of green psychological empowerment of employees on organizational sustainability), from which four sub-hypotheses are derived:

H1: (There is a significant effect of meaning on organizational sustainability).

H2: (There is a significant effect of competence on organizational sustainability).

H3:(There is a significant effect of self - determination on organizational sustainability).

H4: (There is a significant effect of impact on organizational sustainability).

Study population and sample

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

Review of literature

Green psychological empowerment

In an uncertain business environment, employees need the psychological resources to adaptively work within a fast-paced, stressful business landscape and be versatile within a changing organizational milieu (Pulakos, EETAL. 2000) (Whitaker, & Westerman, 2014:1). This goal

cannot be achieved unless those employees are empowered structurally and psychologically to perform their assigned work efficiently and effectively (Siegall, & Gardner, 2000:703).

Researchers agree that empowerment as a motivational construct deals with the mental state of individuals. Managers must therefore take some actions necessary for enabling initiatives of their employees to positively influence their psychological well-being by allowing them to set their work goals, make participatory decisions, and overcome problems they face within their responsibilities (Ayoub etal,2018:218). If management of an organization can create the suitable environment for empowerment through a set of practices that focus on delegating authority to make decisions, employees themselves must choose to be empowered , it is not something that management does to them. However, it represents a state of mind owned by employees about their role in organization (Barton, & Barton, 2011:203). Psychological empowerment from (Spreitzer, 1995:1444) point of view is a motivational construct that is reflected in four perceptions of meaning, competence, self-determination , and impact . Any absence of one of these perceptions will affect the level of empowerment perceived by individual (Laschinger Eetal.,2001:262) . This view gives similar meaning introduced by (Avolio, Eetal,2004:953), (Boudrias, Eetal,2004 :861), (Martin, & Bush, 2006: 420), (Hall, 2008:145), (Gkoresis, Eetal., 2011: 84), (Jaiswal&Dhar,. 2016:5), Noted all of(Ergeneli, Eetal,2007:43) ,(Chiang, & Jang, 2008:4) , (Tuuli, & Rowlinson, 2009 :1334), (Stander, & Rothmann, 2009:197) (Zhang, & Bartol, 2010:110),(Taylor, 2013:11-12) (Jha, 2014:21),(Jose, & Mampilly,2014:94) , (Macsinga, Eetal. 2015:4 -5), (Suifan, Eetal,2020:4) that empowerment has four perceptions which reflect individuals' orientation to their work roles. (Bonias Eetal, 2010:322) considers that psychological empowerment is a process of enhancing feelings of self-efficacy among organization members, and focuses on moving from control to commitment-oriented strategies, and thus psychologically empowered individuals are qualified and able to influence their jobs and work environments in meaningful ways, promoting proactive behavior, demonstrating initiative, and acting independently (Pieterse,EtaL,2010:613). (Ahadi, 2012:31) believes that psychological empowerment is a personal, behavioral and interactive approach to empowerment, and it relates to the psychologically important conditions for employees to control their tasks, and this was confirmed by (Ambad, & Bahron, 2012;74), (Degago, 2014:123). Instead of focusing on managerial practices in sharing power with employees at all levels, the psychological perspective focuses on how employees experience their work and personal beliefs about their role in relation to the organization. Therefore, management should encourage employees' beliefs about the meaning of their job, their competence to accomplish goals, their sense of self-determination , and impact on the results of their work (Hamid, et al,2013:783), (Zhu, et al, 2012:190).

The role of empowering employees in organizational environmental and societal issues has received great attention in recent years, as it is referred to as an important component of environmental management processes. Empowering the green factor is considered the most important practice in green human resource management to achieve organizational green goals. (Tariq, et al., 2016: 7) . (Robertson, and Barling , 2013: 176), (Hoffman, 1993: 10) believe that

through green empowerment, organizations may motivate employees to join environmental improvement programs and inspire employees to be environmentally friendly. As mentioned by (Khatoon, et al., 2021:210) , (Digalwar et al., 2013; Yusliza et al., 2017) defined green empowerment as allowing employees to implement environmental practices without any obligation, which enhances environmental performance concurrently by the employees. As for the dimensions of green psychological empowerment, they are the four dimensions of psychological empowerment that focusing on preserving the environment and society .

Meaning

Meaning is defined as the perceived value of a goal in the work or task in light of ideals or standards of individual, and it includes harmony and compatibility between the requirements of the work role and beliefs, values and behaviors in which he believes (Spreitzer, 1995:1443-1145), (Pradhan, & Panda, 2019:4) . Employees do things that give them a sense of self-worth and self-satisfaction and they need to have a vivid picture and a clear understanding of where organization they work in is heading in order to consolidate feeling the meaning that they are empowered (Laage, 2003: 19), (Hartmann, 2003:37), (Eqbal, etal,2020:5), (Begum, etal,2020:5). (Kara, 2012:437) believes that job will be more rewarding when individual values are compatible with organizational values, and the meaning of job reflects a deep relationship between employees and their job that motivates them to act outside official role. If workers consider the job necessary, their sense of meaning will be enhanced and they will be encouraged to be more proactive and more creative (Joo, Eetal, 2019: 68), especially when these employees feel the importance of their job they doing is to preserve environment, as well as serving the community in which they work .

Competence

Competence is defined as the extent to which an individual believes that he has the ability to perform work skillfully. The concept of competence is related to self-efficacy proposed by (Bandura's, 1982) (Maynard et al., 2012: 1235), (Flohrer 2014:11), 43: (Healy, 2017:43),(Pradhan, & Panda, 2019:4), (Khan, et al,2021:4) , (Schermuly, et al,2011:254), (Uner, & Turan, 2010:3) . (Laage,2003:20), (Hartmann, 2003: 38) believe that self-efficacy affects the selection of behavioral situations and the initiation of effort, as individuals tend to engage in activities that they believe are within their competence to deal with it and avoid situations that they think will override their coping skills. This means that employees who have a sense of competence are confident that the assigned work will be completed efficiently (Theron, 2010: 37), and believe that they have sufficient ability and skill to perform the task and use the resources provided by organization to perform their responsibilities and enhance their performance (Najafi, etal, 2011: 5243 . (Taktaz, et al, 2012 : 23) believes that the empowered individuals not only feel adorable, but they feel confident that they can do a task with good quality as well, and they can learn a lot to meet new challenges . He stated that there are three necessary requirements to make people feel merit, believe that they have the ability to do the job, , believe that they have the capacity to

make the necessary effort , and believes that no external obstacle deter them from doing the work. Of course the competence required here must be linked to providing initiatives and implementing green activities that contribute to improving environmental and social performance of the organization.

Self-determination

Self-determination refers to the internal need of each person to control a task, the need to choose, initiate and organize actions or choose process and work behaviors in the workplace; In this description, it represents an opportunity for decision-making (Gholipour, Eetal., 2010: 60), (Seibert, et al, 2011:981), (Kang, et al., 2017:177), (Pradhan, & Panda, 2019:4), (George & Zakkariya, 2018:53). Employees who have self-determination feel that they have sufficient freedom and are empowered to make decisions about their work and to act in different situations. According to (Bandura, 1997) people who have the competence to exercise many choices have greater freedom to make things happen compared to those who have limited means under same circumstances (Hartmann,2003:40-41). Some researchers have noted that perceived choice results in greater creativity, initiative, flexibility, and self-regulation. Several studies have shown that self-determination and a sense of independence in job enhance self-confidence of individuals and reflect on their behavior when performing tasks and assigned to them (Al-Makhadmah, etal, 2020: 898), especially when this independence is linked to the choice of green practices and behaviors that employee deem necessary to improve their environmental and social performance.

Impact

Impact refers to the degree to which individual perceives that his behavior makes a difference in terms of achieving the task, leading to the intended effects in individual's task environment (Theron, 2010;40), (Maynard, Eetal, 2013:4). This was also confirmed by (Stander & Rothmann, 2010:3) by saying that impact reflects whether individuals feel that they are making a difference in their organizations, and that they are progressing towards achieving goals. It is believed by (Degago, 2014;56),(Ibrahim, 2020:4), (Spreitzer, 1995:1444) (Kara, 2012:437), (Uner & Turan, 2010:3), (Gholipour, ETAL, 2010 : 60) that impact describes the degree to which individual can change the strategic, administrative or operational results in the work(Najafi, et al,2011:5243). The Impact involves creating a feeling in employees that they are accomplishing something and that others are listening to them, which means that absence of feeling will diminish the general meaning of empowerment (Pradhan, & Panda, 2019:4) , and (Shakirah & Shah, 2020: 8) believes that impact shows higher level of achievement that can be attained by employees , and this can be seen when employee is able to give thoughtful visions to ensure the success of organization in implementing green goals that organization seeks to achieve.

Organizational sustainability

Sustainability in its general sense represents processes aimed at meeting current needs without compromising the ability to meet future needs. As for the organization, organizational

sustainability, as seen by some as managing social responsibility of the organization, but this concept focuses only on selected parts of sustainability such as social and environmental aspects without addressing the broader and more important strategic and operational issues (Waldman, et al, 2006: 823). This is emphasized by (Bettley & Burnley, 2008: 1) who said that sustainability is more than just an expression of social responsibility of an organization due to its inherent value in achieving prosperity in the future rather than just survival in the present. According to (van Marrevijk & Werre, 2002:97) organizational sustainability represents the voluntary activities of an organization related to environmental and social concerns of business operations and their interactions with stakeholders. (Hart &Milstein, 2003) believes that there is a state of disagreement about a specific meaning of organizational sustainability and the motivation to achieve it. For some, it represents a moral requirement, while it represents a legal requirement for others, others still realize it as a loop for doing business, as some began frame sustainability as an opportunity and provide ways to reduce costs or even increase revenue and market share through innovation. In order to avoid this problem, the researchers suggest linking sustainability of organization to the process of creating value for shareholders. The challenges of globalization related to sustainability, which are viewed through an appropriate set of business lenses, can help identify strategies and practices that contribute to achieving more sustainable world and achieving value for shareholders, which researchers called it the process of creating sustainable value for organization. The view (Lo & Shen, 2007: 345) is close to the concept introduced by (Hart & Milstein) that the sustainability of an organization is an entry point for businesses that aim to create long-term shareholder value by embracing opportunities and managing risks through economic, environmental and social dimensions , while (Dyllick & Hockerts, 2002: 131) believe that organizational sustainability is a process tailored to an organization, which means that each organization can choose the best among many available options in line with its goals, intentions and strategies in response to the surrounding circumstances. Organizational sustainability is meeting direct and indirect needs of stakeholders(such as shareholders, employees, customers, pressure groups, local communities, and others)without losing sight of their ability to meet future needs of them. This perspective of organizational sustainability represents a very broad perspective as seen by (Delbol & Dolbol, 2011: 118) , it is not the responsibility of an organization to save the world, and therefore it's attention should focus on interests of the primary stakeholders that can be responded to (Van Marrewijk, 2002:2), Accordingly , a sustainable organization is an organization that has characteristics and behaviors designed to lead the future state of organization in light of conditions in which it operates (Jabbour, & Santos, 2008:5). (Florea, et al, 2013:39) described organizational sustainability as a balanced organizational approach that includes economic, environmental and social dimensions in comprehensive and continuous ways, and therefore it is an expression of organization's ability to contribute to sustainable development through economic, environmental and social benefits that it achieves. This balance gives the organization the ability to survive, compensate invested capital, reduce environmental impacts, enhance optimal use of natural resources, and ensure sufficient resources for individuals to reach equal

opportunities and development in meeting organizational goals, as well as to ensure that individuals obtain balanced social and environmental benefits (Cella-De- Oliveira,2013:963).

Dimensions of organizational sustainability

Most researchers, as (Baumgartner & Ebner, 2010), (Nichiokaa, & Quelhasa, 2010), (Cella-De-Oliveira, 2013) (Elkington, 1997), (Slaper, & Hall, 2011), (Alhaddi, 2015), (Arowoshegbe, etal, 2016),(Dyllick & Hockerts, 2002), (Bekele, 2013), (Basiago, 1999), agree that the three pillars of business continuity represented in the economic , social , and environmental aspects itself represent the dimensions of organizational sustainability (Nichiokaa, & Quelhasa, 2010:102).

Economic sustainability

As the global economic recession continues, interest in economic sustainability has increased worldwide, consumers and society are deeply and urgently concerned with it due to fear of widespread job losses, insecurity, and financial risk to governments and public programs (Choi & Ng 2011:270). Economic sustainability according to Global reporting initiative is defined as "an organizations impact on the economic circumstances of its stakeholders and on the economic systems at the local national and global levels (www,globalreporting,2012) . (Doane, & Mac Gillivray, 2001:18) describe economic sustainability as the paradoxical golden child of sustainability. If organizations or countries understand well what it means to be economically sustainable, there will be full employment, less poverty, and no bankruptcies. Unfortunately, it is not the case, it is a complex picture, the nature of which cannot be fully understood without looking at both the internal and external environment in which organizations operate. It requires managing many types of economic capital: financial capital (equity and debt), tangible capital (such as machinery, land, and stocks), and intangible capital such as reputation, invention, know-how, and organizational procedures (Dyllick & Hockerts, 2002:133). According to (Haugh & Talwar,2010:102),(Cella-de-Oliveira,2013:964), (štefko, et al. 2021:3) economic sustainability is an important factor in ensuring organizational sustainability because it generates profits and jobs, thereby contributing to general social welfare. They consider that economic sustainability of the enterprise is a system that must ensure adequate cash flow of liquidity by achieving an above-average return for shareholders, and also includes topics such as competition, job offer, entry into new markets and long-term profits. This means that organization must conduct its activities in a responsible manner and recognized, with a social and economic return to stakeholders if they want to ensure its economic sustainability . (Bekele 2013: 15) believes that there are two approaches to addressing the issue of economic sustainability. The first begins with the question of how companies can survive and this approach evaluates the inside of the organization like brand reputation and corporate sales as a main goal for economic sustainability The second approach takes into account the economic impact of organization on the economic system or society from stakeholders point of view. The economic impact may include everything from job creation, production of public goods, and the supply chain from upstream to downstream, the benefits of employees.

Social sustainability

Social sustainability includes notions of equity, empowerment, accessibility, cultural identity sharing, participation and and institutional stability , and It seeks to preserve the environment through economic growth and the alleviation of poverty (Basiago, 1998: 149) (Colantonio,2010:79),(Bramley & Brown, 2009: 30).

Researchers such as (Chiu, 2003: 225) (McKenzie, 2004: 13-12), (Reynolds, & Cavanagh, 2009:4),(Michael & Peacock,2011:3),(Slaper, & Hall, 2011 3-4),(Boström, 2012:5),(Ghahramanpouri,Eetal,2013:185), (Weingaertner, & Moberg, 2014:3) have identified five principles of social sustainability represented by **equity** where society provides equal opportunities and results for all members, especially the poorest and most vulnerable members, **diversity** where society works to strengthen and encourage it, **quality of life** in a way that ensures that society meets the needs fundamental and promoting the good of all members whether at the individual, group or community level; **interconnectedness** where society provides the processes, systems, and structures that enhance interdependence within and outside society at the formal, informal, and organizational levels; **Democracy and governance** through society providing open and democratic processes and responsible governance structures. Social sustainability is seen as the ability of organizations to add value to the communities in which they operate by increasing the human capital of individual partners as well as enhancing the community capital of these communities (Lee, et al, 2021:2), (Dyllick & Hockerts, 2002: 134). Social sustainability at organization level covers a set of characteristics, including fair pay, equal opportunities, good health and safety conditions, reward system, capacity development and training, professional plans and ethical organizational behavior. (Cella-De-Oliveira, 2013) , (Bamgbade, et al, 2017 115). In summary, we can conclude that social sustainability represents a continuous activity that aims to support all social groups now and in the future by creating a strong societal culture and inspiring a spirit of cooperation among employee to provide a safe work environment, fair wages and respect for society, so that members of the entire community reach the stage of accepting differences and considering it as one of the elements of strength and distinction.

Environmental sustainability

Environmental sustainability is defined as long-term preservation of factors and practices that contribute to environmental quality (Attah, 2010:6). It represents a state of balance, flexibility and interdependence that allows the human community to meet its needs while not exceeding the capacity of the supporting ecosystems to continue providing the necessary services to meet those needs, and to stop the procedures and practices that reduce biodiversity . (Gbreda, 2012:3) describes environmental sustainability as the conservation, management and rational use of natural resources, which maintains the integrity of ecosystems, support all forms of life, ensure the preservation of biological diversity and prevent environmental degradation . (Basiago ,1999:150) considers that environmental sustainability requires that rate of use of natural resources be within the rates of their renewal, and that the wastes associated with industrial production be within the controlled level and not exceeding the capacity of environment to

absorb these wastes. It includes preventing negative impacts that organization has on the natural system, complying with government regulations and initiatives, such as recycling or efficient use of energy, and evaluating the effects resulting from organization's products, services and daily operations, by eliminating unnecessary waste and high emissions, as well as reducing practices that may affect the capacity of future generations to access vital natural resources (Cella-de-Oliveira, 2013:965). Ensuring organizational environmental sustainability requires organizations to take decisions and practices that ultimately lead to the protection of the natural world in which they live (the environment) with a special focus on preserving the capacity of this world to support human life, and based on this concept, environmental sustainability can be defined as taking responsible decisions and practices that will reduce the negative impacts of organization's activities, operations, products and services on environment through the development of processes, procedures and practices that ultimately lead to all the organization's business becoming sustainable in the future, and in this sense it will direct the organization's attention beyond short-term gains And looking at the long-term effects that the organization has on the environment in which it operates, and this requires the organization to develop strategies that improve its performance in the field of environmental sustainability. Among these strategies is the adoption of green energy technology, which represents the largest contribution to achieving environmental sustainability through its adoption of renewable natural resources such as solar energy, wind energy, biomass, geothermal energy and hydropower (Bibri, 2020 :2),(Adedoyin ,et al,2020:1). The green behavior of employees is also considered one of the effective strategies adopted by organizations to improve the performance of a sustainable environment. (Iqbal,et al, 2018:2-3) , (Paillé, et al, 2020:2), (Alsahlawi, et al ,2021:1-5) . It must be noted that environmental sustainability cannot be separated from economic sustainability and social sustainability, both of which represent a basic pillar of sustainability (Morelli, 2011:1), and therefore there is a need to include the organization's economic, social and environmental goals in its missions, strategies, operations and functions (Ones, & Dilchert, 2012:453) .

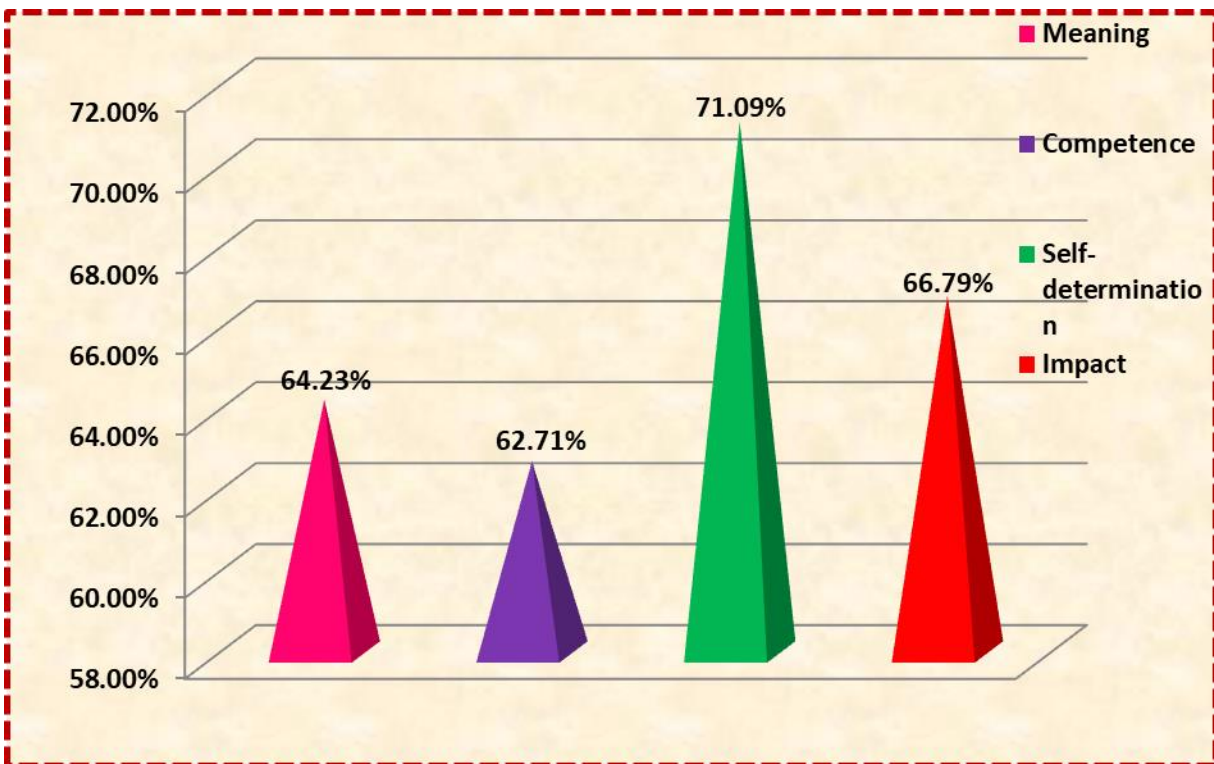**Statistical description**

Green psychological empowerment

Table (1) shows the results of descriptive statistics for green psychological empowerment , which is measured in four sub- dimensions . The total arithmetic mean for this variable is (3.310) , with standard deviation (0.454), and relative importance (66.21%), which indicates that faculty members of the private colleges and universities enjoy a moderate level of green psychological empowerment, and this is evident through the moderate level of their participation in strategic decisions, the extent of their commitment to implementing these decisions, and their competence to develop work and activities for themselves and their colleagues, as well as their limited impact in discussing the future of their colleges and how to improve their performance .

Table (1): Description and diagnosis of green psychological empowerment of employees with its sub-dimensions

	Dimensions	Arithmetic mean	standard deviation	Variation % coefficient	Relative importance %	Dimension order
١	**Meaning**	**3.212**	**0.622**	**19.38**	**64.23**	**٣**
٢	Competence	**3.136**	**0.721**	**22.98**	**62.71**	**٤**
٣	**Self-determination**	**3.555**	**0.653**	**18.36**	**71.09**	**١**
٤	**Impact**	**3.340**	**0.801**	**23.98**	**66.79**	**٢**
The general average of employee's green psychological empowerment		**3.310**	**0.454**	**13.72**	**66.21**	**-**

Figure (2) shows the order of relative importance of the sub-dimensions of green psychological empowerment of employees depending on the ratios achieved according to answers of respondents.

Figure (2): Graphic representation of employee's green psychological empowerment with its sub-dimensions
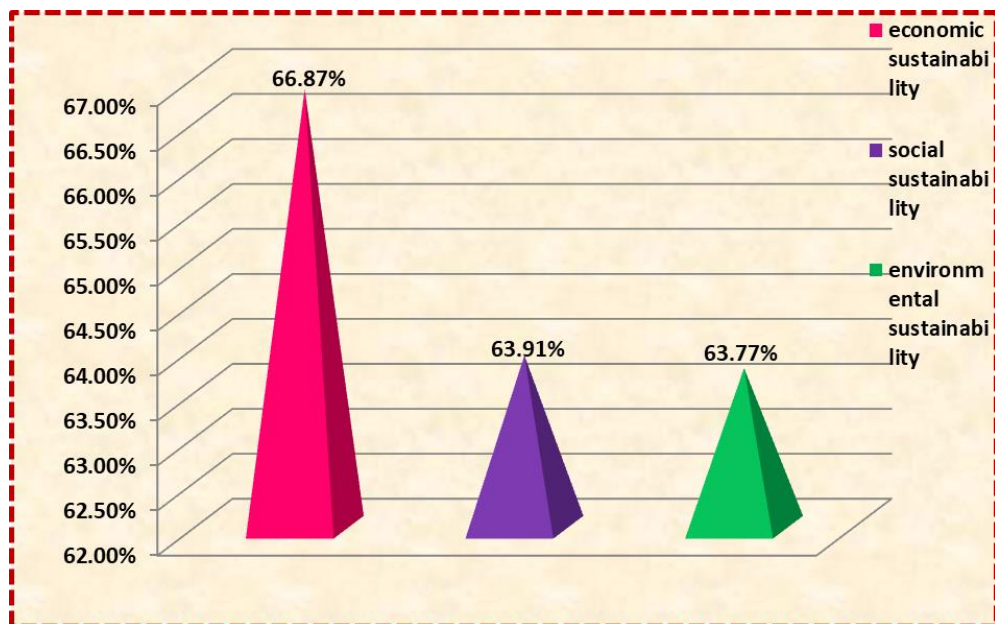
Organizational sustainability

Table (2) shows the results of the descriptive statistics of the organizational sustainability variable with its sub-dimensions. The total arithmetic mean of this variable was (3.243) ,
with standard deviation was (0.426) , and the relative importance was (64.85%).These statistical results indicate that organizational sustainability variable had attained a moderate degree of importance according to the answers of respondents. , which indicates that the investigated private colleges and universities, pay attention to the dimensions of organizational sustainability in terms of enhancing the contributions of faculty members in improving their economic performance through which they can preserve their environments and implementing social and environmentally friendly activities .

Table (2): Description and diagnosis of organizational sustainability variable with its sub-dimensions

	Dimensions	Arithmetic mean	standard deviation	Variation coefficient %	Relative importance %	Paragraph order
1	economical sustainability	3.343	0.437	13.07	66.87	1
2	environmental sustainability	3.196	0.623	19.50	63.91	٢
٣	social sustainability	3.188	0.420	13.17	63.77	٣
	The overall average of the organizational sustainability variable	3.243	0.426	13.14	64.85	-

Figure (3) shows the order of relative importance of sub-dimensions of organizational sustainability variable depending on the ratios achieved according to the answers of faculty members .

**Figure (3): Graphical representation of organizational sustainability variable and its sub-dimensions**

Hypotheses test

The main hypothesis: (there is a significant effect of green psychological empowerment of employee on organizational sustainability).

Figure (4) shows a positive and significant effect of green psychological empowerment of employees on organizational sustainability. as we note that the results of model matching indicators were within the acceptance base , so the value of (RMR = 0.054) is less than its acceptable range (080). It is also clear that the value of standard impact factor has reached (0.78), which means that green psychological empowerment affects organizational sustainability by (78%) . This means that changing one deviation unit in green psychological empowerment of employees will lead to a positive change in organizational sustainability by (78%). This value is considered significant, because the value of critical ratio (C.R.) shown in the table (1) amounting to (29.001) is a significant value as shown in the same table.

It is also clear from Figure (2) that the value of interpretation coefficient (R^2) has reached (0.61). This means that green psychological empowerment of employees is able to explain (61%) of the changes that occur in organizational sustainability in the private colleges and universities , and the remaining percentage (39%) is due to other variables not included in the study model. **Based on the foregoing, the main hypothesis can be accepted**.
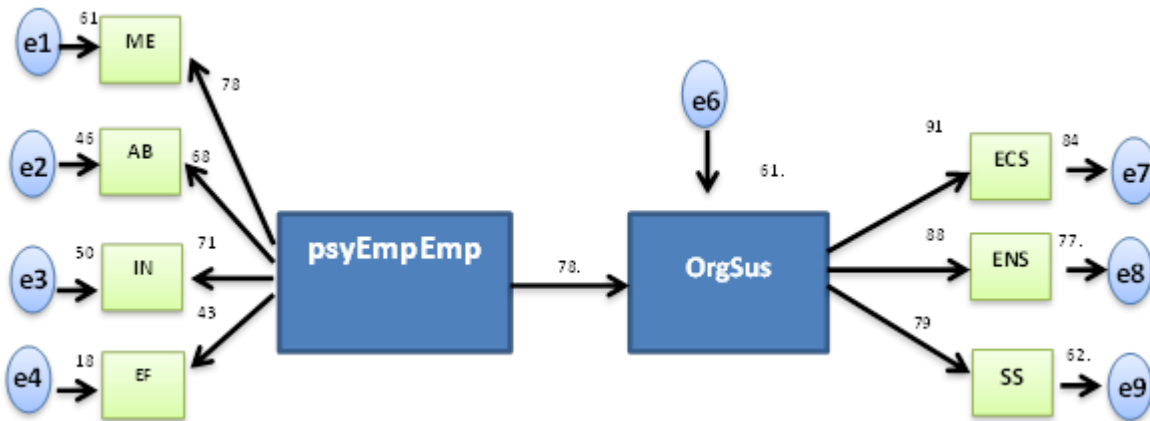
Figure (4) the impact of green psychosocial empowerment on organizational sustainability

Table (3) the impact of green psychological empowerment of employees on organizational sustainability

Paths			S.R.W. Estimate	S.E.	C.R.	P
Green psychological empowerment	----->	organizational sustainability	.778	.750	.026	29.001	***
Green psychological empowerment	----->	ME	.783	1.096	.038	29.011	***
Green psychological empowerment	----->	AB	.680	1.103	.052	21.067	***
Green psychological empowerment	----->	IN	.706	1.029	.046	22.376	***
Green psychological empowerment	----->	EF	.428	.773	.073	10.625	***
organizational sustainability	----->	ECS	.915	.938	.019	49.390	***
organizational sustainability	----->	ENS	.879	1.285	.032	40.117	***
organizational sustainability	----->	SS	.788	.776	.028	27.858	***

Four sub-hypotheses emerge from the main hypothesis as follow :

H1: (there is a significant effect of meaning on organizational sustainability)

Figure (5) shows a positive and significant effect of meaning on organizational sustainability, as we note that the value of the standard impact factor is (0.14), and this means that meaning affects organizational sustainability by (14%) . This means that changing one unit in meaning will lead to a change in organizational sustainability by (14%). This value is considered significant, because the value of critical ratio (C.R.) shown in table (3) amounting to (3.835) is a significant value at level (0.000). Based on the foregoing, H1 hypothesis can be accepted.

H2: (there is a significant effect of competence on organizational sustainability).

Figure (5) shows that there is a positive and significant effect of the competence dimension on organizational sustainability, as we note that the value of the standard effect factor is (0.42), which means that competence dimension affects the organizational sustainability by (42%) ,

meaning that changing one unit of deviation in meaning dimension from the estimated value will lead to a change in organizational sustainability by (42%). This value is significant, because the value of critical ratio (C.R.) shown in the table (3) is (13.594) which is a significant value at level (0.000). Based on the foregoing, H2 hypothesis can be accepted.

H3: (there is a significant effect of the Self-determination on organizational sustainability).

Figure (5) shows a positive and significant effect of self - determination dimension on organizational sustainability . The value of the standard impact factor has reached (0.44), which means that self - determination affects organizational sustainability by (44%) . This means that deviation in one unit in self - determination dimension will lead to a change in organizational sustainability by (44%). This value is considered significant, because the value of the critical ratio (C.R.) shown in table (3) amounting is (12.997) which is a significant value at level (0.000). Based on the foregoing, H3 can be accepted.

H4: (there is a significant effect of the impact dimension on organizational sustainability)

Figure (5) also shows a positive and significant effect of impact dimension on organizational sustainability. as we can see that the value of the standard effect coefficient is (0.18), meaning that the dimension of impact affects the sustainability of organization by (18%) . This means that changing in one unit of impact will lead to a change in organizational sustainability by (18%). This value is considered significant, because the value of the critical ratio (C.R.) shown in table (3) is (6.894) which is significant at level (0.000) . Based on the foregoing, the fourth hypothesis H4 can be accepted.
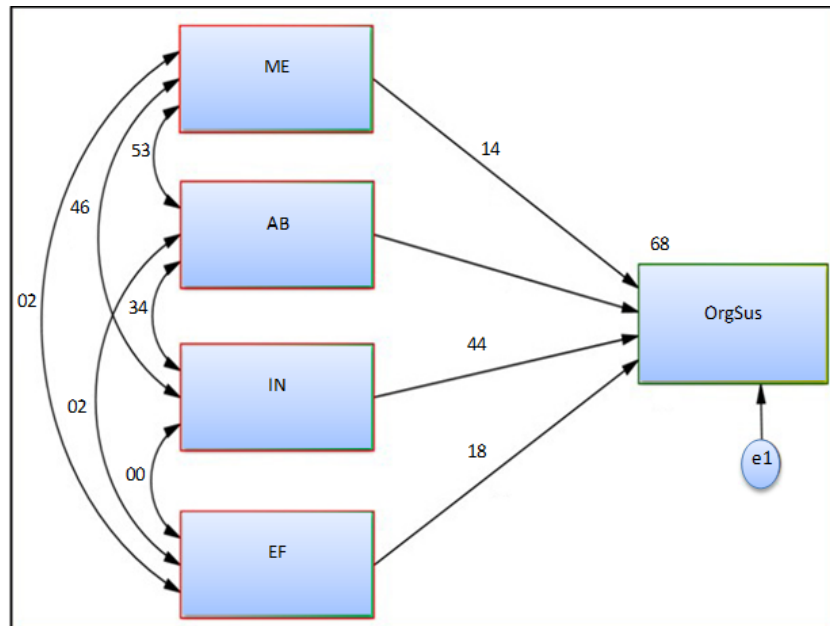
Figure (5) The effect of the dimensions of green psychological empowerment of employees on organizational sustainability

Table (4)Tracks and parameters of the impact of the dimensions of green psychological empowerment of employees on organizational sustainability

Paths			S.R.W.	Estimate	S.E.	C.R.	P
organizational sustainability	----->	**Meaning**	**.144**	**.099**	**.026**	**3.835**	*******
organizational sustainability	----->	**competence**	**.415**	**.245**	**.018**	**13.594**	*******
organizational sustainability	----->	**Self-determination**	**.439**	**.286**	**.022**	**12.997**	*******
organizational sustainability	----->	**impact**	**.178**	**.095**	**.014**	**6.894**	*******

Conclusions

1. The study showed a general feeling among faculty members in investigated colleges and universities that the work they are doing does not meet their professional needs. This may be due to the focus of those colleges on implementing theoretical and practical lectures without taking into consideration the need to provide opportunities to faculty members to participate in scientific conferences inside and outside Iraq , especially those associated with environmental management systems**.**

2. There is a lack of personal initiatives of faculty members in the investigated colleges in the field of environmentally friendly activities and practices, and this may be related to the lack of a system of rewards for these initiatives, which motivates faculty members to continue to apply them.

3. The investigated colleges and universities don't include green performance indicators in the process of performance evaluation of faculty members , which affects negatively on their interest in green activities and initiatives**.**

4. There is a keenness on the part of private colleges in general to use their resources efficiently, which is an indication of the focus of the private colleges on the economic dimension of organizational sustainability compared to social and environmental dimensions.

5. There are no indications that private colleges encourage their faculty members to carry out scientific research related to environmental or social management .

6. The study showed that green psychological empowerment of employees enhances the sustainability of organizations through self-determination and competence, which reflects the importance of the deanships of faculties granting wider areas for decision-making by faculty

members in issues related to their work tasks, in particular those related to providing and implementing green initiatives and activities that enhance environmental and social sustainability for their colleges.

Recommendations

1. It is necessary to adopt environmental knowledge, skills and behaviors as one of the criteria in the process of selection between candidates for jobs .
2. The importance of working to spread the green culture among employees , whether they are faculty members or staff members, by holding seminars and conferences related to preserving and sustaining environment, paying attention to societal issues and proposing solutions to the problems facing local communities in which they work.
3. Encouraging faculty members to carry out research and studies related to environmental management and social responsibility and reward them for distinguished research and studies in these areas, as well as providing opportunities to participate in conferences inside and outside Iraq, especially those related to environmental management and providing the necessary facilities for them.
4. There is a need to include indicators of green performance in the process of evaluating performance of faculty members, which is usually carried out at the end of each academic year with the aim of encouraging green behavior that ultimately leads to enhancing the sustainability of private colleges and universities.
5. Enhancing the green participation of faculty members by giving them opportunities to engage in environmental and social activities and practices and giving them more freedom in implementing these activities and benefiting from the reactions of faculty members and other employees to improve current practices implemented by their colleges and universities so that this participation becomes a tool to motivate them and increase their cooperation to achieve the green goals of those colleges.
6. There is a need to work hard to ensure the values of social justice among different groups of society, so that everyone feels that every person feels that has an equal opportunities without discrimination.
7. The results proved the positive relationship that links between green psychological empowerment and organizational sustainability, which confirms the need to enable faculty members to perform the tasks assigned to them and give them a wider space of freedom, which contributes to enhancing the level of green psychological empowerment for them, which is positively reflected in enhancing the level of sustainability of those faculties economically, socially and environmentally and improving the image of those colleges in the eyes of society**.**

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