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NS global economics

ECONOMICS
Innovative and Economics Research Journal
Volume 12, No. 1, 2024
www.economicsrs.com

IMPROVING ENVIRONMENTAL PERFORMANCE THROUGH INNOVATIVE ACADEMIC CITIZENSHIP BEHAVIOUR: GREEN TRAINING AND DEVELOPMENT, GREEN RECRUITMENT AND SELECTION AS ANTECEDENTS IN JORDANIAN GOVERNMENT UNIVERSITY

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Received 13.12.2023. | Sent to review 23.12.2023. | Accepted 02.04.2024.

Original article

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JEL Classification: J50, J53, J59

Doi: 10.2478/eoik-2024-0002

UDK: 005.74:[339.923:351.756(569.5)

ABSTRACT

Education institutions are thought to be largely responsible for environmental pollution even though businesses of all shapes and sizes contribute to this issue. This research explores how important factors might help government universities in Jordan develop and implement green innovation. It seeks also to examine whether the academic citizenship behaviour is a mediating variable that explains the connection between green training and development, green recruitment and selection, and organization environmental performance. Accordingly, an email survey was conducted to collect responses from 404 employees in the Jordanian Government universities. The study used contemporary variance-based structural equation modelling (Amos-SEM) for data analysis and hypothesis testing. The obtained results indicated a positive association between green training and development and two variables, namely academic citizenship behaviour, and organization environmental performance. They also indicated a positive association between green recruitment and selection and two variables, namely, academic citizenship behaviour and organization environmental performance. As well as between academic citizenship behaviour and organization environmental performance. Furthermore, they showed mediating effects of academic citizenship behaviour in the relationship between green training and development and organization environmental performance and between green recruitment and selection and organization environmental performance. This paper helps to provide insights to HRM practitioners, shedding light on the importance of Green HRM practices and their role in enhancing organization environmental performance.

Keywords: *Green innovation, Green human resource management practices, green training and development, green recruitment and selection, academic citizenship behaviour, and organization environmental performance*

1. INTRODUCTION

Due to the COVID-19 pandemic, there have been considerable modifications made to how organization staff members perform, utilizing teleworking techniques and a significant amount of weekday flexibility (Almaiah et al., 2022a, b; Alsyouf et al., 2023; Lutfi et al., 2022a; Saad et al., 2022). Environmental sustainability is now crucial in both society and businesses (Lutfi et al., 2023). Concerning issues now include climate change, natural disasters, and the loss of nat-

ural resources (Markey et al., 2019; Shakeyev et al., 2023). The management of modern firms places a strong emphasis on maximizing the health and happiness of their workforce, hence enhancing environmental sustainability is crucial (Darwez et al., 2023). This comprises guaranteeing the pressure from the governments, stakeholders, customers, employees, and competitors, according to (Almaiah et al., 2023; Almaiah et al., 2022c; Alshirah et al., 2022; Mishra & Rath, 2021). The ecosystem is currently in a dire situation as a result of excessive tree cutting, fossil fuel burning, and carbon monoxide emissions brought on by an organization (Alrfai et al., 2023). Fawehinmi et al., (2020) stated that AGENDA 2030 is an international initiative that calls on world leaders, particularly those in developing nations, to establish objectives for reducing pollution and improving the environment.

According to Renwick et al. (2013), GHRM is a policy, practice, and system that strives to improve employees' environmental, business, and individual priorities while also encouraging them to contribute to society's and the environment's well-being. Through GHRM's particular procedures, one can ascertain whether a company is aligned with environmental protection (Liu et al., 2023). Additionally, it emphasizes the ecosystem's fragility and how the organization's economic actions affect the environment (Mishra et al. 2014). Tang et al., (2018) mentioned that Green HRM adds to the wellness of the organization's internal and external stakeholders in addition to enhancing overall performance.

By fostering a culture of sustainability and overseeing sustainability projects, GHRM provides a source of competitive advantage (Dluhopolskyi et al., 2022; Sroufe et al., 2010). According to Jabbour et al. (2013), organizations can implement environmental strategies and goals by integrating organizational learning, performance reviews, job descriptions, training, recruiting, teamwork, selection, and organizational culture. Practitioners and academics from all over the world are drawn to GHRM. It alludes to procedures used by businesses to enhance environmental performance by emphasizing the human component of environmental management (Alqudah et al, 2021; Lutfi et al., 2022b; Roscoe et al., 2019). According to Sharma and Gupta (2015), GHRM is still a relatively new phenomena in many countries, particularly in organizations, despite gaining a position in the literature and seeing a growth in its use in many organizations as a treatment for environmental degradation (Almaiah et al., 2022d; Jabbour et al., 2013). Based on this background information, the conference paper's main focus is on the fundamental strategies for raising awareness among HR managers and staff about GHRM, resource utilization, and the green movement in order to support organizations' efforts to preserve and protect the natural environment for sustainable growth and the protection of employees' and customers' health and safety (Shishakly et al., 2024; Prasetyo & Kistanti, 2023; Alqudah et al, 2021).

Employee green behavior is crucial for the environmental management system's successful implementation. Employee involvement, according to studies, is essential for an organization's EMS to be successful (Almaiah et al., 2022e; Mazzi et al., 2016). Employee green behavior (EGB) also enables a company to improve its environmental performance and gain a competitive edge (Alshebami et al., 2023; Kim et al., 2019).

2. OBJECTIVE OF THIS STUDY

This research aims to measure the academic citizenship behavior effect between green training and development, green recruitment and selection on organization environmental performance.

1. To measure the effect of green training and development on organization environmental performance.
2. To measure the effect of green recruitment and selection on organization environmental performance.

3. To measure the effect of green training and development on academic citizenship behavior.
4. To measure the effect of green recruitment and selection on academic citizenship behavior.
5. To measure the effect of academic citizenship behavior on organization environmental performance.
6. To measure the academic citizenship behavior that mediates the effect between green training and development on organization environmental performance.
7. To measure the academic citizenship behavior that mediates the effect between green recruitment and selection on organization environmental performance.

3. SIGNIFICANCE OF THIS STUDY

This study sheds light on a new concept that has not been searched in detail in developing countries, especially Jordan. The critical investigation of the relationship between GHRM, academic citizenship behavior, and organization environmental performance is expected to benefit the government, especially the Ministry of Higher Education & Scientific Research, policy makers, Government Universities, and academic lecturers.

The Ministry of Higher Education & Scientific Research will help the government develop related policies to ensure that the green HRM practices are suitable for adoption in the Jordanian context. This research also benefits policymakers in implementing an environmental management system from the view of the environmental impact.

University's president can use the guidelines provided by the government to improve and incorporate more responsible green HRM practices in their daily practices to ensure that the organization's environment is protected. Academic lecturers can also improve the image of their university by the requirements of a conscientious community to avoid any negative impact on the environment.

Demonstrating a commitment to environmental sustainability is crucial in the face of global environmental challenges. By incorporating green practices in academic citizenship behavior, universities contribute to reducing their ecological footprint and promoting responsible environmental stewardship. This study can emphasize the integration of sustainability principles into the core of higher education. By focusing on academic citizenship behavior, green training, and recruitment, the study may recognizes the pivotal role that universities play in promoting environmental awareness and responsibility.

This study can inclusion of green training and development underscores the importance of equipping faculty, staff, and students with the knowledge and skills needed to adopt sustainable practices. This holistic approach recognizes that environmental awareness is an ongoing learning process.

This study examines the current state of GHRM practice and suggests solutions for companies interested in the field. A conceptual model that provides these companies with a plan to adopt GHRM practices provides these solutions. This study better identifies HRMS practices or practices that may be most appropriate for an organizational environmental performance. Therefore, from this study, universities understand the efforts to adopt and implement the first practices that have the most significant impact on the organizational environmental performance (OEP) dependent variable. Ultimately, for companies that have already implemented GHRM practices, this study will guide improving sustainability goals.

At the end of the study, there will be some recommendations for future research; This opens up

new research areas related to GHRM and green governance in Jordan that can be applied. In addition, the GHRM best practice model for green activity can be tested regardless of the type of organization and the context of the country.

4. SCOPE OF THE STUDY

The scope of this study includes investigating the academic citizenship behavior effect between green human resource practices on organization environmental performance. Only the academic lecturers in the Government Universities will participate in the survey. Huselid and Becker (2000) and Neal, West, and Patterson (2004) recommended that the sample include participants with the best knowledge of department operations and the subject matter. These academic lecturers. They typically acquire formal knowledge in this field from the university or take HRM courses and training to manage personnel.

The objective of the data collection process is to test the hypotheses on how different aspects of green HRM practices can drive organizational environmental performance. The result of the tests is limited to the specific sample of academic lecturers of Government Universities in Jordan.

5. LITERATURE REVIEW

5. 1. GREEN HUMAN RESOURCE MANAGEMENT

The definition of green HRM has only been provided by a small number of scientists in the literature. Green HRM, as defined by Renwick et al. (2008), is the incorporation of corporate environmental management within HRM. For coordinating personnel with the organization's environmental strategy, these experts highlighted a number of employment, performance management and evaluation policies, training and development, labor relations, and pay and reward policies as effective tools. 2013 saw a swift redefinition of green HRM by these scholars as an element of environmental management. Jabbour, Santos, and Nagano (2010) claim that "green HRM" entails "greening" operational aspects of HRM such job analysis, job description, recruiting, selection, training, performance evaluation, and reward. Green HRM was characterized by Jabbour (2011) as the extent of green HRM practices in relation to the functional and competitive aspects of HRM. These definitions do not materially differ from one another or are contradictory. As a result, the researcher has put out a precise definition of "green human resource management" based on the meaning of these concepts. It is possible to define green human resource management as the environmental (green) direction of all HRM practices or operations at all organizational levels.

In order to address the needs of environmental sustainability, green human resource management focuses on the fundamental ideas of human resource management as well as its objectives, aims, functions, operations, activities, and strategies. In order to benefit the individual, society, the environment, and company, green human resource management refers to policies, procedures, and systems that make an organization's employees ecologically friendly (Arulrajah & Opatha, 2016). This is the combination of conventional human resource management with environmental management (Bombiak & Kluska, 2018). In order to further sustainability, green HRM incorporates human resource management principles. It can also cover strategies and regulations that help people, businesses, and the environment by developing a green workforce. GHRM is viewed as a more comprehensive corporate social responsibility framework. Human resource management functions including hiring, selecting, training, and developing employees, as well as incentive systems and personnel management systems that are effective

instruments for connecting workers to corporate environmental strategy, were established by Renwick et al. (2013). Many researchers have agreed on implementing training, communication with the environment, organizational training, and environmental management programs. (Sammalisto & Brorson, 2008; Triana & Ortolano, 2005).

Studies on green human resource management have been conducted in a number of industries, including manufacturing (Yusliza et al., 2019; Dumont et al., 2017; Chaudhary, 2020; Saeed et al., 2019), healthcare (Saeed et al., 2019; Jia et al., 2018), and information technology (Ojo and Raman, 2019). But there haven't been many studies on how to get higher education institutions to embrace environmental sustainability programs using green human resource management (Gilal et al., 2019). According to Hooi et al. (2012), talent and human resource management are crucial to the success of university greening. Galal et al.'s (2019) emphasis that green behavior should be integrated into higher education's environmental management processes is evidence that this is a good idea, as it fosters staff activism and improves the institution's economic and environmental efficiency. Therefore, if higher education institutions want to fulfill their goals for green governance, it is advised that they implement green human resource management techniques. Amin et al. (2014) relating to how human resource management techniques help ensure that higher education staff members perform in line with the strategic goals of the institution.

Recent green HRM study places more emphasis on personal results. According to Ojo and Raman (2019), current empirical research has focused on environmental HRM in terms of environmental behavior, attitudes, and indicators, environmental loyalty, and environmental performance. (Pham, Tuukova, & Phan, 2019) studied worker performance, such as environmental staff behavior. Chaudhary (2019) mentions organizational commitment (Kim et al., 2019), psychological capital to protect the environment (Saeed et al., 2019), and green climate psychology (Dumont et al., 2016) as well as EGB for employees who mediate. However, there is still much to learn about how green HRM affects employee behavior (Yong, Yusliza, & Fawehinmi, 2019). To understand the crucial mechanisms between green HRM and EGB, such as environmental knowledge, study is required in addition to additional research (Ren et al., 2018).

5. 2. GREEN RECRUITMENT AND SELECTION

All human resource management activities are built around recruitment and selection processes. None of the other functions will perform effectively without the appropriate personnel utilizing the appropriate techniques (Tomková, 2016). There are discrepancies between the recruiting process's two steps, recruitment and selection (Oaya, Ogbu, & Remilekun, 2017). Searching for and choosing potential employees for employment in companies is known as recruitment; it is the process of choosing the best candidates from a pool of applicants (Singh et al., 2020).

Green employment is an ongoing process and recruiting new talents who are familiar with ecosystems and who are well versed in environmental protection. Green noted that recruiting new talent familiar with ecosystems and ecosystems supports effective environmental management in organizations (Stringer, 2009). Hiring quality employees is a crucial issue in the war for talent, and even firms realize that being an entrepreneur is an efficient method to attract fresh talent. The most inventive and creative employees in the competition boost the employment organization. Renwick et al. (2013); Stringer (2009).

Green recruitment and selection refer to the procedures for hiring people with behaviors, knowledge, and skills in an organization's environmental management system. Applications for green jobs and competitions are offered through online tools such as email, online application forms, or a global talent pool. Telephone or video conversations are conducted to minimize travel-re-

lated environmental impacts (Saini & Shukla, 2016). Since recruitment is aimed at attracting potential candidates to apply for existing vacancies in internal and external organizations, it is important to not only have the skills and knowledge to protect the environment, but also to protect the environment. can be used as a platform to attract interested employees. Attracting candidates with green turns makes it easier for companies to hire professionals who are familiar with sustainable processes and fundamentals, such as recycling, storage, and creating a smart world (Sanyal, 2017).

Prachi Sharma (2011) argues that greener hiring is a free hiring process to reduce the impact of paper on the environment. Recruitment is usually done through online tools such as websites, emails, online application forms, and other applications. Is it possible to have a conversation by phone or video call?

Catherine (2016) conducted a study on the effectiveness of green employment practices in human resource managers in the IT sector. Research has shown that establishing strong recruitment practices can help attract and retain good employees. Investing in employees creates a way to make long-term profits. The corporate world is slowly embracing sustainability by applying green hiring and selection practices. The human resources department has a primary responsibility to ensure that organizations understand and accept green practices and can sell the concept.

5. 3. GREEN TRAINING AND DEVELOPMENT

Green education is conducted to form environmentally conscious behavior of employees in the workplace. It focuses on training green skills, training waste management staff, and raising awareness of the green environment (Roy & Therin, 2008). The importance of green training is to empower employees to manage the environment, teach them energy-efficient methods at work, reduce waste, raise organizational environmental awareness, and engage employees in solving environmental problems. (Zoogah, 2011).

In order to evaluate the effects of green employment, training, development, and learning on business outcomes in Pakistan, Bhutto and Auranzeb (2016) conducted a study. The investigation came to the following conclusions: Many workers like environmentally friendly companies, and those who work there report high levels of engagement and job satisfaction. Research additionally shows that green practices need to be carefully monitored and that without green human resource practices, firms cannot attain sustainability and environmental performance. The College of Technology and Logistics Management's Okechukwu (2017) work focuses on the influence, growth, and productivity of staff members. The findings indicated a link between green training, commercial success, and job happiness. Both offered a useful and motivating road map for the growth of the company and its personnel. The study discovered that education and development initiatives elevated work satisfaction in education.

5. 4. ACADEMIC CITIZENSHIP BEHAVIOR

According to Yong, Yusliza, and Fawehinmi (2019), research on how green HRM affects employee behavior is still in its infancy. It should be researched in additional organizational contexts, such as higher education. In addition, additional study should be done to identify the key interactions between green human resource management and employee civic engagement, including environmental awareness (Ren et al., 2018).

Green behavior is the conduct of those who value the environment the most. Researchers with a keen interest in environmental sustainability, such as Ones and Dilchert (2012a), have recently

drawn attention to the necessity of promoting environmentally friendly behavior (EGB) in the workplace.

EGBs are what Ones and Dilchert (2012) referred to as quantifiable employee behaviors that support environmental sustainability goals at work. EGB, according to Block and Wagner (2014), is the behavior of employees who consciously try to lessen the influence of their conduct on the environment through better paper use, reducing electricity waste, and properly recycling goods at work. Organizations will support the successful implementation of the EGB organizational environmental management system and encourage the organization to increase its environmental efficiency. Dumont et al. (2017) noted that green behavior could be green behaviors in a role or an additional role. Both forms of behavior are different but similar and contribute to the organization's environmental performance. Green role-playing behaviors are the actions required to complete a standard form.

The link between green human resource management and the ECB has been studied in previous studies (Dumont et al., 2016; Kim et al., 2019; Saeed et al., 2019), but scholars have paid less attention to staff performance. Employee behavior among green people Resource practices and environmental efficiency of the organization, especially in higher education. The environmental impact on green human resource management practices has not been sufficiently emphasized (Ren et al., 2018). Pinzone et al., (2019) mentioned that some claim that even after the implementation of green human resource management techniques, staff members still lack the necessary skills to engage in and abstain from ecologically harmful actions. This means that effective implementation of green human resource management solutions is required to influence employees' intrinsic talent, motivation, and performance. Green training (GT) recipients have a better understanding of environmental issues and potential solutions (Pinzone et al., 2019).

The recruitment and motivation of employees focused on organizational goals, such as environmental sustainability initiatives, are influenced by green human resource management, according to studies (Mishra, 2017). This is so that employees may understand what is expected of them when firms support environmental sustainability. The advantages they stand to gain from it, which complement their dedication to putting EGB into practice by aiding sustainability projects, spur on motivation.

5. 5. ORGANIZATION ENVIRONMENTAL PERFORMANCE

Environmental efficiency is the company's activity in creating a green environment. Environmental performance is an essential step for the success of a company's core business. What is called environmental efficiency, or environmental efficiency in general, is the measurable outcome of an environmental management system related to aspects of environmental management. Assessing environmental efficiency based on environmental policy, environmental goals, and environmental objectives (Ikhsan, 2008).

An organization's efficacy can be characterized as the outcome of all of its operations. It can be evaluated by comparing the efficiency and efficacy of its current behavior (Ghosh & Mukherjee, 2006). According to the resource-based theory (Ghosh & Mukherjee, 2006), synergy can be produced by managing a company's resources in a way that promotes positive efficiency and helps it become the market leader. The degree to which companies engage in environmentally friendly activities is an indicator of environmental efficiency that reduces the negative impact of production processes on the environment (Wong et al., 2013). The environmental efficiency of an organization is the practice of initiatives in such a situation that has a positive impact on the environment. Therefore, to benefit from environmental protection, companies are encouraged to use effective methods of environmental management (Jackson & Seo, 2010). Numerous

studies have been done that show how different green human resource management methods significantly and favorably affect organizational and environmental performance. Green human resource management practices such as green employment, green education, and green awards can enhance and support an organization's environmental performance and create a competitive advantage (Mandip, 2012; Paille et al., 2014; Ahmad, 2015; Renwick et al., 2013; Masri & et al.; Roy & Xastagir, 2016).

6. PREVIOUS STUDIES

6. 1. GHRM AND ORGANIZATIONAL ENVIRONMENTAL PERFORMANCE

A study on organizational environmental performance in Jordanian health service organizations was undertaken by Rawashdeh (2018). In Jordanian health care companies, this study investigates the connection between green human resource management (HRM) strategies, such as green recruiting and selection, green training and development, and environmental performance. The findings demonstrate a moderate adoption of green human resource management in Jordanian hospitals; the recruitment and selection processes had the strongest link, and training and development had the smallest correlation. Additionally, a statistically significant correlation between the three HRM practices and environmental performance was found. This study, which is said to be the first of its kind in Jordan, examined how environmental performance may be provided through human resource functions in hospitals and other health service organizations. It supports the body of literature on environmental preservation and green human resource management, which is underdeveloped in developing nations like Jordan. The study suggests that greater sample sizes should be sought after. Additionally, research that involves a variety of collaborating industries is more valuable (Rawashdeh, 2018).

According to Renwick et al. (2013), the hiring procedure would be environmentally friendly. The organization's environmental performance will increase with the hiring of additional personnel with environmental protection experience. According to Al-Rawashdah (2018), green employment and choice have a significant positive impact on an organization's environmental performance. Green workplace training techniques for staff training and development can improve environmental performance and address current environmental issues by reducing waste, using enough resources, conserving energy, and reducing environmental deterioration (Zoogah, 2011).

According to the studies, the researcher showed a positive and significant effect between green training and development, green recruitment and selection, and organization environmental performance, supporting the (H1, H2).

H1: Green training and development are positively effect on organization environmental performance.

H2: Green recruitment and selection are positively effect on organization's environmental performance.

6. 2. GHRM AND ACADEMIC CITIZENSHIP BEHAVIOR

The research conducted by Yong et al. (2019) highlighted questions about the relationship between knowledge acquisition and employee behavior in human resource management techniques. This study aims to investigate the effects of green human resource management (green HRM) on green employee behavior (EGB) by educating professors at public research universities in Malaysia about environmental issues. The results of the study demonstrate that general

environmental literacy mediates the effect of green HRM on EGB. This finding has theoretical implications for the concepts of motivation, ability, and ability (Yong et al., 2019).

Dumont, Shane, and Ding (2016) conducted a study evolving concept, green HRM (Green Human Resource Management) is conceptualized to influence the green behavior of workers in the workplace. The results showed that green HRM, directly and indirectly, influences green behaviors in the role but indirectly influences green behavior with additional roles mediated by the psychological green climate. Individual green values mitigated the effect of psychological green time on additional green behaviors. Still, they did not reduce the effect of green HRM or psychological green time on green role behaviors. These findings suggest that green human resource management influences the behavior of green employees in the workplace in additional jobs and roles; However, this happens through a variety of social and psychological processes. The recommendations of this research are to explore employee nongreen attitudinal and behavioral outcomes of green HRM. Such research will make greater contributions to the HRM literature on the effect of HRM on employee workplace outcomes (Dumont, Shen & Deng, 2016).

Researchers have previously examined the relationship between GHRM and the ECB (Saeed et al., 2019; Dumont et al., 2016; Kim et al., 2019), but they haven't given much attention to green human resource management. They increased the potential and environmental impact of mediation. The significance of the company's environmental metrics in terms of the EGB-HRM link, particularly in the higher education sector. The effect of the environment on green human resource management strategies has not received enough attention (Ren et al., 2018). Some claim that even after the implementation of green human resource management techniques, staff members still lack the necessary skills to engage in and abstain from ecologically harmful actions. This means that in order to affect employees' innate talent, motivation, and performance, green human resource management strategies must be efficiently adopted. Employees that receive green training (GT) are more informed about environmental problems and solutions (Khassawneh, 2014; Pinzone et al., 2019).

According to the studies, the researcher showed a positive and significant effect between green training and development, green recruitment and selection, and academic citizenship behavior, supporting the hypothesis (H3, H4) and sub hypothesis.

H3: Green training and development are positively effect on academic citizenship behavior.

H4: Green recruitment and selection are positively effect on academic citizenship behavior.

6. 3. ACADEMIC CITIZENSHIP BEHAVIOR ON ORGANIZATION ENVIRONMENTAL PERFORMANCE

Wiernik, Dilchert, and Deniz (2016) conducted the study under the title Age and Employee Green Behaviors effect on environmental performance A Meta-Analysis. The researchers meta-analyzed 132 independent correlations and 336 d-values based on 4676 professional employees from 22 samples in 11 countries to assess how such age disparities are evident. Contrary to common belief, pro-environmental actions and age revealed marginally favorable associations, suggesting that older persons exhibited these activities at work a little more frequently. The pro-environmental behaviors of conserving resources, avoiding harm, and taking initiative all showed relationships with age that looked to be linear overall; however, non-linear patterns were seen for the behaviors of changing oneself and influencing others. Because employees have a strong sense of responsibility for the environment, he demonstrates in his research that green conduct among employees in a firm has a good impact on environmental performance (Dilchert, Deniz, & Wiernik 2016).

EGB is a quantifiable employee behavior that supports workplace environmental sustainability goals, according to Ones and Dilchert (2012). EGB was defined by Block et al. (2014) as the behaviors of employees who consciously aim to reduce the detrimental effects of their behavior on the environment through better paper use, reducing electricity waste, and properly recycling goods in the workplace. Organizations will urge the organization to improve its environmental efficiency and support the effective application of the EGB organizational environmental management system.

According to the studies, the researcher showed a positive and significant effect between academic citizenship behavior and organization environmental performance, supporting the hypothesis (H5).

H5: Academic citizenship behavior at Government Universities are positively effect on organization environmental performance.

6. 4. ACADEMIC CITIZENSHIP BEHAVIOR THAT'S MEDIATES THE AFFECT BETWEEN GREEN HUMAN RESOURCE PRACTICES ON ORGANIZATION ENVIRONMENTAL PERFORMANCE

Al Kerdawy (2019) Green human resource management practices and employee behavior in an environmental organization: an interactive impact of green emotions. In order to better understand the relationship between green human resource management (GHRM) and public organizational behavior for the environment (OCBE), this study will examine the potential mediation role of green emotions. This study's methodology is based on a constructive view of quantitative research methodology. The idea was tested using empirical measurements and statistical techniques. In order to assess the mediating function of green emotions between GHRM and OCBE, the study makes use of the most recent literature. The study projected reciprocal changes and looked at the connections between factors including GP, OCBE, and GHRM. To measure quantitative data, SPSS was employed. This study reveals that OCBE and green passion are positively impacted by GHRM. Additionally, it was discovered that the association between GHRM and OCBE was considerably mediated by the green feeling.

Another study by Mayangsari and Nawangsari (2019) uses the behavior of green employees as a mediating variable. This study aims to analyze the impact of green employment and teach the environmental impact on the behavior of green employees as an intermediary variable. The methodology of this study is a quantitative approach, as it relates more to measurement and sampling methods. This study was conducted at PT Wira Cipta Perkasa, and the use of probabilistic selection and selection methods is a simple random sampling method. For a total sample of 100 people, data analysis methods in this study used Modeling of Structural Equations (SEM) using PLS (partially the smallest squares) as software. This study showed that green employment, green training, and green employee behavior have a positive and significant impact on environmental behavior. Recommendations of this study: 1) The recruitment process described in PT Wira Cipta Perkasa does not have a complete recruitment system through the internet, so it needs a recruitment process. It will be easier for management to select employees who have applied for the job. 2) Include candidates in the recruitment process who understand the environment and include environmental standards in the job description. 3) To increase the interest of employees in scientific development, it is necessary to improve the training system as its application to allow knowledge to be easily acquired anywhere. Their knowledge of the environment is also essential to improving the company's environmental performance. 4) Create a work culture that loves the environment so that employees have a sense of caring for the work-related environment. Therefore, a new green culture will appear in PT Wira Cip-

ta Perkasa. 5) Create a corporate social responsibility program in the company to raise employees 'awareness of the environment and implement environmental measures (Mayan sari & Nawangsari, 2019).

Several researchers have found a positive relationship and effect between GHRM and Environmental organizational performance and employee citizenship behaviors (Al Kerdawy, 2019; Mayangsari & Nawangsari, 2019; Vidović & Ritan, 2022; Yong et al., 2019).

According to the studies, the researcher showed that academic citizenship behavior positively affects green human resource practices on organization environmental performance and supports the hypothesis (H6, H7).

H6: Academic citizenship behavior effect positively between green training and development on organization environmental performance.

H7: Academic citizenship behavior effect positively between green recruitment and selection on organization environmental performance.

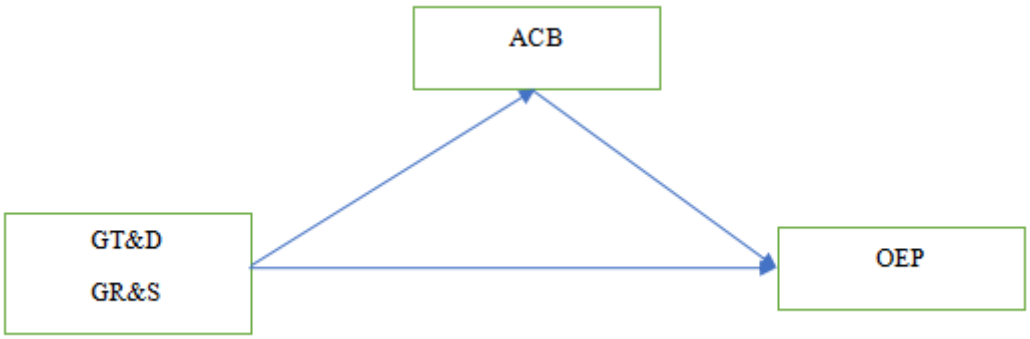
7. STUDY MODEL

Smyth (2004) claims that the research framework is built on concepts and theories that aid in problem identification and the development of research questions for pertinent literature. The interaction of dependent, independent, and mediating variables is part of a study framework. An independent variable is the one that the researcher manipulates to change or effect the dependent variable, whereas a dependent variable is the data that the researcher measures, monitors, or predicts that is anticipated to be changed by the independent variable. The relationship (observed) between an independent variable and its dependent variable is explained by the mediating variable.

Specifically, four variables must be examined based on the study topic entitled "the academic citizenship behavior effect between green human resource practices on organization environmental performance in the government universities in Jordan."

two of the four variables are independent variables. The dependent variable is organizational environmental performance; it relies on the following independent variables that affect organizational environmental performance (Figure 1): green recruitment and selection, and green training and development. The mediating variable is academic citizenship behavior.

Figure 1. Study Model



Source: By Authors

8. RESEARCH METHODOLOGY

8. 1. METHODS AND INSTRUMENTS

For the purpose of this research, a quantitative survey study was adopted, and SEM was used in the analysis process. The respondents of this paper are academician in Jordanian government universities, which consisted of ten universities (The Hashemite University, The University of Jordan, AL-Hussein Bin Talal University, Yarmouk University, Mutah University, Tafila Technical University, Jordan University of Science & Technology, Al albayt University, AL-Balqa Applied University, and German Jordanian University).

8. 2. SAMPLE AND PROCEDURES

A self-administrated questionnaire was adopted to gather data from academicians in Jordanian Government universities. The Universities were contacted and informed about the objective of this research. A convenient sampling technique has been used in the current study. The final version was then sent by e-mail to the heads of HR departments, which was forwarded to the permanent academicians in their universities. A 10-point Likert scale from "strongly disagree" (1) to "strongly agree" (10) was used to measure all items. As many as 450 employees were approached to fill in the questionnaire. A total of 420 responses were received after the end of the survey, and 16 responses were found uncompleted, so, the final sample of this study is 404 participants. Details of participants' profiles are shown in table (1).

Table 1. Demographics Profile

Variable		Frequency	Percentage%
Gender	Males	343	84.9%
	Females	61	15.1%
Marital Status	Single	100	24.8%
	Married	298	73.8%
	Others	6	1.5%
Age	20-29	15	3.7%
	30-39	102	25.2%
	40-49	133	32.9%
	50-59	145	35.9%
	60 and above	9	2.2%
Experience	0-5	18	4.5%
	6-10	189	46.8%
	11-15	166	41.1%
	15-20	20	5%
	20 and above	11	2.7%
Educational qualification	Master	35	8.7%
	PhD	369	91.3%
Academic rank	Lecturer	35	8.7%
	Assistant Prof	189	46.8%
	Assoc. Prof	136	33.7%
	Prof	44	10.9%
Total		404	100%

Source: SPSS

9. DATA ANALYSIS AND RESULTS

9. 1. CONFIRMATORY FACTOR ANALYSIS (CFA)

Confirmatory Factor Analysis (CFA) refers to the validation procedure through the measurement model. The usage of CFA is important for ensuring that the instrument used is suitable for the current research (Harrington, 2009). This type of analysis requires the number of components, which items reflect the component, and the correlation between the components (Alrawad et al., 2023a; Thompson, 2004). This procedure was performed before utilizing Structural Equation Modelling (SEM) for all the latent constructs (Alrawad et al., 2023b; Shih-I, 2011; Awang, 2011, 2012, 2014, 2015). However, Thompson (2004) claimed that research without theories cannot be conducted on this type of factor analysis because the analysis tested is directly based on the theory and the degree of model fit, which can be measured in several different ways. According to Chua (2009), Confirmatory Factor Analysis (CFA) is used to validate convergent and discriminant validity after Exploratory Factor Analysis (EFA).

There are two ways of conducting CFA: Individual CFA or Pooled CFA. This study used Pooled CFA because it is easier and better than the Individual CFA, since it runs all the latent variables simultaneously; in addition, it can save time, is more efficient and is highly recommended (Chong, Nazim, & Ahmad, 2014; Awang, 2011, 2012, 2014, 2015). The degree of freedom will rise by mixing constructs (Awang 2011; 2012; 2014; 2015), and Pooled CFA was also used to avoid the identification problem when the construct contains fewer than four elements (Muhamad Safiih & Nor Azreen, 2016; Nazim & Ahmad, 2013; Jöreskog, 1978). According to Wang, French, and Clay (2015), the reflective measurement model should include at least three indicators for each component.

9. 1. 1. VALIDITY

In the measurement model, three types of validity need to be examined – construct validity, convergent validity and discriminant validity – all of which have different functions, and need to be achieved before proceeding with structural equation modelling (Henseler, Ringle, & Sarstedt, 2014; Ringle, Sarstedt, & Straub, 2012; Lehmann, 1988).

9. 1. 1. 1. Construct validity

Construct validity refers to the extent that the observed items represent the latent construct (Hair et al., 2010). This means it is related to the accuracy of measurement. Through confirmatory factor analysis, the validity of the construct can be seen through matching the fit indices including the chi-square ($\chi 2$), normed chi-square, χ 2/df ($3.0 \leq \chi 2/df \leq 5.0$) (Schumacker & Lomax, 2004) and the goodness of fit. All the fit indices can be categorized under three groups; namely, absolute fit, incremental fit and parsimonious fit (Awang, 2011, 2012, 2014, 2015).

Fitness indexes that fall under absolute fit include chi-square ($\chi 2$), goodness-of-fit index (GFI), and Root-Mean-Square Error of Approximation (RMSEA). Garson (2011), Hair et al. (2010), Bentler and Bonett (1980), Hooper, Coughlan and Mullen (2008), and Lu, Lai, and Cheng (2007) suggested that the value for GFI should be above 0.9. According to Kenny (2015), Hair et al. (2010), Blunch (2008), and Browne & Cudeck (1993), the value of RMSEA should be below 0.8, while Byrne (2010), Meyers, Gamst, & Guarino (2006) and Maccallum, Browne, & Sugawara (1996), suggested that below 1.0 was adequate for further analysis.

The incremental fit consists of several fit indexes, such as comparative fit index (CFI), normed fit index (NFI), incremental fit index (IFI) and Tucker-Lewis coefficient (TLI). Garson (2011), Hair et al. (2010), Hooper et al. (2008), Lu et al. (2007), and Browne & Cudeck (1993) pro-

posed that the accepted value for CFI is above 0.9. However, values approaching 1 are considered to be an acceptable fit (Groenland & Stalpers, 2012; Suhr, 2008; Moss, 2016a). Hair et al. (2010), Kenny (2015), and Garson (2011) claimed that the accepted value for NFI is above 0.9, while Bentler & Bonett (1980) proposed values of 0.95 and above are best for NFI. The accepted value for IFI is 0.90 and above (Bentler & Bonett, 1980; Bentler, 1990; Garson, 2011). However, Kenny (2015) suggested that values approach 1 are acceptable for IFI. Meanwhile, values for TLI above 0.90 are considered adequate for further analysis (Kenny, 2015; Hair et al., 2010; Tucker & Lewis, 1973).

PNFI and PCFI are classified under parsimonious fit. According to Meyers et al. (2006), values of 0.5 and below are acceptable for further analysis. Additionally, Chisq/df is also included under parsimonious fit. According to Hair et al. (2010), at least one fitness index should be selected in each category. This study used all the indexes as a key requirement of the SEM model was accepted and further analyzed empirically (Kline, 2010; Wahid, Ahmad, & Abdul Kader, 2010).

9. 1. 1. 2. Convergent validity

Convergent validity refers to the evaluation of the relationship between the latent variable and the items, to ensure they correspond with one another (Wang, French, & Clay, 2015; Smith & Li, 2010). According to Hair et al. (2010), there are several methods relating to Convergent Validity, one of which is the loading factor, for which standardized loading estimates should be 0.5 and above.

In addition, it can be evaluated by examining the Average Variance Extracted (AVE) for each construct (Awang, 2011, 2012, 2014, 2015; Hair et al., 2010). To achieve the Convergent Validity, the value of AVE should be equal to or more than 0.5 (Awang, 2011, 2012, 2014, 2015; Hair et al., 2010). Besides that, Convergent Validity can also be evaluated using the Critical Ratios (CR) of items (Smith & Li, 2010). If the value of CR is greater than 1.96 (significance level 0.05), it would be significant (Arbuckle, 2007).

9. 1. 1. 3. Discriminant validity

Discriminant Validity refers to the assessment of the differentiates between the latent variable and the other latent variables (Wang, French, & Clay, 2015; Shih-I, 2011; Smith & Li, 2010; Hair et al., 2010). According to Awang (2015), there are two requirements for ensuring that validity is achieved: the measurement model does not have any redundant items and the correlation between exogenous variables does not exceed 0.85. To fulfil this requirement, Average Variance Extracted (AVE) for every construct should be compared with its squared correlation in the model (Henseler et al., 2014).

9. 1. 2. RELIABILITY

To verify the reliability of the instrument for construct Green human resource management practices, Academic citizenship behavior, and Organizational environmental performance in this study, an instrument reliability analysis was conducted. There are three criteria for assessing reliability; namely, Factor loading, Composite Reliability, and Average Variance Extracted.

Since this research used AMOS to develop Structural Equation Modelling, for this reliability analysis, the researcher used Composite Reliability (CR) and Average Variance Extracted (AVE). Values for the Composite Reliability (CR) above 0.6 are considered achieved while values for the Average Variance Extracted (AVE) above 0.5 are considered achieved (Awang, 2015). In addition, Construct Reliability (CR) is also typically taken into consideration. Hair et al. (2010) suggested that reliability values of 0.7 and above are considered to show good reli-

ability; however, it is acceptable if the value is between 0.6 and 0.7.

Table 2 showed that the fitness indexes assessment for the measurement model.

Table 2. The Fitness Indexes assessment for the measurement model

Model Fit Indices	Value	Recommended value	Comments
X^2 /df	2.197	> 5.00	The required level is achieved
Comparative fit index (CFI)	0.938	< 0.90	The required level is achieved
Root Mean Squared Error of Approximation (RMSEA)	0.054	> 0.080	The required level is achieved
Goodness-of-Fit (GFI)	0.902	< 0.90	The required level is achieved
Tucker–Lewis index (TLI)	0.932	< 0.90	The required level is achieved

Source: By Authors

The value of Average Variance Extracted (AVE) and Composite Reliability (CR) must be evaluated once the Fitness Indexes have been accepted in order to determine the Convergent Validity and reliability. While CR has a lower minimum value of 0.6 than AVE, AVE has a lower minimum value of 0.5. The findings demonstrate that every concept and item included in the measuring model met the necessary value. This indicates that all of the model's components in Figure 4.2 were approved for future investigation. Table 3 provides a summary of the AVE and CR values for all the dimension's elements.

Table 3. CFA Results for the Measurement Model for all the Items in the Sub-Constructs

Variable	Item	Factor loading	AVE	Composite reliability
Green Training and Development	GTD1	.782	0.592	0.945
	GTD2	.780		
	GTD3	.748		
	GTD4	.935		
	GTD5	.717		
	GTD6	.727		
	GTD7	.689		
	GTD8	.935		
	GTD9	.789		
	GTD10	.712		
	GTD11	.651		
	GTD12	.713		
Green Recruitment and Selection	GRS1	.898	0.575	0.923
	GRS2	.829		
	GRS3	.695		
	GRS4	.828		
	GRS5	.758		
	GRS6	.716		
	GRS7	.641		
	GRS8	.692		
	GRS9	.732		
Academic citizenship behavior	ACB1	.792	0.653	0.928
	ACB2	.829		
	ACB3	.942		
	ACB4	.870		
	ACB5	.914		
	ACB7	.626		
	ACB9	.622		
Organization Environmental Performance	OEP1	.789	0.575	0.936
	OEP2	.605		
	OEP3	.742		
	OEP4	.614		
	OEP5	.778		
	OEP6	.809		
	OEP7	.749		
	OEP8	.868		
	OEP10	.858		
	OEP11	.602		
	OEP12	.859		

Source: By Authors (Data Analysis Results)

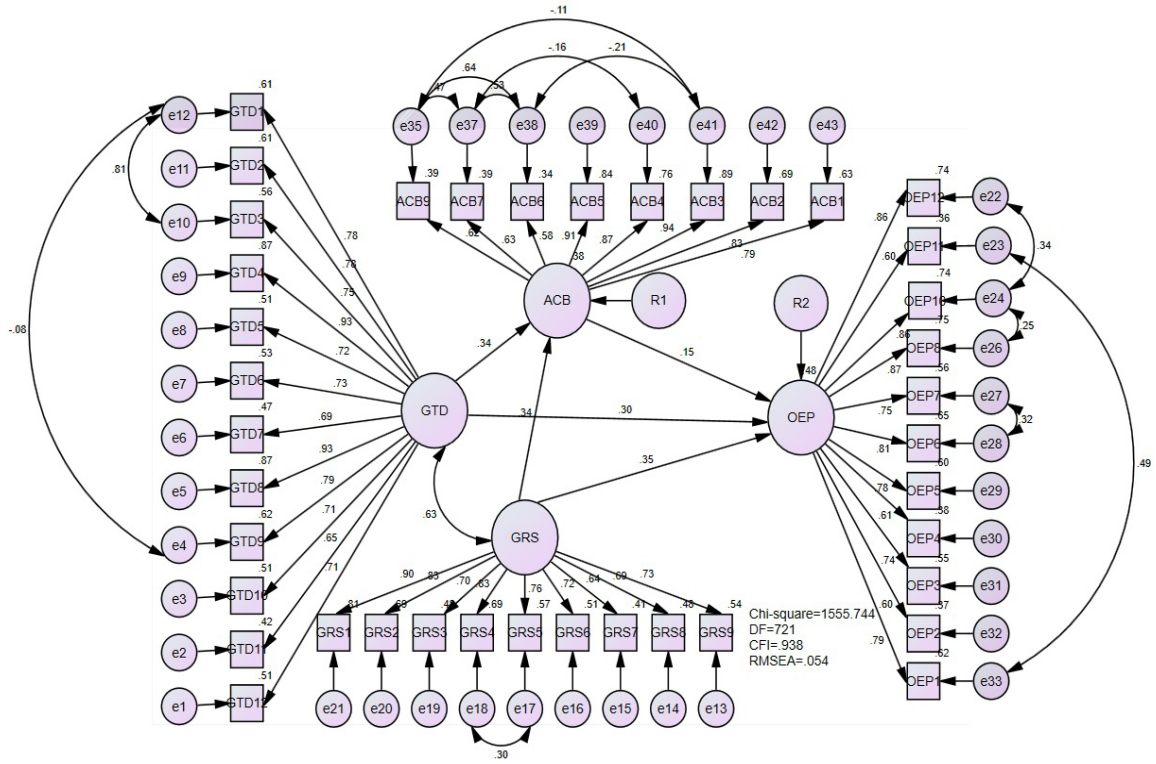
The discriminant validity index value for the model's constructs is displayed in Table 6 for each construct. According to Table 4, all of the components in this model have attained discriminant validity since the diagonal value is higher than the values in the rows and columns (Awang, 2011, 2012, 2014, 2015). This demonstrates that the model's multicollinearity is not a concern. The Confirmatory Factor Analysis model was judged acceptable and could move on with developing the Structural Equation Modelling if all the prerequisites for evaluating the Unidimensionality, Validity, and Reliability for the Measurement Model are satisfied.

Table 4. Discriminant Validity Index Summary for the Construct

	Green Recruitment and Selection	Green Training and Development	Organization Environmental Performance	Academic citizenship behavior
Green Recruitment and Selection	**0.758**			
Green Training and Development	0.635	**0.770**		
Organization Environmental Performance	0.623	0.607	**0.758**	
Academic citizenship behavior	0.551	0.554	0.512	**0.808**

Source: By Authors (Data Analysis Results)

Figure 2. The Structural Equation Modelling (SEM)



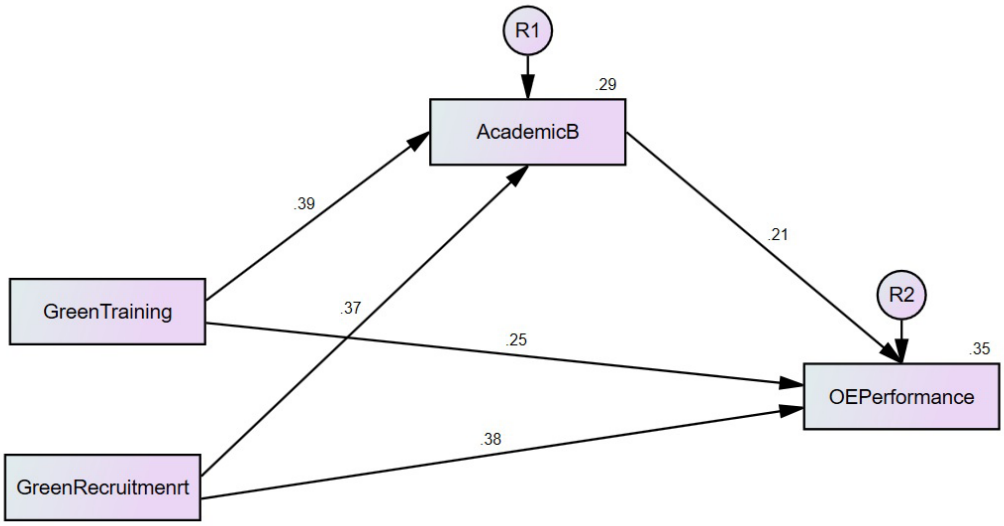
Source: (Amos Data Analysis Results)

10. HYPOTHESES TESTING

A few requirements must be met in order to analyze the mediating role in the relationship between the independent and dependent variables. These include the relationship that exists directly between the independent variable and the dependent variable, as well as the relationship that exists indirectly through the mediator variable (Awang, 2014; 2015). Only when the direct effect is statistically significant is the mediation effect pertinent. The mediator has an indirect mediating role in the relationship between the independent variable and the dependent variable if the direct effect of the independent variable on the dependent variable is diminished and the indirect effect (via the mediator) is significant.

The bootstrapping procedure was performed 2000 times to calculate confidence intervals of 90% to calculate the indirect effects. The lower and upper confidence intervals must be positive or negative do not include zero in order to judge the existence of statistical significance for the mediating effect (Preacher & Hayes, 2008). Figure 3 shows the path analysis results for Hypothesis testing using bootstrapping.

Figure 3. Path analysis results for Hypothesis



Source: (Amos Data Analysis Results)

According to Table 5, the empirical results supported the existence of a statistical significance of the direct effect between green training and development and academic citizenship behavior, as the results were (Estimate = 0.395, p = 0.000); also the direct effect between green recruitment and selection and academic citizenship behavior as the results were (Estimate = 0.371, p = 0.000); other effects between academic citizenship behavior and organization environmental performance as the results were (Estimate = 0.210, p = 0.000); table 5 shows also the positive significant effect between green training and development and organization environmental performance as the results were (Estimate = 0.247, p = 0.000); and significant effect between green recruitment and selection and organization environmental performance as the results were (Estimate = 0.378, p = 0.000).

Table 5. Results of hypotheses testing (Direct Effect)

H				Estimate	S.E.	C.R.	P	Label
H1	ACB	<---	GT&D	.395	.042	9.429	***	par_1
H2	ACB	<---	GR&S	.371	.043	8.870	***	par_4
H3	OEP	<---	ACB	.210	.040	4.394	***	par_2
H4	OEP	<---	GT&D	.247	.037	5.569	***	par_3
H5	OEP	<---	GR&S	.378	.038	8.606	***	par_5

Source: By Authors (Data Analysis Results)

According to Table 6, the empirical results supported the existence of a statistical significance of the indirect effect of academic citizenship behavior in the relationship between green training and development and organization environmental performance, as the results were (Estimate = .069, p = 0.001), and the confidence intervals did not include zero (lower = 0.037, upper = 0.114) This confirms the existence of statistical significance for this effect.

And the empirical results supported the existence of a statistical significance of the indirect effect of academic citizenship behavior in the relationship between green recruitment and selection and organization environmental performance, as the results were (Estimate = .067, p = 0.001), and the confidence intervals did not include zero (lower = 0.035, upper = 0.112) This confirms the existence of statistical significance for this effect.

Table 6. Results of hypotheses testing (Indirect Effects)

H	Indirect			Estimate	Upper	Lower	P
H6	OEP	<---	GT&D	.069	.114	.037	.001
H7	OEP	<---	GR&S	.067	.112	.035	.001

Source: By Authors (Data Analysis Results)

Table 7.The Results of Hypothesis Analysis

	Hypothesis	Estimate	Result	Analysis
H1	Green training and development at Government Universities are positive effect on an organization environmental performance.	.247	Accepted	SEM
H2	Green recruitment and selection at Government Universities are a positively effect on an organization environmental performance.	.378	Accepted	SEM
H3	Green training and development at Government Universities are positively effect on academic citizenship behavior.	.395	Accepted	SEM
H4	Green recruitment and selection at Government Universities are positively effect on an academic citizenship behavior.	.371	Accepted	SEM
H5	Academic citizenship behavior at Government Universities are positively effect on organization environmental performance.	.210	Accepted	SEM
H6	Academic citizenship behavior mediates the effect positively between green training and development on organization environmental performance.	.069	Accepted	SEM
H7	Academic citizenship behavior mediates the effect positively between green recruitment and selection on organization environmental performance.	.067	Accepted	SEM

Source: By Authors (Data Analysis Results)

The table 7 indicates that H1 "Green training and development at Government Universities are positive effect on an organization environmental performance." suggests that implementing training and development programs with a focus on environmental sustainability within government universities can lead to favorable outcomes in terms of the institution's environmental impact. the outcomes of the green training and development programs are beneficial and contribute to the improvement of the university's environmental performance. Positive effects may manifest in various ways, such as reduced environmental impact, enhanced sustainability practices, and a heightened sense of environmental responsibility among the university community. Also, H2 "Green recruitment and selection at Government Universities are a positively effect on an organization environmental performance." suggests that adopting environmentally conscious practices in the recruitment and selection processes of government universities can lead to favorable outcomes in terms of the institution's overall impact on the environment, this could involve assessing candidates based on their awareness of environmental issues, previous experience with sustainability initiatives, or their alignment with the institution's green values. H3 "Green training and development at Government Universities are positively effect on academic citizenship behavior." implies that implementing training and development programs with a focus on environmental sustainability within government universities contributes positively to the behavior of academic citizens, this This could include training on ecological awareness, sustainable research methods, and the integration of environmental considerations into academic activities. H4 "Green recruitment and selection at Government Universities are positively effect on an academic citizenship behavior." suggests that incorporating environmentally conscious practices in the recruitment and selection processes of government universities contributes positively to the academic citizenship behavior of individuals within the academic community. H5 "Academic citizenship behavior at Government Universities are positively effect on organization environmental performance." suggests that the ethical and responsible conduct of individuals within the academic community, referred to as academic citizenship behavior, contributes positively to the environmental performance of government universities. H6 "Academic citizenship behavior mediates the effect positively between green training and development on organization environmental performance." suggests that the positive influence of green training and development on organizational environmental performance is channeled through the mediation of academic citizenship behavior. This emphasizes the importance of cultivating a culture of responsible and environmentally conscious behavior within the academic community as a means to enhance overall environmental performance in the organization. H7 "Academic citizenship behavior mediates the effect positively between green recruitment and selection on organization environmental performance." suggests that the positive influence of green recruitment and selection on organizational environmental performance is channeled through the mediation of academic citizenship behavior. This emphasizes the importance of cultivating a culture of responsible and environmentally conscious behavior within the academic community as a means to enhance overall environmental performance in the organization.

11. CONCLUSIONS, IMPLICATIONS, LIMITATIONS AND FURTHER RESEARCH

In Jordan for the past ten years, the university sector has been regarded as one of the most significant industries. The current study's findings have confirmed those of earlier investigations and shown a link between green human resource management, academic civic engagement, and organizational environmental performance in Jordan's public institutions. These findings support the notion that promoting and enhancing an organization's environmental performance at

work can be accomplished by holding a very positive level of environmental training, development, and recruitment. The efficient application of GHRM techniques also fosters the growth of civic engagement among students, enhancing the environmental performance of the company.

The study concludes that the implementation of green training and development, along with green recruitment and selection practices, has a positive impact on the environmental performance of Jordanian Government Universities. The integration of sustainability principles into academic citizenship behavior fosters a culture of environmental responsibility. Academic citizenship behavior serves as a catalyst for positive environmental practices. The study finds that when individuals within the academic community exhibit ethical and environmentally conscious behavior, it contributes significantly to the overall environmental performance of the institutions. The findings suggest that the initiatives studied contribute to a cultural shift within Jordanian Government Universities, aligning the academic community with global sustainability goals. The incorporation of green practices is not just a set of isolated activities but reflects a broader commitment to sustainable values.

Implications include the integration of environmental sustainability into academic curricula. This ensures that the principles learned through green training and development are embedded in the educational experiences of students, creating a lasting impact on future generations. The study suggests the importance of continuous professional development programs that reinforce green practices for faculty and staff. This ongoing training ensures that the academic community remains informed and engaged in sustainable practices. Collaboration with stakeholders, including government bodies, non-governmental organizations, and local communities, is crucial. Joint efforts can amplify the impact of green initiatives, leading to a more comprehensive and holistic approach to environmental sustainability.

The study acknowledges the limitations regarding the generalizability of findings. The context of Jordanian Government Universities may differ from other educational institutions, limiting the direct applicability of the study's conclusions to diverse settings. The study may have a limited timeframe, and the long-term impact of green initiatives may not be fully captured. It is essential to recognize that the effects of cultural and behavioral changes may take years to manifest fully.

It is advised that other GHRM practices, such as those that focus on employee development, be studied for future research to ensure that the results are better, more useful, and more thorough. Future research might employ a different kind of sampling approach, like a straightforward random sampling strategy, in place of the practical sampling method utilized in this study. Furthermore, because the present study was carried out in Jordan, it is not possible to extrapolate its findings to other geographic areas. Future research can carry out the same investigation in other developing nations, such the Middle East.

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