

THE IMPACT OF GREEN KNOWLEDGE MANAGEMENT SUCCESS FACTORS ON GREEN PERFORMANCE: A STUDY OF ITS APPLICATION TO PRIVATE HOSPITALS IN AMMAN

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ABSTRACT

The study aimed to identify the impact of knowledge management success factors represented by (acquiring green knowledge, storing green knowledge, organizing green knowledge) on green performance in private hospitals in Amman- Jordan. The researcher adopted the descriptive analytical approach to highlight the concepts related to the subject of the study, analyze it and investigate the results, of the study sample that consisted of (250) employees who work in private hospitals in Amman. To achieve the objectives of the study, a questionnaire was developed to collect primary information from the study sample. The most prominent results revealed that there is a statistically significant effect of the two dimensions of storing and organizing of green knowledge on green performance in private hospitals in Amman, but there is no statistically significant effect of the dimension of acquiring green knowledge on green performance in Private hospitals in Amman. The study recommended the need to maintain the storage of green knowledge by providing a database that enables workers to refer to it at the time of need, and the use of modern technologies in order to store knowledge and retrieve it easily. As well as to train workers in the processes of storing and retrieving knowledge in order to ensure the efficiency and effectiveness of green performance within private hospitals in Amman. Likewise, the study recommended the need to spread the concept of green management within private hospitals in Amman because of its positive impact on developing and raising the level of green performance among employees, which benefits private hospitals in Amman.

Keywords: Green Performance, Green Knowledge Management, Private Hospitals.

INTRODUCTION

Theoretical Framework

People search for the green color, to feel happiness and harmony. Humankind has implicitly agreed on this bright color, as a symbol of reassurance, respect and peace, because it comes from the purity of the earth and the greenness of its plants and trees. Green concepts have evolved to include the fields of energy, economy, and even management, as the concept of green knowledge management has recently begun to attract the attention of development and economic decision makers. This concept has drawn the attention of governments keen to achieve comprehensive development, based on caring for people and preserving the environment and

available natural resources. Likewise, green management is an administration with humane visions, positive directions, focusing on respecting people, dialogue with them, knowledge of their aspirations and expectations, working for their good and well-being, and preserving resources. Awareness of green management has increased, given the negative repercussions of environmental issues the world is witnessing, and the exacerbation of resource shortages. One of the effects of knowledge management on the learning of workers is that it helps them to learn, train, and move towards the growth of renewable knowledge in their various disciplines. Knowledge affects workers as a result of their employment of information and the knowledge they have obtained in solving problems they face on a daily basis. Knowledge management affects the job satisfaction of workers, that is, it helps them to innovate and cooperate together, because knowledge management is a tool for stimulating brainstorming activities and contributes to the worker's sense of job stability (Muslim, 2015). Therefore, extensive studies and research have appeared, in order to reach successful methodologies in preserving the environment, and developing concepts of a sustainable economy to serve and make people happy. This study seeks to highlight the most important success factors of green knowledge management affecting green performance.

The concept of green as a modern term in administrative terminology has received the attention of many studies, especially those related to the management of green knowledge and human resources, as it is highly concerned with achieving financial and environmental dimensions and the human element in general. The concept of green environmental management refers to the extent to which individuals and organizations adhere to both environmental and legal policies and contribute to reducing negative impacts that greatly affect the safety of individuals (Sarode et al., 2016).

For companies and institutions, green management represents a new innovative method that has a great connection with the awareness of individuals and departments regarding their field of work, and the extent of its impact on the external environment. Green management is also related to productivity, marketing and financial matters that must be taken into account, especially with regard to the environmental aspect. Therefore, green management takes complex patterns, but this concept often refers to the means used by individuals within the organization.

Green management is a new approach based on building the competitiveness of the organization, and working to double its profits, by adopting innovative strategies to preserve the internal and external environment and to comply with the environmental responsibility established by governments; Hence the great importance of green management in providing means of safety for the internal and external environment through the provision of environmentally friendly services and commodities, which reflects a significant increase in its performance. Salehi indicated the importance of green management in reducing the level of environmental pollution resulting from manufacturing operations and providing services, as well as avoiding legal issues that impose fines on organizations that do not comply with green production conditions, and creating a kind of viral marketing for the company's reputation. Companies with quality certificates have a good reputation, in addition to increasing the level of profits in a manner that does not conflict with the conditions of environmental commitment, and the continuity of activities with a focus on the safety of individuals within the work environment.

The modern era witnessed wide interest in green concepts and green management at all levels to include many service and industrial establishments, especially those that include the implementation level because of its effective role that benefits individuals and institutions. Knowledge management is among the most important concepts that have received attention because it generates ideas and creative energies, which contributes to the differentiation of institutions. The concept of knowledge management is also one of the new administrative concepts that arose in the health care sector and is considered an organized approach to acquiring knowledge that attracts organizations with its renewal and modernity, due to the digital technological revolution in the current era, which is based on the use of modern renewable knowledge and the use of information in an appropriate manner. Al-Jabali, & Bakr (2012) defined knowledge management as an integrated approach and series pursued by institutions, starting from the process of finding and creating knowledge, learning and sharing it with others, and ending with application and improvement of performance within organizations, which gives them a strong competitive position by exploiting knowledge assets. For Al-Siksk (2017), it is a dynamic activity that aims to develop, distribute and preserve knowledge, with the need to find the most successful ways that will facilitate its retrieval process, thus reducing costs and raising the level of performance. While Al-Subaihat defined it as the effort made by organizations to create and find knowledge that is mainly related to the work of these organizations, which they collect, store and make available to working individuals so as to help them raise their level of performance and productivity. Al-Rawashdeh, 2019 referred to it as a process of translating, distributing and organizing knowledge, disseminating it, sharing it, transforming and exploiting expertise, which enables the organization to find solutions to various administrative problems. Finally, Abbas & Sagsan, 2019 defined it as the process that allows organizations to ensure that their employees have correct and accurate information and data. Based on the foregoing, the researcher believes that knowledge management is that intellectual circle that includes creative ideas and expertise necessary for institutions in order to plan and direct that knowledge and monitor activities and thus access to various methods that will facilitate its recovery process, and thus benefit from it within organizations as much as possible.

Knowledge management processes aim to bring many advantages that organizations and departments seek to obtain. Many studies have indicated the importance of green knowledge management success factors on green performance. The study (Al-Qaisi, 2019) indicated the importance of the impact resulting from the use of green practices in achieving tourism development from the perspective of the departments operating inside hotels in the Gaza Strip, in order to reach and reveal the degree of commitment of those hotels to green practices. While the Azair study (2019) confirmed that the level of application of the concept of green management was very high due to the industrial companies' commitment to environmental health and safety conditions, as they obtained public health and safety certificates. Qutaishat (2017) indicated that there is a significant impact of green human resource management practices on green environmental performance, and that green health and safety was among the most prominent practices affecting green environmental performance. He has also shown that the level of actual application of human resources practices and the activation of green performance are important factors for the success of organizations in general. However, the study of Solaja & Adetola, 2020) states that improved awareness and education in every aspect of incorporating and

adopting green practices is still required among the employees of industrial companies in Nigeria in order to achieve the desired sustainable development goals. While the study (Wang, et al., 2020) indicated that there is an impact of the orientation towards green learning on green innovation, and the acquisition of green knowledge plays a partial mediating role between the green learning orientation and the exploitative and exploratory green innovations. they called on companies to improve their ability to acquire green knowledge by increasing the ability of their employees to acquire green knowledge at the individual level through training and cooperation during the daily work of employees. Abbas & Sagsan, 2019 emphasized the role of knowledge management in green innovation and sustainable development activities of companies; Where knowledge management greatly affects green innovation and sustainable development activities, the study also indicated that green innovation has a significant positive impact on sustainable development. While, Habib & Bao (2019) indicate the impact of knowledge management on Green Supply Chain Management (GSCM) practices in influencing company green performance; Because it has a significant positive impact on the adoption of internal and external supply chain management practices. Also, the external practice of supply chain management has positive effects on environmental performance but negatively affects economic performance. The study also indicated that (KMC) is an intuitive resource for the company that can achieve sustainable performance through supply chain management practices. Dornhofer 2016 emphasized the impact of green knowledge management on supporting the performance and supporting green environmental sustainability in Germany. It has a positive impact on the work of organizations and their profitability, as this positively affects supporting their performance and sustainability of the environment, and working to reduce excess and non-renewable knowledge that has no benefit from using it. The study Dornhofer, 2016 emphasized the impact of green knowledge management on supporting the performance process and supporting green environmental sustainability in Germany. The results of the study indicated that green knowledge management has an impact on supporting performance and environmental sustainability. Therefore, the study recommended the adoption of green knowledge management because of its positive impact on the work of organizations and their profitability, and the reduction of excess and non-renewable knowledge that is useless. Lin & Hsu (2017) indicated that green dynamic capabilities and innovation in green services mediate positive relationships between green knowledge sharing and green competitive advantage, in addition to that green service innovation partially mediates positive relationships between green competitive advantage and green dynamic advantage. Thus, all this is reflected in the sustainability of the organization and makes it able to achieve more profits. From this standpoint, the researcher believes that there is a strong positive relationship between green knowledge management and green performance. The more organizations follow and provide green knowledge based on taking into account environmental interests, the more there will be a positive and distinct green performance that leads individuals and organizations towards excellence, creativity and uniqueness.

The Study Problem and Its Hypotheses

Organizations are currently facing enormous challenges in the process of transferring and transforming knowledge to obtain financial gains and other goals to be achieved. Although it is one of the modern concepts, green knowledge management has proven effective when used in

many sectors, especially the service and health care sectors. Knowledge management is also one of the most important modern management methods and strategies based on change and achieving competitive goals. Recent studies confirm that renewable knowledge is one of the most important ways and means to achieve successful performance in organizations. From another point of view, many researchers, such as Al-Nouri & Muhannad (2015) indicated that knowledge is a renewable asset that represents a major source for achieving competitive advantage and maintaining the performance of organizations. Accordingly, the problem of the current study is to know the impact of the success factors of green knowledge management on the green performance of workers in private hospitals in Amman by testing the validity of the following hypotheses:

The first main null hypothesis: There is no statistically significant effect of the green knowledge management success factors on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).

The Following Sub-Hypotheses Emerge from this Hypothesis:

The first sub-hypothesis: There is no statistically significant effect of acquiring green knowledge dimension on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).

The second sub-hypothesis: There is no statistically significant effect of storing of green knowledge dimension on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).

The third sub-hypothesis: There is no statistically significant effect of organizing green knowledge dimension on the green performance of private hospitals in Amman at ($\alpha \leq 0.05$).

Study Model

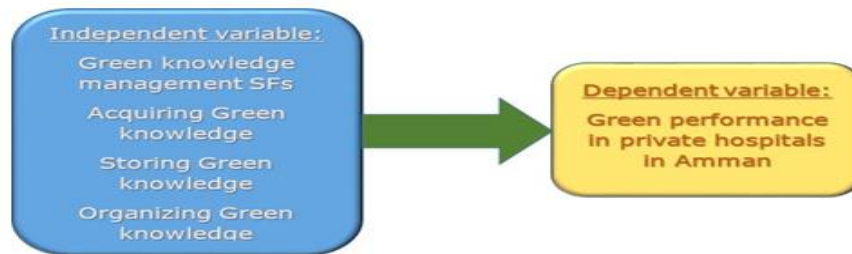


FIGURE 1
STUDY MODEL: SOURCE: PREPARED BY THE RESEARCHER BASED ON PREVIOUS STUDIES

The Importance of the Study

This study derives its importance from the vitality and modernity of its subject and the relative scarcity of research and applied studies in this field, as it deals with the impact of the success factors of green knowledge management on green performance from the viewpoint of workers in private hospitals in Amman. Moreover, this study will provide a database and

information on the impact of green knowledge management success factors on green performance. In addition, a set of results and recommendations will be presented to officials and decision makers to generalize the experience as an indicator of success for other hospitals in the public and private health care sector, in order to improve the level of green performance, raise the efficiency of workers and raise their awareness regarding green knowledge management and its impact on green performance.

Objectives of the study

Identifying the success factors of green knowledge management and their impact on green performance in private hospitals in Amman.

Identifying the organization of green knowledge and evaluating its impact on green performance in private hospitals in Amman.

Identify the acquisition of green knowledge and evaluating its impact on the green performance of private hospitals in Amman.

Identifying green knowledge storage and evaluating its impact on green performance in private hospitals in Amman.

Procedural Definitions

Green knowledge management: It is the process of implementing various green activities by discovering, capturing, sharing and applying knowledge in order to support the improvement process, taking cost into account, and the impact of knowledge on achieving the goals of the unit, and it will be measured by the items developed in the study tool.

Acquisition of green knowledge: Determining the best green knowledge resources available inside and outside the organization and necessary to achieve the organizational goals that the organization seeks to achieve, and it will be measured by the items developed in the study tool.

Storage of green knowledge: It is all the processes that mean preserving, perpetuating and organizing green knowledge in order to facilitate the process of searching and accessing it again and facilitating ways to retrieve it. This process constitutes the organizational memory of the institution, and it will be measured by the items developed in the study tool.

Organization of green knowledge: Evaluating the validity of documents prevailing in the activities of organizations and updating information continuously to ensure the permanence of the competitive strength of the organization, and it will be measured by the items developed in the study tool.

Green performance: the completion of all tasks and objectives planned and to be implemented in accordance with the green standards in order to reach the achievement of environmental goals within the scope of work, and it will be measured by the items developed in the study tool.

Study Methodology

The current study adopted the analytical descriptive research approach. A literature survey was conducted and previous theoretical and field studies and research were reviewed in

order to crystallize the foundations and starting points on which the theoretical framework of the study is based. Also, the most important previous studies related to the subject of the current study, which constitute a vital tributary, including the knowledge axes it contains, were examined. Moreover a comprehensive reconnaissance survey was conducted for a sample of the study population, and all the data collected were analyzed by answering the questions of the study tool (questionnaire) that was adopted in this study.

Study Population

The study population consisted of all (65) private hospitals in Amman, based on the statistics of the Ministry of Health in Jordan in its annual report for the year 2019.

The study sample

A random sample of (270) employees was selected from the study population. Questionnaires were distributed to them after obtaining the approval of the responsible authorities in the surveyed hospitals to collect data on the study for statistical analysis and drawing conclusions. (260) copies were recovered, and (10) copies were excluded. Thus, the total number of valid copies for the purposes of statistical analysis reached (250) copies, with a percentage of (97.1%) of the study sample. Table (1) shows the characteristics of the study sample and their distribution according to demographic and personal variables.

| TABLE 1 DISTRIBUTION OF THE INDIVIDUALS OF THE STUDY SAMPLE ACCORDING TO THEIR PERSONAL AND FUNCTIONAL CHARACTERISTICS | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------|------------|
| Variable | Variable Categories | Number | Percentage |
| Gender | Male | 92 | 36.8 |
| | Female | 158 | 63.2 |
| Age | 28 years or less | 122 | 48.8 |
| | 29-39 years | 96 | 38.4 |
| | 40-50 years | 29 | 11.6 |
| | 51 years or more | 3 | 1.2 |
| Scientific Qualifications | GeneralSecondary Certificate | - | - |
| | Diploma | 59 | 23.6 |
| | Bachelor | 181 | 72.4 |
| | Master | 7 | 2.8 |
| | PhD | 3 | 1.2 |

| | | | |
|---------------------|------------------|----|------|
| Years of Experience | Year or less | 52 | 20.8 |
| | 2-5 years | 81 | 32.4 |
| | 6-10 years | 54 | 21.6 |
| | 11-17 years | 38 | 15.2 |
| | 18 years or more | 25 | 10.0 |

It was found from the previous table that males constituted (36.8%) of the total members of the study sample, compared to females who constituted (63.2%) of the total members of the study sample working in private hospitals in the capital, Amman. With regard to the age variable, the previous table shows that the age group (28 years and under) ranked first with (48.8%) of the total study sample, followed by the age group (29-39 years) with (38.4%) of the total study sample. Then the age group (40-50 years) came in third place with a percentage of (11.6%), and finally the age group (51 years and over) came with a rate of (1.2%) of the total study sample. This confirms that the youth group is the largest working group in Jordanian society. As for the variable years of experience, the data of the previous table No. (1) showed that the employees who served them (2-5 years) constituted (32.4%) of the total study sample, followed by those with experience (6-10 years) with a percentage of (21.6%). In the third place came the category (one year or less) with a rate of (20.8%), and in the fourth place came the category (11-17 years) with a rate of (15.2%). In the last place came the category (18 years and over) with a percentage of (10.0%) of the total study sample.

Study Tool

It was developed based on previous studies and the theoretical framework, with the consultation of experts and specialists. The questionnaire consisted of two parts:

The first part: It includes the personal information of the study sample, according to the personal variables (gender, age, educational qualification, years of experience).

The second part: It consists of a number of items distributed on the dimensions of the independent and dependent variable, as follows:

First: The Independent Variable: Green Knowledge Management Success Factors: Acquisition of Green knowledge, measured by paragraphs (1-8). Green knowledge Storage, measured by paragraphs (9-16).

Organization of Green knowledge, measured by paragraphs (17-23).

Second: The dependent variable: Green performance, measured by paragraphs (24-30).

The respondents' answers were classified on the questionnaire items according to the five-point Likert scale, which was specified with five answers according to their weights, as follows: strongly agree with five points, agree with four points, neutral and were given three points, disagree with two points, strongly disagree with one point).

Study Tool

To ensure the validity of the study tool, that is, it is suitable for measuring what it was developed for, it was presented to a number of arbitrators from faculty members at Al-Balqa Applied University and a group of Jordanian universities with expertise and specialization in the subject of the study to verify the suitability of the items of the questionnaire for the objectives that it seeks to achieve it. All the opinions and proposals of the arbitrators have been taken into account in terms of deletion or modification in order to reach the final image of the questionnaire in a way that suits the objectives of the current study and the validity of the items and their affiliation with the dimensions for which they were designed.

Reliability of the Study Tool

The reliability coefficient was calculated according to Cronbach's alpha equation to ensure the internal consistency for each variable in all its dimensions. The value of the overall reliability coefficient was (0.961), and this percentage is considered high and indicates the reliability and consistency between the paragraphs of the tool. Table (2) shows the values of the reliability coefficients for the independent and dependent variables of the study.

| TABLE 2 COEFFICIENTS OF INTERNAL CONSISTENCY FOR THE INDEPENDENT AND DEPENDENT VARIABLES OF THE STUDY | | |
|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------|
| Item | Dimension | Cronbach's Alpha |
| 1-8 | Acquisition of Green Knowledge | 0.913 |
| 9-16 | Green Knowledge Storage | 0.910 |
| 17-23 | Organization of Green Knowledge | 0.971 |
| | The Independent Variable as whole | 0.962 |
| 24-30 | The Dependent Variable: Green Performance | 0.869 |
| | The Tool as a whole | 0.961 |

Study Results and Discussion

In order to apply Regression analysis certain assumptions should be tested such as Variance Inflation Factor (VIF) not exceed (10), tolerance (< 0.05) and Skewness (> 1) to ensure that data follow normal distribution. As well as Multicollinearity Test to ensure that there is no high correlation between the independent variables. Table 3 illustrates the results of these tests.

| TABLE 3 VARIANCE INFLATION FACTOR (VIF), TOLERANCE AND SKEWNESS TESTS | | | |
|----------------------------------------------------------------------------------------|---------------------------------------|------------------|-----------------|
| Dimensions of Independent Variable | Variance InflationFactor (VIF) | Tolerance | Skewness |
| Acquisition of Green Knowledge | 3.423 | 0.292 | -0.466 |
| Green Knowledge Storage | 3.476 | 0.288 | -0.539 |
| Organization of Green Knowledge | 3.409 | 0.293 | -0.288 |

It is indicated from Table 3 that all values of Variance Inflation Factor (VIF) Test are less than 10 for all dimensions of the independent variable ranging (3.409- 3.476). As well as, the values of Tolerance Test ranged (0.288-0.293) that are greater than 0.05 which indicates that there is no high multicollinearity between the dimensions of the independent variable. It was confirmed that the data follows a normal distribution by calculating the Skewness coefficient, where the values were less than 1.

Results related to the first main null hypothesis: There is no statistically significant effect of the green knowledge management success factors (Acquisition of Green Knowledge, Green Knowledge Storage, Organization of Green Knowledge) on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).

| Table 4 | | | | | | |
|---------------------------------------------------------------------------------------------------------|----------------|---------------------|-----|------------------|---------|-------|
| RESULTS OF (ANALYSIS OF VARIANCE) TO ENSURE THE VALIDITY OF THE MODEL TO TEST THE FIRST MAIN HYPOTHESIS | | | | | | |
| Source | R ² | Sum of Square | DF | Squares Means | F | Sig. |
| Regression | 0.355 | 37.780 | 3 | 12.593 | 45.096* | 0.000 |
| Error | | 68.697 | 246 | .2790 | | |
| Total | | 106.477 | 249 | | | |
| Statistically significant at $\alpha \leq 0.05$ | | | | | | |

It is evident that the model is valid for testing the hypothesis based on the statistical results presented in table 4, as the calculated F value equals 45.096. As well as, the statistical results in Table 4 showed the the independent variable interprets 35.3% of the variance in the dependent variable (Green Performance) that is reflects in an acceptable degree the power and the stability of the study model. Based on the previous, the main null hypothesis is to rejected

and accept the alternative hypothesis stating “*there is a statistically significant effect of the green knowledge management success factors (Acquisition of Green Knowledge , Green Knowledge Storage, Organization of Green Knowledge) on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).*” This result implicitly agreed with the result of Al-Nouri & Muhannad (2015) study, the results of which showed that there is a statistically significant positive relationship for knowledge management success factors on organizational performance. The result of this study also agreed with the study Mawaheb, 2015 which indicated that there is a statistically significant effect between knowledge management on the performance of employees. The results of the current study also agreed with the results of the study Abbas & Sağsan, 2019, which indicated that there is an impact of green management on sustainable development.

| Table 5 RESULTS OF MULTIPLE REGRESSION ANALYSIS TO TEST THE IMPACT OF THE DIMENSIONS OF THE INDEPENDENT VARIABLE (ACQUISITION OF GREEN KNOWLEDGE, STORAGE OF GREEN KNOWLEDGE, ORGANIZATION OF GREEN KNOWLEDGE) ON THE DEPENDENT VARIABLE: GREEN PERFORMANCE | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------|-------------|----------|-------------|
| Dimensions of the Independent Variable | B | Standard Error | Beta | t | Sig. |
| Acquisition of Green Knowledge | 0.019 | 0.073 | 0.025 | 0.262 | 0.793 |
| Green Knowledge Storage | 0.324 | 0.076 | 0.404 | 4.232 | 0 |
| Organization of Green Knowledge | 0.161 | 0.077 | 0.198 | 2.093 | 0.007 |
| <i>Statistically significant at $\alpha \leq 0.05$</i> | | | | | |

It is clear from the statistical results presented in the previous table and the statistically significant effect of the (Beta) values. The results of the (t) test also show that the dimensions of the independent variable (Green Knowledge Storage, Organization of Green Knowledge) had a statistically significant effect on the dependent variable (green performance) in terms of And the high values of (t) at ($\alpha \leq 0.05$). While it was found that there is no effect of the dimension of Acquisition of Green Knowledge on green performance in private hospitals in Amman; Based on the foregoing, and in view of the results of Table (5), the following is required:

Accepting the first sub-hypothesis in its null form which states: There is no significant effect of statistical significance at ($\alpha \leq 0.05$) of the dimension of Acquisition of Green Knowledge on green performance in private hospitals in Amman.

Rejecting the second sub-hypothesis in its null form, and accepting the alternative hypothesis which states: There is a statistically significant effect at ($0.05 \geq \alpha$) of the Storage of Green Knowledge dimension on green performance in private hospitals in Amman.

Rejecting the third sub-hypothesis in its null form, and accepting the alternative hypothesis which states: There is a statistically significant effect at ($0.05 \geq \alpha$) of the Organization of Green Knowledge dimension on green performance in private hospitals in Amman.

| Table 6 THE RESULTS OF THE STEPWISE MULTIPLE REGRESSION ANALYSIS TO PREDICT THE GREEN PERFORMANCE VARIABLE THROUGH THE DIMENSIONS OF THE INDEPENDENT VARIABLE (GREEN KNOWLEDGE MANAGEMENT SUCCESS FACTORS) | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------|-------------|
| The Order of Entry of The Independent Variables into the Prediction Equation | R² | t | Sig. |
| Storage of Green Knowledge | 0.339 | 11.276 | 0.000 |
| Organization of Green Knowledge | 0.335 | 2.453 | 0.015 |
| Statistically significant at $\alpha \leq 0.05$ | | | |

Step Wise Multiple Regression was conducted to determine the contribution of each dimension of the independent variable separately in the mathematical model that represents the impact of the dimensions of green knowledge management success factors on green performance. Table 6 shows the order of entering the dimensions of the independent factor into the regression equation. The green knowledge storage dimension ranked first, explaining (33.9%) of the variance in the dependent variable. Whereas, the green knowledge organization dimension, which, along with the previous dimension, explained (35.5%) of the variance in the dependent variable green performance.

Results related to the first sub-hypothesis: There is no statistically significant effect of acquiring green knowledge dimension on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).

Through the results of the multiple linear regression analysis, it was found that the value of the regression coefficient (β) was (0.025) for the green knowledge acquisition variable. The calculated (T) value was (0.262), which is a statistically significant value at ($\alpha = 0.05$), which indicates that there is no effect of the acquisition of green knowledge on green performance from the point of view of workers in private hospitals in Oman. This means that the green knowledge acquisition variable has no role in explaining the change in the green performance variable. This result differed with the result of (Wang et al., 2020), which indicated that there is a positive statistically significant relationship between the acquisition of green knowledge and exploratory green innovation. The results of the current study also differed with what was found by Abbas & Sağsan, 2019, which indicated that there is a statistically significant positive effect of knowledge management significantly on green innovation and sustainable development activities.

Results related to the second sub-hypothesis: There is no statistically significant effect of storing of green knowledge dimension on green performance in private hospitals in Amman at ($\alpha \leq 0.05$).

It was found through the results of the multiple linear regression analysis that the value of the regression coefficient (β) was (0.404) for the green knowledge storage variable. The calculated (T) value was (4.232), which is a statistically significant value at the significance level ($\alpha = 0.05$), which indicates the existence of an effect of the storage of green knowledge on green performance from the point of view of workers in private hospitals in Amman. This means that the green knowledge storage variable has a role in explaining the change in the green performance variable. The results of this study agreed with the findings of (Zaim et al., 2019), which indicated that there is an impact of storing green knowledge on the performance of the organization.

Results related to the third sub-hypothesis: There is no statistically significant effect of organizing green knowledge dimension on the green performance of private hospitals in Amman at ($\alpha \leq 0.05$).

The results of the multiple linear regression analysis show that the value of the regression coefficient was (0.198) for the green knowledge organization variable. The calculated (T) value was (2.093), which is a statistically significant value at the significance level ($\alpha = 0.05$), which indicates the existence of an effect of the dimension of organizing green knowledge on green performance from the viewpoint of workers in private hospitals in Oman. This means that the green knowledge storage variable has a role in explaining the change in the green performance variable. This result agreed with the study of Al-Jabali & Bakr (2012) which indicated that there is a statistically significant effect and the application and actual use of the process of organizing knowledge by those Jordanian commercial banks, but it differed with the study of (Deeb & Bahloul, 2017) which indicated a low level of organization and knowledge sharing at Tishreen University, Syria.

RECOMMENDATIONS

The study recommends that private hospitals in Amman need to maintain the acquisition of green knowledge by motivating employees to acquire new knowledge and supporting the creative ideas of employees, as the results of the descriptive analysis showed that there is a significant decrease in the application of the dimensions of acquiring green knowledge within private hospitals in Amman.

The researcher recommends that private hospitals in Amman need to maintain the storage of green knowledge by providing a database that enables workers to refer to it at the time of need and the use of modern technologies in order to store knowledge and retrieve it easily and train workers on knowledge storage and retrieval processes in order to ensure the efficiency and effectiveness of green performance within private hospitals in Amman.

The researcher recommends spreading the concept of green management within private hospitals in Amman because of its positive impact on developing and raising the level of green performance among employees, which benefits private hospitals in Amman.

The researcher recommends paying attention to the processes of organizing green knowledge by identifying the modern methods and techniques that are used in managing and organizing green knowledge, by tabulating the raw data and then converting it into information in order to benefit from it.

The researcher recommends that private hospitals in Amman need to apply the concepts of green administrative systems to evaluate and raise the efficiency of the performance of green employees.

The researcher recommends apply similar studies in other governmental and private sectors.

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