

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS
ROLE IN ORGANIZATIONAL SUSTAINABILITY: AN APPLIED STUDY
OF AL-SADR TEACHING HOSPITAL IN NAJAF, IRAQ**

MASTER'S THESIS

Akram Ayad Gatea YASARI

**Business Administration Department
Business Administration in English Program**

NOVEMBER 2021

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Thesis Advisor: Assist. Prof. Dr. Ahmet ERKASAP

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T.C.
İSTANBUL GEDİK ÜNİVERSİTESİ
LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ

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DECLARATION

I am, Akram Ayad Gatea Yasari, as a result of this declare that this thesis titled “Green Human Resource Management Practiceseand Its Role In Organizational Sustainability: An Applied Study Of Al-Sadr Teaching Hospital In Najaf, Iraq”” is original work I accomplished for the honor of the graduate degree in the workforce of Business administration. I additionally announce that this proposal or any piece of it has not been submitted and introduced for some other degree or exploration paper in some other college or establishment. (25/11/2021)

Akram Ayad Gatea Yasari

PREFACE

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November 2021

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ABBREVIATIONS

HR	Human Resources
HRM	Human Resources Management
GHRM	Green Human Resources Management
GE	Green Employment
GT	Green Training
GPA	Green Performance Assessment
GRM	Green Rewards Management
EM	Emerging Markets
TQT	Total Quality Management
ICT	Information and Communication Technology
SMEs	Small and medium-sized Enterprises
EP	Environmental Performance
GSCM	Green Supply Chain Management
VPs	Vice Presidents
CEOs	Chief Executive Officer

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STUDY OF AL-SADR TEACHING HOSPITAL IN NAJAF, IRAQ**

ABSTRACT

Green human resources are activities related to the continuous development, implementation and maintenance of a system aimed at making the organization green, i.e. transforming employees from ordinary employees to employees with green behavior.

The aim of the study is to know the role of green human resource management (GHRM) practices in achieving organizational sustainability through a field study applied to Al-Sadr Teaching Hospital in Najaf / Iraq. As a basic goal in the study, it is imperative to know these practices' role in achieving Organizational sustainability.

To achieve the study's objectives, a hypothetical model was formulated that consists of two main variables:

The independent variable represents green human resource management practices through four dimensions represented in green employment, green training and development, green performance assessment, and green rewards management .

The independent variable is organizational sustainability. It consists of three dimensions represented in economic sustainability, social sustainability, and environmental sustainability .

The researcher used the questionnaire as a basic tool for collecting research data, where 200 questionnaires were distributed to managers and workers at Al-Sadr Teaching Hospital, where the forms are valid for analysis (180) and not valid for analysis.(20)

The results showed the validity of most of the hypotheses of the study and based on them, a number of conclusions and recommendations were formulated, the most important of which was the necessity of employing green human resource management practices to achieve organizational sustainability.

Keywords: *Green Human Resource Management, Organizational Sustainability, Al-Sadr Teaching Hospital*

**YEŞİL İNSAN KAYNAKLARI YÖNETİMİ VE ÖRGÜTSEL
SÜRDÜRÜLEBİLİRLİKTEKİ ROLÜ: IRAK, NECEF'TEKİ AL-SADR
EĞİTİM HASTANESİ'DE AMPİRİK BİR ÇALIŞMA**

ÖZET

Yeşil insan kaynakları, organizasyonu yeşil yapmayı, yani çalışanları sıradan çalışanlardan yeşil davranışlı çalışanlara dönüştürmeyi amaçlayan bir sistemin sürekli geliştirilmesi, uygulanması ve bakımı ile ilgili faaliyetlerdir.

Çalışmanın amacı, Nefes/İrak'taki Al-Sadr Eğitim Hastanesine uygulanan bir saha çalışması aracılığıyla yeşil insan kaynakları yönetimi (GHRM) uygulamalarının örgütsel sürdürülebilirliği sağlamadaki rolünü bilmektir. Çalışmada temel bir amaç olarak, bu uygulamaların Örgütsel sürdürülebilirliği sağlamadaki rolünün bilinmesi zorunludur.

Çalışmanın amaçlarına ulaşmak için iki ana değişkenden oluşan varsayımsal bir model formüle edilmiştir:

Bağımsız değişken, yeşil istihdam, yeşil eğitim ve geliştirme, yeşil performans değerlendirmesi ve yeşil ödül yönetimi olarak temsil edilen dört boyut aracılığıyla yeşil insan kaynakları yönetimi uygulamalarını temsil eder.

Bağımsız değişken örgütsel sürdürülebilirliktir. Ekonomik sürdürülebilirlik, sosyal sürdürülebilirlik ve çevresel sürdürülebilirlik olarak temsil edilen üç boyuttan oluşur.

Araştırmacı, anketi araştırma verilerini toplamak için temel bir araç olarak kullanmış, formların analiz için geçerli olduğu (180) ve analiz için geçerli olmadığı (20) Al-Sadr Eğitim Hastanesi'ndeki yöneticilere ve çalışanlara 200 anket dağıtılmıştır.

Sonuçlar, çalışmanın hipotezlerinin çoğunun geçerliliğini göstermiş ve bunlara dayalı olarak, en önemlisi örgütsel sürdürülebilirliği sağlamak için yeşil insan kaynakları yönetimi uygulamalarının kullanılması gerekliliği olan bir dizi sonuç ve öneri formüle edilmiştir.

Anahtar Kelimeler: *Yeşil İnsan Kaynakları Yönetimi, Örgütsel Sürdürülebilirlik, Al Sadr Eğitim Hastanesi.*

1. INTRODUCTION

The health sector in Iraq is one of the important sectors in the country that achieve the sustainability of people's lives, as this sector needs institutions and organizations that keep pace with the complexities of the environment, make changes and resist the storming of the environment and its constant ambiguity to achieve environmental, social and economic sustainability. Perhaps the existence of green human resource management practices is the key to enhancing the behavior of green employees to reach the organizational sustainability of the organization.

Hospitals and institutions are required to work for the adoption and innovation of systems and standards that are compatible and harmonized with the surrounding environment to keep them safe and green by activating systems and procedures that preserve the environment and provide a safe environment for patients, employees, and visitors inside and outside the institution's surroundings, in a cost-effective manner.

This has become evident in recent times, as the mission of health institutions and hospitals has become not only limited to treating patients, but it has become necessary to take into account the facilities of the institutions, so that it requires the provision of mechanisms and policies that control and follow up energy saving, waste disposal mechanism and safe handling of medicines so as to provide the institution has the ability to keep the surrounding environment healthy and clean.

The increasing global environmental concern and the development of international environmental standards also contributed to organizations' need to adopt formal environmental practices. Earlier, the success of organizations depended on enhancing the economic value, but today, organizations must consider reducing environmental impacts and giving importance to social and environmental factors to besides economic and financial factors, in order to enable the organization to be successful in the service sector.

It seems that at the present time there are a large number of organizations practicing green human resource management GHRM practices in the global context, the exploration and synthesis of these practices will contribute greatly in the field of human resource management From an academic and practical point of view for organizations, considering green human resource management is the use of human resource management policies to promote the sustainable use of resources within organizations.

It was generally observed that the existing literature should extend beyond the perspective and functions of human resource management by transforming ordinary employees into green employees working in the field of the environment to achieve the environmental goals of the organization, and in the end making a major contribution to enhancing organizational sustainability in Al-Sadr Teaching Hospital. This research aims to broaden the scope and depth of GHRM practices in enhancing organizational sustainability in the researched organization.

1.1. The Study Problem

The health sector is one of the most important sectors in Iraq in support of economic development, and it is the main sector in preserving people's lives. given the aggravation and exacerbation of environmental impacts that limit economic growth in terms of their negative effects on the environment and human health, the rapid development that the world is heading towards has led to the interest of organizations doing business with the environment and not harming it, especially in light of the COVID-19 pandemic, as business organizations have become aware of the importance of green human resources as a modern trend that requires a culture of environmental preservation and its impact on organizational sustainability.

Organizational sustainability is one of the important issues that organizations are supposed to look at in responsible ways in social welfare and competitiveness at the organization level, as managers increasingly face many factors related to the environment, including the moral and social values that their companies must promote in ensuring sustainable economic success. (Caracuel & Mandojana, 2013: p.1)

Based on the foregoing, the problem of the study was formulated in a manner based on a review of a set of academic and field facts in order to determine the knowledge gap between two main variables (green human resource management practices and organizational sustainability). as the current study justifies the selection of a variable (green human resource management practices) for its important role in maintaining It affects the natural environment and is considered an influential factor in ensuring a healthy work environment and raising the morale of employees. (Hosain & Rahman, 2016: p.56)

As the practices of green human resource management with its dimensions (green employment, green training and development, Green Performance Assessment, Green Rewards Management) have an important impact on organizational sustainability, where the study problem was formulated to be **The absence of the role of green human resource management practices causes weakness in the organizational sustainability of the organization in Al-Sadr teaching hospital.**

1.2 Study Questions

1. What is the level of green human resource management practice in Al-Sadr Teaching Hospital?
2. What is the level of organizational sustainability in Al-Sadr Teaching Hospital?
3. Do green human resource management practices (green employment, green training and development, green performance Assessment, green reward management) affect the organizational sustainability of Al Sadr Teaching Hospital?

1.3 The Objectives of the Study

This study addresses a number of basic objectives as follows:

1. Identify the level of the green human resources at al-sadr teaching hospital.
2. Identify the level of adoption by the al-sadr teaching hospital management of organizational sustainability in light of the responses of employees at al-sadr teaching hospital.

3. Examine the relationship between green human resource management and organizational sustainability in al-sadr teaching hospital.
4. Examining the effect of green human resources management on organizational sustainability in al-sadr teaching hospital.

1.4 The Importance of the Study

The importance of the current study lies in two aspects: the academic side and the practical side, as follows:

Academic importance:-

The importance of this study, as it is one of the modern topics concerned with environmental aspects, is that it will open the way for other researchers to start preparing new studies and research dealing with the subject of green human resources.

Practical importance:-

Raising the motives of organizations in general and health organizations in particular, especially the study sample, with the importance of the topic, which will start from building intellectual and applied foundations that contribute to strengthening its competitive position, as well as the contribution of the research in drawing the attention of the management of the organization in question to the need to pay attention to activating contemporary administrative concepts and methods such as resource practices Green humanity and its role in achieving organizational sustainability.

1.5 The Relationship Between the Research Variables

A hypothetical scheme of the thesis was designed to express the interrelationships between its main variables, green human resource management as an independent variable and organizational sustainability as a dependent variable, as the sub-dimensions of green human resource management were defined in four dimensions (green employment, green training and development, Green Performance Assessment, Green Rewards Management))And defining the dimensions of

organizational sustainability in three dimensions (economic sustainability, social sustainability, and environmental sustainability) as shown in the figure.

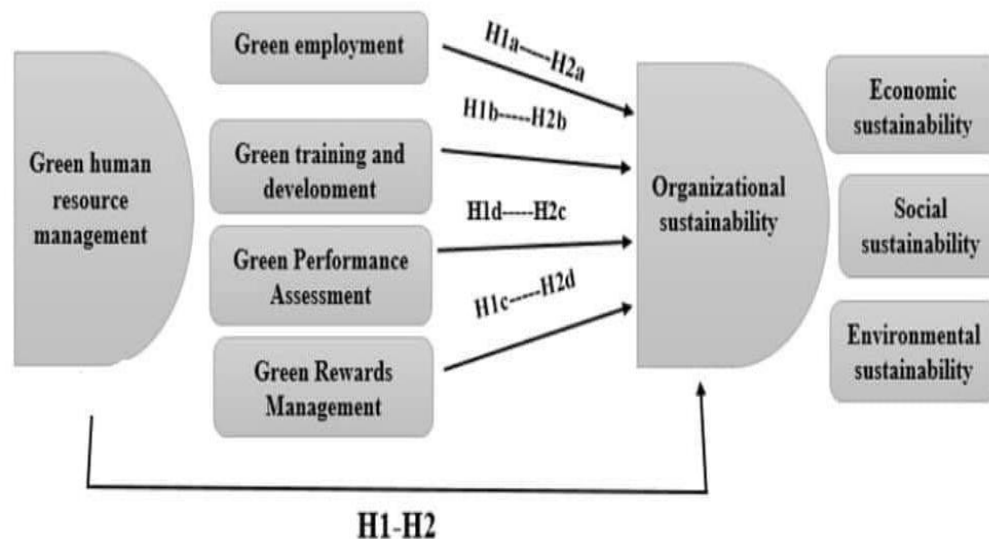


Figure 1.1: Thesis model outline

Source: Prepared by the researcher

1.6 The Study Hypotheses

The current research is based on a set of hypotheses that embody the goals to be achieved through two parts, the first section hypotheses model for the correlation between variables, and the second hypotheses of the effect model, as follows:

1. Assumptions of the Correlation Model:

The first main hypothesis:

“There is a significant correlation relationship between green human resource management in its combined dimensions with organizational sustainability in its combined dimensions.” Four sub-hypotheses are branched out from this main hypothesis:

The first sub-hypothesis: green employment is significantly related to organizational sustainability.

The second sub-hypothesis: green training and development is significantly related to organizational sustainability.

The third sub-hypothesis: green performance assessment is significantly related to organizational sustainability.

Fourth sub-hypothesis: green reward management is significantly related to organizational sustainability.

2. Assumptions of the effect Model:

The second main hypothesis:

"There is a significant effect relationship between green human resource management in its combined dimensions with organizational sustainability in its combined dimensions".

Four sub hypotheses are branched out from this main hypothesis, namely :

The first sub-hypothesis: green employment has a significant effect on organizational sustainability.

The second sub-hypothesis: green training and development have a significant effect on organizational sustainability.

The third sub-hypothesis: green performance assessment has a significant effect on organizational sustainability.

Fourth Sub-hypothesis: Green Rewards Management has a significant effect on organizational sustainability.

In the same field, the correlation of the dimensions will be tested together in each dimension of organizational sustainability as follows:

1. The correlation of the combined dimensions of green human resource management on economic sustainability
2. The correlation of the combined dimensions of green human resource management on social sustainability
3. The correlation of the combined dimensions of green human resource management on environmental sustainability

Also, the effect of the dimensions will be tested together in each of the dimensions of organizational sustainability as follows:

1. The effect of the combined dimensions of green human resource management on economic sustainability.
2. The effect of the combined dimensions of green human resource management on social sustainability.
3. The effect of the combined dimensions of green human resource management on environmental sustainability.

2. LITERATURE REVIEW

2.1 Green Human Resource Management

2.1.1 The concept of green human resource management

Green human resource management (**GHRM**) is the use of human resource management policies to support the sustainable use of resources within organizations and the term “**green human resource management**” refers to the policies, practices and systems that make the organization's workers have a green behavior for environmental safety (Masri, 2017: 475).

Business organizations have introduced green human resources management and trained their employees on it, and the process of shifting from regular human resources management to green human resources management is called the “greening” process, after which the average employee will become a green employee (Ahmad, 2015: 2).

Green is the hue between blue and yellow, according to the Oxford Dictionary, however, this definition differs from what it means in green human resource management, which implies green environment or human resource management while respecting the environment's sustainability, as shown in Figure 2.1:

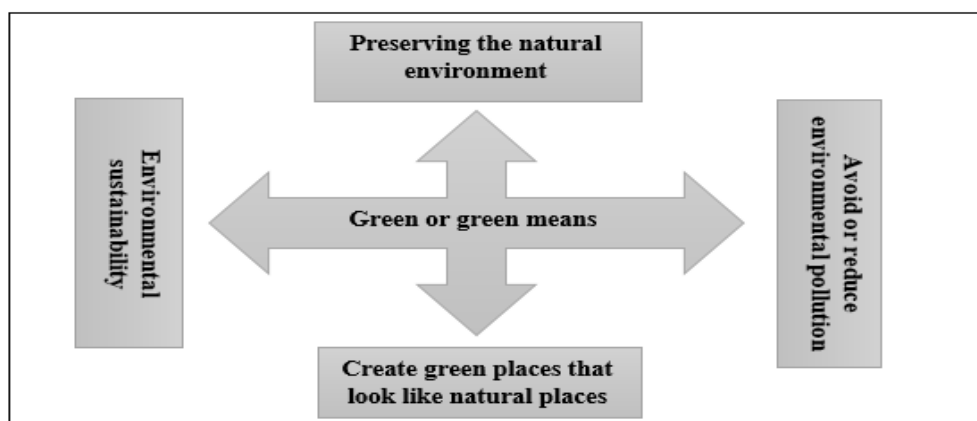


Figure 2.1: The meaning of green or greening in the context of human resource management.

Source: Tang, G. & Chen, Y. & Jiang, Y. & Paill, P, (2017).

And that the concept of "green" began to spread in the world and became known in many different terms, including: green management, green employee, green man, green environment, green accounting, green behavior, green strategy, as well as green movements appeared: they are social movements that call for attention on the environment, and its work is based on four important basic principles: environment, sustainability, non-violence, and social justice. Supporters of this movement are called "the Greens". (Schaltegger et al., 2017: 34)

The process of "greening" can be defined as "a comprehensive process that aims to use renewable energy, reduce costs and reduce waste, by using sustainable resources or recyclable materials, which are environmentally friendly products".(Rajiani et al, 2016: 42)

One of the most recent developments in the field of human resource management is the notion of green human resource management. As a result, this idea will be treated as follows, according to a variety of writers and researchers:

Rezaei (2016: 519) use human resource management policies to promote the sustainable use of resources and the inputs and outputs of business organizations, as well as to promote environmental issues.

Masri (2016: 51) believes, "It is a pledge to commit to environmentally friendly human resources initiatives that lead to increased production and better efficiency, as well as reduced costs, and improved employee participation".

"Human resource management practices that produce favorable environmental results,"(Dumont et al., 2016: 1).

Furthermore, Shen et al., (2016: 3) define green human resource management as a collection of recognized human resource management methods for achieving organizational green goals as part of corporate social responsibility efforts. Observing values to green the candidate during the recruitment and selection process, conducting green awareness and skills training, considering green employee behavior when making promotions and compensation decisions, and conducting performance evaluations are all examples of green human resource management practices.

While Sayed (2016: 719) explains that green management is a process by which businesses manage the environment by developing environmental management

strategies, businesses must strike a balance between unavoidable industrial growth and the preservation of the natural environment through future races.

It is described by Ullah (2017: 56) as the application of human resource management strategies to support the organization's long-term resource utilization.

While Brewster and Hegewisch (2017: 32) characterized it as everyone's responsibility to utilize a focal point to promote sustainable behaviors and raise employee understanding of environmental concerns.

Sathyapriya et al (2017: 41) described as the policies, practices, and systems that motivate people to work for the benefit of consumers, society, the environment, and business in a green enterprise.

While Doppelt (2017: 23) defines it as "all actions linked to the creation, implementation, and ongoing maintenance of a system aiming at turning the organization green," that is, "converting personnel from ordinary workers to workers who engage in environmentally friendly behavior."

Through the foregoing, it was found that the Green Human Resources Department is "a set of practices and activities enjoyed by workers in the organization and changing their behavior, starting from their entry into the organization and their integration with it, and spreading the green culture at work for the purpose of achieving environmental sustainability."

2.1.2 The importance of green human resources

Resources are seen as all the inputs, tangible and intangible, that are owned or controlled by the company, which are defined as the dynamic and unlimited mechanisms that enable the company to obtain, develop and deploy its resources to achieve superior performance compared to other companies, including culture, learning and routine, these are called organizational resources and capabilities competencies these resources are those assets (tangible and intangible) that are almost permanently associated with the company. (Barney,1991) extends this definition to include all assets, capabilities, organizational processes, company attributes, information, knowledge, etc. The company's control over it enables it to conceptualize and implement strategies that improve its efficiency and effectiveness.

This last definition suggests that a resource is an advantage that the company controls, three main types of resources have been identified:

- Physical capital resources including plant, technology, and equipment
- Human capital resources, including individual knowledge, skills, and abilities
- Organizational capital resources, including formal and informal relationships between groups within and between firms, and intra-company oversight and coordination mechanisms.

These definitions are based, implicitly or explicitly, on the assumption that the company's resources are not neutral features, but rather features that add positive value to the company. The other resources are not of strategic importance; some may prevent the company from implementing valuable strategies, while others may have no effect.

The human resources department is in charge of managing, developing, and retaining employees in the organization. The nineteenth and twentieth centuries were an era of industrialization, especially in Europe, with the mass production of consumer goods, the factory system, and the demand for various products, as well as technological advancements, putting a lot of strain on natural resources. Many people abandoned traditional agricultural jobs to work in factories, and as a result of industrialization, the global society began to examine natural resources, pollution, ecological imbalances, and biodiversity. The expansion of the activities of industries led to an increase in the number of employees in companies, this it has led to the increasing importance of human resources (Moghaddam, 2016: 510-511).

According to Dumont et al (2016: 3-4) human resources have the ability to confirm and influence employee behavior, attitudes, knowledge, and motivations related to sustainability, and organizations may use human resources management to provide and implement environmentally sustainable policies.

First: green HRM methods including sharing information about the organization's green color, concentrating on individual green values in recruiting and selection, and promoting green values via training are likely to raise employee knowledge of green values.

Second: environmental work and job design, as well as green training techniques that develop employee knowledge, abilities, and competence, are crucial procedures that drive employees to engage in green activities.

Third: Human Resources Management says that the efficacy of human resource management strategies in the green behavior of the employee's job is determined by the workers' view of why the firm employs specific human resource management policies. Human resource management methods and policies clearly indicate the organization's commitment to the environment to workers and are more likely to lead to an employee operating in accordance with the foundation's green policies.

Fourth: green performance-based promotions, evaluations, and rewards encourage employees to participate in and contribute to green activities, and the Green Human Resources Department will then assist employees in completing periodic green tasks and developing additional green behavior in the workplace.

Along the same lines, Pandey et al (2016: 13), companies using green HRM techniques benefit from a number of factors, including:

Green business decisions: Employing a green workforce, or employees who understand and practice environmentally friendly practices, allows the company to make business decisions from a broader perspective, and thus adopt innovative strategies and technologies to find the best solution to environmental problems.

Choosing a preferred employer: green businesses are the most desired employers, and every potential employer would like to connect with one in order to learn and add value to his resume. The green workforce is a comfortable position for both employers and employees since it offers both markets a competitive edge.

Increased employee retention: According to a survey conducted by SHRM (Human Resource Management), green workplaces have lower attrition rates than their non-sustainable equivalents. In the poll, 61 percent of respondents who work for a company that promotes good management practices said so. Because of their green policies and practices, green human resources are "likely" or "very likely" to remain working in the existing organization.

Better Sales: Cone Communications, a marketing and public relations firm, conducted a survey in 2013 on the Trend Gap Trend, which found that 71% of American shoppers are aware of the environmental impact when purchasing a

product, and this survey is very important because it shows that companies that follow green practices can increase sales and lower costs by achieving higher sales volume.

2.1.3 The benefits of green human resource management

In the past, sound economic performance guaranteed success for the organization and its shareholders, but now this has not been valid. The economic and financial results must be associated with minimizing environmental impacts and increasing concern for the environment. Therefore, the new strategic issue in the 1990s for organizations or green environmental management has become a popular slogan.

The benefits of managing the organization's green resources are many, but we will try to summarize them in the following points in order to avoid repetition (Masry, 2016: 71), as follows:

1. Improve employee retention rate, and reduce employee turnover.
2. Help to build a good image of the organization, which helps in attracting new talents and competencies to the organization.
3. Make employees aware of the environmental complexities, and what is the work towards these complications, as well as how it works? How does it help a good environment? These reasons motivate the employees, and make them feel proud of being part of the green program.
4. Increase productivity.
5. Sustainable use of resources.
6. Reducing practices that cause environmental degradation.
7. Lower production costs
8. Increase business opportunities.
9. Build the brand image of the company.
10. Improve the quality of the organization as a whole, both internally and externally.
11. Tax incentives and benefits.

12. Provide a competitive advantage to the company in the industry as well as the market.

Ullah (2017: 4) also sees that he achieves a set of the following benefits:

1. Improve the employee retention rate.
2. Improve the general image of the organization.
3. Improve attracting the best employees.
4. Improve productivity.
5. Improved sustainable use of resources.
6. Reducing practices that cause environmental deterioration.
7. Reducing utility costs.
8. Tax incentives and benefits.
9. Increase business opportunities.

In addition to that Cherian and Jacob (2016: 31) the green human resources department offers many advantages to the organizations that apply in it, which can be summarized as follows:

1. Providing a community service, that is, the extent of the organization's contribution to building a good society and taking care of it, which means the organization's keenness to pay attention to the environmental, social and economic aspects, and thus achieve sustainability.
2. Improving the organization's image with the public, as a result of meeting their needs, and then increasing the number of customers.
3. Increase production and reduce costs and thus increase the profitability of the organization.
4. Attracting skilled, experienced and competent employees.
5. Increase employee retention rates.
6. Improving sustainable productivity.

7. Contribution to reducing the environmental impact of the organization, that is, the extent of the organization's contribution to reducing the environmental impact in the place where it is located.
8. Creating a competitive ability for the organization and increasing performance on the long-term level, i.e., strategic performance.
9. Contribute to reducing urgent societal problems.
10. Applying the international standards set by the leading or best sectoral organizations in the class, or the specialized international organizations.
11. Rapid response of the organization to governmental and organizational expectations.

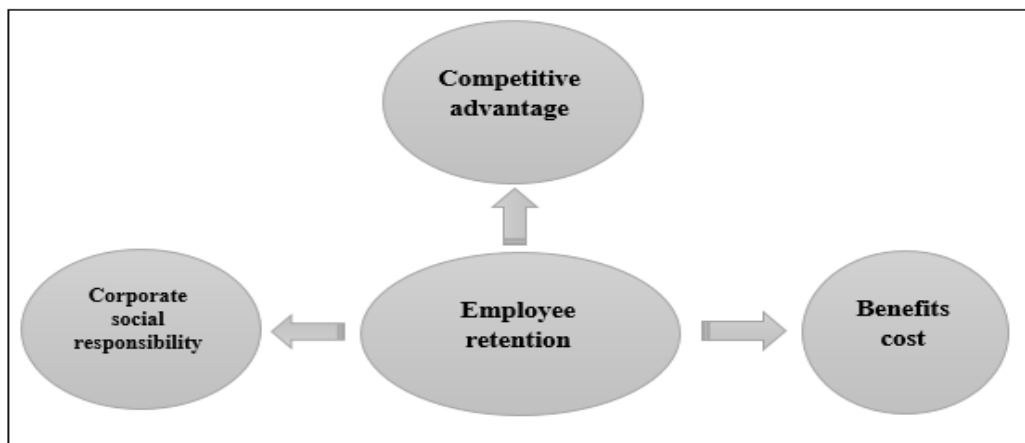


Figure 2.2: Benefits of green human resource management

Source: Pandey, S., Viswanathan, V., & Kamboj, P. (2016).

2.1.4. Green human resource management requirements

The Green Human Resources Department is directly responsible for the formation of green workers in the organization, which implements green practices and initiatives in all stages of human resource management from attracting, recruiting, training, compensation, rewards, developing, and providing the human capital of the organization, in order to achieve the goals A sustainable organizational environment (Rezaei, 2016: 21). There is a set of requirements that are needed by the management of green human resources in the organization, which can be illustrated in Figure 2.3 as follows.



Figure 2.3: Green human resource management requirements

Source: Opatha, H. H. D. N. P., & Arulrajah, A. A. (2017).

Through the above figure, it is clear that the requirements consist of four categories: competencies green, green position, green behaviors and green results.

Green competencies and green position are viewed as green employee inputs, and green behaviors as green employee performance at work, which contributes to increasing green organizational performance in the organization and thus increasing social responsibility of organizations. Figure 2.4 the following shows the input and performance provided by the green workers, as follows:

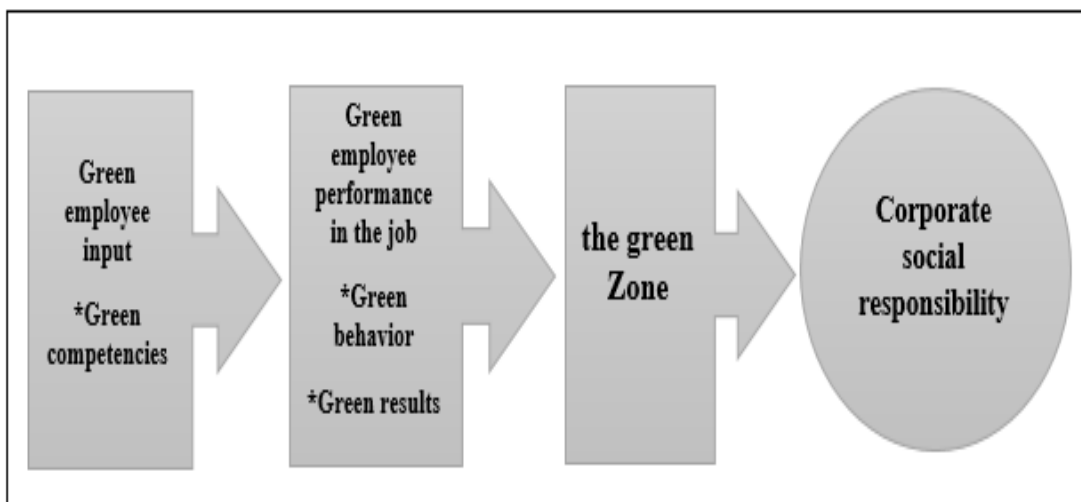


Figure 2.4: Green employee input and performance on the job

Source: Masri, H. A. (2016).

2.1.5 Dimensions of green human resources management

It has been proposed that GHRM be quantified in terms of leanness in its multifaceted character, for example, that improving environmental performance requires full use of training, cooperation, environmental goal evaluation, non-financial rewards, and organizational cultures. Studies that consider the GHRM's multidimensional nature consider its different associated elements, such as whether the GHRM should include environmental storytelling, training, employee environmental performance evaluation, and the implementation of reward programs (Tang et al., 2017: 3):

1. Green employment

We highlight GE in three aspects: green awareness for applicants, the green employer mark, and green criteria for recruiting applicants, as well as selecting green recruiting and green staffing as an essential component of GHRM practices. (Ullah, 2017: 4): -

A. Green Awareness of Candidates is the most important part of GE, and it includes human aspects like green awareness and candidate compatibility that help organizations achieve their environmental goals. Employees with environmental value are chosen to actively improve their environmental knowledge in the operating process, hence improving a company's environmental performance. As a result, businesses should use a number of tests to attract and choose individuals who are environmentally conscious, ensuring that all workers are enthusiastic about environmental concerns.

B. The green business owner's brand refers to the company's corporate image and reputation in relation to environmental management, which may be formed through GHRM practices. Job searchers might perceive a positive match between their value and firm values through the green employer brand, and they may feel happy to work for a firm with a solid environmental reputation, according to Willness and Jones (2013). Job searchers are more likely to know about an organization's environmental performance and to be able to identify criteria for measuring how companies treat their employees. Job searchers may be drawn to companies that emit good green signals. From this point of view, green branding by

employers is an effective way to attract and select potential employees who are positive about environmental issues and images.

C. Green criteria must be used to evaluate and choose personnel. For example, in job descriptions and staff choices, the emphasis should be on environmental features to attract workers. Where questions on environmental knowledge, values, and beliefs can be asked (Ullah, 2017: 6).

2. Green training and development

Green training (GT) is a set of activities designed to encourage employees to learn environmental protection skills and develop an interest in environmental concerns, both of which are necessary for attaining environmental goals. Green training, together with education programs for all corporate personnel, not just those involved with environmental departments, may raise employee awareness, knowledge, and abilities in environmental operations. Green training has three components: increasing awareness, managing knowledge, and improving the corporate climate (Rumanti, 2017: 183):

A. GT allows the organization to raise employee knowledge of pro-environmental workplace actions. Employees can benefit from green training programs by learning more about the importance of environmental protection and being more attentive to environmental monitoring and preventative activities such as collecting trash data and detecting pollution sources.

B. GT offers knowledge management services that enable employees to perform environmental tasks. According to a survey, environmental knowledge and values are the driving forces behind employees' environmental initiatives in China. Employees can receive broad-based green training, improve their knowledge and skills in environmental protection, and improve their capabilities in dealing with complex environmental problems through green knowledge management. For example, employees can learn how to collect waste data and increase their environmental expertise through training.

C. GT builds an atmosphere that encourages all employees to participate in environmental initiatives. Integrated training is not limited to comprehensive programs only, but also links them to assessments and performance management systems, which is a way to create an environmental work environment.

Green training and development also aims to improve employee awareness and knowledge on issues environmental, build a positive attitude, take a proactive approach to environmental concerns and develop competencies to maintain energy and waste minimization with environmental training as one of the most important aspects of Human resources. Where both direct and moderate effects of employee training have been found on the sustainable development of the organization, so employee training is crucial to the successful implementation of the environmental management system and the creation of an environmentally friendly culture in the organization (Mishra, 2017: 6).

3. Green performance assessment

The term "green performance assessment" refers to a methodology for assessing employee performance in the context of environmental management. Specific components of GPA have been studied, such as delivering feedback and balancing measurements. These techniques of calculating GPA are claimed to be ineffective since various firms have distinct structural features, and resources that utilize uniform criteria across organizations will be random. Determine a technique of application that is systematic GPA. Therefore, adopting a common GPA is a priority for many types of companies. GPA activities are grouped into four aspects: setting green goals for all members, creating green performance indicators, evaluating green outcomes for employees, and using benefits. Setting green objectives for all employees focuses on converting environmental goals into action plans for all employees. Developing green performance indicators entails developing a set of green standards for all members of the performance evaluation team, with subjects such as environmental accidents, environmental responsibilities, carbon emission reduction, and environmental concerns and regulations being communicated. The most essential component of GPA for both managers and employees is the performance evaluation, which will influence the process and efficacy of following awards and remuneration. As a result, in performance management systems, unambiguous green performance indicators are essential. External managers' appraisal of their managers stresses their position in environmental management, perhaps making them more accountable for developing market performance. Green outcomes must be defined, and managers must be held accountable for EM performance. When these metrics are used correctly, they can encourage employees

to be more environmentally conscious and work toward green goals in the future. (Rumanti, 2017: 184)

4. Green rewards management

Green salaries and incentives are a system of financial and non-financial awards that are designed to recruit, retain, and motivate employees to contribute to environmental goals, in accordance with the strategic approach to reward management (GREEN Rewards Management). Employees are thought to be more motivated by (GRM), such as recognition and praise, than by non-financial benefits. Incentives and awards, on the other hand, could be more effective than other HRMS approaches in aligning employee performance with business goals. Most experts agree, however, that combining monetary and non-monetary incentives is more successful in motivating workers. Offer non-monetary rewards alongside financial incentives, in the form of green travel benefits, green taxes, and green recognition (Ullah, 2017: 8).

A. Bonuses for staff transportation and travel are among the green travel incentives. It may be used to lessen the negative effects of its carbon footprints and raise environmental awareness.

B. Green tax breaks include deductions for people who ride bicycles or drive a less polluting automobile. Companies in the United Kingdom have implemented financial incentives like this, and they have a significant influence on employees' motivation to safeguard the environment.

C. Green recognition is a non-monetary compensation scheme for workers that includes things like company-wide recognition, paid vacations, and gift cards. Green recognition prizes instill pride among coworkers and encourage environmental actions more efficiently.

2.1.6 Green human resource management jobs

Employee benefits, organizational and employee manuals or policies, standard work processes, and organizational or workplace policies are all handled by the human resource function. It collaborates with management to create long-term strategies like work-life balance and staff retention. Green HR attempts to decrease every employee's carbon impact in the firm, including talent retention.

Employees of today's generation are increasingly aware of and worried about global warming, environmental damage, and climate change, thus human resources departments are trying to manage green human resources as a strategy to retain top talent. As a result of the importance of innovation to the company, businesses continue to seek for new ways to retain their finest employees (Pandey et al 2016:13) The following are some of the technologies that the companies have implemented:

1. Reduce the usage of paper or utilize recycled paper when keeping records and other associated information by using technology instead of physical documents and files, such as electronic/digital filing.
2. Employee transportation in public cars / riding a bike to work or providing transportation for employees on their daily commute to work in order to save fuel, reduce traffic, and thus ensure faster mobility and lower carbon emissions. Encourage employees to ride bicycles to work whenever possible.
3. Lighting should be used sparingly or not at all, and sunlight should be allowed during the day whenever feasible. The use of high-efficiency LED lights at night to conserve power, as well as recycled and recycled items and ensuring product disposal for recycling, and the construction of buildings and workspaces that promote green architecture by enabling natural lighting, heating, and cooling.
4. Establish a smoke-free workplace.
5. Recognize and reward personnel that comes up with green ideas and techniques that are both long-term and sustainable.
6. Employees are encouraged to plant trees and become more environmentally conscious.
7. Awareness Employees are made aware of electronic trash and biological waste through education and training.

The human resource function plays a critical role in developing and implementing sustainable business strategies across the organization; however, there may be a lack of human resources on the part of human resources to champion sustainability at the strategic level, as HR managers may not see themselves as a strategic driver for environmental and sustainability initiatives; instead, they may see themselves as a tactical driver for environmental and sustainability initiatives. The key to enhancing

environmental sustainability in firms is defining the "greening" role and connecting it with corporate strategy and organizational performance. Organizations may perceive the need for sustainability in a variety of ways. For example, motivation may be based on the value of personal principles and the passion of individuals, and a strategic path may redesign the business model to put this function on top of that, while a defensive path may offer policies and practices to meet legal responsibilities (Millar et al., 2015: 3).

2.1.7 The factors affecting the application of green sustainable human resource management

Green sustainability, according to the Brundtland Commission (1987), may fulfill connected goals on three levels: economic, environmental, and social. Factors impacting the sustainability of green human resources should be considered in the three dimensions since sustainability has three levels: environmental, social, and economic.

And the elements that influence the long-term viability of green human resources, which he defined (Tooranloo et.al., 2017: 7-14) as follows:

A. Green Social Sustainability:

This sort of sustainability entails protecting the well-being of current and future generations, as well as increasing their well-being, establishing a harmonious living environment, and enhancing the quality of life, as well as eliminating social disparities and inequality. In this sense, the following are some of the most significant elements to consider while adopting social sustainability of human resources:

- **Social infrastructure:** Including basic employee needs such as treatment centers, sports facilities, social centers, and the provision of halls for recreational activities, taking into account vulnerable groups of society such as the disabled, the elderly, and children, green and open spaces, providing amenities, quality of life, social care, associations, and cultural traditions, and taking into account the vulnerable groups of society such as the disabled, the elderly, and children, green and open spaces, providing amenities, quality of life, social care, associations, and cultural traditions.

- **Availability of employment opportunities:** Employment is the most important source of social sustainability, and people can sense social care via interacting with others in addition to earning money.
- **Accessibility:** It's a major subject in the field of social sustainability. People like to have quick access to their chosen locations, or they like to have their employment, house, and amusement venues all within walking distance of one other.
- **The ability to meet psychological needs:** People like to live in safe areas since security is such an essential aspect of society. Furthermore, psychological requirements include aspects such as protection and a sense of belonging.
- **Social justice:** A just society is one in which there is no discrimination based on age, racism, or justice across generations, and one of the characteristics of social justice is the removal of social exclusion and the equitable distribution of money.
- **Social Sustainability Design:** Education and training, public services, green spaces, culture and entertainment, affordable housing, beautiful public space, environmental quality, and sustainable urban design are all factors that have a direct or indirect influence on society.
- **Social sustainability:** This factor includes social cohesion, social interaction, social networks, social capital, cohesion and harmony between different social groups and the social system.

B. Green Environmental Sustainability:

The goal of this sort of sustainability is to provide a safe and beautiful environment while also attempting to decrease environmental impacts and restore the damage. Organizations should develop a set of procedures and policies that will allow them to manage and enhance their environmental performance on a regular basis. In this sense, the following are some significant considerations to consider while adopting human resource environmental sustainability:

- **Green job design:** The concept of green job design may be used to describe and describe the number of occupations that are environmentally friendly. Some firms have combined environmental and social activities into a single environmental protection job, and others employ teamwork as a job design tool to investigate environmental challenges successfully.

- **Green Human Resource Planning:** Environmental management-related measures such as ISO 14001, Green Product, and Accountability are required for organizations that anticipate the amount and types of human resources. These guidelines can help businesses handle environmental challenges. Environmental management methods need a wide range of activities and expertise, and some firms use environmental consultants and evaluations to foresee environmental risks while making strategic decisions.
- **Green Employment:** When it comes to green employee recruiting, the company requires employees who are concerned about environmental culture. The organization has two possibilities for developing environmental workers: (focus on green employment and raise awareness) and (education on environmental protection). Because the first choice is more successful than the second, the company must utilize best practices in green employment.
- **Implementing green employment:** The policies of an organization's labor force are combined with environmental concerns. Employees, on the other hand, want to work for companies that care about the environment; if they are regarded as green employers, they will be able to recruit more talent. The same skills may be used to execute environmental management in a company. Recruiting environmental professionals necessitates a commitment to environmental ideals on the part of employers.
- **Green Choice:** Volunteers who are engaged in environmental concerns are chosen by organizations to fill positions in the workforce. During the interview with the volunteers, they are asked to respond to environmental topics. Performing such exercises is a useful way to screen individuals, however, some companies utilize alternative criteria to choose personnel. (Adhikari and Marhatta, 2017: 35)
- **Implementing the green policy:** Creating a green policy for workers who appear to require environmental training is critical, and firms may accomplish this aim in two ways: creating green public policies for all workers, or implementing a specific green policy for workers with unique knowledge.
- **Green performance appraisal:** One of the most important aspects of green human resource management is. No company can be certain of having considerable environmental performance without it. Green employee performance metrics should

be fully aligned with the organization's environmental requirements. Organizations must create green management information systems in order to achieve high environmental performance.

- **Green training:** Employees' knowledge, skills, and capacities are all improved through this form of training. This aids in the implementation of environmental management plans. Training employees to recycle and manage trash, promote flexible programs, and limit business travels will all help to lessen the company's negative environmental consequences.
- **Green Encouragement System Management:** The long-term viability of an organization's environmental performance is strongly reliant on its reward management strategies. Managers and staff are greatly motivated by the green incentive management system.
- **Green Health and Personnel Safety Management:** It is outside of human resource management's typical health and safety management duty. Traditional health as well as more parts of environmental management are included in this style of health management.
- **Discipline of employee green management:** To assure green behavior in the workplace, this sort of management is required in large-scale corporate environmental management. These businesses provide a clear set of rules and regulations to guide personnel in accordance with the company's environmental policy.
- **Green employee relations:** The introduction of green human resource management has an impact on employee relations and activities associated with union-management practices in a corporation. Employee relations and union support are crucial when it comes to implementing environmental management strategies and processes in businesses.

C. Green Economic Sustainability:

Economic stability is accomplished by ensuring that future generations have access to valued resources. This approach is based on the theory of economic benefit and efficiency and can be applied to the most efficient use of scarce resources. Given that economic stability is linked to lower expenditures, the following factors can be

considered to improve human resource management and competitive advantage (Jahan et al, 2017: 61):

- **Human resource efficiency:** This factor includes comprehensive quality management, employee productivity, efficiency in the use of equipment, standardization of processes, employee engagement, increased employee motivation and skills, standardization of services, educational programs to increase employee efficiency and effectiveness, performance evaluation.
- **Reengineering:** Redesigning the process model for team-based organizations to achieve more coordination and standardization of processes, prioritization of objectives, defining the structure and coordination of operations, cost reduction strategy: which includes increasing turnover and minimizing harm.
- **Senior Management's Commitment to Economic Sustainability:** Creating financial value by increasing revenues, reducing costs, and creating job opportunities in order to enhance the sustainability of human resources.
- **Facilities Development:** Establishing an expenditure optimization system, capital budgeting, unit monitoring, performance monitoring and some factors related to facility development.
- **Macroeconomic policies:** policies influenced by economic regulations set and implemented by the government, demands and expectations applied by the market, competitors' actions and activities, as well as pressure exerted by non-governmental organizations.
- **Employment guarantee:** a strategy for developing human resources that creates sources of income for people in society.

2.1.8. The challenges of green human resource management

Green human resources management has many important advantages and functions, as well as the competitive advantage that it grants to the organization in which it applies, but this does not mean that it is devoid of the challenges or difficulties, challenges and difficulties facing green human resources management are represented in the following points (Deshwal, 2017: 180):

1. It is difficult to change employee behavior in a short period of time.

2. Not every employee in the organization is equally enthusiastic to participate in promoting green human resource management practices in their workplace.
3. Developing a culture of green human resource management for the entire organization is a difficult process and needs a long period of time.
4. Green human resources management requires high consultations at its beginning, as well as the fact that its rate of return is relatively slow at its beginning.
5. The sources of recruiting green employees and their compatibility with quality and talent is a difficult task.
6. It is difficult to measure the effectiveness of green human resource management practices in employee behavior.
7. The book on green human resource management puts a set of challenges for the application of green human resource management in the organization, including (providing basic green structures, green operations, green thinking, and this requirement is the task of selecting and developing the green leaders that the organization will need in the future).

There are other challenges for managing green human resources, as follows:
(Jabbour & Jabbour, 2016: 1831)

1. **Internal environmental management:** includes barriers to implementing human and organizational issues, such as:

- (A) Lack of knowledge and skills.
- (B) Lack of support from top management.
- (C) Lack of awareness.
- (D) Lack of green attitude and culture.

2. **Green Procurement:** Some of the reasons for the supply chain not being highly involved in environmental initiatives are:

- (A) The supply chain managers' lack of awareness of the economic benefits of environmental initiatives.
- (B) The need to incorporate improvements in environmental performance, there is a need to increase the interaction between procurement, environmental and other

functions, as senior management commitment is a major issue when adopting green procurement initiatives.

3. **Collaboration with clients:** There are three main activities for cooperating with clients:

(A) Educating client d using, for example, environmental awareness seminars.

(B) Customer support, for example, environmental support teams in developing environmental programs.

(C) Joint ventures, for example, where the company works with the client to create joint teams and long-term programs to develop innovations and green solutions, such as clean technologies, green product projects.

4. **Ecological design: Among the main obstacles to eco-design are:**

(A) There is a gap between the creators and implementers of eco-design projects.

(B) Organizational complexity.

(C) Lack of cooperation between departments / regions.

(D) Lack of environmental goals and visions in projects.

5. **Investment recovery:** Supporting the top management and establishing mechanisms to realize the company's profits from selling excess materials, selling scrap and used materials, and selling excess capital goods from replacing equipment.

6. **Reverse logistics services:** The administrative / human aspects tend to be barriers to implementation of reverse logistics services (such as non-compliance), as well as lack of human resources (such as skilled personnel and training in reverse logistics).

2.1.9 Reasons for adopting green human resources management

In the last two decades of the twenty-first century, a realistic need for environmental management has emerged throughout the world. As a result of the devastating effects of various pollutants, in which industrial waste was the main reason that worsened and led to the depletion of our natural resources very quickly. That is why the "Magna Carta" was announced in the first case of the United Nations. The Human Environment Conference held in June 1972 in Stockholm confirmed that defense for

the human environment and its improvement for the current and future generation has become a basic goal of mankind (Masry, 2016: 71).

Given the significance of economic growth for environmental management, management researchers throughout the globe are increasingly examining various management approaches that might help firms accomplish the GHRM goals while also having a substantial influence on their environmental competitiveness. What follows are some of the reasons for using green human resources. (Sharma, 2016: 76):

1. **Preserving the natural environment:** the elements of the environment that humans do not create, such as trees, forests, rivers, and animals, are known as the elements of the natural environment. Green practices for human resource management, such as advertising and online recruitment that use less paper, fewer carbon emissions on office space, and training through electronic sources to reduce paper, were implemented.
2. **Improving employee morale and ensuring a healthy work environment:** Making green corporate areas with trees and plants, prohibiting smoking in office buildings, using less paper, and serving natural fruits and vegetables during human resources meetings may all help to create a healthy, livable work environment, which may boost productivity and morale. Workers.
3. **Using corporate social responsibility to gain a competitive advantage:** Corporate social responsibility has become an integral element of a company's core duties, which it cannot disregard. As a result, the firm may obtain a competitive edge over its competitors by using effective green management techniques.
4. **Cost-cutting:** Creating a healthy work environment may minimize employee tiredness, unemployment, and turnover, resulting in cheaper costs. It can also minimize waste by using less paper and publishing and recording information on the Internet.
5. **Increase the firm's image:** Obviously, a firm that implements green management and HRM would have a greater profile than one that does not.
6. **Reducing government and other law enforcement authorities' interference:** Adopting green and human resource management techniques can

lessen the need for intervention by the federal, state, and municipal governments, as well as other law enforcement authorities.

7. **Adopting green techniques to create a more environmentally friendly atmosphere and promote environmental learning among staff:** Human resource management raises environmental awareness among employees and encourages them to be environmentally friendly, making them excellent citizens in the eyes of the environment.

8. **Stimulating innovation and growth:** Human resource management green practices foster new inventive ideas and practices that improve quality and improve procedures and procedures.

9. **Facilitating learning and behavior:** These methods assist employees in developing environmentally conscious attitudes in their personal and professional life by facilitating environmental awareness and refining or shaping their behavior.

10. **Maximizing resource usage and decreasing waste:** Using recycled items and limiting waste to an optimal level are two ways that green human resource management techniques may help a firm utilize its natural resources.

2.2 Organizational Sustainability

2.2.1 The concept of organizational sustainability

Today's businesses must deal with the issue of organizational sustainability. Where organizations seek to integrate sustainability initiatives into their corporate strategy, Tata, J., & Prasad (2015: 278-281) defined them as "activities that meet the needs of the institution and its stakeholders while protecting and enhancing human, social, and natural resources in the future". Implementing organizational sustainability initiatives, which includes the organization's ability to participate in sustainability activities, appears to be a difficult challenge.

The Brundtland Commission (1987) defined sustainability as "filling current demands without jeopardizing future generations' ability to fulfill their own needs." Scholars have adapted this definition for use in the organizational setting, and sustainable organizations are those that "can conserve financial, human, social, and environmental resources throughout time." Because these groups contribute to

sustainability in a variety of ways (the transfer of sustainability technology, through the education and training of employees, and through the development of local communities).

Sustainability is often described as “development that meets the requirements of the current generation without jeopardizing future generations' ability to satisfy their own demands” (Schneider, 2015: 525). This notion relates to the need to strike a balance between ecological, social, and economic concerns, whether for present or future generations. Firms play a critical part in sustainable development because of their ability to advance it, especially given the importance of business companies for sustainable development. In the context of business, the concept of institutional sustainability has emerged as a model for a sustainable development model, and while there is no reliable definition of this concept, there is a practical consensus that institutional sustainability encompasses organizational, social, and environmental outcomes. Organizational sustainability is a normative notion that outlines the ideal development trajectories for societies, and it has gotten a lot of attention in management and organizational literature. Firms are critical to long-term development since they represent the economy's productive resources. Organizational sustainability, on the other hand, is a community-level notion in the sense that "individual organizations cannot become sustainable: individual companies just contribute to the larger system in which sustainability may or cannot be attained."

While there is no agreed-upon definition, "corporate sustainability" recognizes the importance of company growth and the ability to achieve it, but it also demands the corporation to meet social goals, particularly those connected to the environment. With sustainable development - environmental protection, justice and equity, and economic development - "thus corporate sustainability includes the notion that companies face various demands to achieve societal goals that appear to be desirable and acceptable in isolation from one another but are "closely linked and internally interconnected." Environmental and social issues are present at the same time (Hahn, 2015: 297-298).

Organizational sustainability is the organizational design and governance of the role various stakeholders, customers and partners play in the innovation process towards organizational sustainability (Carayannis et al., 2015 85-90). Organizations are open

systems operating under conditions of great turmoil and risks (known and unknown) seeking to strike a balance between stability and cohesion to achieve higher levels of efficiency, survival and prosperity, as the main objective behind this is to create wealth and benefits for shareholders, and to put Social and environmental aspects are considered secondary under the main business objective, and companies should undertake initiatives that address social and ecological degradation, develop new business models and adopt organizational designs that will lead to them becoming integrated entities that operate outside the economic sphere and create social and environmental value. That sustainable development is the only available way to grow enterprises, reduce production costs and generate additional revenue from new offerings or business expansion. Sustainability “is the part of organizational and technological innovation that yields both baseline and baseline returns.” Although this path is not an easy one, these variations are challenged by the stages of change. Achieving organizational sustainability is critical as organizations can position themselves as sustainable leaders. Scholars have raised the issue of integrating economic, social and environmental aspects into business operations who have emphasized the importance of the environment in business operations, by developing an interdisciplinary framework. In addition, sustainable development provides a framework for innovation and business expansion through new regulations that drive innovation and lead to business growth. Ethics and culture are the cornerstones of this framework. It is likely that there will be clear objectives to achieve sustainability and enhance performance, through the adoption of exploratory innovative strategies targeting new products and market areas, as well as exploitative innovation strategies aimed at improving the current product and market conditions. The organization should be careful in making informed choices, that organizational strategy culture and structure are among the major factors affecting organizational sustainability. Thus, organizational sustainability is “an organization’s ability to focus on both the short and long term and is one of the major critical factors for the success of an organization.” This balance can be achieved by adopting and leveraging technological learning processes at multiple levels within the organization.”

Lamm (2015: 207-208), on the other hand, defined organizational sustainability as "achievement in establishing a market-oriented trend while integrating the company's ecological, social, and economic issues." Many scholars believe that in order for an

organization to be effective, sustainability must be a key component. Despite the importance of these top-down strategic efforts, individual managers and employees play an equally vital role in ensuring organizational survival. Sustainability initiatives can be developed at work by managers and staff; actions are not obligatory, but rather voluntary. As a result, each individual staff officer's discretionary decisions have an impact on the company's overall environmental impact. While the influence of one person's decision may be minor, it has a significant impact on the long-term viability of an organization. It is critical to comprehend the elements that influence managers' decisions to engage in sustainability behaviors, as well as the implications for companies of organizational citizenship behaviors toward sustainability, dubbed "voluntary behaviors." It is not indicated in job descriptions how individuals or society may work together to create more sustainable growth. Organizational sustainability behaviors are observed to increase psychological empowerment, work happiness, define organizational identity, and reduce employee turnover within their organizations. Individual, organizational, political, economic, social, cultural, and ecological levels all contribute to organizational sustainability. However, all academic research tends to focus on organizational sustainability initiatives rather than individual ones. The researchers discovered that 90% of the studies looked at the organizational or institutional level, while the remaining 4% looked at various levels and only 4% looked at the person level.

However, Fath (2015: 13-14) agreed with most researchers that the most commonly used definition of organizational sustainability is that provided by the United Nations Global Commission on Environment and Development, also known as the Brundtland Commission 1987, which states that "sustainable development is a development that meets the needs of the current generation without jeopardizing the absorption of future generations." "Sustainability" refers to a system's ability to withstand and retain key functions.

Organizational sustainability is defined as "the adoption of business strategies and activities that meet the needs of the institution and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources that will be required in the future," according to (Karkoulou, 2016: 1863).

2.2.2 The importance of organizational sustainability

Corporate sustainability is becoming an increasingly important aspect of organizational development, as successfully managing sustainability practices is critical to gaining a competitive edge.

The literature has recently been interested in developing an integrative framework for identifying and evaluating organizational sustainability practices in the context of investing in and improving sustainability competencies, with the goal of making the organization more efficient through incremental improvements in processes and outputs (products/services) that help organizations reduce cost and risks (Maletic et al., 2015: 184-194). On this basis, the following principles illustrate the importance of organizational sustainability: -

A- Employee knowledge and skills are always being improved, as is the efficiency of present sustainability procedures.

B - The company has a learning culture and encourages innovation to ensure its long-term viability.

C- The company makes long-term improvements in order to dramatically reduce the environmental effect of its products and services.

D-The organization undertakes to regularly re-engineer business processes with an emphasis on green perspectives.

E- Organizational sustainability has an importance that the organization must take into account (Schneider, 2015: 525-527). In order for companies to successfully deal with corporate sustainability issues, stakeholders will need to participate in organizational sustainability, and business firms can integrate corporate sustainability from by achieving environmental integrity at the same time, and contributing to social justice, in addition to economic prosperity.

F- Organizational sustainability is increasingly focusing on how new information governs business-expanding concepts and practices. Open innovation is critical to long-term strategic management. Companies can benefit from knowledge management of assets that support sustainable innovations to improve organizational sustainability through open innovation (Lopes et al., 2017: 476).

2.2.3 Organizational sustainability goals

The expansion of institutional and economic-political power during the last two decades has been primarily characterized by privatization, deregulation, and liberalization, all of which have decreased trade barriers and promote globalization. These developments have impacted the environment and societal well-being in many cases, and while corporate boards debate "sustainability," it's important to look into the nature of corporate sustainability goals.

More recently, the concept of corporate sustainability has emerged as a "business case" and the desired path for organizations, implying that it "meets the needs of direct and indirect stakeholders such as shareholders, employees, customers, pressure groups, local communities, and others without compromising their ability." Changes such as the introduction of resource-efficient technologies, sustainability reporting plans, and the provision of sustainable products and services are all necessary for a firm to become more sustainable (Lozano, 2015: 32-33).

A - The goal is to provide a more comprehensive perspective on the various aspects of corporate sustainability so that transition from an unsustainable status quo to a more sustainable regulatory state can be more effectively induced. It considers both internal and external issues, providing a comprehensive view of how businesses might be more proactive in their efforts to become more organizationally sustainable.

B - Proactively tries to contribute to a sustainable balance of economic, environmental, and social sustainability while addressing the company's systems, such as operations, production, management, strategy, organizational systems, procurement, marketing, evaluation, and communication processes.

C-Aims to build an organizational infrastructure that promotes a culture of sustainability to achieve sustainable performance at the employee and organizational level.

D - seeks to set sustainability goals as part of the performance planning process at the employee level. Ideally, employers should strive to assist their workforce in adopting organizational sustainability initiatives within the range of their usual job performance expectations.

E- Given the recognized need for long-term success, they are a critical component of company plans. The pursuit of sustainability has already begun to alter the

competitive landscape, forcing businesses to reconsider their product, technology, process, and business model strategies (Longoni & Cagliano, 2015: 216-217).

F - Highlight the factors that enhance coexistence and exchange on sustainability within organizations without any prior focus on any specific interpretation or knowledge framework, and address the factors that enhance new possibilities for how companies respond to sustainability challenges. (Hahn, 2015: 259-260)

2.2.4 Dimensions of organizational sustainability

Organizational sustainability has three key elements (economic, social, and environmental sustainability), which the study uses since it aligns with many scholars' research goals (Dyllick & Hockerts, 2002, Bekele, 2013), such as:

1. Economic sustainability

Organizational sustainability is described as an organization's impact on stakeholders' economic situations as well as national and global economic systems. The economic repercussions of organizations on society, as well as the movement of resources between diverse stakeholders, are markers of that influence. Quarterly, semi-annually, and yearly financial reports are key tools for analyzing the company and its financial stability. Financial capital (debt and property rights), physical capital (machinery, land, and stocks), and intangible capital (intangible assets) are all required for economic sustainability (Dyllick & Hockerts, 2002: 132).

To achieve economic sustainability, the organization must conduct its operations in a responsible and well-recognized way, with social and economic advantages for all parties involved (Cella-De-Oliveira, 2013: 964). There are two methods for determining economic viability. The first is an internal evaluation technique that starts with the question of how a firm can exist. From the perspective of stakeholders, the second method is visible in the economic influence that the organization has on the economic system or on society (the external evaluation approach).

The first strategy focuses on the brand's reputation, whereas the second prioritizes the organization's sales as a significant goal for long-term economic viability. The second strategy focuses on addressing the organization's economic influence throughout the whole economic system and stakeholders, as well as evaluating how

the external environment influences the organization's long-term viability. The economic effect might include anything from employment creation to public goods manufacturing, supply chain management, and employee benefits. (Bekele, 2013: 15).

2. Social sustainability

The social sustainability of a company is defined as the corporation's understanding of its responsibility for its acts, as well as a genuine and long-term commitment to all business operations in order to effectively stay in the market for an extended length of time. By concentrating on addressing their requirements and ensuring their loyalty to the business, social sustainability strives to positively affect all present and future connections with stakeholders. (Baumgartner & Ebner, 2010: 80) equality, empowerment, accessibility, participation, cultural identity formation, and organizational stability are all concepts associated with social sustainability. (Basiago, 1999: 148) human development (education, training, workplace health and safety, and capacity building), equality (fair compensation and benefits, equal opportunities, and the absence of workplace discrimination), and ethical issues are all included (employee rights, culture, and values, and justice for all) (Cella-De-Oliveira, 2013: 965).

3. Environmental sustainability

Long-term maintenance of circumstances and activities that contribute to environmental quality is referred to as environmental sustainability. (Attah, 2010: 6) . Environmental sustainability includes things like ecosystem integrity, resilience, and biodiversity. It requires the preservation of natural capital as a source of economic input. (Basiago, 1999: 149) It also deals with the environmental impacts resulting from the activities of organizations, such as resource use, gases emitted into the air, water or land, as well as hazardous wastes. In addition to the impacts of biodiversity and environmental issues over the product life cycle (Ebner, 2010: 79 & Baumgartner).

2.2.5 Organizational sustainability tools

Is "an organization's ability to adapt to changes in the business environment in order to capitalize on the most cutting-edge practice methodologies and achieve and maintain outstanding competitive performance." Measuring long-term viability:

evaluating performance is tough, especially when "what is examined" is always changing.

Tasleem et al (2015: 1-3) describe four conceptual methodologies for evaluating long-term organizational effectiveness, including:

- A) Adaptation of the macroeconomic system model.
- B) Quality approach.
- C) The triple bottom line "Economic, social and environmental development."
- D) Expanding the Balanced Scorecard

When examining the rates of sustainability management tool awareness and implementation in SMEs, it becomes clear that the majority of these tools are difficult to use at best. While many managements and organizational characteristics are being studied, little is known about the connection between awareness and implementation, which might explain why certain organizations are more likely to adopt specific management practices. These characteristics include the managers' perceptions of comparative gains over earlier practices and systems, support for senior management, degree of participation in the business, and the firm's size. According to Johnson (2015: 271-273), sustainability techniques include:

- **Corporate Social Responsibility**

Sustainability management include both internal development of environmental and social measures as well as external contributions to society and the economy's long-term survival. As a consequence, managers may use sustainability management tools to track and evaluate internal success while simultaneously communicating with external stakeholders. A wide range of these tools has been proposed in the literature for many functional domains (such as accounting, marketing, production management, and supply chain management tools), as well as multifunctional support systems that affect the organization's overall objectives.

- **Environmental Management**

These management tools can be especially useful in supporting managers in making important choices about the environmental and social aspects of their organizations' operations. For example, a properly implemented environmental management system can assist company employees in monitoring and identifying environmentally harmful processes, resulting in organizational efficiency and internal cost savings), and the added benefits of sustainability management tools include improved environmental performance from corporate sustainability tools.

For various reasons, however, instruments alone will not enhance environmental and social performance.

- a. They are not alternatives to humanitarian action.
- b. Without effective management controls, most tools fail to incorporate environmental and social components into daily activities.
- c. Many tools aren't always applicable to all businesses. Instead, the company should select the best technology (or a mix of tools) for its specific sustainability management requirements. As a result, the tools should be practical, adaptive, and take the human component into consideration throughout the deployment.

In order to construct scientific and methodological instruments for sustainable development, priorities must be determined and strategies for organizational and economic reforms must be developed. To thrive in the global market, SMEs will have to rely on their ability to improve goods and processes while also providing customers with value-added innovations and learning capabilities. This entails the development and deployment of knowledge management technologies in a more complex network of interconnections both inside and outside its "organized" boundaries. new ICT tools and organization can play a major role. Using ICT tools and their effects to increase efficiency, and their role in enhancing integration between jobs and between organizations, enhances organizational sustainability, and organizational tools provide companies with tools that support knowledge capture and dissemination processes. (Corso et al: 2003: 398).

2.2.6 Organizational sustainability management

Organizations all across the world have adopted the total quality management (TQM) concept and methodologies to achieve business excellence. Many have succeeded, but many more are still battling for long-term organizational viability, and today's technological breakthroughs and global concerns have heightened the competitive atmosphere in the corporate world.

The relationship between total quality management and technology management was clarified in an integrated way to achieve organizational excellence and sustainability, and organizational sustainability management (Amui et al 2017: 308-312):

A. It is quite significant in today's organizational strategy. That is, the company's ability to make sustainability more dynamic, with discussions of sustainability playing a key role in thinking about the dimensions of development and potential emerging administrative frameworks. A new model of management for sustainable development is required to make significant changes in current production systems, human social organization, and the use of natural resources. It is vital to modify attitudes, attitudes, and interests before incorporating sustainability management into company strategy. "Sustainability must be at the center of the business and offer innovation" to manage sustainability. Finding new solutions that solve global concerns while also meeting the demands of stakeholders is critical to success.

B. Firms that are unable to generate innovation confront challenges that still exist in this respect, and organizations are seeking for methods to make sustainability management a dynamic capability that is integrated with strategies and business models in order to deal with the complexity of the environment. Sustainability management should be incorporated into the strategy; it must be dynamic and inventive in order to become a competitive force in terms of adaptability and resilience.

C. Several studies have been conducted to determine how sustainability management may help an organization adapt, evolve, and innovate toward new and sustainable models, as well as adopt sustainable management in the long run. Companies should be able to innovate and use new technology in order to avoid pollution and other long-term difficulties. To organizational skills that provide a competitive advantage based on environmental factors by bringing together diverse

resources to adapt to environmental changes. Organizational learning, relationship building, shared vision, function integration, knowledge assessment, knowledge acquisition, capacity development, product development, relationship management, technology cooperation, green human resources, environmental innovation culture, and environmental management system strategy are just some of the topics covered.

D. The deployment of this system improves the total supply chain's sustainability performance, including environmental performance. It outlines the dynamic capabilities that have been found, as well as insights into the opportunities that businesses may use to manage and build their supply chains in a sustainable manner. On the human side of organizational sustainability management.

As a result, organizational sustainability management is the company's ability to create new possibilities in controlling resources and investing them in seeking alternative strategic measures, and for some companies, organizational change to achieve "sustainable performance," as well as how companies develop and change their organizational capabilities to achieve a competitive advantage. That is, the organization's capacity to integrate, develop, and reorganize internal and external skills in response to quickly changing circumstances. That is, the strategy has a direct influence on organizational sustainability management via impacting sustainability performance. What will ultimately determine what happens is the company's capacity to quickly reallocate resources to new business cycles. If a company can gain a competitive advantage faster than its competitors, organizational sustainability management (Gelhard & Von Delft, 2016: 4633) is "the ability of any company to reallocate its organizational resources, operations, and strategies to deal with environmental changes" to make production processes more sustainable.

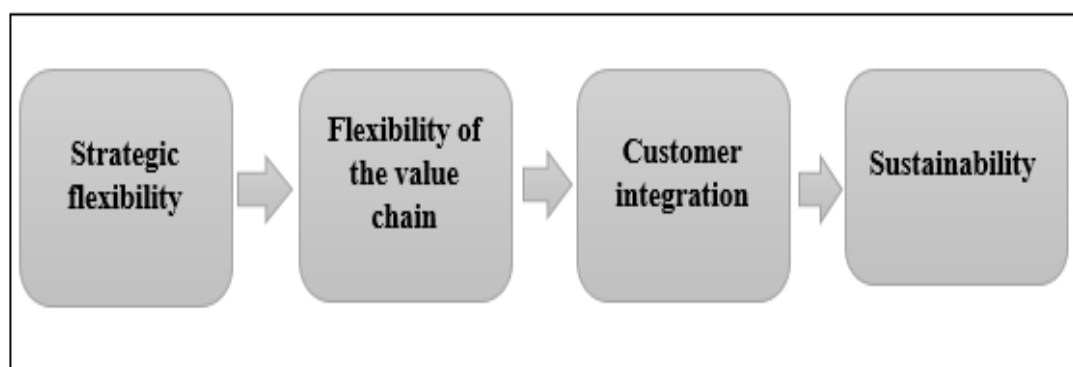


Figure 2.5: Organizational sustainability management

Source: Gelhard, C., & Von Delft, S. (2016).

2.2.7 Models of organizational sustainability

Organizational sustainability encompasses not just financial issues, but also social and environmental ones, and sustainability models relate to the dynamic capability to refer to knowledge resources in order to achieve this. As a result, focuses on innovation as a method of contributing not just economic value, but also environmental and societal benefit, as well as competencies that enable firms to accomplish sustainability-related innovation. "Organizational Sustainability Models" purpose is to provide a conceptual model for the interaction between a company's dynamic capacities, inventive outcomes, and innovation performance (CABRAL, 2010: 1).

Schaltegger (2016: 1-2) refers to curricula that integrate social, environmental, and economic issues to transform organizations in a way that contributes to the economy and society's sustainable development within the ecosystem's boundaries, and today's leaders, managers, and entrepreneurs face challenges in contributing to sustainable development on an individual, organizational, and global scale. As a result, academics and practitioners are increasingly investigating whether sustainability models might aid in the maintenance or even expansion of economic development.

In recent years, researchers and practitioners have paid a lot of attention to organizational sustainability models. It has evolved into a mechanism for improving economic, social, and environmental performance at the same time (Khodakarami, 2015: 62). Sustainability models may be included in a company's business model, and the relevance of sustainability models for corporate performance in general and corporate sustainability, in particular, has been extensively recognized in the literature.

One of goals is to learn how to improve companies' ability to create financial value in order to achieve corporate sustainability, differentiate between the elements and tasks of the business model, create value for various stakeholders, gain a competitive advantage through superior customer value, and contribute to the company's and society's long-term development. Also, running a profitable business (Schaltegger et al., 2016: 26). According to the scientific research, there are a few aspects that can assist define or construct organizational sustainability models, such as:

A. Organizational capabilities to achieve sustainability

The ability of an organization to develop a competitive advantage is increasingly influenced by its capacity to accomplish organizational sustainability models. Corporate sustainability refers to a company's capacity to achieve and pursue economic, environmental, and social objectives. A dynamic resource-based perspective must be used to implement proactive social and environmental practices, as well as related economic performance, adoption of advanced technologies, and product innovation, in order to link institutional sustainability practices and organizational performance with organizational capabilities.

Companies that are committed to sustainability should identify and develop specific capabilities that are rooted in the organization in order to implement practices that provide a competitive advantage, and studies have revealed that companies have varying capabilities for developing proactive environmental practices in order to achieve sustainability. However, research into how these capacities impact the foundations on which social and environmental challenges are implemented, as well as how economic success is attained within the context of corporate sustainability, is still lacking (Annunziata et al., 2018: 1300).

B. Business Development

Continuing to compete in a quickly changing market increases the long-term viability of quality models, but in certain situations, relying on these models has caused businesses to prioritize winning awards above maintaining their long-term viability. It is now focusing more on establishing business excellence models that can be tailored to the specific conditions and objectives of firms, allowing them to stay competitive even in difficult times. The ability of the firm to compete, which necessitates a more important approach to performance, is the sustainability model for company development.

The initial goal of these models is to evaluate different organizational practices and give out yearly excellence awards. The primary criteria and sub-criteria are usually included in the forms. The Corporate Quality Management Framework, for example, is made up of nine core standards and 32 sub-criteria that give direction on best practices and suitable sustainability measures (Dubey, 2016: 60-61).

C. Organizational Integration and Change

The problems connected with executing these activities have risen as the number of organizations advocating sustainability has climbed to a strategic priority. This concept is based on two fundamental questions: (1) What do sustainability specialists in leading corporations do to help their business implement sustainable practices? (2) What impact does the ever-changing sustainability model have on management processes and decision-making? By concentrating on long-term growth and the transition to a sustainable society.

Organizational sustainability models seek to manage organizational change, the development of management systems, the ability to proactively lead, a call for change, a precautionary principle not to harm the environment, company culture, ethical obligations, sustainability reporting, avoiding risks and affecting internal motivations on the business unit strategy, plans, and programs. Internal drivers also include the need for management to synthesize complex models such as sustainability and shared value into workable performance measures, enabling information systems, managing change, increasing transparency in reporting sustainability practices, and being able to align different aspects of global operations. (Sroufe, 2017: 1-7)

D. Organizational knowledge frameworks

Organizational knowledge frameworks are a type of capacity development used to look at the implications of the relative relevance of corporate sustainability in terms of developing diverse organizational skills. The relative importance of corporate sustainability within an organizational knowledge framework that promotes organizational capabilities, stakeholder integration, market sensing, organizational learning, and the ability to strategically plan through an organizational knowledge framework to develop organizational capabilities. Organizational capability development is characterized by a high degree of context and is heavily impacted by the environment in which it takes place. The framework's organizational knowledge framework favorably fosters the development of four different organizational competencies of high strategic value (Grewatsch & Kleindienst, 2017: 1-18).

- Integration of stakeholders.
- Market sensor.

- Strategic planning.
- Organizational learning.

E. Organizational Culture

The organizational culture encourages the development of a performance management system in order to monitor sustainability and how to manage these impacts via the culture of the organization. Furthermore, organizational culture (i.e., flexible and supervisory orientation) has a role in the differential influence of coercive and normative constraints on developing the performance management system for creating sustainability criteria.

As sustainability assessment of organizational culture remains a key management problem impacting organizational performance, organizational culture "is increasingly devoted to more sustainable company development activities to deploy green supply chain management." Individuals have less influence on organizational processes since they are institutionalized through a succession of adaptive processes.

Adaptive models contribute to the adoption of identical structures, tactics, and processes, as well as the best organizational practices. Organizational culture sustainability models stimulate business, increase the organization's chances of survival, and attempt to achieve a competitive advantage that allows it to flourish and develop. Finally, it is more important in comprehending a for-profit enterprise (Dubey et al., 2017: 1-4).

F. Organizational Creativity

Recent financial crises, the ongoing worldwide shift towards new economic powers, demonstrations against economic injustices, an increase in environmental concerns, and the rapid development of new technologies and hazards are among the problems that organizations face today. Organizations must respond to these difficulties with creative and ecologically friendly solutions that help maintain and develop natural, social, and financial resources.

This might assist businesses to deal with market risks and problems, as well as expectations from employees, consumers, and the general public to conserve the environment for present and future generations. Organizations must integrate creativity into their systems, regardless of industry, to deliver more dynamic and

sustainable internal and external reactions. Historically, the study of organizational creativity has faced significant challenges. Although it is considered a vital ability, it must exist in and across all organizations, and scholars and practitioners in these different fields such as psychology, arts, management, innovation and engineering have maintained their understanding of creativity within the boundaries of their research practices or disciplines. Nevertheless, it has been shown that innovation can be approached from an interdisciplinary point of view in the interest of organizations, and their increasingly diverse role in modern societies facing local, regional and global challenges.

In this environment, models, frameworks, and policy choices are being developed to enable creativity in a more comprehensive and effective way. Regulatory in nature. These models encourage people to experiment with their own inventiveness. Creativity may aid in the development and implementation of novel production processes and structures, resulting in higher quality, efficiency, and safety for employees, customers, and the ecosystem on which we all rely for our survival. Organizational Sustainability is important (Shrivastava, 2014:1).

G. Culture of the organizational model of sustainability

For three essential reasons, the organizational model of sustainability relies on culture.

First, most empirical work on sustainability focuses on a specific step (for example, establishing a sustainability strategy, developing a sustainability process, or monitoring sustainability) (such as strategy, human resources, operations, marketing, or finance). (Examples include senior management, middle management, and front-line employees.) As a result, unlike earlier research, this model incorporates various organizational processes.

Secondly, when the information includes quantitative and qualitative sources, and based on qualitative and quantitative data, it provides deep and rich information that is not available from other methods.

Third, emphasize the importance of managers' efforts to create a sustainable culture, which is no less important than practices aimed at promoting that culture. It depicts the process of promoting a sustainable culture as a series of linear steps. Integrating sustainability into the organization's strategic management process is the first step in

supporting sustainability decisions and behaviors at all levels. In addition to the performance advantages, strategic management enables a clearer direction, a clearer focus on what is important and a better understanding of the rapidly changing environment (Galpin et al., 2015:1-4).

2.2.8 Elements and components of organizational sustainability

The components and aspects of development "mean long-term steady growth of the quantitative and qualitative qualities of the structural components of the system that does not lead to environmental degradation changes," according to the report (Kankhva et al., 2016: 1046-1047.). The notion of sustainability and its components have arisen to build strategies for regulatory and even economic changes in order to establish scientific and methodological instruments for sustainable development.

The elements and components of sustainability play a significant role in achieving sustainable development in the organization, including enhancing the improvement of the enterprise system's economic stability in order to increase competitiveness, supporting companies in globalized environments, and improving the efficiency of capital building on the basis of rational use of investments. Also critical to create scientific and empirical instruments that measure high levels of current standards for assessing a company's organizational sustainability. To evaluate the elements and components of sustainability, the following methods are identified:

- Integrated approach.
- Econometrics.
- Stochastic prediction.
- Probability theory.
- Optimization theory.
- The simulation.
- Expert assessment.

However (Waibel et al., 2017: 734-735) indicated that these sustainable elements should include investigations- :

- Technology

- Economical
- Environmental
- Social

And, he mentioned that the following basic aspects should be taken into consideration: When the environmental impact assessment discusses the social and environmental impacts of the project over a period of time, through the elements and components of sustainability and most importantly, these sustainable elements can be influential on their own, but they can have an impact greater when combined with other or multiple elements. Sustainability has become one of the most important aspects on the global agenda, whether at the level of companies and public or private institutions, where enabling technology, globalization and increasing public awareness create the need for a business model that works and manages environmental and social systems for the elements and components of sustainability.

Firms operate in an environment where practicing corporate social responsibility is an indispensable condition for being able to compete, leading to the evolution of supporting these practices into a key strategic component.

2.9 Previous Studies

The following is an explanation of some of the previous studies and cognitive efforts that the researcher reviewed and reviewed, and which were utilized in the current study, as the previous studies are of great importance due to the researcher's benefit in stating the location of his study from the studies and providing the researcher with appropriate statistical measures, methods, and programs Including knowing the calls of researchers towards future research and determining whether there is a knowledge gap or not.

Where previous studies helped the researcher in formulating the theoretical framework for the current study, the researcher also knew about the obstacles facing the research and taking extensive experience in order to achieve the level of research ambition, as well as enriching the research problem with the knowledge and studies reached by other researchers, and enriching the researcher's knowledge about the topic of research Increasing the knowledge aspect about the green human resources variable and the organizational sustainability variable.

2.9.1 Some previous studies related to the green human resource management variable

Yong & Yusoff (2016) where they studied the impact of strategic human resource competencies on the adoption of green human resource management practices" The study aimed to determine the impact of strategic human resource (HR) competencies on human resource professionals on the adoption of green human resource management (HRM) practices. The study population was represented by industrial and service organizations in Malaysia. As for the study sample, 87 of these organizations focus on human resource management practitioners with professional experience, to determine their tendencies to promote green human resources, and the most important conclusions The results of the study indicated that a number of human resource capabilities have an impact on green human resource management, including It is the only strategic guide and change leader, closely related to green HRM practices. As for the strategic coordinator, he is positively associated with all green HRM practices including green analysis and job descriptions, green recruitment, green selection, green training, green performance appraisal, and green rewards.

Nejati et al (2017) Where he was interested in understanding the synergy between green human resource management and green supply chain management in manufacturing companies in Iran in light of the moderate effect of employee resistance to change, the study aimed to examine the relationship between human resource management and green and green supply chain management, in light of the moderate effect of employee resistance to change, It is the main and influencing factor in many important management practices and contributes significantly to the success or failure of these practices. The study community included all organizations working in manufacturing industries in Iran, while the study sample included 161 of these organizations. The most important conclusions are the significant and positive impact of GHRM. On the GSCM, underlining the public call for integration between HRM and green management, green development and training, green employee empowerment, green pay and rewards and the most positive impact on GSCM and GSCM practices should receive the attention of managers. Resistance to change has been found to have a moderate impact on The association between GHRM and

GSCM because tends to impede the first step towards building a sustainable corporate culture.

Mishra (2017) She studied the impact of green human resource management as a framework for sustainable organizational development in an emerging economy, and the study aims to explore the status and challenges of green human resource management practices in India, and society all working in industrial organizations, and the study sample was represented by workers in human resource management departments. , and most important conclusions Another area for harnessing the full potential of GHRM practices to encourage pro-environmental behavior in organizations Senior management support and cross-departmental learning are essential to facilitate green behaviors among employees.

2.9.3 Some previous studies related to the organizational sustainability variable

Lamm et al (2015) They were interested in the study of employee sustainability empowerment: perceived organizational support towards the environment, "with the aim of achieving corporate social responsibility and working to achieve organizational citizenship behavior, organizational support, psychological empowerment, and sustainability. The most important conclusion is that it is a unique resource for enhancing job satisfaction and organizational identity while decreasing turnover intent. These findings also suggest that organizations experience significant benefits when they appear to support actions that benefit the environment, in addition, the organization must introduce sustainable work behavior that is not only about sustainable behaviors. But also with positive business attitudes.

Maletic et al (2015) their study was on corporate sustainability practices do they enhance organizational economic performance?" The nature of the study was a comprehensive survey, the study aimed that corporate sustainability is an increasingly important area in organizational development. Success in managing sustainability practices is imperative in achieving competitive advantage, as the selection of Community and sample managers because they were considered familiar with the application of sustainability practices and performance indicators with (247) samples for the study, and one of the most important conclusions The main

conclusion is that increasing participation in sustainability practices increases innovation performance, which in turn leads to financial and market performance

Gelhard & Von Delft study (2016) Their study was on the role of organizational capabilities in achieving superior performance in sustainability with senior managers, where the sample was (99), and the most important conclusions organizational sustainability is an important driver of sustainability performance.

Murphy (2019) study His study was on sustainability awareness, attitudes, and procedures, and it included a survey of pre-service teachers, where the community and the sample of study participants were service teachers in five countries (Germany, Poland, Serbia, Slovenian, and Spanish), the study aims that awareness is determined in Sustainability of teachers through their commitment to service, and the most important conclusions This study contributed to the literature that was learned in the service of the sustainability of teachers' awareness, behavior and work.

3. RESEARCH METHODOLOGY

3.1 Research Design

Research design facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money. Just as for better, economical and attractive construction of a house, a blueprint is needed (or what is commonly called the map of the house) well thought out and prepared by an expert architect, similarly we need a research design or a plan in advance of data collection and analysis for our research project. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in the analysis, keeping in view the objective of the research and the availability of staff, time and money. Preparation of the research design should be done with great care as any error in it may upset the entire project. Research design, in fact, has a great bearing on the reliability of the results arrived at and as such constitutes the firm foundation of the entire edifice of the research work (Kothari, 2004).

Research approaches can be classified in three methods as qualitative, quantitative, and mixed-method (Creswell, 2013). In this study, a quantitative research approach was used. Quantitative research tests objective theories by examining the relationship between variables. Since the late 19th century, research approaches have been affected by the post-positivist worldview. Although world views are not brought to the forefront in the research, it is important to mention the view that is the basis of the research as it affects the application process of the research (Slife & Williams, 1995).

For the previous reasons, this study followed the descriptive analytical approach in which the researcher describes the various phenomena and problems, and solves the problems and questions that fall within the circle of scientific research, and then the data collected is analyzed by the descriptive method, so that the appropriate

interpretation and results can be given about that phenomenon through the quantitative methodology.

3.2 Research Model

The study model depends on two main variables:

Model building is an integral part of the social sciences because models guide both theory development and research design. Model building has been accentuated and accelerated by many forces in contemporary life. Models seem appropriate to the worlds of computers, biotechnology, and automation, and they have conferred new status on the scientist in government, industry, and the military. Models are also very important to social scientists because they provide a framework through which important questions are investigated (Leedy, 1997).

The independent variable represents green human resource management practices through four dimensions: (green employment, green training and development, green performance assessment, and green reward management).

The dependent variable represents organizational sustainability and consists of three dimensions: (economic sustainability, social sustainability, and environmental sustainability).

The researcher designed the following model to express the study model in its two dimensions to show the importance of employing green human resource management practices to achieve organizational sustainability in Al-Sadr Teaching Hospital.

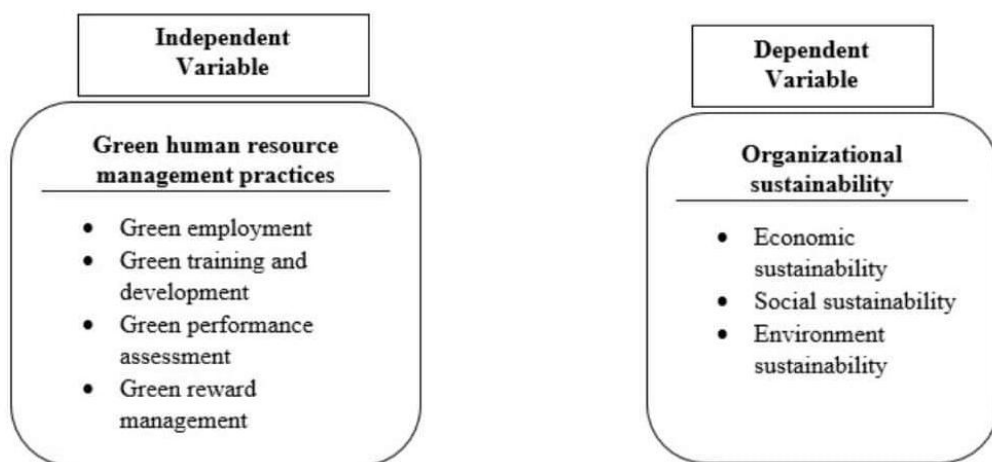


Figure 3.1: Represents research model

Table 3.1: Represents the research hypotheses

N.	Hypotheses
H 1	There is a significant correlation relationship between green human resource management in its combined dimensions with organizational sustainability in its combined dimensions
H 1.1	green employment is significantly related to organizational sustainability
H 1.2	green training and development are significantly related to organizational sustainability
H 1.3	green performance assessment is significantly related to organizational sustainability
H 1.4	green reward management is significantly related to organizational sustainability
H 2	There is a significant and significant effect relationship between green human resource management in its combined dimensions with organizational sustainability in its combined dimensions
H 2.1	green employment has a significant effect on organizational sustainability
H 2.2	green training and development have a significant effect on organizational sustainability
H 2.3	green performance assessment has a significant effect on organizational sustainability
H 2.4	green rewards management has a significant effect on organizational sustainability

3.3 Participants and Data Collection

Quantitative data collection methods rely on random sampling and structured data collection instruments that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare, and generalize. Quantitative research is concerned with testing hypotheses derived from theory and/or being able to estimate the size of a phenomenon of interest. Depending on the research question, participants may be randomly assigned to different treatments. If this is not feasible, the researcher may collect data on participant and situational characteristics in order to statistically control for their influence on the dependent, or outcome, variable. If the intent is to generalize from the research participants to a larger population, the researcher will employ probability sampling to select participants (Leedy, and Ormrod, 2001).

The study sample consists of workers at Al-Sadr Teaching Hospital in Najaf / Iraq, and a random sample of these workers was targeted to collect data by printing questionnaire forms and distributing them to workers and conducting interviews with them to clarify the questionnaire points and its importance for the study, and the data

was organized after the completion of the collection in preparation for statistical analysis. In order to reach the results of the study, and the data was collected by distributing 200 questionnaires, 180 valid questionnaires were retrieved with a success rate of 90%.

3.4 Measures

The questionnaire questions about the dimensions of the study were divided into two parts, where the first part was devoted to collecting demographic data (personal) such as gender, age, academic qualification, job level and number of years of experience.

The second part focused on the questions related to the two concepts of the study by dividing this part of the questionnaire into two parts:

The first part was concerned with the practices of green human resource management, and it consists of 18 phrases that measure green employment, green training and development, green performance assessment, and green reward management (Masri, 2016).

The second part was concerned with the organizational sustainability, and it consists of 10 phrases that measure economic sustainability, social sustainability and environmental sustainability (Yousif and Others, 2016).

The response options of the GHRM of the research sample ranged through the five-point Likert scale, which consists of 5 points, while the response options of the organizational sustainability of the research sample ranged through the three-point Likert scale, which consists of 3 points.

4. DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Demographic Information (Frequency Tables)

4.1.1 Gender

Table 4.1: Distribution of study sample members by Gender

What is your gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	100	55,6	55,6	55,6
	Female	80	44,4	44,4	100,0
	Total	180	100,0	100,0	

Comment: The distribution of participants is almost balanced for gender categories. The number of male participants is a bit (20; 11.2%) higher than the number of female participants.

4.1.2 Age group

Table 4.2: Distribution of study sample members by age group

What age range you are in?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	60	33,3	33,3	33,3
	30-39	80	44,4	44,4	77,8
	40 and more	40	22,2	22,2	100,0
	Total	180	100,0	100,0	

Comment: Although four age categories were defined in the survey questions, in order to categorize the data in a statistically significant way, the categories 40-49 and more than 50 years old, which had a small number of participants, were combined as 40 and more thus the number of categories was reduced to three. Despite the combination of categories process, the distribution is not balanced, as the number of

respondents in the 30-39 age category is double of all participants aged 40 and over ($80/40 = 2$).

4.1.3 Education

Table 4.3: Distribution of study sample members by education

What is your education level?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or lower	50	27,8	27,8	27,8
	Bachelor	110	61,1	61,1	88,9
	MA or above	20	11,1	11,1	100,0
	Total	180	100,0	100,0	

Comment: The distribution of the participants according to age categories is not balanced. Because the total (110) of the participants with a Bachelor diploma is 57.14% ($(40/70) * 100$) more than the total of the participants in the other two categories. In addition, the number of participants with a Bachelor diploma is 5.5 times ($110/20 = 5.5$) of the participants in the MA or above category.

4.1.4 Experience

Table 4.4: Distribution of study sample members by experience

Which of the following includes your total work experience?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	20	11,1	11,1	11,1
	2-5 years	70	38,9	38,9	50,0
	6-10 years	60	33,3	33,3	83,3
	More than 10 years	30	16,7	16,7	100,0
	Total	180	100,0	100,0	

Comment: The distribution of the participants according to their total work experience is not balanced. The number of participants in the 2-5 years category with the highest participation (70; 38.9%) is 3.5 times ($70/20 = 3.5$) the number of participants in the less than 2 years category and 2.33 times ($70/30 = 2.33$) the number of participants in the more than 10 years category. The number of

participants in the 6-10 years category, which is the second highest participation category, is 3 times ($60/20 = 3$) of the participants in the less than 2 years category, and 2 times ($60/30 = 2$) higher than the participants in the more than 10 years category.

General Comment Regarding Demographics:

Since the distribution of the 3 ordinal categorical variables (age, education level, total work experience) – other than the nominal categorical variable gender – is not balanced, the data structure is not suitable for performing chi-square analysis between categorical variables using cross tabulations.

4.2 Characteristic Values

General Information: In this part of the research, the characteristic values of the scales and the sub-dimensions of the scales will be included. Characteristic values are divided into three as measures of central tendency, measures of variability and measures of distribution. Measures of central tendency to be used in this study are **arithmetic mean** (\bar{X}), **median** (Me), and **mode** (Mo).

The most important purpose of calculating measures of central tendency, that is, means, is to specify a single value that represents the series. Mode to the most repeated value of the data set; the value that divides the data set into two equal parts is called the median (Turanlı and Güriş, 2015, p. 49 – 82). The measures of variability, on the other hand, are the measure of the scattering of the series values. These measures indicate how intensely the series values are dispersed around the mean (Turanlı and Güriş, 2015, p. 100). The measure of variability to be used in this study will be the **standard deviation** (σ).

Distribution measures show the **skewness and kurtosis** of the data set. Skewness is the degree to which the distribution of a data set departs from symmetry. Negative skewness indicates that the series is skewed to the left, and positive skewness indicates that the distribution of the data set is skewed to the right. Kurtosis, on the other hand, is the sharpness of the distribution of the data set, and this degree of sharpness is compared with the sharpness of the normal distribution in studies. If the kurtosis of the distribution is more than the normal distribution, it is called flat (platykurtic) and if it is less, it is called pointed (leptokurtic) (Yolsal, 2020, p. 136).

Variables of the Study: Four HRM practices were used as an independent variable in the study.

Employment: Independent Variable consists of one dimension with five items: E1, E2, E3, E4 and E5 .

Training: Independent Variable consists of one dimension with five items: TR1, TR2, TR3, TR4 and TR5.

Performance Assessment: Independent Variable consists of one dimension with five items: PA1, PA2, PA3, PA4 and PA5.

Rewards: Independent Variable consists of one dimension with three items: R1, R2 and R3.

Sustainability: Dependent Variable consists of one dimension with ten items: STN1, STN2, STN3, STN4, STN5, STN6, STN7, STN8, STN9 and STN10.

Table 4.5: Variables of the Study

N	Mean	Median	Mode	Std. Deviation			
					Skewness	Kurtosis	
Employment	180	3,55	3,60	3,00	0,92	-,602	,800
Training	180	3,40	3,20	3,00	0,95	-,343	-,028
Performance Assessment	180	3,49	3,60	4,00	1,01	-,779	,836
Rewards	180	3,34	3,33	3,33	1,05	-,658	,119
*Sustainability	180	2,31	2,40	2,20	0,60	-,800	-,078

*For sustainability, which is the dependent variable, a 3-point Likert type scale was preferred, adhering to the original scale

Comments:

- 1) When the mean values of the variables are looked at, the highest mean value is sustainability dependent variable (2.31). The mean of 2.31 on a 3-point Likert scale is 3.85 $((2.31/3)*5)$ on 5-point Likert scale. Since both 3-point and 5-point Likert scales have midpoints (both are non-dichotomous), the mean values can be compared with each other. On the other hand, the lowest mean is the rewards independent variable (3.34).
- 2) It is noteworthy that the standard deviations of the two lowest means ($X_{rewards} = 3.34$ and $X_{performanceassessment} = 3.49$) are relatively high ($\sigma_{rewards} = 1.05$ and $\sigma_{performanceassessment} = 1.01$). At this point, although there is no situation that will negatively affect the study, it can be said that, the responses of the

participants to these two scales; rewards and performance assessment were quite heterogeneous.

- 3) The skewness and kurtosis values marked in dark pink show us whether the distribution of the data is in accordance with the normal distribution. If most of these values are within the range of +1,500 to -1,500, the distribution is considered normal. Since the variables are in this range, there is definitely a normal distribution (all data are normally distributed).
- 4) In addition to this test, the Kolmogorov – Smirnov / Shapiro – Wilk Test at %95 confidence interval was used to ensure the normal distribution. In cases where the sample size is less than 50, Shapiro-Wilk results are checked ($N < 50$). Since our sample size is 268; $N = 268 > 50$, we look at the results of the Kolmogorov-Smirnov test. For the distribution to be normal, the significance (Sig.) of the variables must be less than 0.05. As seen below, all p values are less than 0.05. With this test, we have confirmed that the distribution is normal.

Table 4.6: Tests of Normality

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employment	,123	180	,000	,938	180	,000
Training	,115	180	,000	,962	180	,000
Performance Assessment	,135	180	,000	,921	180	,000
Rewards	,181	180	,000	,921	180	,000
Sustainability	,148	180	,000	,914	180	,000

4.3 Factor and Reliability Analysis

Preliminary Explanations To Interpret The Analysis Results

- **KMO Fit Value:** The suitability of the scales for factor analysis depends on the fulfillment of two basic conditions. The first of these is the Kaiser-Meyer-Olkin (KMO) test, which tests whether the sample size is sufficient for factor analysis. A KMO value below 0.50 indicates that data are not suitable for

factor analysis. Although it is sufficient for the KMO value to be above 0.50, it is preferred to be 0.70 and above. KMO value between 0.60 and 0.70 is acceptable but considered as mediocre.

- **Bartlett Test of Sphericity (Sig. value):** The second condition is that there is a relationship between the scales. The existence of this relationship is tested with the Bartlett Test of Sphericity. This test is based on the rejection of the null hypothesis (H0) ($p < 0.05$), which claims that there is no relationship between the scales (Cohen et al., 2007, p. 570).
- **Cronbach's Alpha (α) Coefficient for Reliability Test:** Cronbach's Alpha coefficient (α), which shows the internal consistency of the items that make up the scales and their sub-dimensions, varies between 0 and 1. As ratio approaches to 1, the internal consistency of the scales increases and thus the reliability of the scales and sub-dimensions increases, otherwise it decreases (Yolsal, 2020, p. 137). The fact that the Cronbach Alpha internal consistency coefficient is low indicates that the scale measures more than one feature at the same time, and the items are not homogeneous among themselves (Tavşancıl, 2014, p. 29). The interpretation of Cronbach's alpha values is as follows (Gliem & Gliem, 2003, p. 87).

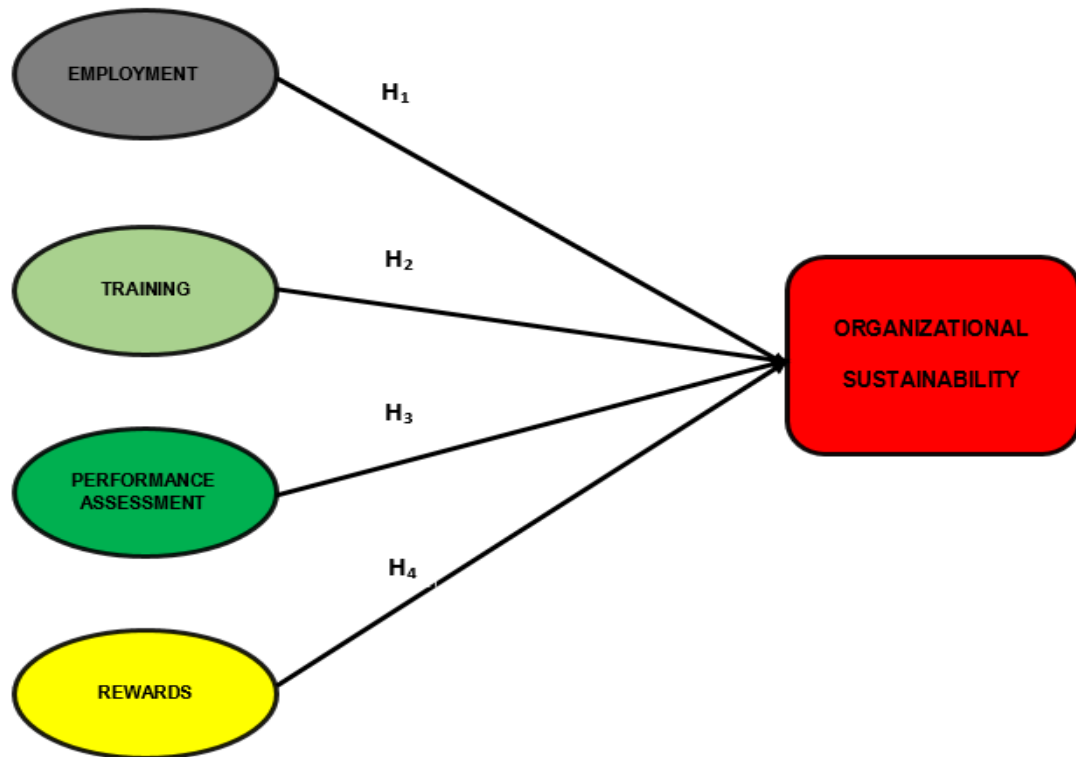
Table 4.7: Value Range

Value Range	COMMENT
> 0,900	Perfect
> 0,800	Quite Well / Pretty Good
> 0,700	Good & Acceptable
> 0,600	Acceptable Upon Inquiry
$\geq 0,500$	Insufficient Acceptable Under Specific Circumstances
< 0,500	Unacceptable

- **Mean Inter-Item Correlation Values:** Another way to test the internal consistency of the scales and their sub-dimensions is to examine the mean correlation values between the items of the scales and sub-dimensions (Yolsal, 2020, p. 138). According to the researchers, a value below 0.10 indicates that the items are insufficient to measure the scale, and a value above 0.50 indicates that some items that make up the scale are unnecessary

because they measure the same thing (Piedmont & Hyland, 1993, p. 370). In this context, it is stipulated that this value should be between 0.10 and 0.50.

- **Total Variance Explained:** Another factor to be considered while analyzing the results of factor analysis is the ratio of the variance explained by each scale to the total variance amount. In today's studies, it is seen that a rate of 40% or more is accepted (Aksu et al., 2017, p. 59).



H₁: Employment as HR practice has a statistically significant effect on organizational sustainability.

H₂: Training as HR practice has a statistically significant effect on organizational sustainability.

H₃: Performance Assessment as HR practice has a statistically significant effect on organizational sustainability.

H₄: Rewards as HR practice has a statistically significant effect on organizational sustainability.

Figure 4.1: Initial model before factor analysis

4.3.1 Factor & reliability analysis for employment

Table 4.8: Factor & reliability analysis for employment

Component Matrix	
	Component
	1
E1	,787
E2	,897
E3	,877
E4	,899
E5	,816
KMO Fit Value	0,880
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,908
Mean Inter – Item Correlation	0,664
Total Variance Explained (%)	73,34

Comment: All items were gathered under a single factor as expected and factor loadings are very high. KMO – Fit value is quite well. Furthermore, Cronbach – Alpha reliability and total explained variance are perfect. On the other hand, the mean inter – item correlation value is quite above the acceptance threshold.

4.3.2 Factor & reliability analysis for training (before item removal)

Table 4.9: Factor & reliability analysis for training (before item removal)

Component Matrix	
	Component
	1
TR1	,753
TR2	,853
TR3	,882
TR4	,900
TR5	,866
KMO Fit Value	0,841
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,904
Mean Inter – Item Correlation	0,655
Total Variance Explained (%)	72,63

Comment: All items were gathered under a single factor as expected and factor loadings are very high. KMO – Fit value is quite well. Furthermore, Cronbach – Alpha reliability and total explained variance are perfect. On the other hand, the mean inter – item correlation value is quite above the acceptance threshold .

Inter-item correlation matrix results performed in the next step revealed that TR4 and TR5 items explained almost the same thing. In this context, TR4 item, which has higher inter-item correlation values with other items, was removed from the scale. As a result, factor analysis had to be repeated. (See, page 2 of Inter – Item Correlation Matrices)

Factor & reliability analysis for training (after item removal)

4.3.3 Factor & reliability analysis for training (after item removal)

Table 4.10: Factor & reliability analysis for training (after item removal)

Component Matrix	
	Component
	1
TR1	,798
TR2	,878
TR3	,873
TR5	,842
KMO Fit Value	0,769
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach’s Alpha Reliability (α)	0,875
Total Variance Explained (%)	71,98

Comment: All items were gathered under a single factor as expected and factor loadings are very high. KMO – Fit value is well. Furthermore, Cronbach – Alpha reliability is quite satisfactory and total explained variance is perfect. At this point, it is not meaningful to re-examine the already high mean inter-item correlation value, since the TR4 item was removed from the scale by performing an inter-item correlation analysis.

4.3.4 Factor & reliability analysis for performance assessment

Table 4.11: Factor & reliability analysis for performance assessment

Component Matrix	
	Component
	1
PA1	,790
PA2	,894
PA3	,885
PA4	,883
PA5	,822
KMO Fit Value	0,872
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,906
Mean Inter – Item Correlation	0,664
Total Variance Explained (%)	73,25

Comment: All items were gathered under a single factor as expected and factor loadings are very high. KMO – Fit value is quite well. Furthermore, Cronbach – Alpha reliability and total explained variance are perfect. On the other hand, the mean inter – item correlation value is quite above the acceptance threshold.

4.3.5 Factor & reliability analysis for rewards

Table 4.12: Factor & reliability analysis for rewards

Component Matrix	
	Component
	1
R1	,909
R2	,914
R3	,854
KMO Fit Value	0,872
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,871
Mean Inter – Item Correlation	0,694
Total Variance Explained (%)	79,69

Comment: All items were gathered under a single factor as expected and factor loadings are very high. KMO – Fit value is quite well. Furthermore, Cronbach – Alpha reliability is quite well and total explained variance is perfect. On the other hand, the mean inter – item correlation value is quite above the acceptance threshold.

4.3.7 Factor & reliability analysis for organizational sustainability

Table 4.13: Factor & reliability analysis for organizational sustainability

Component Matrix	
	Component
	1
STN1	,497
STN2	,651
STN3	,797
STN4	,814
STN5	,836
STN6	,820
STN7	,806
STN8	,839
STN9	,853
STN10	,832
KMO Fit Value	0,924
Bartlett Test of Sphericity (p<0,05)	0,000
Cronbach's Alpha Reliability (α)	0,913
Mean Inter – Item Correlation	0,457
Total Variance Explained (%)	61,11

Comment: All items were gathered under a single factor as expected and factor loadings are quite high. KMO – Fit value and Cronbach – Alpha reliability are perfect and total explained variance is quite well. Mean inter – item correlation value, this time is within acceptable limits.

Comment regarding high values of mean inter – item correlations:

Mean inter item correlation values were outside the range of 0.2-0.5 and above 0.5 in all scales for 4 independent variables: employment, training, performance assessment and rewards. This situation raises the suspicion that some items that make up the scales, explain the same thing .

Examining inter – item correlation values via correlation matrices for each of 4 scales can enlighten us at this point. Although there is no consensus among researchers for the upper limit of the inter-item correlation values, the inter-item correlation coefficient should not be over 0.800 (Opariuc – Dan, 2013).

4.4 Inter – Item Correlation Matrices

As stated in the factor analysis, the mean inter-item correlation values of the 4 independent variables that make up the model were above the expected value range. In this context, here, the inter-item correlation values of the items that make up these four scales will be examined. Inter-item correlations values to be acceptable, they must be greater than 0.30 and less than 0.80 .

Since the mean inter-item correlation values of the scales were above 0.600 in the previous stage, it is expected that the inter-item correlation values will be high. If there is an inter-item correlation of more than 0.800 between the two items, it can be thought that these items explain almost the same thing. In this case, one of the items will have to be removed from the scale.

4.4.1 Inter – item correlation matrix for employment

Table 4.14: Inter – item correlation matrix for employment

		Inter – Item Correlations				
		E1	E2	E3	E4	E5
S1	Pearson Correlation	1	,613**	,635**	,603**	,549**
S2	Pearson Correlation	,613**	1	,763**	,794**	,648**
S3	Pearson Correlation	,635**	,763**	1	,733**	,609**
S4	Pearson Correlation	,603**	,794**	,733**	1	,698**
S5	Pearson Correlation	,549**	,648**	,609**	,698**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Comment: As can be clearly seen in the correlation matrix, the inter-item correlation values are quite high. The lowest inter-item correlation is between E1-E5 (0.549). The highest inter-item correlation is between E2-E4, and the value of 0.794 is just

below the acceptable upper limit of 0.800. In this context, in the employment scale, every single item explains its scale structure, albeit to some extent. Therefore, item reduction is not required.

4.4.2 Inter – item correlation matrix for training (before item removal)

Table 4.15: Inter – item correlation matrix for training (before item removal)

Inter – Item Correlations						
Item	Type of Correlation	TR1	TR2	TR3	TR4	TR5
TR1	Pearson Correlation	1	,679**	,529**	,535**	,523**
TR2	Pearson Correlation	,679**	1	,688**	,673**	,601**
TR3	Pearson Correlation	,529**	,688**	1	,782**	,730**
TR4	Pearson Correlation	,535**	,673**	,782**	1	,808**
TR5	Pearson Correlation	,523**	,601**	,730**	,808**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Comment: As can be clearly seen in the correlation matrix, the inter-item correlation values are quite high. The lowest inter-item correlation is between TR1-TR5 (0.523). The inter-item correlation value between TR3-TR4 is 0.782, which is just below the acceptable upper limit of 0.800. On the other hand, the inter-item correlation value between TR4-TR5 is 0.808. In this case, it can be said that TR4 and TR5 items explain almost the same thing. At this point, it is necessary to decide which item to exclude from the scale. The inter-item correlation of TR4 with TR3 is very close to the acceptable limit of 0.800. Therefore, it was decided to remove the TR4 item from the scale.

4.4.3 Inter – item correlation matrix for training (after item removal)

Table 4.16: Inter – item correlation matrix for training (after item removal)

Inter – Item Correlations					
		TR1	TR2	TR3	TR5
TR1	Pearson Correlation	1	,679**	,529**	,523**
TR2	Pearson Correlation	,679**	1	,688**	,601**
TR3	Pearson Correlation	,529**	,688**	1	,730**
TR5	Pearson Correlation	,523**	,601**	,730**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Comment: After removing the TR4 item, as can be seen, all inter-item correlation values are now below the acceptable upper limit of 0.800. At this point, it will also

be necessary to repeat the factor analysis for the training scale, as item removal is involved. (See, page 5 of Factor & Reliability Analysis)

4.4.4 Inter – item correlation matrix for performance assessment

Table 4.17: Inter – item correlation matrix for performance assessment

		Inter – Item Correlations				
		PA1	PA2	PA3	PA4	PA5
PA1	Pearson Correlation	1	,640**	,652**	,572**	,545**
PA2	Pearson Correlation	,640**	1	,777**	,752**	,635**
PA3	Pearson Correlation	,652**	,777**	1	,717**	,625**
PA4	Pearson Correlation	,572**	,752**	,717**	1	,721**
PA5	Pearson Correlation	,545**	,635**	,625**	,721**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Comment: As can be clearly seen in the correlation matrix, the inter-item correlation values are quite high. The lowest inter-item correlation is between PA1-PA5 (0.545). The highest inter-item correlation is between PA2-PA3, and the value of 0.777 is just below the acceptable upper limit of 0.800. In this context, in the performance assessment scale, every single item explains its scale structure, albeit to some extent. Therefore, item reduction is not required.

4.4.5 Inter – item correlation matrix for rewards

Table 4.18: Inter – item correlation matrix for rewards

		Inter – Item Rewards		
		R1	R2	R3
C1	Pearson Correlation	1	,780**	,645**
C2	Pearson Correlation	,780**	1	,657**
C3	Pearson Correlation	,645**	,657**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Comment: As can be clearly seen in the correlation matrix, the inter-item correlation values are quite high. The lowest inter-item correlation is between E1-E5 (0.657). The highest inter-item correlation is between E1-E2, and the value of 0.780 is just below the acceptable upper limit of 0.800. In this context, in the performance assessment scale, every single item explains its scale structure, albeit to some extent. Therefore, item reduction is not required.

General Comment Regarding Inter – Item Correlations:

Although almost all of the inter-item correlation values (except for the TR4-TR5 correlation in the training scale) are below the acceptable upper limit (< 0.800), it can be stated that the relationships between the items that make up the scales are "higher than they should be", as they, to some extent measure the same thing.

4.5 Multiple Regression Power Analysis (R² Interpretation)

Table 4.19: Multiple Regression Power Analysis (R² Interpretation)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28,608	4	7,152	35,380	,000 ^b
	Residual	35,376	175	,202		
	Total	63,983	179			
a. Dependent Variable: organizational sustainability						
b. Predictors: (Constant), rewards, training, employment, performance assessment						

H0 (Absence) Hypothesis: Independent variables of the model employment, career planning, rewards, training and performance assessment are statistically insignificant in explaining organizational sustainability as the dependent variable. If Sig (p) < 0.05, the null hypothesis is rejected, that means at least one or more of the independent variables is statistically significant in explaining the dependent variable. In this context, it is seen that at least one or some or all of the four independent variables explain the dependent variable.

Table 4.20: Coefficients^a Analysis 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,705	,152		4,628	,000
	Employment	,186	,055	,287	3,383	,001
	Training	-,043	,055	-,068	-,776	,439
	Performance Assessment	,106	,059	,178	1,789	,075
	Rewards	,217	,055	,383	3,972	,000
a. Dependent Variable: organizational sustainability						

Comment 1: At this point, the significance (sig =p) value of each independent variable that is expected to explain the dependent variable is checked. Sig. (p) variables with a value of less than 0.05 explain the dependent variable significantly; It is determined that variables with this value greater than 0.05 do not have a statistically significant effect on the dependent variable.

Looking at the results, training and performance assessment variables sig. (p) values were found to be greater than 0.05 ($p_{\text{training}} = 0.439 > 0.05$; $p_{\text{performance appraisal}} = 0.075 > 0.05$). At this point, these two variables are removed from the model and the regression analysis is repeated.

Table 4.21: Anova^a analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27,944	2	13,972	68,623	,000^b
	Residual	36,039	177	,204		
	Total	63,983	179			
a. Dependent Variable: organizational sustainability						
b. Predictors: (Constant), rewards, employment						

Table 4.22: Coefficients^a analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,755	,147		5,156	,000
	Employment	,167	,040	,257	4,139	,000
	Rewards	,290	,035	,512	8,250	,000
a. Dependent Variable: organizational sustainability						

As a result of repeated regression analysis, both independent variables – employment and rewards – included in the model had Sig. (p) values less than 0.05. It means that

both independent variables (employment and rewards) are statistically meaningful for the dependent variable (organizational sustainability).

In this context, the final model of the study has been reached. Final model, assumes that 2 independent variables (employment and rewards) have an impact on participants' perceptions of organizational sustainability.

Power Analysis (R2 Interpretation): (R2 is a statistic that will give some information about the goodness of fit of a model. In regression, the R2 coefficient of determination is a statistical measure of how well the regression predictions approximate the real data points. An R2 of 1 indicates that the regression predictions perfectly fit the data .

The table regarding the interpretation of the R2 value obtained as a result of the regression analysis is as follows:

Table 4.23: R² Analysis

Comment	R ² Value (Chin) (1998)
Very Weak	$R^2 < 0,19$
Weak	$0,19 \leq R^2 < 0,33$
Moderate	$0,33 \leq R^2 < 0,67$
Substantial (Strong)	$R^2 > 0,67$

Table 4.24: Model Summary^b

Model Summary ^b				
Model	R	R Square (R ²)	Adjusted R Square (R ²)	Std. Error of the Estimate
1	,661 ^a	,437	,430	,45123
a. Predictors: (Constant), rewards, employment				
b. Dependent Variable: organizational sustainability				

Comment 2: When the model summary is looked at, the R2 value, which expresses the explanatory power of the 3 independent variables for the dependent variable, is 0.437. This value shows that the explanatory power of the model is moderate: employment and rewards as independent variables, explain the dependent variable organizational sustainability moderately.

Comment 3: Standardized Beta Coefficients numbers in the Coefficients table enlighten us on the model contributions of the independent variables. When we look at these coefficients, it is seen that the compensation variable ($\beta = 0.512$), which has a larger coefficient, is the variable that affects the organizational sustainability more than employment. Employment variable also affected the organizational sustainability at a lower level ($\beta = 0.257$) compared to rewards.

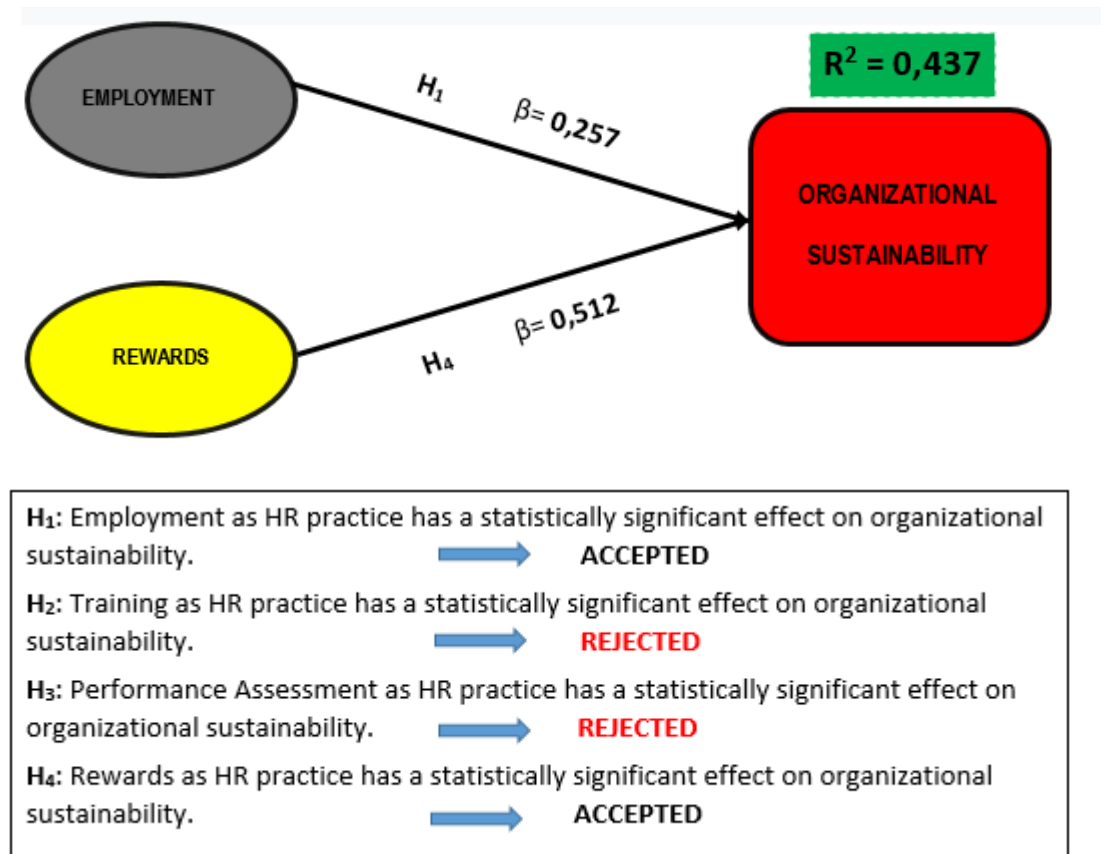


Figure 4.2: Step 2 final model after multiple regression analysis

General Comments:

1 .In the study, there wasn't any statistically significant effect of training and performance assessment variables on the organizational sustainability perception of the participants. These are unexpected findings.

2 .Training, which is based on the employee's self-development in the process, theoretically increases the employee's commitment to the institution. Employees with increased organizational commitment contribute to organizational sustainability. In the future, studies specifically examining the impact of training on organizational sustainability may illuminate the relationship between training and organizational sustainability.

3 .A fair performance assessment also increases the employee retention rate of the organization by contributing to the organizational justice perception of the employees. Institutions that manage to keep their contributing employees in the organization can provide organizational sustainability. In the future, studies specifically examining the impact of performance assessment on organizational sustainability may illuminate the relationship between performance assessment and organizational sustainability.

4. In the factor analysis stage, it was observed that the KMO fit, Cronbach-Alpha reliability and total explained variance values of the scales belonging to the independent variables were at very high levels. On the other hand, inter – item correlation values that make up the scales were “higher than they should have been”. This situation weakened the explanatory power of the scales. As a result of multiple regression analysis, the fact that the sum of the two independent variables had only 43.7% of the explanatory power of the dependent variable, is an indication that the explanatory power of the scales of independent variables is limited in practice.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The results showed a positive effect of green human resource practices on organizational sustainability, and this is consistent with the study (Saman, 2015 & Gholami).

In order to move towards sustainability, organizations need an increasingly constructive transition to create synergies and develop new solutions, and this requires the development of green human resources to carry out them. It makes a significant contribution to organizational sustainability. Green HR practices refer to the policies, practices, and systems that make the organization's employees environmentally friendly for the benefit of the individual, society, natural environment, and business. Green HR management initiatives can also help companies find alternative ways to reduce costs without losing their talents. To increase the innovation components are the key to the survival and preservation of the company. Companies need to introduce green practices in an innovative way and provide a more green environment.

As for the sub-hypotheses related to the first main hypothesis, the results of the analysis revealed the following:

There is a significant positive impact relationship between green employment and organizational sustainability. There is also a positive effect relationship between green reward and organizational sustainability. As stated in the researcher's study (Masri, 2016), where:

This can be explained by the fact that hiring practices achieve sustainability by selecting job candidates who have knowledge and awareness about conserving natural resources to enhance the environment as it helps to impart and clarify environmental culture and values to the new employee. He will be well aware of the importance of organizational sustainability.

As for the green reward, compensation and benefits help to increase the productivity and loyalty of employees, and thus improve performance that reflects positively on achieving the goals of the organization, especially when these programs are linked to the acquisition of specific skills and competencies to achieve environmental results as they are. Important factors in long-term performance that help provide the benefits of new and innovative environmentally friendly practices to employees.

As for green training and green performance assessment, it was less used as:

Green training and development is also a useful way to train future executives or board members in environmental management as well as employees. It is an essential part of successful environmental programmes. It focuses on developing employees' skills, knowledge and attitudes, preventing the deterioration of knowledge, skills and attitudes related to sustainability, training them in working methods to conserve energy and reduce waste, spreading environmental awareness within the organization and providing the opportunity for employees to participate in solving environmental problems.

Green performance assessment helps build standards related to the environment. It enables organizational preparedness for sustainability as employees become responsible for environmental management and enables human resource managers to improve the environmental performance of employees when they integrate environmental performance indicators into performance management systems by setting environmental goals, monitoring these behaviors and evaluating their achievement. Objectives.

From the above we conclude that green HR practices are supportive of the environmental performance of companies.

Organizational sustainability has become one of the issues that top the priorities of organizations, as all of its specializations work to provide the factors that contribute to the success and achievement of organizational sustainability.

Organizational sustainability is a difficult thing to achieve, and therefore it needs quite a few factors and introductions that contribute to its achievement.

The results also shed light on the outcomes of organizational sustainability through green human resource practices and their role in economic, social and environmental development that seeks to create and consolidate human and environmental values in

people's lives and create a sustainable atmosphere. Organizations provide factors that contribute to the success and achievement of organizational sustainability, as stated in a study (Gholami et al, 2016).

As for the results of the sub-hypotheses, and this is consistent with the study (Basiago, 1998).

Economic sustainability has its role in planning people's economic lives and helping them to make the environmental atmosphere greener.

Through coherent social harmony and emphasizing an equitable distribution of resources rather than consumption, social sustainability suggests planning that helps society cooperate and reject competitive drives.

In order to achieve a balance between development and the environment, environmental sustainability is proposed to create a framework for an environmentally friendly development plan and to involve the public in the green development process. Through the three dimensions of environmental, social and economic sustainability, we can promote organizational sustainability.

5.2 Limitations of the Study

Research may face many limitations, as the main limitation was the lack of knowledge of the hospital staff about the concept of GHRM, with the lack of green culture in the hospital, and the lack of cooperation, and the other limitation is the critical time that coincided with the presence of the Covid-19 virus, where the researcher personally distributed 200 questionnaire forms Only for the lack of a full staff cadre in the hospital, and the most important constraint is not to include other hospitals or institutions for the questionnaire or to include other developing countries, as this research was conducted in the developing country of Iraq at Al-Sadr Teaching Hospital in Najaf Governorate. It will be necessary to repeat this study in other developing countries to compare the results and find similarities.

5.3 Recommendations

In light of the conclusions, a number of recommendations can be identified, as follows:

5.3.1 Recommendations related to the green human resource management variable

It consists of the following:

- 1 The hospital (the study sample) should pay attention to the effective application of human resource management green culture and the dissemination of environmental culture to enhance organizational sustainability and the development and investment of green culture.
- 2 The hospital (the study sample) should pay attention to selecting workers who are interested in environmental issues employing them, conducting recruitment tests and interviews, selecting candidates, and focus on green talents and their awareness of environmental values.
- 3 Emphasis on green training by increasing the level of knowledge, skills, and abilities of hospital employees (the study sample), and this contributes to the implementation of environmental management programs as training provides an opportunity to encourage workers to recycle and manage waste, and support programs flexible, reducing business trips that contribute significantly to reducing environmental impacts negative organization.
- 4 The hospital (the study sample) should focus on the green employee performance measurement standards, which must be fully compliant with the environmental standards approved by the organization from In order to achieve good environmental performance; the establishment of green management information systems helps the organization to the green performance appraisal process.
- 5 It is necessary for the hospital to provide (the study sample) for green rewards, which are based on a system for managing rewards of all kinds, tangible and intangible, to encourage employees to do their best to the utmost of their energies to encourage environmentally-friendly activities and behaviors.

5.3.2 Recommendations related to the organizational sustainability variable

It is not enough to develop hospital strategies (the study sample) in line with achieving organizational sustainability, but it is necessary to communicate and

communicate that strategy to all employees to adopt the goals of the organization and make it an integral part of their goals. In the hospital management strategies and carrying out environmental projects that contribute to achieving organizational sustainability, and we have seen part of the official papers that prove this, but when we asked the working individuals, we found their weak knowledge of these strategies, and there is an opinion of some of them that there is no environmental orientation and the absence of a green orientation Hospital (study sample).

5.4 Mechanisms For Implementing Recommendations

The researcher suggests a number of mechanisms to implement the recommendations, as follows:

5.4.1 Green human resources management

1. Green employment

Focus on the personal characteristics and long-term capabilities of new candidates, skills testing knowledge and capabilities through tight recruitment strategies and good selection systems.

2. Green training

The success of green training depends not only on the quality of training, but also on the individual's willingness to train and the degree of support

Organizational training as well as individual characteristics and work environment

3. Green performance assessment

Focus on a methodology to identify, measure, monitor and record strengths and weaknesses related to the work of employees and feedback to review their level of development

4. Green Rewards

Ensuring the payment of wages and financial and non-financial rewards to the benefit of the company and working individuals

5.4.2 Organizational sustainability

- 1) Economic sustainability: focus on the economic conditions of stakeholders by monitoring the flow of resources and financial results such as profits for organizations.
- 2) Social sustainability: focus on the awareness of the organization through its commitment to its long-term responsibility and the effective positive impact on all current and future relationships with stakeholders to ensure their loyalty to the organization.
- 3) Environmental sustainability: focus on the process of preserving the factors and practices that contribute to the quality of the environment and environmental issues.

5.5 Suggestions for Future Studies

In light of the theoretical and practical conclusions reached by the current study, the researcher presents a number of proposals related to future studies in green human resource management and organizational sustainability are as follows:

- 1- Expanding the study of the relationship of green human resources management with other administrative variables, such as performance management, change management, team management, strategic leadership, and creativity management.
- 2- Studying green human resource management in achieving sustainable competitive advantage.
- 3- Studying the employment of green human resource management practices in the effectiveness of the entrepreneurial teams of organizations business.
- 4- Measuring the impact of green human resource management on functional outputs through engineering sustainability humanity.
- 5- Analysis of the relationship between leadership capabilities management and green human resources to achieve organizational performance sustainability.
- 6- Building a model for green organizations in light of the requirements of green environmental management.

- 7- Conducting a study similar to the current study to measure the impact of the role of green human resources management in achieving organizational sustainability in different environments and organizations, whether service or industrial.

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APPENDICES

Appendix (1)

Questionnaire form

Dear Respondent

Thank you for finding time for filling in this questionnaire. The main objective of this research is to know the practices of Green Human Resource Management (GHRM) in Al-Sadr Teaching Hospital in Najaf Governorate / Iraq.

This questionnaire is divided into two parts:

The first part is intended to gather general information about the hospital, the respondent, and the current environmental management status in the hospital .

The second part is to know green human resource practices with their dimensions (recruitment and selection, training and development, performance management and appraisal, reward and compensation) and their role in the organizational sustainability of the organization. It should take around 10 minutes to complete the questionnaire .

Your participation in this survey by answering the following questionnaire is totally appreciated, please note that all the information in this survey will only be used for academic research, and all information provided will be treated as confidential.

... With a great appreciation and respect ...

Supervisor

Dr. Ahmet Erkasap

Researcher

Akram Ayad Gatea

Part one: General information

Please kindly answer the following questions by signal (X) in the answer that suits you.

1. Gender () Female () Male
2. Your organization sector
() Food industry () Chemical industry
() Pharmaceutical industry () Other.....
3. Number of employees in the organization
() 1-9 () 10-19
() 50-99 () 100-249
4. Your position in the organization
() General manager /CEO () Human Resources Manager
() Quality Manager () Other.....
5. Your education degree
() Diploma or below () Bachelor
() Master's degree or higher
6. You have been working in this organization for
() Less than 2 years () 2-5 years
() 6-10 years () 11-15 years
() Greater than 15 years
7. Does the hospital incorporate environmental management into business operation:
() Currently exists () No plans to implement
() Plan to implement within 12 months
() Plan to implement in more than 12 months () Unsure
8. Does the hospital have a formal environmental management system (EMS) (such as ISO 14001)
() Currently exists () No plans to implement

Plan to implement within 12 months

Plan to implement in more than 12 months Unsure

9. Do you think Human Resources involvement in green program. YES NO

Part two:

Study variables

The first: - Green Human Resource Management:

Green Human Resource Management indicators		level				
		1	2	3	4	5
		Not at all	To a slight degree	To a moderate extent	To great extent	To very great extent
Recruitment and selection						
1	Job description specification includes environmental concerns					
2	Jobs positions designed to focus exclusively on environmental management aspects of the organizations					
3	Recruitment messages include environmental behavior/commitment criteria					
4	The environmental performance of the organizations attracts the talent					
5	Selecting applicants who are sufficiently aware of greening to fill job vacancies					
Training and development						
1	Take into account the needs of environmental issues when training requirement analyzed					
2	Environmental training is a priority when compared to other types of company training					
3	Following induction programs that emphasize environmental issues/ concerns					
4	Providing environmental training to the organizational members to increase					

	environmental awareness					
5	All training materials are available online for employee to reduce paper cost					
Performance management and appraisal						
1	Corporate incorporates environmental management objectives and targets with the performance evaluation system of the organization					
2	Employees know their specific green targets, goals and responsibilities					
3	Environmental behavior/ targets and contributions to environmental management are assessed and include in performance indicators/ appraisal and recorded					
4	Providing regular feedback to the employees or employees or teams to achieve environmental goals or improve their environmental performance					
5	Roles of managers in achieving green outcomes includes in appraisals					
Reward and compensation						
1	Environmental performance is recognized publically (award, dinner, publicity)					
2	The company offers a non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion)					
3	Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/ performance					

The second: - Organizational sustainability:

Sustainability indicators		Yes	Sometime	No
1	The company adopts sustainability as a strategy or as a long-term policy.			
2	The company correlates sustainability with its reputation.			
3	The company sustain considerable financial charges for sustainability adoption.			
4	Social and environmentally sustainable performance is one of the company total performance indicators.			
5	The company adopts projects and programs related to sustainability in its annual budget			
6	The company implements a clear policy directed to the green customer			
7	The company has its own experts in the field of sustainability.			
8	The company has its own code of values and principles that are sustainability and society & environment protection oriented			
9	The company adopts environmental standardization indicators to undertake regular comparisons with its major competitors			
10	The company has its organizational culture that is sustainability oriented			

RESUME

About

Accountant, administrator and expert in all fields of administration, economics and accounting. I have the possibility of financial accounts to the smallest detail.

Qualifications

- Master of Business Administration student - Istanbul Gedik University / Turkey
- Bachelor's degree in Business Administration and Economics, Department of Business Administration - University of Kufa
- Associate of the Iraqi Accountants Syndicate - Accountants Syndicate

Work now

- Currently a manager and accountant at the Structures Engineering Company, responsible for the staff and project completion
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Languages

- Arabic language (native) - experienced
- English language - average