

# The Effect of Some Green Human Resource Management Practices in Sustainable Performance: Analytical Research in the Ministry of Environment<sup>1</sup>

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DOI:10.37648/ijrssh.v13i02.032

Received: 23 March 2023; Accepted: 29 April 2023; Published: 27 May 2023

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## ABSTRACT

The research aims to shed light on the analysis of the relationship between green human resource practices and sustainable performance and the extent of the impact of this relationship, which includes the extent to which green human resource practices are applied inside and outside the organization. sustainable development in the Ministry of Environment in question, for the researcher to employ a set of statistical methods through the program (Excel) through the statistical programs (28.SPSS V) and (25.Amos v) the data were collected and analyzed, and the questionnaire was subjected to validity and reliability tests, (245) questionnaires were distributed, and (150) questionnaires were retrieved, for which the descriptive analytical approach was employed After surveying opinions, and within the framework of discussing the results, the research presented a set of results, the most prominent of which was the Iraqi Ministry of Environment's approach to improving sustainable performance by adopting some green human resource management practices in general, and its dimensions, green job analysis and design, green human resource planning, green performance evaluation., And the green work relationship and the participation of workers in society, as well as the high availability of the two variables and the weighting of sustainable performance over green human resource management practices in application and priority.

**Keywords:** *green human resource management practices; sustainable performance; green job analysis and design; environmental performance.*

## THE INTRODUCTION

Green human resources management has played an important role as a result of the growing interest in environmental issues, in particular green environmental issues, by increasing human resource awareness of green practices in environmentally friendly organizations, and working to encourage them to protect and sustain the environment, as the need for sustainability around the world has become a goal to preserve On the various types of resources and to ensure that they are not exhausted. On the other hand, many writers and researchers have been interested in studying sustainable performance because it is one of the important issues closely related to the changes that occur in the environment, as societies, organizations and workers can generate new and developed dynamics in order to deal with these changes. And the human element is the main pillar for it, so that the need to pay attention to environmental activities becomes a need for effective management and green human resources that work according to a developed awareness of environmental, social and economic levels. Because of the importance of these variables, the researcher tended to study the relationship Between some green human resource management practices and

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<sup>1</sup> How to cite the article: Jasim W.T., Fendi D. A.H. (May 2023); The Effect of Some Green Human Resource Management Practices in Sustainable Performance: Analytical Research in the Ministry of Environment; *International Journal of Research in Social Sciences and Humanities*, Vol 13, Issue 2, 399-415, DOI: <http://doi.org/10.37648/ijrssh.v13i02.032>

sustainable performance with few and rare studies in collecting these two variables in one model, according to the researcher.

## THE FIRST TOPIC: RESEARCH METHODOLOGY

### First: The Research Problem

Since the early stages of its emergence, the administration has been interested in following developments and trying to employ them in the various and various fields related to them, and among the important areas at the present time (green human resource management practices, and sustainable performance), and therefore the research problem can be summarized by the low cognitive awareness among workers in the Ministry of Environment On the importance of employing some green human resources management practices in improving the level of sustainable performance within it, and with the aim of deepening awareness of the nature of the current research problem, its own questions were raised, the most important of which are the following:

1. What is meant by green human resource management practices and sustainable performance in terms of knowledge?
2. What is the level of application of green human resources management practices and sustainable performance within the organization? Which dimensions are more applicable?
3. What is the type and strength of the relationship between some human resources management practices and sustainable performance in the Ministry of Environment?
4. What is the level of impact of some human resource management practices and their dimensions on sustainable performance?

### Second: The Importance of Research

The importance of the research lies in the fact that it enters into the essence of the work of the public administration in its general framework, in addition to reflecting the mechanism that can be relied upon to identify how to address the research problem.

1. **theoretical importance** It is represented in the researcher's attempt to present a study that combines two important variables in the field of human resource management, to the Arab library in general and the Iraqi library in particular.
2. **Applied importance** :The researcher tried to transfer the experiences of some developed countries in the field of (green human resource management practices and sustainable performance) to the Iraqi environment.
3. **Societal importance** The research was applied in the Ministry of Environment, as the ministry responsible for preserving the environment and the safety and health of the community, through achieving its own social responsibility to ensure the provision of a healthy and safe environment for the population.

### Third: Research Objectives

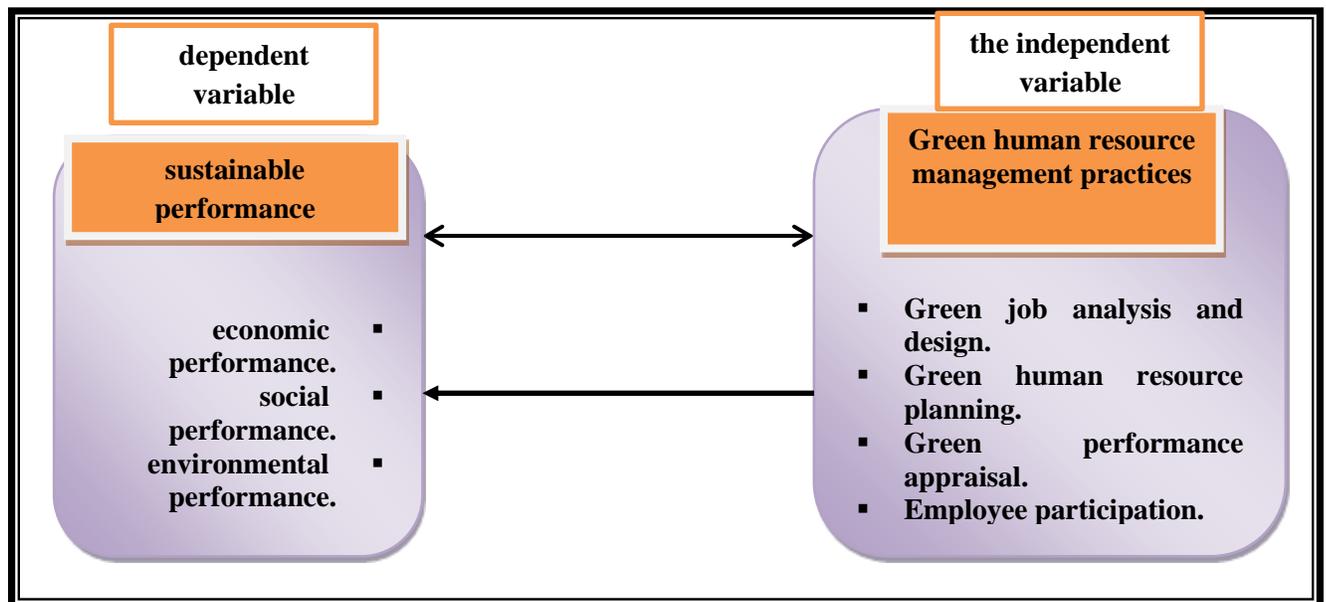
The main objectives that the current research seeks to achieve can be identified as follows:

1. Discussing a set of cognitive dissertations to identify what is meant by green human resource management practices and sustainable performance in terms of knowledge?
2. Conducting a survey in the Iraqi Ministry of Environment to diagnose the level of application of green human resource management practices and sustainable performance within it?

3. Conducting a survey in the Iraqi Ministry of Environment to determine the type and strength of the relationship between green human resource management practices and sustainable performance within it?
4. Conducting a survey in the Iraqi Ministry of Environment to determine the degree of impact of green human resource management practices on sustainable performance within it?

#### Fourth: The Hypothetical Outline of The Research

The hypothetical scheme of the research summarizes its basic idea, which it tries to prove through the validity of the hypotheses, which is represented in diagnosing the importance of the role played by green human resource management practices (the independent variable), in influencing sustainable performance (the dependent variable), within the framework of the correlation and influence relationships that combine them. And as in Figure (1):



Source: Prepared by the researcher.

#### Fifth: research hypotheses

Within the framework of the correlation and influence relationships referred to in the hypothetical scheme of the research, two main hypotheses were formulated from which (7) sub-hypotheses emerge, which can be clarified as follows:

1. **The first main hypothesis:** There is a statistically significant correlation between green human resource management practices and sustainable performance. The following six sub-hypotheses emerge from it:
  - **The first sub-hypothesis:** There is a statistically significant correlation between the analysis and design of green jobs as one of the dimensions of green human resource management practices and sustainable performance and its dimensions.
  - **The second sub-hypothesis:** There is a statistically significant correlation between green human resource planning as one of the dimensions of green human resource management practices and sustainable performance and its dimensions.
  - **The third sub-hypothesis:** There is a statistically significant correlation between green performance evaluation as one of the dimensions of green human resource management practices and sustainable performance and its dimensions.

- **The fourth sub-hypothesis:** There is a statistically significant correlation between employee participation as one of the dimensions of green human resource management practices and sustainable performance and its dimensions.
2. **The second main hypothesis:** Which indicates the impact of green human resource management practices and their dimensions in a significant way on sustainable performance and its dimensions, and the following three sub-hypotheses emerge from it:
- **The first sub-hypothesis:** The dimensions of green human resource management practices combined have a significant effect on economic performance.
  - **The second sub-hypothesis:** The dimensions of green human resource management practices collectively affect social performance significantly.
  - **The third sub-hypothesis:** The dimensions of green human resource management practices collectively affect environmental performance in a significant way.

#### Sixth: Research limits

The most prominent limits of the current research that can be focused on can be identified in the framework of the following:

1. **Cognitive boundaries:** It is represented by two important variables in business management in general and human resource management in particular, namely (green human resource management practices and sustainable performance).
2. **human limits:** The research sample includes (150) employees in the Ministry of Environment.
3. **spatial boundaries:** Ministry of Environment, which is located within the city of Baghdad.
4. **Temporal boundaries:** The time limits for the study are the period that the researcher will take from the beginning to prepare the research with its theoretical and applied aspects, until its completion and the conclusion of recommendations and proposals for it.

#### Seventh: Research Methodology

After identifying the research problem and its importance, and the most important goals that it seeks to achieve, its hypothetical scheme was built and its main hypotheses formulated. Here we will try to identify the scientific method adopted to implement its theoretical and applied aspects, by focusing on the variables to be studied, and the nature of the data that must be obtained. In the framework of this, the analytical descriptive approach was used, as it is compatible with the nature of the data that enables the researcher to test the validity of the hypothetical scheme of the research, and then test her hypotheses after revealing the correlation and influence relationships that combine the variables studied. After that, a number of conclusions and recommendations that contribute to improving the current reality, in light of the conditions of the original society in which the research was conducted, and to investigate the vision of the members of the researched sample towards the exclusion of the phenomenon to be studied.

#### Eighth: Research Tools

The research data was obtained through the preparation of a questionnaire, in order to suit the approved curriculum and the time allowed, as well as the desired objectives of the research. It is one of the most important methods used in collecting data and the most widespread. It consists of a set of questions or paragraphs on the subject of the research. The researcher designed a questionnaire, based on a number of approved international standards and employed them in a way that is compatible with the research variables and the process of interdependence between them, which is "cognitive absorption of human resources, strategic performance, After adapting it to suit the current research, the Likert quintuple runway was adopted in its design.

#### Ninth: Data Analysis Tools

The use of the ready-made statistical program (SPSS-V21) and the (Excel) program in entering and analyzing research data and the (AMOSE) program. Among the most important statistical tools that were used in the field aspect of this research are the following:

1. Frequency percentages: for the purpose of determining the percentage of agreement on the research paragraphs.
2. Arithmetic mean: It is used to determine the level of response to the paragraphs and to know the level of the variables or the average of that group.
3. Standard Deviation: It is used to find out the level of absolute dispersion of the sample's answers from the arithmetic mean, which is the positive square root of the variance.
4. Coefficient of Variation: It is used to know the level of relative dispersion of the answers from the arithmetic mean and is extracted by dividing the standard deviation by the value of the arithmetic mean to determine the importance of the research variables.
5. Spearman's Correlation Coefficient: to determine the type of relationship between the explanatory and responsive research variables.

### Tenth:

#### 1- Methods and methods of data collection

According to the descriptive analytical approach adopted by the researcher in preparing the research, the questionnaire was used to collect research data, as it is compatible with the goals that the researcher seeks to achieve, and the time allotted for the completion of her study. The researcher designed paragraphs of a questionnaire based on the ideas and orientations of a number of ready-made international standards, after adapting them to suit the research environment and the nature of the interdependence between its variables (green human resource management practices, sustainable performance). Through Table (1), the most important indicators of the questionnaire can be clarified:

**Table (1) the main and sub-variables and measures adopted in the research**

| scales                                   | paragraphs     | dimensions                    | variable type | variable                                  | T |
|--|----------------|-------------------------------|---------------|---|---|
| Shah, 2019))<br>(Arulrajah et al., 2015) | 1-2-3-4-5      | Green job analysis and design | Independent   | Green human resource management practices | 1 |
|  | 6-7-8-9-10     | Green human resource planning |               |   |   |
|  | 16-17-18-19-20 | Green performance appraisal   |               |   |   |
|  | 21-22-23-24-25 | Employee participation        |               |   |   |
| Salleh, 2016))                           | 31-32-33-34-35 | economic performance          | continued     | sustainable performance                   | 2 |
|  | 36-37-38-39-40 | social performance            |               |   |   |
|  | 41-42-43-44-45 | environmental performance     |               |   |   |

Source: Prepared by the researcher.

#### 2- Data analysis methods and programs

The researcher used a set of statistical tools available in the ready-made programs (SPSS-V28, amos v.25, Excel), and the most prominent of these statistical tools that were used in conducting the descriptive analysis of the researched variables can be identified by (percentages of agreement, arithmetic mean, standard deviation, coefficient of variation.

As for testing hypotheses, statistical tools ( correlation coefficient, and the simple linear regression coefficient).

#### 3- the research community and sample

The researcher adopted the Iraqi Ministry of Environment as a place to apply the current research, and it is closely related to the title of the research and its variables and the nature of the current research orientation, as well as the need to study the variables (green human resource management, sustainable performance) among the employees of the Iraqi Ministry of Environment, because of the various factors related to the environment in which they work. And on this basis, the research community was the employees of the Iraqi Ministry of Environment, who numbered (245) After their complete inventory, (245) questionnaires were distributed to them, (150) of which were retrieved, of which (150) were valid for statistical analysis, so that the sample would be random for employees, but it would be a relative stratification (Director, Assistant Director, Chief Observer, Assistant Observer, Observer) and according to the career path of the ministry, as it relied on all job titles in the Iraqi Ministry of Environment, according to the following table:

| schedule (2) The research community and its sample |             |            |                              |   |
|--|-------------|------------|------------------------------|---|
| The recipient                                      | distributor | the number | Circle                       | T |
| 39   | 63          | 63         | Planning and Follow-up       | 1 |
| 10   | 18          | 18         | Administrative and financial | 2 |
| 101  | 164         | 164        | Administrative agent office  | 3 |
| 150  | 245         | 245        | the total                    | 4 |

Source: Prepared by the researcher.

### First: the concept of green human resource management

Included GHRM promotes and improves the well-being and health of workers by focusing on creating environmentally friendly products.(Mishra et al, 2014: 2).Its main objective is to develop environmental sensitivity in workers and make them aware of how to do their work.(Bombiak & Kluska, 2018: 6).These are the practices that deal with the basic concepts of human resource management, its objectives, functions, operations, activities and strategies in an environmentally friendly manner.(Opatha & Hewapthirana, 2019: 6).The use of sustainable resources and the involvement of employees in supporting environmentally friendly practices to enhance the goodwill of the workforce towards understanding the green culture within the organization.(ANUL & AB, 2020: 107).The attitudes of ordinary employees towards employees with a green orientation changed with the behavior of employees who fought the sustainability of their organizations through the application of green practices and systems.(Unde & Dighe, 2021: 875).

### Second: dimensions of green human resource management practices

#### 1- Analysis and design of green job

From a green perspective, the job description and analysis are considered green, and therefore the job is based on green practices. Include "environmental issues in all job descriptions - converts commitment to the environment into commitment of employees to the usual activities of their jobs" In an organization working towards continuous improvement of environmental performance, green analysis and job descriptions should focus on jobs that require environmental knowledge.(Young El at, 2019: 3). In general, job descriptions can be used to define a number of tasks, duties and responsibilities related to environmental protection. Nowadays, some organizations have integrated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment.(Arulrajah, 2015: 3).A number of tasks, duties and responsibilities related to environmental protection are integrated into each job and put into practice Include environmental, social, personal and technical requirements of organizations in job descriptions and personal (functional) specifications as much as possible and put them into practice Use teamwork and cross-functional teaming as job design techniques to manage the environmental issues of the organization successfully. (Aykan, 2017:165).

#### 2- Green human resource planning

Currently, some organizations are working in forecasting the number of workers and the types of workers that are required to implement the initiatives / programs / activities of managing the organized environment.(Hussain, 2018: 115) Human resource planning focuses on an idea that tends to develop a culture, where the worker and employers are key to environmental productivity in an effort to save our environment (the climate), Reducing pollution and carbon emissions in our daily activities in organizations. and it's expected That human resource managers consider the talents that can implement environmental management activities, programs and exercises for the organizations These are accepted practices adopted by some environmentally motivated organizations to deal with their environmental issues.) .(Mary, 2022:198).and it's expected That human resource managers consider the talents that can implement environmental management activities, programs and exercises for the organizations These are accepted practices adopted by some environmentally motivated organizations to deal with their environmental issues. (Adekoya, 2022, 123).

### 3-Green Performance Evaluation Department

Performance Management (PM) is the process of providing feedback, accountability, and documentation of employee performance in a systematic manner that prompts employees to enhance their performance and direct their talents towards achieving organizational goals in a better way. (Sheikh et al, 2019: 122). Green Performance Management and Evaluation includes a system for evaluating the performance activities of those involved in the environmental management process. (Saeed et al, 2018:426). Green performance appraisal may be important because when behavior is measured to judge an individual, his perceived value increases and efforts to comply with the same increase. Thus, including green behaviors in the performance appraisal system will facilitate their adoption among workers. Environmental incidents, use of environmental responsibilities, reporting on environmental policies and concerns are some of the issues addressed under green performance management. (Alshaabani et al, 2021:46).

### 4- Green labor relations and employee participation

Green worker involvement is defined as “creating an environment in which people have influence over decisions and actions that affect their jobs.” (Peerzadah et al, 2018:792). Employee participation is central to environmental and social responsibility, as it will help encourage employee commitments towards environmental goals, which is a key factor for improving the results of the systems. These systems include benefits such as reduced waste, efficient use of resources, and reduced pollution. (Mousa & Othman, 2020: 9). The worker relationship is one of the functions of human resources management that is concerned with the friendly relationship between the worker and the manager. It helps the manager to increase employee engagement with organizational goals and increase their productivity. In fact, a strong employee-manager relationship is a source of competitive advantage in the industry in which you operate. (Hussain et al, 2020:2141)

### The concept of sustainable performance

Mentioned (Martini et al, 2013:3). The continuous need for sustainable performance to improve the organization's strategies through innovation and renewal at the same time. (Epstein & Buhovac, 2014: 2). The organization contributes to the sustainable development of society, which includes economic growth, environmental protection, social progress, and building dynamic capabilities to respond to current and future environmental changes. It is considered (Hourneaux et al, 2018: 414). Sustainability "when making decisions about the present requires looking to the future for the ability to meet the needs of future generations and sustainable thinking is based on basic concepts (economic, social and environmental). (Utami et al, 2019: p225 indicates). Increasing the organization's ability to make its performance more sustainable helps in Resolve major difficulties and maintain the welfare, cooperation and independence of workers.

### dimensions of sustainable performance

#### 1-Environmental performance

As organizations expand their boundaries internationally, adherents of global standards require them. Because of the amendments made in government environmental policies and the growing concern for the environment among stakeholders, factories and organizations are directing themselves to adopt environmentally friendly practices. Environmental sustainability and green organizations are high on management agendas. (Gupta et al, 2020:4). The organization focuses on all the characteristics of environmental impact that would provide a complete picture of their organization. These influences include organizational environmental behavior in the sense of environmental responsibility to measure the environmental performance of the organization in terms of its ability to meet environmental standards. (Adamu et al, 2019: 103).

#### 2 social performance

The primary component of sustainable performance is social performance. It evaluates the performance of the organization on social indicators, for example, social commitment, training and development, welfare support, working conditions, and other benefits related to workers. Similarly, social performance is equally important, along with financial numbers. Moreover, other evaluation indicators include programs workers, occupational health and safety, product liability, and consumer relations management. (Khan et al, 2021:6). Believes. (Harisekar, 2021:13). That organizations lack the ability to consistently embrace and practice social sustainability can be blamed

on a variety of reasons for example, lack of financing and capital investment, as well as lack of experience and understanding, as well as misconceptions about the situation of owners and management of organizations.

### 3- Economic performance

The main goal of the majority of organizations is to maximize and increase their market value in the long term, and then the performance of economic sustainability includes financial costs and benefits, and reflects long-term profitability. Performance of economic sustainability is measured in terms of long-term operational effectiveness, efficiency and productivity, and it is usually disclosed through financial indicators in the financial statements. . (Alsayegh et al, 2020: 5).The organization focuses on its ability to evaluate economic performance by using capital effectively to achieve a strong return on investment and long-term growth. Organizations rarely work on sustainability as a whole and will require the three foundations of sustainability. That is, the environmental, social and economic performance, and it is considered one of the basic pillars of the organization, and the loss of one of them has an inevitable impact on the other pillars .(Eikelenboom & Jong, 2019: 1365).

## THE THIRD TOPIC: TESTING HYPOTHESES (LINKAGE-EFFECT) BETWEEN GREEN HUMAN RESOURCE MANAGEMENT AND SUSTAINABLE PERFORMANCE

Foreword:

The current research aims to identify the type, strength and direction of the relationship (correlation and influence) between the two research variables (Green human resource management) being the independent variable, and (sustainable performance)As the dependent variable, which is the goal of the research in the improvement process of the Ministry of Environment when it faces the crisis with the help of the Green Human Resources Department, and after the researcher surveyed the opinions of a sample that included (150) observations from the employees of the Iraqi Ministry of Environment, the correlation was tested for the independent variable and its dimensions (analysis and design of the green job, green human resource planning, green performance evaluation, green work relationship and employee participation) with the dependent variable and its dimensions (economic performance, social performance, performance environmental), as the values of the correlation coefficient were between (1+/-), while the strength of the relationship, in its negative and positive directions, was directed at interpretation by the researcher to (0<->0.30).**weak**, And from (0.30-<0.50)**average strength** , And from (0.50->1)**strong** interpreted from the point of view of Cohen, 11506:14).

### First: Verify the correlation hypothesis

Testing the first main hypothesis (Green human resource management and its dimensions are associated with sustainable performance and its dimensions are significantly linked)The following sub-hypotheses emerged:

1. **The analysis and design of the green job is associated with sustainable performance and its dimensions are significantly linked.**
2. **Green human resource planning is associated with sustainable performance and its dimensions are significantly linked.**
3. **Green performance evaluation is associated with sustainable performance and its dimensions are significantly related.**
4. **Green work relationship and employee participation are associated with sustainable performance and its dimensions are significantly related.**

*1. Verification of the first sub-hypothesis:* **From the researcher's review of the results of the table (14)found the following:**

When the researcher looks at the results of the table (14) It turned out that there are four positive direct correlations for the dimension of analysis and design of the green job **After analyzing and designing the green job** positive correlation ((0.760\*\*) strong with sustainable performance in general, with a probability value of (0.000), and any increase in interest provided by the Iraqi Ministry of Environment Green job analysis and design One unit through its interest in the important practices through which it defines the duties and responsibilities according to the job description of each of its employees in order to implement the works whose results lead to enjoying a healthy green

environment, that increase will necessarily lead to its interest sustainable performance , By improving its ability to achieve its economic, social and environmental goals, and investing its human resources working in it in a better way by adopting training and development and involving them in its specialization courses, as this interest is equal to the value of the correlation coefficient between them and vice versa.

And at the level of the relationship of green job analysis and design with the dimensions of sustainable performance, he was able **Green job analysis and design** to find a direct correlation with economic performance(0.647\*\*) is strong, with a probability value of (0.000), and achieved **Green job analysis and design** relationship with social performance((0.671\*\*) is strong with a probability value (0.000), and the analysis and design of the green job achieved a correlation with environmental performance with value ((0.687\*\*) is strong with a probability value of (0.000), meaning that the Ministry of Environment was able to employ **Green job analysis and design** in improving level sustainable performance In a strong way in improving social performance, environmental performance, and economic performance, and from all of the above, the first sub-hypothesis of the first main hypothesis is accepted (*The analysis and design of the green job is associated with sustainable performance and its dimensions are significantly linked*).

2. Verification of the second sub-hypothesis: Achieve **After green human resource planning** direct correlation ((0.542\*\*) is strong with sustainable performance and a probability value of (0.000), and that any increase in interest provided by the Iraqi Ministry of Environment **Green human resource planning** For one unit through the interest in developing plans according to environmental standards to meet its needs of staffing the green human resource to carry out environmentally friendly activities, this increase will necessarily lead to its interest sustainable performance , By improving its ability to achieve its economic, social and environmental goals, and investing its human resources working in it in a better way by adopting training and development and involving them in its specialization courses, and it is equal to the value of the correlation coefficient between them and vice versa.

And at a relationship level **Green human resource planning** With the dimensions of sustainable performance, it has managed **Green human resource planning** to find a direct correlation with economic performance(0.471\*\*) of medium strength, with a probability value of (0.000), and achieved **Green human resource planning** relationship with social performance(0.445\*\*) of medium strength, with a probability value of (0.000), and achieved **Green human resource planning** relationship with environmental performance with value ((0.510\*\*) is strong, with a probability value of (0.000), meaning that the Ministry of Environment was able to employ **Green human resource planning** in improving level sustainable performance In a strong way for the average in improving social performance, environmental performance, and economic performance, and from all of the above, the second sub-hypothesis is accepted from the first main hypothesis (*Green human resource planning is associated with sustainable performance and its dimensions are significantly linked*).

3. Verification of the third sub-hypothesis: Achieve **After green performance evaluation** direct correlation (0.625\*\*) strong with sustainable performance with a probability value of (0.000), and that any increase in interest provided by the Iraqi Ministry of Environment in evaluating the green performance of one unit, through: measuring the green performance of workers according to the environmental performance standards of the ministry and then evaluating the green performance of the worker in detail in order to analyze And addressing the gap between them, that increase will necessarily lead to interest sustainable performance., and related to its ability to achieve its economic, social and environmental goals, and to invest its human resources working in it in a better way by adopting training and development and involving them in its specialization courses, and it is equal to the value of the correlation coefficient between them and vice versa.

And at a relationship level **Green performance appraisal** With the dimensions of sustainable performance, it has managed **Green performance appraisal** to find a direct correlation with economic performance(0.583\*\*) is strong, with a probability value of (0.000), and achieved **Green performance appraisal** relationship with social performance(0.486\*\*) of medium strength, with a probability value of (0.000), and achieved **Green performance appraisal** relationship with environmental performance with value ((0.577\*\*) is strong with a probability value of (0.000), as the Ministry of Environment was able to employ **Green performance appraisal** in improving level sustainable performance In a strong to medium way in improving social performance, environmental performance, and economic performance, and from all of the above, the fourth sub-hypothesis of the first main hypothesis is

accepted (*Green performance evaluation is associated with sustainable performance and its dimensions are significantly linked*).

**4. Verification of the fourth sub-hypothesis:** Achieve **Green working relationship and employee participation** direct correlation (0.696\*\*) is strong with sustainable performance and with a probability value of (0.000), and that any increase in interest provided by the Iraqi Ministry of Environment in the green work relationship and the participation of workers for one unit, through the interest in the relationship of workers at all administrative levels within the organization and participation with each other develops a spirit of cooperation and innovation in proposing New ideas to protect the environment and prevent pollution of workplaces, that increase will necessarily lead to interest sustainable performance ,And related to its ability to achieve its economic, social and environmental goals, and to invest its human resources working in it in a better way by adopting training and development and involving them in its specialization courses, and it is equal to the value of the correlation coefficient between them and vice versa.

And at a relationship level **Green work and employee participation** With the dimensions of sustainable performance, it has managed **Green working relationship and employee participation** to find a direct correlation with economic performance(0.626\*\*) is strong with a probability value of (0.000), and it has been achieved **Green working relationship and employee participation** relationship with social performance(0.584\*\*) is strong with a probability value of (0.000), and it has been achieved **Green working relationship and employee participation** relationship with environmental performance with value ((0.625\*\*) is strong, with a probability value of (0.000), meaning that the Ministry of Environment was able to hire **Green working relationship and employee participation** in improving level sustainable performance In a strong way, improving social performance, environmental performance, and economic performance. From all of the above, the fifth sub-hypothesis of the first main hypothesis is accepted (*Green work relationship and employee participation are associated with sustainable performance and its dimensions are significantly related*).

**schedule (3Matrix linking green human resource management and its dimensions with sustainable performance and its dimensions**

| Relationship strength | relationship type | sustainable performance | environmental performance | social performance | economic performance | dimensions  |
|-----------------------|-------------------|-------------------------|---------------------------|--------------------|----------------------|---|
| strong                | positive          | 0.760**                 | 0.687**                   | 0.671**            | 0.647**              | Green job analysis and design                         |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |
| Medium to strong      | positive          | 0.542**                 | 0.510**                   | 0.445**            | 0.471**              | Green human resource planning                         |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |
| Medium to strong      | positive          | 0.625**                 | 0.577**                   | 0.486**            | 0.583**              | Green performance appraisal                           |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |
| strong                | positive          | 0.696**                 | 0.625**                   | 0.584**            | 0.626**              | Green working relationship and employee participation |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |
| strong                | positive          | 0.770**                 | 0.690**                   | 0.650**            | 0.691**              | Green human resource management                       |
|                       |                   | 0.000                   | 0.000                     | 0.000              | 0.000                |   |

, n=150, DF=149, T=1.976 P\*\*<0.01, P\*<0.05

**Second: Testing the hypothesis of the impact of green human resource management on sustainable performance:**

The second main hypothesis of the research was determined according to the hypothesis scheme: There is a significant effect of green human resource management and its dimensions (Green Job Analysis and Design, Green Human Resource Planning, Green Work Relationship and Employee Engagement) combined In sustainable performance and its dimensions (economic performance, social performance), To verify the validity of the hypotheses, a multiple linear regression model was implemented using the regressive elimination method and according to the following sub-hypotheses:

1. The dimensions of green human resource management combined have a significant effect on economic performance.
2. The dimensions of green human resources management combined have a significant impact on social performance.
3. The dimensions of green human resource management combined have a significant impact on environmental performance.

Verification of the first sub-hypothesis :The dimensions of green human resource management combined have a significant impact on economic performance:

The interpretation model shown in the table (15) a statistically acceptable model that can be adopted in explaining the improvement in economic performance due to green human resource management with its combined dimensions, especially since the value of (F) calculated for the model is (33.369), which is more than its tabulated value (3.905) at the degree of freedom (149) and with a value of Likelihood (0.05), as these results lead to accepting the first sub-hypothesis of the second main hypothesis (The dimensions of green human resource management combined have a significant effect on economic performance), while the results of the table (15) The presence of a determination coefficient of (0.537), and an average determination coefficient of (0.521), as it was able to remove (Green human resource management combined(to explain its percentage)52.1% of the changes in economic performance, While the remaining percentage (47.9%) for other variables that were not included in the tested sample.

While it was found that there is a direct positive effect of the dimension of analysis and design of the green job on the economic performance of (0.393), with a probability value of (0.000), and a calculated (T) value of (4.593), which is greater than its tabular value (1.976), with a degree of freedom (149) and a probability value (0.05), in addition to the presence of an effect of the dimension of green work relations and employee participation of an amount of (0.224) and a probability value (0.015) and the calculated value of (T) is (2.455), while no investment appeared for the dimension (Green human resource planning, green performance appraisal(In improving economic performance, as it was noted that the Ministry of Environment relied on the dimensions of green human resources management)Green job analysis and design, green work relationship and employee engagement) in improving the economic performance in a positive way, according to the following equation:

$$\text{economic performance (Y)} = (0.841) + 0.393 * (\text{Green Job Analysis and Design}) + 0.224 * (\text{Green Work Relationship and Employee Engagement})$$

schedule (4(The effect of green human resources management dimensions on economic performance)n=150)

| economic performance |       |       |                  |                |        |       | the independent variable                              |
|----------------------|-------|-------|------------------|----------------|--------|-------|---|
| F                    | T     | pv    | A R <sup>2</sup> | R <sup>2</sup> | β      | A     |   |
| 33,369               | 4,593 | 0.000 | 0.521            | 0.537          | 0.393  | 0.841 | Green job analysis and design                         |
|                      | 1,813 | 0.072 |                  |                | -0.156 |       | Green human resource planning                         |
|                      | 0.805 | 0.422 |                  |                | 0.080  |       | Green performance appraisal                           |
|                      | 2,455 | 0.015 |                  |                | 0.224  |       | Green working relationship and employee participation |

Source: program output (SPSS V.28)

Verification of the second sub-hypothesis: The dimensions of green human resources management combined have a significant impact on social performance:

The interpretation model is a statistically acceptable model, which is shown in the table (16), and it can be relied upon to explain the improvement in social performance due to green human resource management with its combined dimensions, especially since the value of (F) calculated for the model is (50.328) and exceeds its tabulated value (3.905) at a degree of freedom (149) and a probability value (0.05). (at the degree of freedom (149), as these results lead to the acceptance of the second sub-hypothesis of the second main hypothesis)The dimensions of green human resource management combined have a significant impact on social performance), as it was found that there is an interpretation coefficient of (0.508), and an average interpretation coefficient of (0.498), as it was able to remove (Green human resource management in all its dimensions) from the interpretation of what is attributed to (49.8% of the changes in the social performance, while the remainder (50.2%) for other variables that were not included in the tested sample.

While it was found that there is a direct positive effect of the dimension of analysis and design of green jobs on social performance, amounting to (0.473), with a probability value of (0.000), and with a calculated (T) value of (5.834), which is more than its tabular value (1.976) with a degree of freedom (149) and a probability value of (0.05), in addition to the presence of an effect of the green work relationship dimension and employee participation with a value of (0.177). With a probability value of (0.030), and with a calculated (T) value of (2.194), while no investment appeared for the dimension (Green human resource planning, green performance appraisal) in improving social performance, given that their impact is not significant, as it was noted that the Ministry of Environment relied on the dimensions of green human resource management (analysis and design of green jobs, green work relationship and employee participation) in improving social performance, according to the following equation:

$$\text{social performance (Y)} = (1.010) + 0.473 * (\text{Green Job Analysis and Design}) + 0.177 * (\text{Green Work Relationship and Employee Engagement})$$

schedule (5(The effect of green human resources management dimensions on social performance)n=150)

| social performance |       |       |                  |                |        |       | the independent variable                              |
|--------------------|-------|-------|------------------|----------------|--------|-------|---|
| F                  | T     | pv    | A R <sup>2</sup> | R <sup>2</sup> | β      | A     |   |
| 50,328             | 5,834 | 0.000 | 0.498            | 0.508          | 0.473  | 1,010 | Green job analysis and design                         |
|                    | 1,340 | 0.182 |                  |                | -0.112 |       | Green human resource planning                         |
|                    | 1,186 | 0.238 |                  |                | -0.111 |       | Green performance appraisal                           |
|                    | 2,194 | 0.030 |                  |                | 0.177  |       | Green working relationship and employee participation |

Source: program output (SPSS V.28)

*Verification of the third sub-hypothesis* :The dimensions of green human resource management combined have a significant impact on environmental performance:

The interpretation model is a statistically acceptable model that can be relied upon to explain the improvement in resources due to green human resource management with its combined dimensions, as shown in the results of the table (17), as the value of (F) calculated for the model was (84.982), which exceeds its tabulated value (3.905) at a degree of freedom (149) and with a probability value of (0.05) at a degree of freedom (149). These results lead to the acceptance of the third sub-hypothesis of the second main hypothesis (The dimensions of green human resource management combined have a significant impact on environmental performance), as well as the presence of an interpretation coefficient of (0.536), and a modified interpretation coefficient (0.530), as it was able to remove (Green human resource management combined From the interpretation of what was attributed (53% of changes to environmental performance, While the remaining percentage (47%) for other variables that were not included in the tested sample.

While it was found that there is a direct positive effect of the dimension of analysis and design of the green job on the environmental performance amounted to (0.534), with a probability value of (0.000), and with a calculated (T) value of (6.807), in addition to the presence of an effect of the green work relationship dimension and employee participation of an amount of (0.320), with a probability value of (0.000), and with a calculated (T) value of (4.538), which exceeds its tabular value. (1.976) with a degree of freedom ((149) at the probability value (0.05), while no investment appeared for the dimension (Green human resource planning, green performance appraisal) in improving environmental performance, as it was shown that the Ministry of Environment relied on the dimensions of green human resources management, represented in the analysis and design of the green job, the green work relationship, and the participation of workers in improving environmental performance in a positive way, according to the following equation:

$$\text{environmental performance (Y)} = (0.668) + 0.534 * (\text{Green Job Analysis and Design}) + 0.320 * (\text{Green Work Relationship and Employee Engagement})$$

schedule (6(The effect of green human resource management dimensions on environmental performance)n=150)

| environmental performance |       |       |                  |                |       |       | the independent variable                              |
|---------------------------|-------|-------|------------------|----------------|-------|-------|---|
| F                         | T     | pv    | A R <sup>2</sup> | R <sup>2</sup> | β     | A     |   |
| 84,982                    | 6,807 | 0.000 | 0.530            | 0.536          | 0.534 | 0.668 | Green job analysis and design                         |
|                           | 0.072 | 0.942 |                  |                | 0.006 |       | Green human resource planning                         |
|                           | 0.967 | 0.335 |                  |                | 0.086 |       | Green performance appraisal                           |
|                           | 4,538 | 0.000 |                  |                | 0.320 |       | Green working relationship and employee participation |

Source: program output (SPSS V.28)

Verification of the second main hypothesis: The dimensions of green human resources management combined have a significant impact on sustainable performance:

The results of the table (18) The value of (F) calculated for the model is (62.677), which is more than its tabular value (3.905) at the probability value (0.05) at the degree of freedom (149), and this is what made the model have an interpretation coefficient of (0.685), and a modified interpretation coefficient (0.674). ), since it was able to remove (Green human resource management combined from the interpretation of what is attributed (67.4% of the changes in sustainable performance, while the remainder (32.6% for other variables that were not included in the tested model, as the interpretation model is an acceptable model that can be adopted in explaining the improvement that occurs in sustainable performance due to the independent variable, green human resource management with its dimensions combined. The results indicate the acceptance of the second main hypothesis (The dimensions of green human resources management combined have a significant impact on sustainable performance).

While it was found that there is a direct positive effect of the dimension of analysis and design of the green job on sustainable performance, amounting to (0.460), with a probability value of (0.000), with a calculated (T) value of (7.419), and an effect of the green work relationship dimension and employee participation of an amount of (0.214) at a probability value of (0.002) and with a calculated (T) value of (3.230), which is more than its scheduled value (1.976). ) at the degree of freedom (149) and with a probability value (0.05), as it was found that the Ministry of Environment depended on the dimensions of green human resource management (Green job analysis and design, Green Labor Relationship and Employee Engagement) combined to positively improve sustainable performance, according to the following equation:

$$\text{sustainable performance (Y)} = (0.843) + 0.460 * (\text{Green Job Analysis and Design}) + 0.214 * (\text{Green Work Relationship and Employee Engagement})$$

schedule (7(The effect of green human resource management dimensions on sustainable performance)n=150)

| sustainable performance |       |       |                  |                |        |       | the independent variable                              |
|-------------------------|-------|-------|------------------|----------------|--------|-------|---|
| F                       | T     | pV    | A R <sup>2</sup> | R <sup>2</sup> | B      | A     |   |
| 62,677                  | 7,419 | 0.000 | 0.674            | 0.685          | 0.460  | 0.843 | Green job analysis and design                         |
|                         | 1,886 | 0.061 |                  |                | -0.117 |       | Green human resource planning                         |
|                         | 0.100 | 0.920 |                  |                | 0.008  |       | Green performance appraisal                           |
|                         | 3,230 | 0.002 |                  |                | 0.214  |       | Green working relationship and employee participation |

Source: program output (SPSS V.28)

## THE FOURTH TOPIC: CONCLUSIONS, RECOMMENDATIONS AND PROPOSED MECHANISMS

### Conclusions

1. The Ministry of Environment showed high interest in analyzing and designing the green job in light of its focus on environmental awareness as a major requirement, as well as its integration of green capabilities as a distinctive element in the job specifications of its various current and future activities.
2. The Ministry of Environment tended to adopt a dimension of green human resources planning, in a way that improves the role of green human resource management practices by developing a strategy that meets the expected business and tasks and according to the green work environment, through its continuous planning to provide green cadres that perform environmental performance based on its future vision.
3. The Iraqi Ministry of Environment relied on green performance evaluation as a basis for improving green human resources management practices resulting from its tendency to set goals and duties for the green environment by its personnel, in light of its focus on periodic evaluation that achieves its green environmental goals.
4. The Ministry of Environment resorted to adopting the green work relationship, so it was keen on the participation of its members in it by adopting a common culture of learning in order to increase awareness of green behavior, as well as enhancing feedback from them about the requirements of the environment.
5. The interest of the Iraqi Ministry of Environment in economic performance and in a manner that improves the level of sustainable performance resulting from the impact of the budget that it adopts in determining the projects that it undertakes, as well as its consideration of economic feasibility when choosing the projects that it undertakes..
6. The Iraqi Ministry of Environment adopted social performance in promoting sustainable performance by adopting channels of communication with stakeholders in society on an ongoing basis, as well as working to achieve the best harmony among its members internally.
7. The Iraqi Ministry of Environment has tended to adhere to environmental performance to improve sustainable performance by maintaining channels of communication with environmentally related authorities, and its participation in activities that reduce environmental pollution and provide environmentally friendly services.

### Recommendations

1. The need to strengthen the analysis and design of the green job, by paying attention to additional focus on environmental awareness as a basic requirement for the work of the Ministry of Environment, with the addition of some job responsibilities related to the environment.

2. Attention should be given to planning green human resources because of its positive role in improving the practices of managing green human resources of the Ministry of Environment by identifying the needs required of its personnel, which are concerned with addressing environmental issues, and developing programs and activities directed to workers in a way that increases their focus on environmental activity.
3. The Iraqi Ministry of Environment should pay more attention to the practice of evaluating green performance in a way that improves the management of green human resources in it, and set goals and duties related to the green environment by its personnel and increase their understanding of green issues.
4. Adopting green work relationships and prompting employees to participate in them through additional interest in the common culture of learning and raising awareness towards green behavior, as well as helping the Ministry's employees to adopt them in a way that improves the quality of environmental work and environmental protection.
5. The need for additional attention to economic performance, through the preparation of a budget that has an impact on the method and pattern of determining the projects carried out by the Ministry, and working to identify the services that accrue to it with more benefits and advantages.
6. Additional attention to social performance, in a way that contributes to enhancing the sustainable performance of the Ministry of Environment through maintaining channels of communication with stakeholders in society on an ongoing basis, as well as achieving job enrichment related to the capabilities of the Ministry's employees.
7. The Iraqi Ministry of Environment should enhance its interest in environmental performance, open channels of communication with the environment-related authorities, and adhere to international standards and specifications for the environment.

**Financial support and sponsorship:** Nil

**Conflict of Interest:** None

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