



# **THE IMPACT OF APPLYING ENVIRONMENTAL MANAGEMENT ON THE PERFORMANCE OF EMPLOYEES: AN APPLIED STUDY ON THE EMPLOYEES OF AL-QASIM GREEN UNIVERSITY**

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<b>Article history:</b>	<b>Abstract:</b>
<p><b>Received:</b> September 1<sup>st</sup> 2022 <b>Accepted:</b> October 1<sup>st</sup> 2022 <b>Published:</b> November 4<sup>th</sup> 2022</p>	<p>The research aims to identify the reality of environmental management and the performance level of employees at Al-Qasim Green University, as well as to identify the impact and relationship between applying environmental management and the performance of employees at Al-Qasim Green University. The researchers used a descriptive approach using the survey method, due to its relevance to the nature and objectives of the research. The research community consisted of the heads of departments at Al-Qasim Green University. 39 respondents participated in this research, representing the various departments at Al-Qasim Green University, and the sample represented 100%. The sources of data collection were questionnaires, the measurement tool distributed to the first research sample.</p> <p>The first measurement tool: Environmental management prepared by (Salama, 2020) included (20) paragraphs distributed on the variable of the study (environmental management) with its political and environmental dimensions with a rate of (5 paragraphs), Planning and Implementation (5 paragraphs), operation and testing of (5 paragraphs), corrective measures (5 paragraphs), and management review (5 paragraphs).</p> <p>The second measurement tool: The performance of employees prepared by (Qalousi, 2020) included (20) paragraphs distributed on the variable of the study (outstanding university performance) with its dimensions (the desire to perform with a rate of (6 paragraphs) and the ability to perform of (7 paragraphs), the value of the paragraphs ranges between ranks (5) strongly agreed to (1) strongly disagree at all and for all paragraphs of the measurement tool.</p> <p>The researchers concluded: There is a statistically significant effect of applying environmental management on the performance of employees, the existence of a strong correlation between environmental management and the performance of employees, and in a linear direction, that environmental management contributes significantly to increasing the performance of employees, the absence of a specialist in environmental management and this as a result of the weakness in the statistical indicators in the performance skills and knowledge index.</p>

**Keywords:** management, environmental management, employee performance

## **The First Part: Scientific methodology of research and previous studies**

### **First: the scientific methodology of research**

#### **1. The importance of research:**

Environmental performance management is linked to the development of employees, so it is not possible to develop performance unless there is an effective plan to facilitate keeping pace with modern development to address and strengthen the basic competencies of employees. Environmental management involves meeting all in the organization the needs and expectations of the public for the results of the

management's performance, where the management is based mainly on improving performance to achieve the general corporate objectives along with its strategic objectives, Thus, organizations must achieve their goals in an integrated manner. Environmental management enables obtaining the best results for the performance of employees within the organization by understanding and measuring performance within an agreed framework of performance standards to achieve the goals (Al-Asafi, 2018, 13). Employee performance management is the common understanding of the workforce about what the organization must achieve and what it contains effective



components (environmental policy, planning-implementation, operation, testing, and corrective actions as well as management review) (Upadhaya et al., 2014). Thus, the performance of the institution may depend on the performance of the employees almost entirely, where they consider them the main feature for the behavior of the institution, and often referred to as employees or people, as is the case in resources, assets, or human capital. This is an approach that implies that the workers of any organization must manage it carefully since they are the ones who make the organization. Without people, the system, procedures, and organization themselves are meaningless (explains David Rockefeller, 2006). Success at work requires training, discipline, and hard work by environmental management to achieve goals. Thus, the importance of the research lies in identifying the impact of the application of environmental management on the performance of employees.

## **2. Research problem**

Environmental management is one of the basic keys to developing and improving the performance of institutions by improving the performance of its employees and providing them with information and knowledge through developing their capabilities and skills, as well as modifying their attitudes and convictions in order to raise the level of efficiency, performance, and productivity to the maximum possible quality and speed. Therefore, the administration occupies the utmost importance in the development of human resources, due it is a key element to achieving the goals and the success of institutions in achieving its goals, where it requires great care in planning, through implementation and follow-up, so that the employee can perform his work optimally (Al-Khatib, 2006, 287). Perhaps it is better for the organization to work to continuously improve the performance of its employees in order to be able to withstand the competitors, where it depends entirely on the performance of its employees and this performance may be affected in whole or in part by management, when workers get unique management, it improves their performance (Khan, 2011). According to the above, the researchers aim to reveal the impact of applying environmental management on the performance of employees.

## **3. Research objectives**

A- Getting to know the reality of environmental management at Al-Qasim Green University.

B- Identifying the performance level of employees at Al-Qasim Green University.

C- Identifying the relationship between environmental management and the performance of employees at Al-Qasim Green University.

D- Identifying the impact of applying environmental management on the performance of employees at Al-Qasim Green University.

## **4. Research limits**

A- Objective limit: The study is limited to the extent to which environmental management is applied to the performance of employees.

B- The spatial limit / Al-Qasim Green University, where the researcher personally distributed the questionnaires to the sample members at Al-Qasim Green University. Also, meetings were held with the employees of the heads of departments to clarify the way to answer the paragraphs of the questionnaire.

## **5. Research Methodology**

The researchers followed a descriptive approach in the survey method (being a way to describe a phenomenon and depict it quantitatively by collecting codified information about the problem, categorizing, analyzing, and subjecting it to careful study, for its relevance to the nature and objectives of the research. (Abu Alam, 2010).

## **6. Research community:**

The research community consisted of the heads of departments at Al-Qasim Green University. 39 respondents participated in this research, representing the various departments at Al-Qasim Green University, and the sample represented 100% of the research community.

## **7. Research scale**

The sources of data collection were the questionnaires, the measurement tool that was distributed to the research sample, which is as follows:

**A- The first measurement tool:** Environmental management prepared by (Salama, 2020): it included two parts:

The first part: included (6) paragraphs related to personal data, and general information in terms of (gender, age, educational qualification, and the number of experience years).

The second part: included (20) paragraphs distributed on the variable of the study (environmental management) with its political and environmental dimensions with a rate of (5 paragraphs), Planning and Implementation (5 paragraphs), operation and testing (5 paragraphs), corrective measures (5 paragraphs), and management review (5 paragraphs), and all the paragraphs made according to the five-point Likert scale, which is one of the commonly used measures in management, and its value ranged between ranks (5) strongly agreed to (1) strongly disagree at all and for all paragraphs of the measurement tool.

B- The second measurement tool: (the performance of employees), which was prepared by (Qalousi, 2020): included two parts:

The first part: Included (6) paragraphs related to personal data, and general information in terms of (gender, age, educational qualification, and a number of experience years).

The second part: included (20) paragraphs distributed on



the variable of the study (outstanding university performance) with its dimensions (the desire to perform with a rate of (6 paragraphs) and the ability to perform of (7 paragraphs), and all the paragraphs made according to the five-point Likert scale, which is one of the commonly used measures in the management and its value ranged between ranks (5) strongly agreed to (1) strongly disagreed at all and for all the expressions of the measurement tool.

### 8. Statistical tools and methods:

The necessary statistical methods were used that helped in processing the results and testing the research hypotheses through the use of the statistical package (spss), including the following:

- A- Arithmetic means.
- B- The hypothetical mean.
- C- standard deviations.
- D- regression analysis.
- E- correlation coefficients.
- F- Multiple correlation coefficients.

### 9. Procedural definitions of research variables:

A- **Management:** It is the process of monitoring the organization and its affairs through the nature of its work, in terms of structure and size, and is represented in creating and maintaining the business environment through the performance of its employees and the achievement of goals effectively and efficiently in a team spirit. The management acts as a guide for the employees of the organization and coordinates their efforts toward achieving the common goal (Management, 2021:32).

B- **Environmental management:** It is a set of internal rules that are defined in an institution or organization and a set of policies, processes, and procedures that the institution will carry out to assess and maintain the environmental interactions of its business, in order to prevent negative environmental impacts.

C- **Performance of employees:** performance means the main axis around which the efforts of managers are focused, as it constitutes par excellence the most important objectives of the organization, where the efficiency of the performance of any organization depends on the efficiency of the performance of its human resources, which are supposed to effectively perform its assigned functions.

### 10. Research Hypotheses

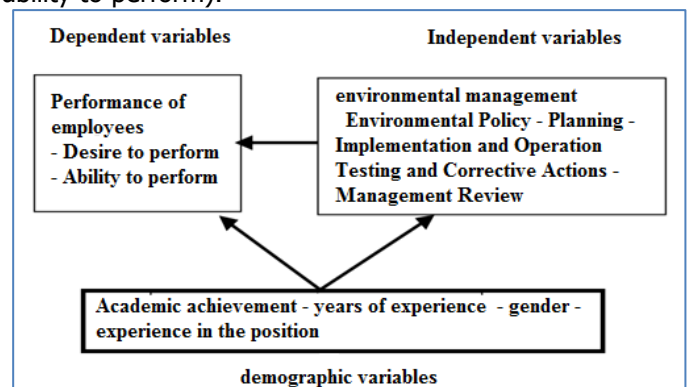
- A- There is a statistically significant level of environmental management application on the performance of employees at Al-Qasim Green University.
- B- There is a statistically significant effect of applying environmental management on the performance of employees at Al-Qasim Green University.
- C- There is a statistically significant relationship

between environmental management and the performance of employees at Al-Qasim Green University.

### 11. The hypothetical scheme includes the study variables

A- The independent variable of environmental management consists of (environmental policy, planning, implementation and operation, testing corrective measures, and management review(.

B- The dependent variable on the employees' performance consists of (the desire to perform, and the ability to perform).



**Figure 1: shows the hypothesis of the study.**

### Second, previous studies

#### • Study of Mohammed, (2016).

The role of training in employee performance, a case study of the Faisal Islamic Bank of Sudan, Kochi Rick Branch, 2016.

The study aimed to identify the role of training in the performance of the employees of the Faisal Islamic Bank of Sudan, the Kochi Rec branch.

- Does training have an effective role in improving the performance of employees?

The study aimed to measure the real size of interest in the role of training in the Faisal Islamic Bank of Sudan branch (Costi Rick). The researcher used an empirical and descriptive approach to achieve the objectives of the research. The research community was determined by the employees of the Faisal Islamic Bank of Sudan, the Kochi Rik branch. The results of the study indicated that the Bank is developing and improving the quality of training programs, which led to the achievement of training objectives. Training also contributes to known duties and work regulations. (Mohammed, 2016).

#### • In study Boudouh ghania, 2013

Entitled "Strategy of continuous training in the health institution and the performance of human resources in the public hospital institution in Biskra - a model".

The study aimed to shed light on the continuous training strategy in the health institution and its impact on the performance of human resources The field study was conducted in the public hospital institution in Biskra city



using the descriptive approach and by applying a set of methodological tools, including the interview, the observation, and the questionnaire, on a sample of 178 individuals divided into three professional categories, paramedical and administrative doctors. Its main results were that the lack of accuracy in defining the health institution's needs for continuous training negatively affects its success in the institution. Continuous training helps individuals to control their current position and know developments in their field of work mostly, and rarely prepares individuals for higher positions (Rich, 2013).

#### **Al-Bariz study, (2020)**

The impact of applying environmental management on competitive advantage and profitability in the leather industry.

The study aimed to identify the impact of applying environmental management on competitive advantage and profitability in the leather industry, and the study relied on the descriptive analytical approach. The results of the study showed that the level of adoption and ownership of tanneries, the focus of research, and the components and requirements of environmental management systems, was relatively medium, where it was the best in the field of environmental policy and the lowest in the field of testing and corrective measures. As for the reality of competitive advantage, the results showed that the level of its achievement in the tanneries investigated was generally medium, and it was the best in the field of cost reduction and at a relatively high level, and the lowest in the field of quality. The results indicated that there is a positive statistically significant correlation between the level of adoption and possession of the components and requirements of environmental management systems and the improvement of the competitive advantage of tanneries. Where reduction cost was one of the most important competitive advantages that are affected by the extent of activation and use of these environmental systems, followed by quality. The study also showed a weak direct correlation between environmental management and profitability indicators (return on investment, return on assets), and a strong direct correlation between environmental management and return on total sales. The study recommended the necessity of integrating small and medium enterprises operating in this sector in order to activate environmental management, raise production capacity and competitiveness, and increase profitability.

### **The second Part: The theoretical aspect of the research**

Environmental management and employee performance  
First, environmental management

#### **1. concept of Environmental management**

It is the efforts of organizations that they undertake in order to achieve their goals of environmental protection,

which is an essential part of their policies (Emtanoul, 2009). As for Grolosca, he defined it as an activity that revolves around the activity of the individual and his relations with the physical environment and biological systems affected. The essence of environmental management lies in the objective analysis, understanding, and control that management allows and that it continues to develop technology without changing the natural system (Kir, 2001). While the United Nations Environment Program (UNEP) considers the environmental management system as a structure that includes a set of processes and procedures compatible with the environmental objectives of the organization, and which has important responsibilities in the formation of the organization (Al-Jam, 2017, 93). There is also the definition provided by the International Organization for Standardization (ISO), which is the most common definition of environmental management as it is part of a comprehensive system that includes an organizational structure and planning activity for responsibilities, practices, procedures, processes, and resources related to the development, application, review, and preservation of environmental policy. According to the above, we can say that environmental management is management that includes a set of activities and practices that depend on traditional management methods such as planning, organizing, directing, and controlling, which is conducted at all levels within institutions in a manner consistent with the requirements of preserving the environment and improving the environmental performance of these institutions (Al-Jam, 2017, 95).

#### **2. The dimensions of environmental management**

The implementation of environmental management has five main requirements as shown in the above figure, with the necessity of the organization's commitment to continuous improvement, and the following is a brief explanation of these main requirements.

**A. Environmental policy:** It includes the relationship of all elements of environmental performance with the trends of systems with a sense of commitment towards the environment and the work of the structure, in order to reach the goals.

- It is compatible with the nature and size of the environmental impacts resulting from its activities, products, and services.
- Includes a commitment to continuous improvement and pollution reduction.
- Includes the obligation to comply with the laws, decisions, and other demands to which the organization is subject.
- Provides a framework for action to achieve and review goals and objectives, and it must be documented, implemented, and available to employees and the public.

#### **B. Planning**

It includes the following steps:



• **Environmental aspects:** The planning process begins with listing and defining the environmental aspects in general, and then defining the important environmental aspects that can be controlled, and these are the advantages that are specific to others, where it gives them flexibility in choosing and distinguishing those aspects. The organization should also update that inventory periodically and make sure that these environmental aspects are taken into account when formulating forests and environmental objectives. It is noted that the specification has distinguished between environmental aspects and environmental effects (Impacts), meaning between cause and effect, and focused the system's effort in controlling the cause as the basis.

• **Legal and other requirements:** The organization must establish and maintain procedures that determine the legal and other requirements to which the organization is subject and related to the environmental aspects of its activities, products, and services, whether related to production processes or the product/service, and it must have the means that enable it to obtain that legislation and instructions, they are Organizations do not require that these legislations be kept at work sites, but rather demand that they be able to access them in the necessary cases.

Examples of these requirements are:

- Applicable environmental laws.
- Controls and instructions concerned with production activity.
- Controls and instructions related to products and services.
- Controls and instructions for general environmental issues.
- Global guidelines to preserve the environment.
- Objectives and purposes: The organization must set and maintain clear, documented, and consistent environmental goals and objectives that are consistent with the declared environmental policy for each job and level in the organizational structure. When setting and reviewing its goals and objectives, the organization must take into account the following issues:

Legal and other requirements, which the organization has adhered to.

The important environmental aspects of the organization's activity, products and services.

The alternatives and technological options available to the organization.

The financial and operational requirements of the organization.  
stakeholder views.

C. **Environmental management program:** The organization must develop a program to achieve and maintain environmental goals and objectives, provided that it includes the following:

- Determining the responsibility for achieving the

goals and objectives at each job and level in the organizational structure.

- Determine the means to achieve those goals and objectives.

• Set a specific timeline for everything to be achieved. meaning, it must specify (what should be done? How? By whom? and when?) and the program must also be practical, documented, and communicate it to all its employees, even those who are not directly responsible for implementing any of its vocabulary. The program is often referred to as a means of improvement and to ensure the practical nature of the goals and objectives.

D. **Implementation and operation:** The successful implementation of environmental management requires a commitment by all employees of the institution, and thus the environmental responsibilities are no longer confined to specialized departments but have become part of the work of the institution as a whole, and accordingly, the implementation and operation phase came with the following steps:

• Resources, roles, and responsibilities: The top management of the organization must ensure that the necessary resources are available to develop, implement, maintain and improve environmental management. These resources include manpower, specialized skills, infrastructure, technology, and financial resources. It also defines and documents roles, responsibilities, and authorities and generalizes them to achieve effective environmental management. The top management must appoint a representative or representatives for them to undertake, in addition to their responsibilities, other tasks and responsibilities, which are as follows:

• Ensuring the establishment and implementation of environmental management conservation in accordance with the requirements of the standard.

• Submitting reports on the environmental management performance to top management for review as a basis for continuous development and improvement.

• Training and awareness are based on identifying workers who perform jobs that may result in significant environmental impacts, whether directly or indirectly, which are previously identified. Therefore, training needs related to environmental aspects must be identified, and special programs should be developed for businesses with serious environmental impacts within their training program. In addition to setting the necessary procedures to raise awareness among employees of the following aspects:

• The importance of applying the environmental policy and the rest of the requirements of environmental management.

• The potential serious environmental impacts of their business, and the expected benefit from improving environmental performance.

• Responsibilities and roles of employees in implementing environmental policy and other



requirements for environmental management.

- Allocating individuals with appropriate and good competencies, and upgrading the skills of those whose work results in environmental impacts.

- **Records:** The specification emphasizes the need for the organization to establish and maintain environmental records for training and the results of periodic audits and for the review of senior management, provided that these records are aligned and preserved in a way that is easily accessible without being damaged or lost, while specifying and recording their validity period, as the document and the record-keeping system is One of the main characteristics of environmental management systems is that the specification pays special attention to it by defining documentation conditions and mechanisms and because these records represent one of the most important physical evidence of the organization's compliance with system requirements when performing audit procedures.

- **Environmental management audit:** Environmental management audit is a typical verification process carried out by an internal or external audit team, aimed at an objective evaluation of the system and its conformity through documented and observational evidence, and informing senior management of the results of that audit. Ensure that it conforms to the requirements of the specification and implements and sustains it to the fullest extent, provided that reports are submitted to senior management showing the results of that audit, while ensuring that the audit programs and their timetables should be based on the environmental importance of the activity concerned and the results of previous audits, and with the need to cover these procedures for tolerance and repetition, The audit approach, its responsibilities, and the necessary requirements, so that these procedures are characterized by comprehensiveness, provided that all these procedures are recorded in documents prepared for this purpose.

G- **Management review:** Top management must review the organization's environmental management, at planned intervals, to ensure its continued suitability, efficiency, and effectiveness. The management review process must include an assessment of opportunities for improvement and the need for necessary changes in environmental management, including environmental policy and objectives. and environmental objectives and the organization must also maintain periodic audit records. The inputs to the management review process of the system should also include the following:

- Internal audit results and assessment of compliance with legal and other requirements to which the organization is committed.
- Content of communications with external stakeholders, including complaints.
- Environmental performance of the organization.

- The goals and objectives that have been achieved.

- Develop corrective and preventive measures.
- Follow-up procedures for previous reviews.
- The extent of adaptation to changing conditions, including developments in legal requirements and other requirements relating to environmental aspects.

- Recommendations for continuous improvement. Outputs from management reviews should include decisions and actions related to possible changes in environmental policy, goals, objectives, and other elements of environmental management, consistent with a commitment to continuous improvement. Or through all of the above, we can say that the basis for building environmental management within any organization is based on achieving a set of main and subsidiary requirements, the most important of which is the adoption of a clear and understandable environmental policy that specifies ways to achieve goals and objectives, in addition to defining the environmental aspects of the activities of the institution and which have an impact.

## **Second, the performance of the employees**

### **1. The concept of employee performance**

It means "the individual accomplishing the goals that the organization seeks by using the available resources efficiently and effectively" (Al-Omari, 99, 2015) and Mainz sees it as "the product that the employee realizes from doing the work." (Arvis, 2009, 49) and it is "the degree of completion and achievement of tasks so that the individual can satisfy the requirements of this job." (Zabana, 2016, 23), in addition to the fact that the performance of employees is a set of activities, tasks and achievements that the individual performs efficiently and effectively during the performance of his job in order to achieve the goals set by the institution.

### **A- Dimensions of employee performance**

- **Behavior:** the behavior shows how the individual performs his work and focuses on several elements, including adherence to organizational values, efficiency factors, features, habits, characteristics, abilities, and others.

- **Results:** the final result of the performance, and the goal is usually an evaluation in most cases to know the results, and most jobs, especially those that are provided and not commodity production, and the results show what the individual accomplishes, based on the calculated results, outputs, achievements, measurement, goals achieved, quantity, and timing.

- Developing the knowledge and skills of the administration's staff: Technical and professional knowledge and skills about the job come from general backgrounds and related fields (Al-Ghazali, 2015).

### **B- determinants of employee performance**

- **Individual motivation to work:** a group of subjective forces that stem from the individual and that move his behavior in a specific direction.



- Work environment: It consists of the internal environment and the surrounding external environment.
- Ability to perform work: The organization must be aware of the individual's capabilities, motives and tendencies so that it can properly distribute work and tasks (Al-Sharif, 2013, 55).

**C- employee performance appraisal**

The evaluation includes all of the following (Maher, 2006: 406):

- Evaluation purposes: such as promotion, or determining the amount of the annual bonus or training.
- Evaluation elements: they mean performance and behavior, and include production, quality, and perseverance.
- Performance standards: any level that expresses performance, whether it is good or poor.
- The data that is used in the evaluation: including objective or subjective data.
- Determine the basis of evaluation: it includes absolute or relative.
- Evaluation tools: means reports or forms.
- Evaluation dates: It takes place once a year and on other dates as needed.
- System evaluators: those who evaluate and analyze the results.
- Evaluation procedures: These relate to how the evaluation is carried out.
- Analysis and use of evaluation results: These are linked to evaluation purposes.

**The third Part: Field research procedures:**

Validity of research tools, presentation, analysis, and discussion of results

First: the validity of the research tools

1. The validity of the environmental management variables - employee performance

**A- Internal Consistency Validity**

It is intended to calculate the correlation of the degree for each paragraph with the total degree of the measurement tool for all members of the sample, and this gives an indication of the internal consistency of the measurement tool because it indicates the homogeneity of the paragraphs of the measurement tool in measuring the behavioral phenomenon, where each paragraph of the measurement tool runs in the same path as the measuring instrument as a whole<sup>1</sup>, In light of this indicator, the items whose degrees correlation coefficients with the total score of the measurement tool are statistically significant, by using a correlation coefficient, are maintained. The values of the correlation coefficients for the environmental management variable ranged between (0.53-0.68), and for the employee performance variable between (0.57-62.0). This indicates that all the correlation coefficients for the paragraphs of the scale are statistically significant compared to the tabular value of (0.098), at the level of significance (0.05).

**B- Construct Validity**

Construct Validity means the extent to which the test measures a specific behavioral trait or phenomenon, and the analysis of the meaning of test scores in the light of psychological concepts. It is also the most acceptable type of Validity from the point of view of a large number of specialists, where it agrees with the essence of the concept (Epel), of honesty in terms of the saturation of the measurement tool in the general mean<sup>2</sup>. This type of honesty was achieved by extracting the discriminatory power by the method of the two peripheral groups and the relationship of the paragraphs' scores with the total score of the measurement tool.

Table 1: shows Construct Validity of the measurement tools.

No	Tool	correlation coefficient
1	Environmental management	0.83
2	Performance of employees	0.85

**c- The Scale Reliability:**

Reliability refers to the consistency of scores obtained by the same people when the test is re-applied more than once. The concept of Reliability lies in calculating the measurement error where we can predict the likely fluctuation in the performance of individuals as a result of factors unrelated to the test<sup>3</sup>. In order to extract the Reliability of the measuring instrument in this way, the scores of the measuring instrument questionnaire were subjected to the Alfa Cronbach Frommula equation. The coefficient of Reliability of the two instruments reached (0.85), and (0.83) respectively, so the measuring instrument was considered internally consistent and enjoys high Reliability, and this is confirmed by Cronbach that the measuring instrument whose Reliability is high is an accurate scale, as shown in Table (2).

Table 2: Reliability values of research measurement tools.

No	Tool	correlation coefficient	Alpha Cronbach
1	Environmental management	0.87	0.85
2	Performance of employees	0.82	8,94

d- Statistical description of the study sample: a description of the demographic data as shown in Table (3)

Table 3: Statistical description of the study sample according to demographic data.

Study variables		number	Percentage
gender	Male	26	66.66
	female	13	33.33
Age	30 years or less	4	10.52



	From 31-40 years old	16	41.03
	41-50 years old	14	35.89
	From 51 and over	5	12.82
scientific qualification	middle school	2	5.13
	Bachelor's degree	8	20.51
	Masters - PhD	29	74.35
Experience in the current position	5 years or less	15	38.46
	6-10 years old	19	48.72
	10 years or more	5	12.82

\*Reference: prepared by the researcher

Table (3) indicates the percentage of employees in department heads. The percentages came according to the gender variable, males with a percentage of (66.66%) and females (33.33%). As for the age variable, the category of 30 years or less gave a percentage of (10.52%), the category of 31-40 years gave a percentage of (41.03%), the category of 41-50 years with a percentage of (35.89%), and the category of 51 and over with a percentage of (12.82%). As for the educational qualification variable, it was a middle school certificate with a percentage of (5.13%), a bachelor's degree with a percentage of (20.51%), and a master's degree - doctorate with a percentage of (74.35%). As for the variable of experience in the current position, the experience of 5 years or less gave a percentage (38.46%), from 6-10 years at a rate of (48.72%), and for 10 years or more (12.82%).

Second: Analyze the data and discuss the results

1. Presentation, analysis, and discussion the results of the independent variable of environmental management

Table 4: Results of the independent variable environmental management.

No	environmental management	mean	standard deviation	order	Scale
1	environmental politics	3.45	0.74	3	agree
2	planning	3.32	0.51	4	agree
3	Implementation and Operation	4.5	0.43	1	Strongly agree
4	Testing and corrective actions	2.53	1.04	5	neutral
5	management	4.11	0.93	2	Strongly

	review				agree
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In Table (4) it appears to us, through the arithmetic averages, that the level of the field of environmental policy came in first place with arithmetic mean (3.45), followed by the field of planning with an arithmetic mean (3.32). Regarding the field of testing and corrective measures at the last level, the standard deviations in the table indicate a relatively low level of agreement of views on the policy followed by the institution, but the results were counterproductive in the field of testing and corrective actions, as a result of the different views in the answers in this area that the institution adopts towards its staff from Staff.

1. Presentation, analysis, and discussion of the results of the management variable, the environment, and the variable dependent on the performance of employees

A- Results of the dependent variable on employee performance

Table 5: results of the dependent variable, the performance of employees

No	environmental management	mean	Standard deviation	order	Scale
1	Desire to perform	3.27	0.53	2	Strongly agree
2	Ability to perform	3.68	0.81	1	Strongly agree
3	Performance skills and knowledge	2.45	0.42	3	neutral
4	performance results	2.11	0.09	4	neutral

In Table (5), it appears to us through the arithmetic averages, that the level of the domain of desire to perform came in the first place with arithmetic mean (3.27), followed by the field of planning with arithmetic mean (the ability to perform) in what came in the domain of performance results at the level of the latter with arithmetic mean (2.11). The standard deviations in the table at a relatively low level indicate the agreement of views on the policy followed in the institution.

B- Presenting the results of the environmental management variable and indicators of the variable performance of employees

Table 6: presenting the results of the environmental management variable and indicators of the variable performance of employees

Environmental management Performance	R . correlation coefficient	R2 . correlation coefficient	Significance level	R T. TEST	T . significance level





Desire to perform	0,807	0.584	0.06	3.32	0,013
ability to perform	0,731	0.473	0.10	2.32	0,015
Performance skills and knowledge	0,650	0.302	0.032	1.53	0,072
performance results	0,707	0.453	0.43	4.54	0.04

Table (5) indicates the analysis of environmental management indicates the performance indicators of employees, and the statistical indications were as follows:

- The correlation coefficient (R) indicates the results of environmental management and employee performance indicators during the correlation coefficient was a high percentage in the environmental policy indicators with a value of (0.951), implementation and operation with a value of (0.948), and management review with a value of (0.948) (while the correlation was weak in indicators) Planning with a value of (4.75) testing and corrective measures with a value of (0.347).
- The coefficient of determination (R<sup>2</sup>) shows the environmental management and employee performance indicators, which was a high percentage in the performance indicators, which indicates that (50%) of the total change is due to this indicator, while the correlation was weak in the performance skills and knowledge indicator, which It indicates that this indicator has a weak impact with percentage (30%) compared to other indicators of employee performance.
- The (T.TEST) test indicates that environmental management has a significant effect on the indicators of the dependent variable, the performance of employees in all its indicators, except for the skills and knowledge indicator. The performance did not have a significant or statistically significant effect.

C- Presentation of the results for the environmental management variable and the variable performance for workers in relation to impact, limitation, and correlation. Table 7: Presentation of the results for the environmental management variable and the variable performance of workers in relation to impact, limitation, and correlation.

variable	R . correlation coefficient	R <sup>2</sup> . correlation coefficient	Significance level	R T.TEST	T . significance level
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Environmental management	0.87	0,76	0.054	4.82	0,004
Performance of employees					

Table (7) indicates that the independent variable is environmental management and the dependent variable is the performance of employees. The statistical indications are as follows:

- The correlation coefficient (R) between environmental management and employee performance was a high percentage with a correlation value of (0.87),
- The coefficient of determination (R<sup>2</sup>) between environmental management and employee performance was a high percentage, which indicates that (76%) of the total change.
- The (T.TEST) test, which has a value of (4.82), indicates that environmental management has a significant effect on the indicators of the dependent variable, the performance of workers in all its indicators, and it has a significant and statistically significant effect.

**• Conclusions**

- There is a statistically significant impact of the application of environmental management on the performance of employees.
- There is a strong correlation between environmental management and employee performance in a linear direction
- Environmental management contributes greatly to increasing the performance of employees
- The absence of a specialist in environmental management, and this came as a result of the weakness in the statistical indicators in the performance skills and knowledge index.

**• Recommendations**

- The need to follow environmental management to maintain its protection.
- Activating environmental management to ensure the improvement of the performance of the two worlds.
- The need for the institution to follow strategic plans and set long-term future goals.

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