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THE ROLE OF GREEN MANAGEMENT IN ACHIEVING ORGANIZATIONAL SUSTAINABILITY A CASE STUDY IN KUFA CEMENT PLANT / NAJAF GOVERNORATE

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Abstract:

Green management(GM) is a new management concept discussed and presented in this paper. (GM)can be distinguished from both environmental management(EM) and pro- (EM) , is based on idea of sustainable development(GM) is a field that helps to integrate environmental goals , strategies into overall strategic development goals of organization to reach an effective (EM) system to achieve various advantages that benefit , distinguish organization. There are far-reaching repercussions of human industrial activities that have led to the extinction and endangerment of many life forms. Upon realizing this alarmingly growing threat to its survival, industrial human activities began to transform themselves which led to discussions about newer concepts such as It. Hence, this paper attempts to provide a basic overview of the concept of (GM) at the introductory level and discuss different types of (GM) strategies adopted by organizations. The paper attempts to contribute to the emerging field of (GM) and the organizational sustainability(OS) of stakeholders. IT research aims to demonstrate role of green management in achieving (OS) for a sample of the workforce at the Kufa cement plant in Najaf Governorate amounted to (82) working personnel , a number of statistical means were used to prove the validity of the research hypotheses The paper attempts to contribute to the emerging field of (GM) and organizational sustainability**(OS)** of stakeholders. The current research aims to demonstrate the role of green management in achieving organizational sustainability for a sample of workforce at the Kufa cement plant in Najaf Governorate amounted to (82) working personnel , a number of statistical means were used to prove the validity of the research hypotheses The paper attempts to contribute to the emerging field of (GM) , the (OS) of stakeholders. The current research aims to demonstrate the role of (GM) in achieving (OS) for a sample of the workforce at the Kufa cement plant in Najaf Governorate amounted to (82) working personnel and a number of statistical means were used to prove the validity of research hypotheses

Keywords: Green management, Organizational sustainability

INTRODUCTION:

Shed swarming Global , increasing pollution from all aspects of business activities highlight the importance of green management(GM) For companies operating all over the world. the need to "remove Pollution 'in order to maintain Ecological environment and its sustainability, has become a major concern for many stakeholders, thus, the use of Renewable energy sources are able to reduce emissions, and reduce waste levels through improved Industry recycling programs etc. It is the policy of every business organization that has community interest at heart must be integrated intoits strategy **.**The countries of world began to turn to "(GM)" as a strategy to reduce the environmental risks associated with the management. **Therefore**, (GM) emerged in the nineties, became a popular slogan at the international level in the year 2000, which made organizations need to balance industrial growth while ensuring that the environment in which they live is well preserved and enhanced, moving towards sustainable operations and formulating green policies that are environmentally friendly. Make "(GM) is a field that helps to integrate environmental goals and strategies into the overall strategic development goals of the organization to reach an effective (EM) system to achieve various advantages that benefit , ultimately distinguish the

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organization under the slogan of green and competitiveness.

1. RESEARCH METHODOLOGY

1-1: The aim of research

In this topic, the researcher reviews one of the rules of scientific research the basic It is research methodology that represents the scientific steps , procedures followed by researcher. The first section includes the research methodology consisting of the research problem, research objective and hypothesis according to the following:

1-2: Research Problem

Most organizations are afraid to implement green plans because at first it will require Very high level of managerial , technical knowledge with Specialist worker skill. So, green initiatives will continue to be a challenge for many companies that don't have the right people, at the right time with the people Appropriate competency and skills.And alsothere Far-reaching repercussions of human industrial activities that have led to and endangered the extinction of many forms of life Of Danger upon realizing this alarmingly increasing threat to their survival. Due For being responsible for many of the environmental ills that the world suffers from, as well as being responsible for finding solutions For these problems, organizations have had no choice but to try to integrate (GM) initiatives into all of their business functions

From the above, Research problem can be summarized through wondering at following:

- **What is the nature of the relationship between (GM) and (OS)?**
- **How to use the organization (GM) own?**
- **How does the organization achieve (OS)**?

1-3: Importance of Research:

❖ **Theoretical significance:**

- There is a paucity of studies that cared By studying natural relationship that combines (GM) and (OS) In one hypothetical model, therefore, IT research is the only one that seeks to identify the nature of this relationship in order to bridge the knowledge gap between them.
- Contribute to providing a theoretical framework that accommodates variables of the study, by presenting a summary of the ideas of researchers and thinkers in this field of knowledge.
- IT makes a contribution to presenting a theoretical framework for research variables, by presenting abstracts of researchers' ideas in the field of (GM) and (OS).
- study seeks to attempt Increasing the awareness of those in charge of the company in question of the importance of adopting a pattern (GM) As a business philosophy in the company and how it affect saon organizational sustainability.

❖ **Applied importance:**

- The current study helps address the obstacles that service companies may face in terms of adoption Green management that TContribute to development and promotion (OS) and their impact on organizational outcomes.
- There are no studies shed light on (OS) In Iraqi companies in general and in research sample company in particular, through which it is possible to know the extent of (GM application Andusefulnesson the work of that company.
- Benefiting from results of current study take Appropriate corrective measures through which practical mechanisms can be provided to assist the relevant companies in how to understand, comprehend and apply dimensions (GM) To promote (OS).
- Existence Possibility To benefit from the results of the current study in developing the reality of Iraqi service companies.
- Opening future horizons for different researchers to carry out future studies in this field.

1-4:Research objectives

It has a set of objectives that it seeks to achieve, as follows:

❖ Provide a conceptual framework about the variables of the study (GM) ,(OS).

- Identify the level of application of the study variables (GM), (OS)The company has a research sample.
- Test and measure the level of correlation between the two variables
- Impact diagnosis (GM) with its dimension sin investigation (OS).

1-5: research hypotheses

H1: There is a significant correlation between (GM), (OS),The following sub-hypotheses emerge from it:

H1-a: There is a significant correlation between Dimensions (GM) And (OS).

H2: There is impact And Moral significance between (GM) And (OS) . The following sub-hypotheses emerge from it :

H2-a:There is a significant effect between Dimensions **(GM) And (OS)**

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❖ **The hypothetical scheme of the research**

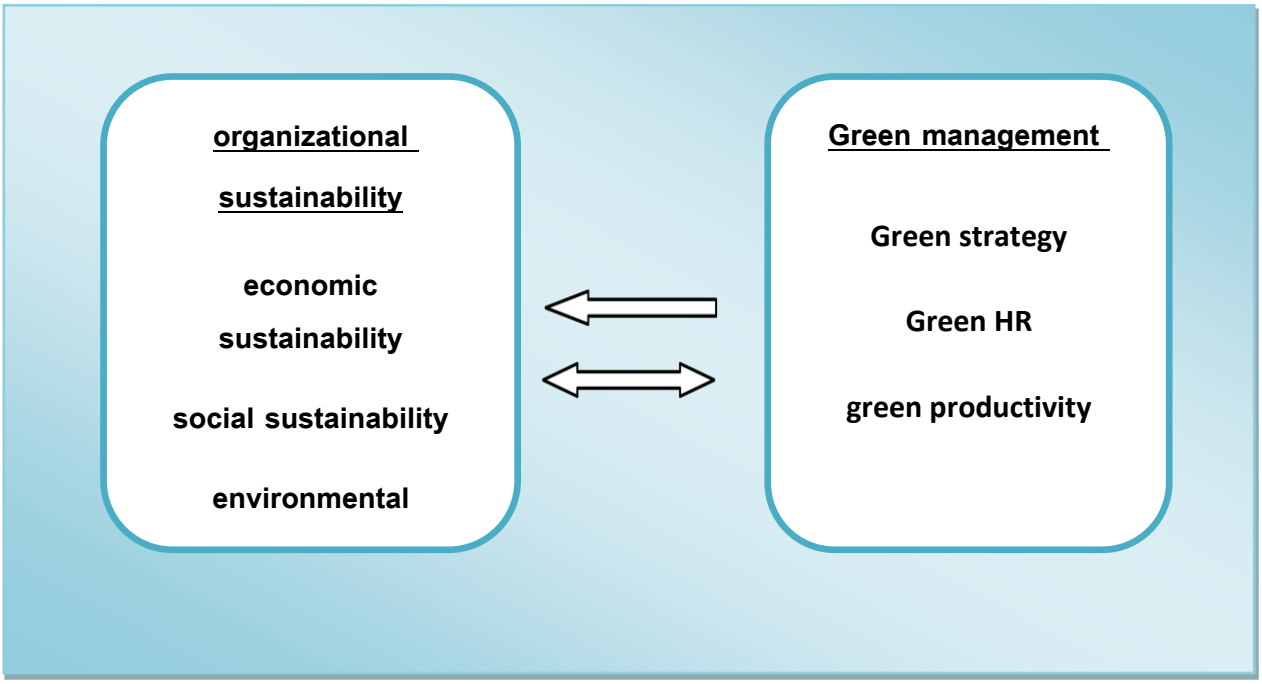

Fig. 1. hypothetical scheme of the research

2: LITERATURE REVIEW

2-1:Green Management(GM)

Concept Of (GM)

She Administration that focus on achieving Dimensions environmental And social and financial by adopting methods, policies and principles to improve the quality of life for customers, employees and the environment, in addition to achieving profits And the competitive advantage of the organization through adherence to the policies, guidelines and legal principles of the environment, as this concept appeared to reduce the negative impact on the lives of Human Preserving the natural environment through (1) efficient use of energy, water, and natural resources, and (2) preserving and improving employee health and safety. their productivity (Satya, 2016:27).
considered as (GM) is a relatively new term, and represents a situation in which a company attempts to reduce processes that are harmful to the environment (Sulich and Rutkowska, 2020) (GM)is an innovative way to share the vision of a modern green economy(Sulich, 2018; Sulich, Rutkowska and Pakulska, 2018) It is a relatively new idea based on transformation From brown to green and renewable sources. energy(Ryszawska, 2013; Sulich, 2018) (Aims to protect environment to both types of management. (GM)is required to bridge the gap between management offered by public administration Which focus on (EM) resources and regulations created by private companies. (EM) is a field of jurisdiction of the public sector. The private sector has created many solutions known as (EM) or by other names For management such as pro-environmental, It or waste management. **Therefore**, environmental protection has also become an issue Private companies Green management is the practice of producing the environment through green production, green marketing, and green research(Macalik and Sulich, 2019; Rutkowska and Sulich, 2019).
Administration Green(AG) in total scope, is an initiative aimed at continuous improvement of basis of (Em) (in the private sector), such as development of personnel responsible for environmental activities, environmental management systems, environmental communication as well as Preserving biodiversity (Sulich and Rutkowska, 2020).
(AG) at the microscopic scale is an enterprise-wide process of applying innovation to achieve sustainability, reduction waste, social responsibility, and competitive advantage through continuous learning and development of green processes, And by adopting environmental goals , strategies that are integrated in a way Complete with the goals and

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strategies of the organization(Demków and Sulich, 2017)

(AG) is an element of the green economy concept because of its contribution to the labor market, as this creates Type of (GM)jobs directly and indirectly. The creation of direct green jobs is visible on a scale Microscopic and indirect to a large scale. (GM)is an initiative aimed at continuous improvement of the basis of (EM), such as the development of personnel responsible for environmental activities, (EM) systems , environmental communication as well Preserving biodiversity. (GM)can also be recognized as a suitable tool for dealing with characteristics complex business environment and determine its development goals. One direction of building economic development is greening economy by supporting investments aimed at protecting the environment and (GM)job opportunities in this field. IT ,refers to environmental protection support provided by both companies and the government (Jacob, Quitzow, and Bär, 2015).

2-3: The Dimensions of (GM)

- **Green strategy :**It is an integrated strategy with a positive impact on the environment by adopting a common culture and facilitating the transition to green management and demonstrating the benefits of adopting green management in terms of cost. (Engert, 2016:31). There are several reasons why organizations drive toad option The strategy green ones(Stonehouse & Snowdon, 2007:32):
  - The organization's pursuit of gaining a competitive advantage, organizations today realize more than ever that the environment in many cases can represent a dimension of strategic performance along with cost, quality, reliability and flexibility.
  - Avoiding environmental threats The environment, as it provides organizations with a great opportunity to gain competitive advantages, poses threats to the organization such as compliance with international environmental standards and legal accountability.
  - Work responsibly Organizations have become more sensitive to what is going on in society and its social and environmental issues, and they have also become more committed to public health and safety and to general environmental initiatives
- **Green HR** :Green HR One of the contemporary concepts in management thought that links the activities of human resources and (EM) H .The term is often used h Green human resources to indicate the contribution of human resource management policies and practices and more broadly towards agenda Environmental companies to protect and preserve their natural resources. It must be noted that green human resource management is still in its early stages and many studies in this field are within the theoretical framework(Jabbour, 2013:30) Green human resources are defined as: activities Policies, practices and systems that include the development, implementation and continuous maintenance of systems that aim to find workers and a green organization. Arulrajah & Opatha (2014:22))
- **green productivity :** Green productivity is part of a broader change movement that goes by many names—natural capitalism, corporate sustainability, industrial ecology, and more. These are powerful concepts.- It makes us think differently about actions and the environment - but it may be difficult to put it into practice (Shireman & Kiuchi, 2003:12). Green productivity is also considered strategy to enhance productivity and environmental performance for comprehensive social and economic development(Hwa, 2001:24).It is the method that enables the industrial company, whether large or small, to understand what it should do about the effects on the environment that cause a decrease in the efficiency of the industrial organization, increase costs, and limit its productivity." (Hirakawacho et al, 2002: 14).

2-4: Concept of (OS)

The concept of **(OS)** has become a very important interest in recent years , in the theoretical and applied field, and this concept is still shrouded in ambiguity and lack of clarity in how to sustain organizations and how to achieve it better because it is related to many variables; some scientists have emphasized the importance of a sustainability-oriented organizational culture to achieve it (Griffiths& linnenluecke, 2010:7)

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Therefore ,the concept of sustainability in organizations is a process of improvement and adding value to organization in order to meet current needs while maintaining its strategic capabilities in order to invest opportunities in the future, it includes many areas and fields of knowledge, starting with satisfaction customers and stakeholders sebhatu, 2008:8))

(Taylor,2006:119) has referred to the definition of sustainability by the world Commission for economic development and the World Watch Institute as a state of development for companies, which means meeting the requirements of the present without compromising the ability of future generations to meet their own needs .

According to (Rose,2014:534) sustainability through the perspective of organizational change is an attempt to achieve goals that would help an easy transition from case to case and the process of change should be appropriate with the vision of internal and external parties .

Munier (2005:10) defined it as a vision of future that provides us with a roadmap that helps us to focus our attention on a set of values,ethics and moral principles that can guide our actions. He stated (Knoepfel,2008:1) sustainability is the leadership of organizations achieving their business goals by directing their strategies and management to harness the potential to deliver sustainable products and services in the markets, while at the same time successfully reducing and avoiding the costs and risks of sustainability ,(Oliveira - De – Cella,2013:963) said organizational sustainability as all that can be preserved in the organization

2-5:Dimensions of (OS)

According to many studies, researchers have identified dimensions (OS) It has six dimensions, which are as follows:

Dzhengiz, T (2020), Bilan, Y (2020), Geolearning, 2007, Ebner 2010, Eschenfelder el al 2019:10, Ebner 2010, Santos, J. R el al 2013:7,

- **sustainable orientation**
- **Capacity development**
- **creativity and innovation**
- **Inspiring leaders:**
- **Adapting to change:**
- **Talent management**

while select (Wirkus & Rittner, 2016: p9).three Dimensions of organizational sustainability are as follows:

2-5-1:social sustainability

An organization can achieve social sustainability by assessing its internal and external impact exerted by achieving employee satisfaction, safety and employment opportunities(Wirkus & Rittner, 2016: p9) . Among the most important challenges to social sustainability are unequal access to basic services ,inequality between different generations, weak relationships, poor political participation of citizens, loss of a sense of social ownership, and the lack of a system for spreading awareness of the sustainability of social factors (Morelli, 2011:2).

2-5-2: economic sustainability

The measure of organizational economic sustainability can be known through the economic value added to it, as well as The financial benefits you provide to the community and partners Wirkus & Rittner, 2016: 9).**).**and require economic sustainability Not to place the current economic activity an inappropriate burden on the resources of subsequent generations(Morelli, 2011:2)**.**that Economic sustainability works to support organizations by developing opportunities and managing risks, and it is an ultimate value for organizational success(Hart & Milstein, 2003, p57)**.**

2-5-3: environmental sustainability(ES)

The success of the economic system and the achievement of (ES) depends on the level of environmental awareness of society Morelli,2011:3). (ES) is an important issue at the moment , it provides advantages for addressing the effects of climate change and identifying effective mechanisms for eliminating its negative effects (Lindbom & Berzengi,2011:26). Steurer et al., 2005: p264 explained that (ES) is a prerequisite and a crucial necessity to achieve the sustainability of social factors and the sustainability of economic factors of the organization ,as there must be an environment capable of creating sustainable resources, prioritizing their allocation and ensuring their equitable distribution (Hoffman, 2000:10)**.**

3:RESEARCH METHODOLOGY :

In order for the research sample to be accurately described, the respondents answered a set of items related to personal information (gender, marital status, age, level of education, number of years of experience), as in Table (5).

Table (5) Description of the sample of respondents

Variable	Category	the number	percentage %

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51	**41**	**male**	**Sex**
49	**40**	**feminine**	
100	**82**	**the total**	
51	**41**	**bachelor**	**marital status**
48	**40**	**Married**	
1	**1**	**Otherwise**	
100	**82**	**the total**	
37.8	**31**	**18-25**	**the age**
17	**14**	**26-33**	
7.3	**6**	**34-41**	
20.7	**17**	**42-49**	
17	**14**	**higher than50**	
100	**82**	**the total**	
10.9	**9**	**preparatory**	**education level**
25.6	**21**	**Diploma**	
58.5	**48**	**Bachelor's**	
5	**4**	**Postgraduate**	
100	**82**	**the total**	
22	**17**	**less than1**	**Years of Experience**
18	**15**	**1-5**	
12	**10**	**6-10**	
6	**5**	**11-15**	
18	**15**	**16-20**	
24	**20**	**more than20**	
100	**82**	**the total**	

Prepared by researcher

Table (5) shows that respondents to this research have a set of characteristics that can help provide accurate and transparent information that contributes to achievingGoalscurrent search. The results of gender showed that the number of males was (41) out of the total number of respondents, at a rate of (51%), while the number offemale(40), which confirms a slight superiority of males in health care organizations. The social status indicator indicated that the number of unmarried people was (41), at a rate of (51%), while the number of married people was (40), at a rate of (48%). As for the other cases, their number was (1). . As for the age indicator, we find that the ratio (37.8% of the study population were between the ages of (18-25). years, followed by the age group (42-49) years(20.7%) The categories (26-33) years and (over 50) years were equal, at a rate of (17%) for each, and finally the category (34-41) year by ((7.3%), and these percentages had a great impact on the understanding of the members of the current study community of the questionnaire Answer them objectively. As for the level of education indicator, the results showed that holders of a bachelor's degree had the highest percentage, which was (58.5% followed by diploma holders with a rate of (25.6%), then those with a preparatory certificate with a rate of (10.9%), and holders of postgraduate certificates ranked last with a rate of (5%). The number of years of experience, the results showed that the percentage of (24%) of the community members had experience of (more than 20) years, followed directly by (22%) for the years of experience (less than 1) year, then the percentage of (18%) for those whose experience ranged from years Their experience ranged between (1-5) years and (16-20) years, as was the rate of (12%) for those with experience from (6-10) years, and finally the percentage was (6%) for individuals with experience (11-15) years. This confirms their increased insight and knowledge of the reality of the organizations in which they work and their ability to answer the paragraphs of the questionnaire.

3-1: The statistical description

- Descriptive statistical analysis of the independent variable Green management

Table 6 Analysis statistic descriptive of the independent variable Green management

standard deviation	SMA	Paragraph

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0.965	3.648	x1
0.954	3.734	x2
1.00	3.722	x3
1.00	3.345	X4
1.00	3.238	X5
0.912	3.287	X6
0.996	3.987	X7
0.982	3.261	X8
1.00	3.043	X9
1.00	3.185	X10
0.991	3.461	X11
0.933	3.634	X12
0.85625	3.5132	X13
0.61144	4.1456	X14
0.71279	4.1579	X15
0.94368	3.5526	X16
0.74304	4.1447	X17
0.96026	3.8947	X18
0.61673	4.4211	X19
0.72970	4.1184	X20
0.63176	4.3816	X21
0.85430	3.7368	X22
0.965	3,456	the average

Prepared by the researcher based on outputs of electronic calculator

Through the results shown in Table (6), it is clear that the general average of the items of the independent variable (GM) It reached (3.456), which is higher than the hypothetical mean, with a value of (3). This indicates the availability of the independent variable among the sample of respondents. The value of the general standard deviation was (0.965), and this is a relatively low value, which indicates that there is a low dispersion in the answers of the research sample respondents.

- Analysis statistic descriptive of the dependent variable organizational sustainability

Table 7 Analysis statistic descriptive of dependent variable (OS)

standard deviation	SMA	Paragraph
1.00	3.604	x1
0.997	3.320	x2
0.77821	4.1842	x3
0.88447	3.9152	X4
0.88447	3.9342	X5
0.91412	3.8241	X6
0.81000	4.0000	X7
0.87299	3.8947	X8
0.998	3.704	X9
0.967	3.243	X10
0.77176	3.9342	X11
1.00	3.530	X12
0.994	3,423	the average

Prepared by researcher based on the outputs of electronic calculator

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Through the results shown in Table (7), it is clear that the general average of the paragraphs of the dependent variable (OS) It has reached (3.423), which is higher than the hypothetical mean to its value (3), this indicates the availability of the dependent variable (OS) in the sample of respondents. The value of the general standard deviation was (0.994), and this is a relatively low value, which indicates the existence of a low dispersion in the answers of the research sample respondents.

3-2: Research hypotheses testing

3-2-1:Correlations (first main hypothesis)

So that the researcher can test the acceptance or non-acceptance of the first main hypothesis, which states that there is a correlation between Green management And organizational sustainability The acceptance or non-acceptance of the sub-hypotheses emanating from it must first be tested, as follows:

- Table (8) shows that there is a significant correlation between Green strategy And (OS) The correlation value was (0.735) at a significant level (0.05).
- Table (8) shows that there is a significant correlation between Green HR And (OS) The correlation value was (0.634) at a significant level (0.05).
- Table (8) shows that there is a significant correlation between green productivity And (OS) The correlation value was (0.735) at a significant level (0.05).

Table (8) The Results of the correlations between Dimensions (GM) and (OS)

T-table	aggregate index	x1	x2	x3	GM OS
	0.882	0.784	0.634	0.735	organizational sustainability
1.96					valueT Value
	0.000	0.000	0.000	0.000	valueP value
	accept the hypothesis	accept the hypothesis	accept the hypothesis	accept the hypothesis	The result

N=82 prepared by the researcher based on the output of the electronic calculator

Through the results shown in Table (8), it is clear that the first main hypothesis and the hypotheses emanating from it are accepted, since all the values of the correlation coefficient were significant at the level ofT is greater than 1.96.

- **Hypotheses Effect (second main hypothesis)**

The main effect hypothesis states that there is a significant effect relationship for (GM) in my investigations (OS) Table (9) showed the results of testing this hypothesis, analysis of variance between variables for indicators of relationship

Table (9) Analysis of Variance (ANOVA) for the relationship between (GM) and (OS)

Model	Sum of squares	Df	Mean Squares	F	P-Value
Regression	16,356	1	16,356	432,962	0.000
Residual	3,457	81	0.22		
Total	19,813	82			

Prepared by researcher based on the outputs of the electronic calculator

Table (10) shows the parameters of the model

Table (10) transactions Sample

Model	Unstandardized Coefficients		Standardized Coefficients		P-Value
	B	std. Error	beta	T	
Constant	0.603	0.126		3,329	0.000
C.S	0.812	0.042	0.882	24,765	0.000

Prepared by the researcher based on the outputs of the electronic calculator

Table (11) a summary of the analytical indicators of the effect of (GM) in (OS)

significance level	organizational sustainability(OS)	pointers	**Dimensions (GM)**

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0.05	206.67	F	**Green strategy**
	0.000	P value	
	0.540	R2	
	0.735	B	
0.05	103.65	F	**Green HR**
	0.000	P value	
	0.401	R2	
	0.634	B	
0.05	202.23	F	**green productivity**
	0.000	P value	
	0.614	R2	
	0.784	B	
0.01	164.98	F	**dimensions of (OS)y combined**
	0.000	P value	
	0.777	R2	
	0.882	B	

Prepared by researcher based on the outputs of electronic calculator

From Table (11) above, which summarizes the indicators of the analysis at level ofDimensionsThe hypothesis from which we conclude:

- Achieve after Green strategy significant impact on organizational sustainability was the value of (The calculated F) is (206.67), which is greater than the tabular one at the level (P <= 0.05), and the value of (B) is (0.735), and the independent variable (Green management) explains (54.0%) of the dependent variable (organizational sustainability) as the value of the coefficient of determination (0.540R2=).
- Achieve after Green HR trace morally in organizational sustainability was the value of (The calculated F) is (103.65), which is greater than the tabular one at the level of (P <= 0.05), as the value of ((B)0.634) and that the independent variable (Green management) explains (40.1%) of the dependent variable (organizational sustainability) as the value of the determination coefficient was (0.401 =R2).
- Achieve after green productivity trace morally in organizational sustainability was the value of (The calculated F is (206.67), which is greater than the tabular one at the level of (P <= 0.05), and the value of (B) is (0.784). that the independent variable (Green management) explains (61.4%) of the dependent variable (organizational sustainability) as the value of the determination coefficient was (0.614 =R2).
- Achieved Dimensions organizational sustainability Combined significant signify cant effects in Green management As it was valuable F)) calculated (164.98), which is greater than the tabular level

(P <= 0.01) and the value of (B) was (0.882) as the independent variable Green management It explains (77.7%) of the changes that occurred in the dependent variable (organizational sustainability) as the value of the coefficient of determination (0.777R2=).

In light of the analytical indicators in Table (11) above, it is clear that all dimensions of green management It had a significant impact on me organizational sustainability This indicates the acceptance of the second main hypothesis and the hypotheses emanating from it, despite the varying strength of influence among these Dimensions.

4:CONCLUSIONS & RECOMMENDATIONS

4-1: Conclusions

- for green management big impact on (OS) Where the application of principles and dimensions (GM) Contribute to realization on (OS) Which is beneficial to the organization.
- for green strategy big impact on (OS) Which indicates that interest green strategy It helps the researched organization to grow and survive.
- green human resources Moral effect Z organizational sustainability Which indicates that interest green human resources Contribute to improving decision making.

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- So what she wanted The organization is successful in today's fierce competition, it must search for ways to help it obtain (OS).
- Current research variables and through a review literature notice that it is Constantly renewed and subject to discussion.

4-2:Recommendations

On Research sample organization Work to make more efforts in applying the principles Green management to achieve the best results.

- As the organizations operating in the sector the fattest She has to rely Techniques superior in Green strategy, green human resources and green productivity This must be included Administration top of these organizations.
- Researchers and practitioners should cooperate in order to contribute to facilitating the mission of organizations in adopting modern tools for success, represented by: (OS)..
- Necessity Procedure More research for prevalence of culture Green management in our universities and organizations
- need to maintain Greening the organization with help by methods Modern To achieve (OS).
- practice application Green management In all around lab and a statement of importance greening in maintaining organizational sustainability

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