THE ROLE OF GREEN HUMAN RESOURCE MANAGEMENT IN PROMOTING SUSTAINABLE PERFORMANCE: ANALYTICAL STUDY IN THE DORA REFINERY

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Article history:		Abstract:
		The study aims to demonstrate the impact of green human resources management with its dimensions related to (green employment, green performance evaluation, green development and training, green rewards) on sustainable performance with its dimensions of (economic performance, environmental performance, social performance). The study community is represented in the refinery of the session, The sample of the study included managers and heads of departments in the organization, and their number was (38) individuals. To achieve the objectives of the study, the descriptive analytical approach was used. A questionnaire consisting of (28) items was used as a main tool for collecting study data. A number of statistical methods and methods were used to analyze the study variables and test hypotheses, including (arithmetic mean, percentage, standard deviation, coefficient Variation, Pearson correlation coefficient, and structural modeling equation). After conducting a statistical analysis of the study data and its hypotheses, it reached a number of results, most notably the presence of a significant effect of green human resources management in its dimensions on sustainable performance in its dimensions. One of the most prominent conclusions of the study was that the management of green human resources plays a major role in achieving sustainable performance through the degree of interest in the dimensions of the study variables, their interests and applications from the point of view of the study sample members. The study recommended the necessity of enhancing the course management's interest in green management practices for human resources, setting future plans for adopting green initiatives, spreading a culture of concern for the environment, and showing the green approach in the work environment through workshops and lectures that naturally contribute to achieving sustainable performance for that organization.

INTRODUCTION

The change in the global climate, government pressures, consumer preference and self-determination made public organizations motivate towards profit and society, and among the reasons that called for organizations to switch to green is the emergence of various green business functions such as green marketing, green finance, green investment, catering Green Then a major issue in environmental management and sustainability emerged about the need to practice green human resource management, and the destructive nature of the environment due to industrial development - the activities of organizations - contributed to the interest in the current environmental issues of climate change, resource depletion, biodiversity limitation and the integrity of their ecosystems. Great concerns of individuals in green management, and organizations became responsible for ensuring environmental sustainability and environmental management in place.

RESEARCH PROBLEM

The research problem is represented by a set of questions:

A - What is the interest of the management of the organization in question in the green management of human resources?

b- What is the organization's level of interest in adopting sustainable performance?

C- What are the most important practices that lead to achieving sustainable performance in the organization under study?

What is the level of the relationship between sustainable performance and green human resource management?

C - Is there an effect of green human resources management on the sustainable performance of the organization under study?

Research importance:

(a) To highlight the applied dimension through which the human resources department contributes to enhancing sustainable performance in the Dora refinery.

(B) The research derives its importance through the results that have been reached, which determine the nature of the relationship and the impact between green human resource management and the sustainable performance of the organization, and the extent to which the session's refinery benefits from these results to build its plans and strategies.

(C) Educating employees about the importance of managing green human resources and the sustainable performance of the organization for them.

Research aims

There is a set of objectives that the current research seeks to achieve. The main objective is to show the management of green human resources in the Dora refinery and its impact on enhancing sustainable performance requirements. The objectives can be classified in line with the relevant parties for the purposes of the research, as shown:

A - Shedding light on green human resource management by the sample surveyed.

b- Clarify the various green practices that can be used to build a green business

C - Diagnose the extent of awareness of sustainable performance by the senior management of the organization in question.

d- Recognizing the impact of green human resource management on sustainable performance.

Research assumes

1-There is a statistically significant correlation between green human resource management and sustainable performance

2- There is a statistically significant effect between human and green resource management and sustainable performance.

community and sample research

The practical side of the research was applied in the Dora refinery in Baghdad. The questionnaire form was distributed to the managers working in the refinery (general manager, department manager and division), as shown in the table below.

Table (1) The number of distributed and retrieved questionnaires valid for analysis

organization	distributor	retrieved	Returned and non-compliant	analyzed
Dora filter	50	40	2	38

Research limits

The limits of the search can be determined through the following areas:

 1-Human limits: the research sample includes a group of managers in the refinery.

 2-Spatial boundaries: the search was limited to (Al-Dora filter(

3. Temporal limits: the period from (5/9/2021) until (28/1/2022).

Green human resource management

he term GHRM refers to the contribution of human resource management policies and practices towards the broader environmental agenda of organizations. Starting from the employee's entry point to the organization and continuing until the point of exit from it. During this stage, there are opportunities for human resource experts to participate in human resource management as it relates to all human resource activities, such as recruitment, employment, compensation and benefits, training and development, industrial relations and human resource information system. (Ibrahim, et.al., 2015: 72-73). Green human resource management is defined as "the practices of human resources that are environmentally friendly, and how they can contribute to making the organization's environment conducive to sustainable growth." It also means "eliminating waste in spending" and preserving resources by making use of new technology to improve business life 2014:40)) It is also known as "human resource practices that are geared towards greening and contribute to environmental sustainability and contribute to creating a platform of expertise for the workforce with high job satisfaction, which will lead to high productivity" (Sarode et al, 2016: 50).

Dimensions of green management of human resources:

The dimensions of green human resource management are represented by four dimensions: (Ali, 2017: 42-51)

 1.**Green recruitment:**

Green employment is an innovative idea for organizations, as it is a long-term partner in organizations seeking environmental sustainability, and one of its requirements is to reduce travel and related environmental impacts. , choosing via the Internet, SMS, e-mail) and thus reducing the environmental

pollution caused by carbon emissions resulting from travel and what results from it. (Muniandi&Nasruddin, 2015).

2.Green performance appraisal

The evaluation of green performance is an important tool in employee management, and it is one of the communication tools that are followed by managers to determine the goals and expectations of the organization and the individuals working in it, and then evaluate their performance on the basis of their work and then reward them if necessary. Performance evaluation is a set of clear expectations about what is expected of the employee It is a vital tool for measuring the frameworks established by the organization for its employees and is used to track individual contributions, identify strengths and opportunities for future improvements and assess whether organizational goals have been achieved and is used as a basis for future planning and development (Daoanis, 2012).

3.Green training an development

Training and development is the practice that focuses on developing employees' skills, knowledge and attitudes and preventing the deterioration of EM related knowledge – skills and attitudes. Green development and training teaches employees about the value of EM and trains them according to practical approaches that conserve energy, reduce waste and spread environmental awareness in The organization and providing opportunities to involve employees in the issue of solving environmental problems. The green training and development activities make the employee aware of the different aspects and the value of environmental management, and it helps them to embrace different ways of preserving the environment, which includes waste management within the organization, but more than this, it sharpens the employee's skills to deal With many different environmental issues (Zoogah, 2011).

4.Green compensation and bonuses:

That rewards and compensation is the main process of human resource management through which employees are rewarded for their performance, that these human resource practices are the most powerful and optimal way that links together the interests of individuals with the interests of the organization, and that these practices are also relevant not only to support environmental management systems but also To support the development of products and innovations that have lower environmental impacts (Jabbour & Jabbour, 2014).

sustainable performance

Sustainable performance is a natural response to the circumstances surrounding the organizations and the great development in the means of communication and technology, which led to the consolidation of the principle of sustainability in work, the use and preservation of resources, and sustainability in dealing with customers. Human resources, and performance management has a pivotal integrative role in linking employee resources, rewards, relationships, and development practices to the strategic and sustainable goals of organizations (Rowland & Hall, 2013:199). It represents sustainable performance at work within environmental requirements, social justice and economic efficiency, and then sustainability of performance due to the reputation of the organization and its positive relationship with customers and stockholders and the high level of production. (Lee, Ha-Brookshire, 2018, 3)

It was defined as "the organization's adoption of working continuously to achieve the desired goals efficiently, improve the general situation, reduce costs and win customers by reducing costs, high quality and promoting environmentally friendly products (green environment) (Zaid, et al, 2018, 14). It represents the organization's ability to Survival in the market by improving customer satisfaction in terms of service delivery and quality (Khalili, et al, 2019,256).

And sustainable performance can be defined procedurally as "the organization's ability to achieve its goals, taking into account social, economic and environmental responsibility in all activities and processes to achieve these goals."

dimensions of sustainable performance

➢ Economic performance: refers to productivity improvement, continuous profit growth, employee satisfaction, supplier satisfaction, customer satisfaction, minimizing defects (Bhattacharya, et al. 2019:8) a shorter and more predictable completion time; Low-cost projects with increased cost predictability (Akadiri et al, 2012; 128) Providing services that provide the best value - to customers. (Wang, et al, 2019:5).

➢ Environmental performance: "The organization seeks to reduce polluting emissions, reduce noise by managing work well, reduce and eliminate work waste (Mousa, Othman, 2019;13), and reduce pollution incidents and non-compliance. environmental requirements; protecting sensitive ecosystems through good building practices and a green transport plan for sites and businesses; and energy efficiency in warehouses and sites; minimizing energy

consumption in business activities; making good use of supplies and using recycled products; minimal use of water and good waste management" (Akadiri et al, 2012; 128).

➢ Social Performance: "Providing effective training and evaluation, providing equal opportunities for workers, taking care of workers' health and safety and providing an appropriate work environment, maintaining employee moral satisfaction, building effective communication channels (Zaid et al., 2018;10). Contribute to the local economy through employment and local purchases; and providing services that enhance the local environment (Bhattacharya, et al. 2019:8); Building long-term relationships with clients; Building long-term relationships with local

suppliers; and providing services that provide the best value to customers and focus on developing the customer's business." (Akadiri et al, 2012; 128).

Examination and testing of the search measurement tool and presentation, analysis and interpretation of results

Normal distribution of the data: The researcher used the normal distribution test (Kolmogorov-Smirnov) due to the fact that the number of the sample is greater than (50), and the decision rule is to accept that the data follow the normal distribution if the value of (Sig) is greater than (5%), or if it is less than (5%). (0.05), the data are not subject to normal distribution, and the (z) value indicates the corresponding dispersion value and is acceptable between (+2, -2) for the skew and flatness test.

Table (3) significant values for testing the normal distribution of variables and their distances			
Variables	**flatness**	**skewness**	**Sig**
green human resource management	- 0.638	0.510	0.110
green recruitment	- 0340	0.432	0.130
green performance appraisal	-0.126	0.114	0.144
green training and development	- 0.209	0.133	0.181
Green Compensation and Rewards	- 0.209	0.133	0.181
sustainable performance	- 0.056	- 0.312	0.124
economic performance	- 0.352	-0.347	0.121
environmental performance	- 0.326	- 0.266	0.173
social performance	- 0.330	0.241	0.118

Validity of the measuring instrument:
Consistency between the two components of the scale (Cronbach Alpha): It is evident from Table (1) that all components of the scale are consistent, as their values are higher than the values of the correlation

coefficients (Cronbach Alpha), which require the minimum acceptance (0.70) and this supports the consistency of the scale components and thus stability Required if the test is repeated.

Descriptive analysis of research variables

Table (4) results of consistency between components of the scale		
scale	Cronbach's alpha dimensional coefficient	Cronbach's alpha variable
green human resource management		
green recruitment	0.835	0.885
green performance appraisal	0.892	
green training and development	0.843	
Green Compensation and Rewards	0.916	
		sustainable performance
economic performance	0.822	0.912
environmental performance	0.848	
social performance	0.898	

1-**Green Human Resources Management**: The general arithmetic mean for this variable reached (3.79) at a good level, standard deviation (0.82), and coefficient of variation (16.282) and ranked first in terms of importance among the research variables, and this indicates the interest of the management of the course refinery in the dimensions of resource management Green people in terms of recruitment, evaluation, training and rewards. The dimension (green development and training) obtained the highest arithmetic mean ability (3.95) with a good level, standard deviation (0.71) and coefficient of difference (15.510), and this dimension came at the first level in terms of relative importance among the dimensions of the independent variable.

2- **Sustainable performance**: This dimension achieved a total arithmetic mean (3.62) with a good level and a capacity deviation of (0.91), and a coefficient of variation (20.682) and it was ranked second among the research variables, and this shows the interest of the refinery management in enhancing its sustainable performance (economic, environmental and social). The arithmetic mean within the variable (sustainable performance) for the dimension (economic performance) was (3.81) with a good level, standard deviation (0.76) and coefficient of difference (14.978), and this dimension came in the first level in terms of relative importance

The main dimensions and their sub-variables	mean	standard deviation	Variation coefficient	Relative importance
Table (6) Arithmetic means, their standard deviation, coefficient of variation, and the relative importance of the main research variables and their sub-dimensions N=38				
green human resource management	3.79	0.82	16.282	**first**
green recruitment	3.74	0.82	20.461	3
green performance appraisal	3.84	0. 82	17.877	2
green training and development	3.95	0.71	15.510	1
Green Compensation and Rewards	3.66	1.03	22.652	4
sustainable performance	3. 69	0.91	20.682	**second**
economic performance	3.81	0.76	14.978	**1**
environmental performance	3.59	0.88	19.928	**3**
social performance	3.68	0.73	19.161	**2**

Correlation Hypothesis Test

1- The first hypothesis: (there is a statistically significant correlation between green human resource management and sustainable performance). The (Pearson) test was used to show the correlation relationship. It was clear from the table () that there was a significant correlation between green human resources management and sustainable performance,

where the value of the correlation coefficient between these two variables reached (804**. This result confirms the strength of the direct relationship between the two variables, and reinforces this The result is significant, the correlation is at the level of (1%) and the degree of confidence is (99%). Accordingly, the first hypothesis has been achieved

Table (7), the correlation relationship between the research variables				
				Correlations
		green human resource management	sustainable performance	
green human resource management	Pearson Correlation	1	.804**	
	Sig (2-tailed)		.000	

sustainable performance	Pearson Correlation	.804**	1	
	Sig (2-tailed)	.000		
	Sig (2-tailed)	.000	.000	
.(Correlation is significant at the 0.01 level (2-tailed .**				
				N= 38

Impact Hypothesis Test

This paragraph explains the relationship of influence between research variables and the direction of this relationship

Test the third research hypothesis: (there is a statistically significant effect between green human resource management and sustainable performance). The direct effect was tested based on the structural model (Structural M0del) by modeling the structural equation and using the statistical program (Amos. V.22, and this method is the most developed method in clarifying the influence relationship between the variables as it shows the suitability of the data to the assumed model.

Figure (4) represents the structural model that shows the independent variable (green human resource management) and the dependent variable (sustainable performance), and the one-way arrow from green human resource management to the sustainable performance variable represents the influence relationship between the two variables, which are called standard transactions (used to test As for the value that appears at the top of the sustainable performance variable, it represents (the coefficient of determination) (R2), which shows that the green human resources management variable is able to explain (68%) of the changes that occur to the sustainable performance variable in the course refinery. As for the rest of the percentage, which is (32%) is due to other variables that are not included in the research model
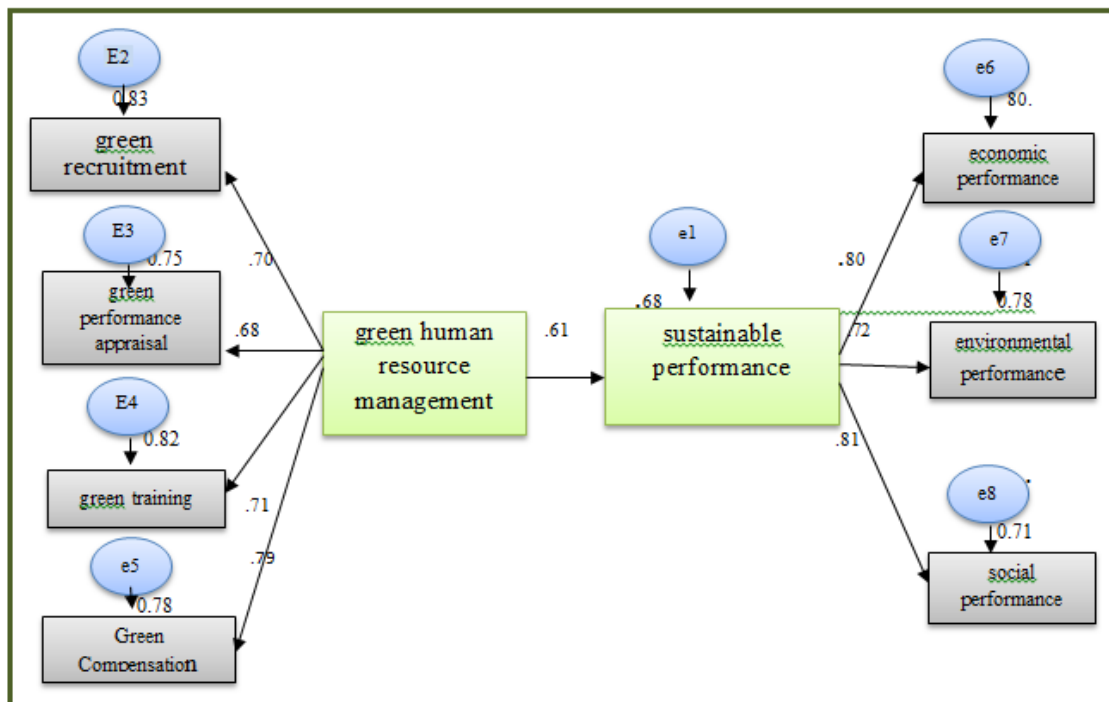

Figure (4) The regression path of the second research hypothesis based on structural equation modeling.

It is also clear from Figure (4) that the value of the effect or regression coefficient has reached (.66), which is a significant value, because the value of the critical ratio (CR) shown in Table (8) amounting to (15.21) is a significant value, and therefore the increased levels of management availability Green

human resources by one unit will increase the levels of sustainable performance by (66%), and this confirms and supports the acceptance of the second hypothesis. Table (7) shows a summary of the analysis resulting from the second hypothesis test, as it turns out that the model estimates and the value of the critical ratio (C.R.) are significant below the level (P<.01), which fulfills the required condition

Table (8) estimations of the impact model between green human resource management and sustainable performance							
Med. Variable	Path	.Indep Variable	S.R.W	Estimate	.S.E	.C.R	P
sustainable performance	<---	green human resource management	.66	.71	.05	15.21	***

CONCLUSIONS AND RECOMMENDATIONS
Conclusions

 1-The (Dora's liquidator) takes into consideration the dimensions of green human resources management in terms of green recruitment, green performance assessment, green training and development, green rewards and compensation, and this enhances the performance of the liquidator according to the requirements.

 2-The liquidator's management's interest in the economic dimension ranked first in terms of importance, which is an indication of the liquidator's management's keenness on improving productivity, continuous profit growth, employee satisfaction, supplier satisfaction, customer satisfaction, and minimizing defects.

 3-The management of the refinery is keen to adopt environmentally friendly practices to enhance its social and environmental responsibility and to sustain good relations with the community.

4- There is a strong correlation and impact between the management of green human resources in its dimensions and the sustainable performance of the organization.

Recommendations

 1-The need to invest in the positive relationship and influence of the green management of human resources in the sustainable performance of the organization and to develop future plans for the organization in question to benefit from its data in improving organizational performance.

 2-The need to increase attention to green employment and green training and development in order to prepare creative human cadres, by improving the recruitment, selection and employment of human resources, and then increasing training programs and courses outside the organization to clarify the concept of green management of human resources and its importance in the organization and its relationship to

its objectives, and to see global developments in this the field.

 3-Increasing the attention of the management of the refinery to the media aspect to it to announce its programs and to clarify how the organization advances by increasing attention to the environmental aspects so that the rest of the organizations can benefit from that and follow suit in this aspect.

4- Educating employees about the importance of the role played by the green management of human resources at all levels in the sustainable performance of their organization.

RESOURCES

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