



# THE IMPACT OF GREEN HUMAN RESOURCES MANAGEMENT ON STAFF ENHANCEMENT: A SURVEY OF MANAGEMENT STAFF IN THE GENERAL HOSPITAL OF SAMARRA

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Article history:	Abstract:
<p><b>Received:</b> 26<sup>th</sup> January 2023 <b>Accepted:</b> 26<sup>th</sup> February 2023 <b>Published:</b> 30<sup>th</sup> March 2023</p>	<p>This research aims to identify the impact of green human resources management in its dimensions Green Employment, Green Training, Green Performance Assessment, Reward and Green Pay Systems to enhance the staff capacity of a sample of Samarra General Hospital staff, and to achieve the research objectives, a form prepared for this purpose has been designed after presentation to some professors of specialization to give them consistency and validation, which has been distributed to a sample of hospital staff managers (60), 58 valid forms have been recovered and after the use of the statistical package program (Spss) The necessary statistical analysis was carried out as the study reached a set of conclusions, the most important of which The existence of a very strong correlation between the dimensions of green human resource management, with a strong correlation, whether among themselves or on the total sum of its dimensions, as the correlation coefficient for the dimensions ranged between (0.871-1) at the level of significance (0.01), which indicates the existence of a close and significant correlation between the variables above and that it has a strong (directive) effect on green human resource management, and thus the influence hypothesis that there is an effect of green human resource management on enhancing the capabilities of employees in the hospital under study has been proven. It leads to improving their performance and practice towards green environmental work.</p>

**Keywords:** Green human resource management, employee capabilities, green recruitment, green performance appraisal, training and development.

## 1. INTRODUCTION

As a result of the increase in human activities in all sectors, in a very large way, as it led to the extinction of many forms of life and endangered them, so human activities began to transform themselves, which led to the emergence of several concepts related to green management, green economy, green human resources management, and several other concepts, to reduce environmental risks associated with In the economy, therefore, we see that the emergence of the term green human resource management, which was called (GHRM), and it is a new term in management literature, as it covers all human resource management practices that lead to sustainable results based on the economic, financial, social and environmental dimension, as this management plays a decisive role in the development of organizations Green through its practices that enhance environmental performance, high commitment, employee environmental awareness, and effective diversity management. It also includes

preserving knowledge capital, which leads to cost reduction, increased efficiency, and improved level of employee participation, while retaining them and ensuring their loyalty to the organization, to raise employee skills and build their own capabilities. And guidance towards the orientations of the senior management and the green practices that it pursues in its work for the purpose of the success of the reform program Administrative in public institutions and organizations in Iraq and their behavior towards what the world aspires to now in the practice of all activities towards a green environment and taking into account that in all activities, this study came to know the concepts adopted by Samarra General Hospital, which is one of the government institutions that perform a public service and have a direct impact with the environment environment, and to help them develop their performance towards green practices.

### 1. 1 Problem of Study



due to the distinction of the external environment in our world today with its high dynamism, rapid changes and high complexity, as it creates a lot of challenges and difficulties at the same time and the great and influential role of human resources, especially in the field of business and its pioneering and leadership role of the human forces of any institution and its direct contact with the environment and the influence and vulnerability Therefore, the researcher took the aspect of green human resource practices and their application in the study community and the extent of its impact on enhancing the capabilities of employees in this field, where the research problem can be identified by setting the following questions:

- 1- Identifying the level of green human resources management practices in the study sample hospital?
- 2- What is the level of impact of green human resource management practices on enhancing employee capabilities?

### 1.2 Value of Study

The importance of the study comes from the fact that the concept of green human resources management is one of the relatively recent topics and that most of the studies related to green practices in human resources are studies that seek to achieve scientific additions in this regard, as well as reviewing the literature and studies that have dealt with Green practices for human

resources, bearing in mind that many of these studies have been applied in a foreign environment, not Arab, so their importance came that they are in an Arab environment and in a service sector that is

### 1.3 Objectives

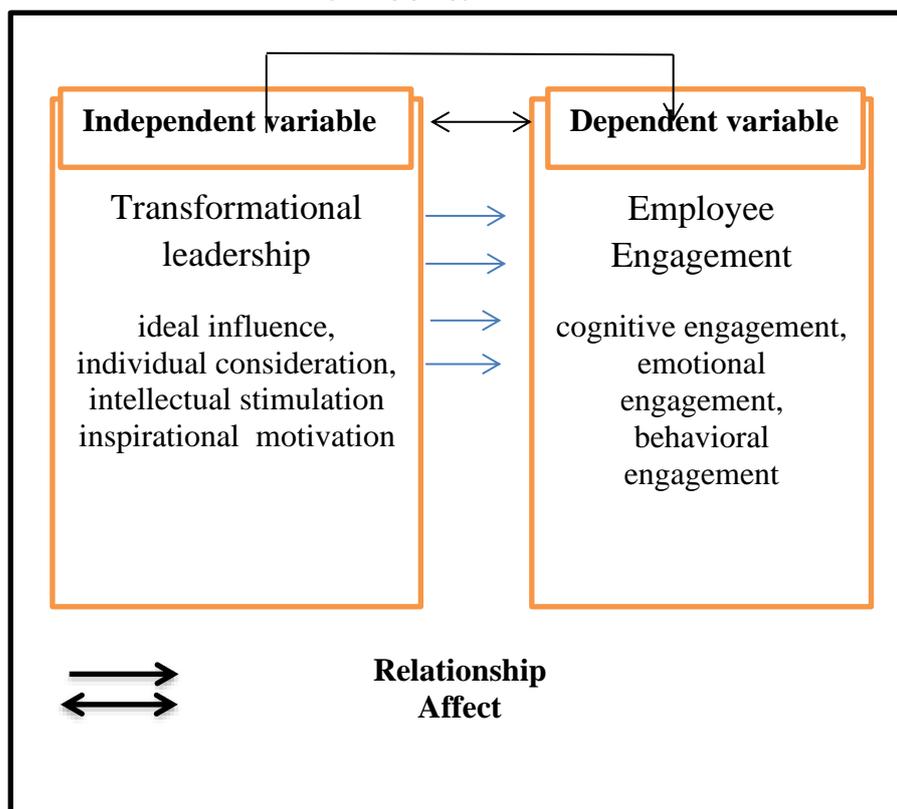
In this study, the researcher seeks to reach a set of objectives that can be summarized in the following points:

- 1- Describing green human resources management practices and explaining their concept.
- 2- Identifying the level of green practices in human resources in the research sample hospital.
- 3- Identifying the impact and role of green human resources in enhancing the capabilities of employees.
- 4- Determine the nature and type of relationship between the dimensions of green human resource management and the enhancement of staff capacity in Samarra Hospital.

### 1.4 Aims

The default scheme has been circulated, which indicates the existence of a relationship and impact between the dimensions of green human resource management as an independent variable and the capabilities of employees as a dependent variable, as shown in the figure below. Samarra General Hospital. and their abilities to suit the green environment.

Figure (1) Hypothesis Research Scheme





Prepared by the researcher.

### **1.5 Research Hypotheses**

The research refers to an initial assumption based on the possibility of the relationship and impact between the research variables according to the following main and sub-hypotheses:

The first main hypothesis: There is a positive correlation with significant significance between the dimensions of green human resources management to enhance the capabilities of employees in the hospital under study, and the following sub-hypotheses branch out from it:

A- There is a significant correlation between the green employment dimension and the enhancement of staff capabilities in the researched hospital.

B - There is a significant correlation between the dimension of training and green development and the enhancement of staff capabilities in the hospital under study.

C- There is a significant correlation between the green performance evaluation dimension and the enhancement of staff capabilities in the researched hospital.

D- There is a significant correlation between the dimension of reward systems and green wages and the enhancement of staff capabilities in the researched hospital.

The second main hypothesis id that there is a significant effect of the dimensions of green human resource management on enhancing the capabilities of the staff in the researched hospital, from which the following sub-hypotheses branch out:

A- There is a significant effect of the green employment dimension on enhancing the capabilities of staff in the researched hospital.

B- There is a significant effect of the green training and development dimension on enhancing the capabilities of staff in the researched hospital.

C- There is a significant effect of the green performance evaluation dimension on enhancing the capabilities of staff in the surveyed hospital.

D- There is a significant effect of some reward systems and green wages on enhancing the capabilities of employees in the researched hospital.

### **1. 6 Limits**

1- Human limits: The research was limited to the administrative staff at Samarra General Hospital.

2- Spatial limits: This research was limited to Samarra General Hospital.

3- Temporal limits: The research was conducted during the period between January 2023 and March

### **1.7 Research Community and Sample:**

The research community has been confined to Samarra General Hospital, which is one of the first government hospitals, as it was established in (1970) and contains (6) departments (surgical, internal, pediatric, gynecological, technical, and administrative) and the bed capacity is (200) beds, reviewed by more than (300) references per day, the total number of its employees is (960) employees, of whom (70) are administrative, which is the research community, as the sample was determined (60) administrative employees using the random stratified sampling method, the questionnaire was distributed to them, and (58) valid forms were retrieved for testing.

### **1. 8 Tools of Data Collection**

The researcher relied on two aspects in collecting data, namely:

1- Theoretical side: where data was collected on what is available in Arab and foreign libraries and research in addition to the World Wide Web (Internet).

2- The applied side: the questionnaire was relied upon as the main tool in data collection, as it was designed based on scientific letters and research with consultation with specialists to ensure the apparent validity of the tool, where the five-point Likert scale was used to determine response weights, and the questionnaire included two axes, the first paragraphs To measure the independent variable (green human resource management) with (4) through (24) phrases, and the second axis contained the dependent variable (employees' capabilities) through (15) phrases.

## **2. THEORETICAL STUDY**



## 2. 1 Green Human Resources Management

1- The concept and definition of green human resource management:

The concept of green human resources management is one of the concepts that have recently appeared in the contemporary time, as it combines the activities of environmental management and human resource management. ), In addition to the recent increasing interest in environmental issues as a result of some recent phenomena such as global warming and the resulting climate changes such as the rise in global temperature, all organizations have moved towards preserving the environment, and this is what has been called (environmentally friendly organizations). The whole world has adopted the concept of green environment (Rahman, 2020), so there has been an increasing interest for all organizations on organizational awareness, that is, awareness within the organization and the adoption of different techniques for managing the environment by defining goals and responsibilities for the purpose of achieving environmental goals using green work as key indicators for job performance and informing the employee about issues more sustainable in the environment, which in turn works to improve the green empowerment that contributes to increase the participation of employees in the management of Maja Lat work (Yusliza et al, 2017;9), and for the purpose of understanding this concept, the researcher presented a number of opinions of researchers and writers in identifying and defining green human resources, as in below:

Table (1)

No	Researcher	Definition	Year and page
1	Mishra	It is the policies, activities, systems and practices that include implementation, maintenance and continuous development, which aims to search for skilled workers and a green organization.	2017;775
2	Kanika Sharma	It is all the functions that the administration must perform by obliging the employees to a set of functions that achieve institutional sustainability and at the same time promote environmental practices within the organization	2016;9
3	Jabbour, C.J.C., et al	Transforming human resource practices such as recruitment, job analysis, training and development, performance appraisal and motivation into green practices	2010;
4	Opatha, HH	It's the practices, policies and work programs that create green employees who work for the benefit of individuals, organizations, society and the environment	2014;101
5	Kapil	It's environmentally friendly HR initiatives that lead to increased efficiency, lower costs and employee retention	2015;43

prepared by the researcher.

## 2.2 The Importance of Green Human Resource Management

The importance of green human resource management can be diagnosed through the points mentioned in the study of Chowdhury et al, 2017; 975)) and as follows:

A - Facilitate green practices for the management of human resources for the organization to retain employees and improve the image of the public and improve productivity.

B- Green performance, green behaviors, green attitude and green competencies can be used by adapting green practices to manage human resources and helping them reduce costs.

C - It includes solving problems for most tasks, increasing the desire to work, and improving quality.

D- It can push consumers to buy products or services that are safe and not harmful to the environment and society.

E- Providing green products and services and the advantages they bear that can motivate customers to become accustomed to green organizational activities.

F- Avoid taxes and fees imposed by the authorities on institutions and activities harmful to the environment and society. (Kawsar, 2020: 372)

J- Contribute to the balance of the work environment.



### 2.3 Dimensions of Green Human Resource Management

There are functions and practices of human resource management that are generally traditional, and there can be a variety of green practices under each job, where the most important dimensions of green human resource management will be presented as follows:

#### A- Green Employment:

The concept of green employment is one of the relatively recent topics, as it is witnessing great interest by many organizations all over the world, and among the methods of green employment is the automation of job advertisements and the automation of the interview instead of using paper and avoiding the use of bottled water and plastic cups in the workplace, as well as requiring The organization should clarify to the candidates and new employees the job title, chain of command, how to prepare environmental reports, health and safety aspects (harmful substances and emissions that employees may be exposed to) (Mandip, 2012; 245).

#### B- Green training and development:

Training and development in the field of the environment is one of the main areas of green human resource management in the organization. Without appropriate training and development, it is difficult to achieve the targeted environmental performance of the organization, as some of them analyze and determine the environmental training needs of employees in order to make the work force more concerned with the environment, in addition to conducting serious and systematic programs. To educate and train its employees in order to acquire knowledge and skills for good environmental management. (Bangwal and Tiwari, 2015; 53).

#### C-Green Performance Evaluation:

Most studies indicate that managing and evaluating green performance is the main factor for laying the foundations and indicators of environmental performance in many areas to obtain information and data that serve the work of managers, (Adams, 2013; 385) as the majority of organizations work to gain the trust of workers through work To reward them and

encourage them to ensure that their work conforms to the directions and mission of the organization, as organizations have begun to integrate employee performance appraisal systems with environmental standards to achieve excellence in performance (Buyukozkan & Karabulut, 2018; 253).

#### D- Green reward and wage systems:

Green compensation is one of the main elements that maintain, attract and motivate workers towards achieving organizational goals. Institutions that offer a green reward for the performance of their employees are more inclined to follow green practices. Employees' commitment to the green management program may increase when compensation is provided to them as a result of their performance in practices and the acquisition of new green skills. (Muhammad, 2021: 26).

### 2.3 Staff Capabilities:

#### 2.3.1 The Concept and Definition of Employee Capabilities:

In light of the responsibility of leaders for the failure or success of organizations, interest in people and their tools, guidance and motivation has become more important than other matters related to money, technology, and organizational structures. Hence the interest in the human dimension and the strengthening of its capabilities for the benefit of the organization, (Melhem, 2006), which highlighted the concept of (capacity building) for employees, as work was done to strengthen the capabilities of the employees of organizations so that all of this is reflected in their work and their role in performing the mission for which they were established, and from here the concept is acquired Capacity building for employees is of growing importance, (Abdel-Fattah, 2012: 95-96), especially since we are experiencing a new administrative revolution that requires organizations to keep pace with these changes, especially environmental ones and developments, to maintain the organization's position and achieve its goals and mission.

We can provide some of the definitions of the capabilities of staff writers and thinkers, as shown in the table below:

Table (2)

No	Researcher	Definition	Year and page
1	Badran	It is a process aimed at achieving a package of activities that lead to human and institutional development by enhancing skills and encouraging capabilities that drive social and economic development.	2008:287
2	Chapagaim	It is a process of developing human capabilities such as knowledge, skills, attitudes, potential energies and practices on	2004;14



		different mechanisms	
3	Vita Fleming &	The ability of non-profit organizations to carry out their tasks in an effective manner	2001;1
4	Velde	A set of knowledge, skills, behaviors and attitudes necessary to perform an effective role affecting job performance and its improvement through training and development practices.	2009;141
5	Mohammed	A cumulative continuous learning process that aims to develop the organization's performance at the level of internal governance, its relationship with beneficiaries, and its contacts with the surrounding environment in order to achieve the maximum benefit from the available resources.	2012;96

Prepared by the researcher.

### 2.3.2 The Importance of Enhancing Employee Capabilities

The importance of developing and developing staff capacity building in organizations in general, in order for the employee to be able to participate in setting strategies that address challenges, achieve business goals, interpret external business trends and transform them into organizational measures that serve the organization such as (technology, politics, economy, social trends, demographics) that directly affect the institution, (Al-Dulaimi, and Hashush, 2020: 300).

It has identified the importance of the presence of capabilities in organizations and in general in terms of their contribution, if they exist, to achieving the following benefits, according to a study (Cochran, 2009; 35), as follows:

- A- Enhancing human resource operations.
- B- Achieving cultural integration and organizational coordination.
- C- Improving operational efficiency.
- D- Leading organizational change.

### 2.3.3 Green Behaviours for Employees within the Organization

Among the requirements of green practices by employees and their positive participation and behavior within the organization can be limited to the following points as follows: (Al-Hamouri and Sayaj, 2017: 30)

- A- Using natural water instead of cooled water for drinking, to reduce energy consumption.
- B- Using both sides of the paper, whether in writing or printing, to preserve trees.
- C- Going to work on foot, train or bus, to reduce fuel consumption.
- D- Turn off all lights when work is completed, to reduce energy consumption and air pollution
- E- Placing plants in workplaces to produce oxygen and reduce carbon dioxide.
- F- Recycling plastic and iron waste.

### 3. RESULTS OF ANALYSIS AND DISCUSSION

After the data obtained through the study questionnaire were unloaded and tabulated after using the statistical means (SPSS V.26) program in analyzing and testing the validity of hypotheses by (58) samples, the stability and reliability coefficient (Cronbach's Alpha) was tested in order to measure the stability and significance The validity of the study tool and the consistency of its axes, and the results were as shown in the following table:

Table (3)

Alpha Kronbach coefficient for measuring the stability of the study tool			
Study themes	number of statements	Axis stability	Consistency
Green recruitment	6	0.82	0.90
Green training and development	6	0.90	0.94



Green performance appraisal	<b>6</b>	<b>0.89</b>	<b>0.94</b>
Green wages and rewards	<b>6</b>	<b>0.93</b>	<b>0.96</b>
Staff capabilities	<b>15</b>	<b>0.83</b>	<b>0.91</b>
The general stability of the questionnaire	<b>39</b>	<b>0.95</b>	<b>0.97</b>

Prepared by the researcher based on the results of the statistical analysis.

### 3.2 Data Analysis and Testing of Study Hypotheses

#### 3.2.1 Description of the Study Variables

1- Description and diagnosis of human resource management

To find out the answers that the respondents touched on the variables of each dimension of human resource management, the averages of their answers were about the ideal effect, as shown in Table (4):

Table (4)

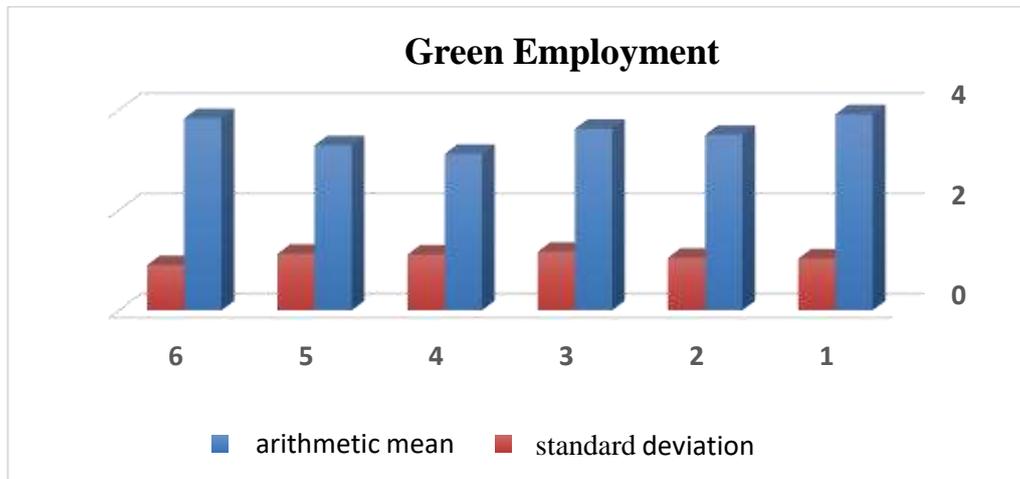
Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
<b>X1</b>	The hospital designs a set of tasks related to environmental protection	<b>3.91</b>	<b>1.031</b>	<b>1</b>
<b>X2</b>	The hospital takes into account job specifications when recruiting employees in terms of transparency and clarity in the required environmental standards	<b>3.5</b>	<b>1.047</b>	<b>4</b>
<b>X3</b>	The design of the organizational structure of the hospital helps to build work teams that deal with environmental issues	<b>3.62</b>	<b>1.167</b>	<b>3</b>
<b>X4</b>	Using green brands to attract green workers	<b>3.12</b>	<b>1.109</b>	<b>6</b>
<b>X5</b>	Conducting interviews using the most green means, such as video calls and the Internet	<b>3.29</b>	<b>1.124</b>	<b>5</b>
<b>X6</b>	The hospital plans to green all jobs in the future, not just human resources	<b>3.83</b>	<b>0.901</b>	<b>2</b>
<b>overall rate</b>		<b>3.546</b>	<b>0.774</b>	

Prepared by the researcher based on the results of the statistical analysis.

From table (4) above, we note that the arithmetic medium of green recruitment variables (X1,X2,X3,X4,X5,X6) ranges from (3.12-3.91) with standard deviation ranging from (0.901-1.167), and that the overall rate of this dimension was (3.546) and

standard deviation (0.774), which means that the individual's answer was somewhat convergent. In terms of relative importance, the variable (X1) came first and points to the importance of the hospital's design of a set of tasks related to environmental protection

Figure No. (2) Computational Medium Chart and Green Employment Standard Deviation.  
 Figure (2)



Prepared by the researcher based on the results of the statistical analysis.

Table (5)

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X7	The hospital disseminates awareness among its staff and auditors about energy conservation	4.22	0.796	1
X8	The hospital is a green training program as one of the components of its strategies.	3.72	1.121	3
X9	The hospital provides the right environment for employees to make proposals in management and environment.	3.81	1.067	2
X10	The hospital adopts the process of developing workers' competencies and capabilities on environmental conservation grounds.	3.67	1.066	4
X11	The hospital relies on online staff training and specialized equipment rather than using paper to conserve the environment.	3.53	1.429	6
X12	Green training programs are updated periodically.	3.62	1.167	5
<b>overall rate</b>		<b>3.764</b>	<b>0.914</b>	

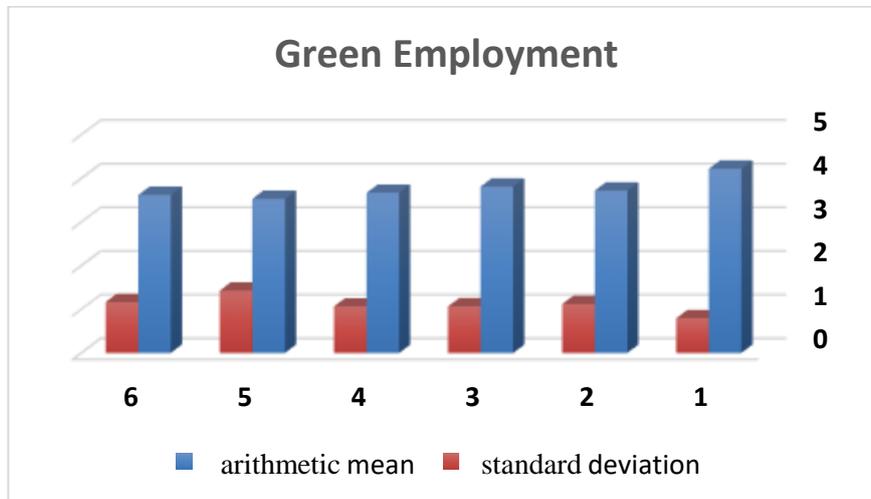
Prepared by the researcher.

From Table 5 above, we note that the computational medium for green training and development variables (X7,X8,X9,X10,X11,X12) ranges from (3.53-4.22) with standard deviation ranging from (0.796-1.429), and that the overall rate of this dimension was (3.764) and

standard deviation (0.914), which means that the individual's answer was somewhat converging. In terms of relative importance, the variable (X7) came first and points to the importance of the hospital's awareness among staff and auditors to conserve energy.

Figure (3) Computational Medium Chart and Standard Deviation for Green Training and Development.

Figure (3)



Prepared by the researcher.

Table (6) The arithmetic mean and standard deviation for green performance evaluation.  
 Table (6)

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
<b>X13</b>	The hospital uses information systems to install environmental performance management standards to obtain distinctive information.	<b>3.71</b>	<b>1.076</b>	<b>3</b>
<b>X14</b>	The hospital measures green performance that preserves the environment for all workers, as it is an urgent necessity at work.	<b>3.66</b>	<b>1.178</b>	<b>5</b>
<b>X15</b>	The hospital's performance appraisal system is based on green communications to preserve the environment.	<b>3.69</b>	<b>1.173</b>	<b>4</b>
<b>X16</b>	Managers set several goals to achieve green outcomes that are included in assessments.	<b>3.41</b>	<b>1.185</b>	<b>6</b>
<b>X17</b>	The hospital shall have green performance indicators to preserve the environment.	<b>3.76</b>	<b>1.081</b>	<b>2</b>
<b>X18</b>	Hospital managers take into account the achievement of the intended outcomes in the environmental assessment.	<b>3.91</b>	<b>0.923</b>	<b>1</b>
<b>overall rate</b>		<b>3.689</b>	<b>0.894</b>	

Prepared by the researcher based on the results of the statistical analysis.

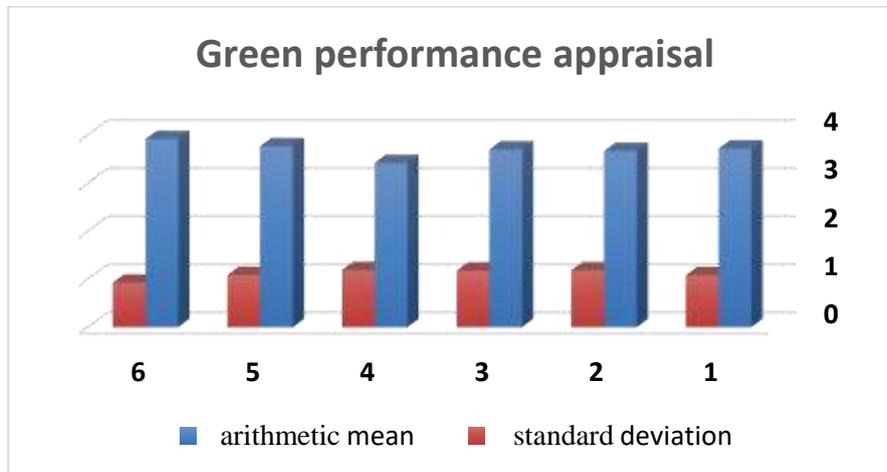
From Table (6) above, we notice that the arithmetic mean of the green performance evaluation variables (X13, X14, X15, X16, X17, X18) ranges between (3.41-3.91) with a standard deviation ranging between (0.923-1.185), and that the general average for this dimension was (3.689) and a standard deviation

(0.894), which means that the answers of the individuals were somewhat similar.

In terms of relative importance, the variable (X18) ranked first and indicates the importance of hospital managers taking into consideration the results studied in the environmental assessment.

Figure (4) The graph of the arithmetic mean and standard deviation of green performance evaluation.

Figure (4)



Prepared by the researcher based on the results of the statistical analysis.

Table (7) The arithmetic mean and standard deviation of green reward and wage systems.  
 Table (7)

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
X19	The hospital works to develop environmentally friendly wage and reward systems by reducing paperwork.	3.53	1.08	2
X20	The rewards allocated by the hospital for green performance have increased the level of awareness and interest of employees in the environment.	3.40	1.169	4
X21	The hospital offers green rewards to its employees such as financial incentives.	3.52	1.203	3
X22	In general, green reward systems are highly satisfactory to employees.	3.34	1.163	5
X23	There is a special bonus set for the purpose of encouraging employees to acquire green skills.	3.34	1.222	5
X24	The hospital relies on employees with outstanding environmental behaviors that contribute to generating green initiatives.	3.66	1.163	1
Overall rate		3.465	1.003	

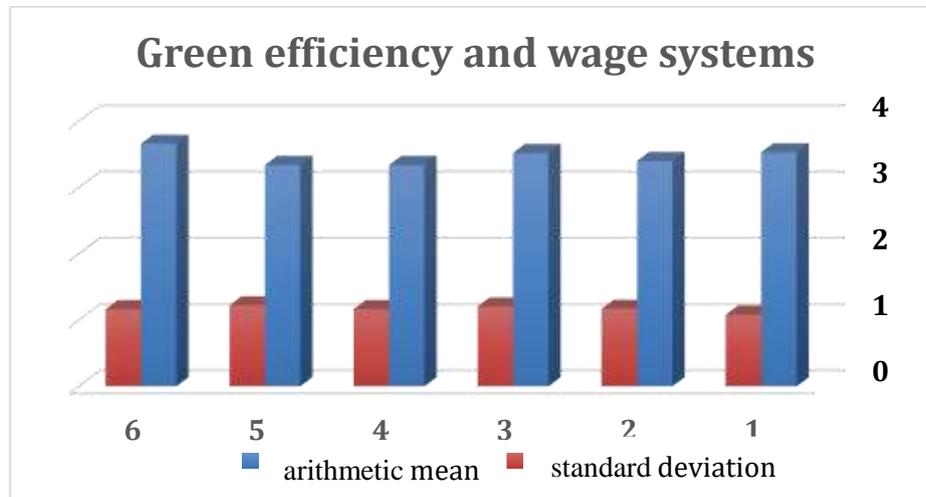
Prepared by the researcher based on the results of the statistical analysis.

From Table (7) above, we notice that the arithmetic mean of the green performance evaluation variables (X19, X20, X21, X22, X23, X24) ranges between (3.34-3.66) with a standard deviation ranging between (1.08-1.222), and that the general average for this dimension was (3.465) and standard deviation (1.003),

which means that the answers of the individuals were somewhat similar.

In terms of relative importance, the variable (X24) came first and indicates the importance of the hospital's reliance on employees with distinct environmental behaviour that contribute to generating green initiatives.

Figure (5)



Prepared by the researcher based on the results of the statistical analysis.

Table (8) The arithmetic mean and standard deviation of the employees' abilities.

Table (8)

Variable	Questions	Arithmetic mean	Standard deviation	Relative importance
Y1	The hospital works to enhance the capabilities and professional skills of employees to achieve green environmental goals	3.72	1.136	7
Y2	Providing scientific materials and case studies in the field of capacity development	3.60	1.123	9
Y3	Providing an entity specialized in providing advice on some essential issues, which helps in developing the capabilities of employees	4.22	5.448	1
Y4	The hospital constantly improves material working conditions, which motivates employees to stick to work	3.79	1.136	3
Y5	The hospital makes a standard comparison between the level of performance and the available capabilities of its employees	3.59	1.214	10
Y6	The hospital gives freedom and autonomy to its employees in how they do their work	3.19	1.290	13
Y7	Takes the opinion of employees when the hospital considers adopting new rules or methods related to the organization of work	3.53	1.217	12
Y8	Senior management respects the opinion of employees and shares them in many decisions	3.69	0.995	8
Y9	Employees have the ability to make the right decisions at the right time	3.74	0.965	6
Y10	Ideas related to improving performance capabilities are encouraged and supported	3.78	1.060	4
Y11	The staff at the hospital find it easy to	3.84	1.182	2

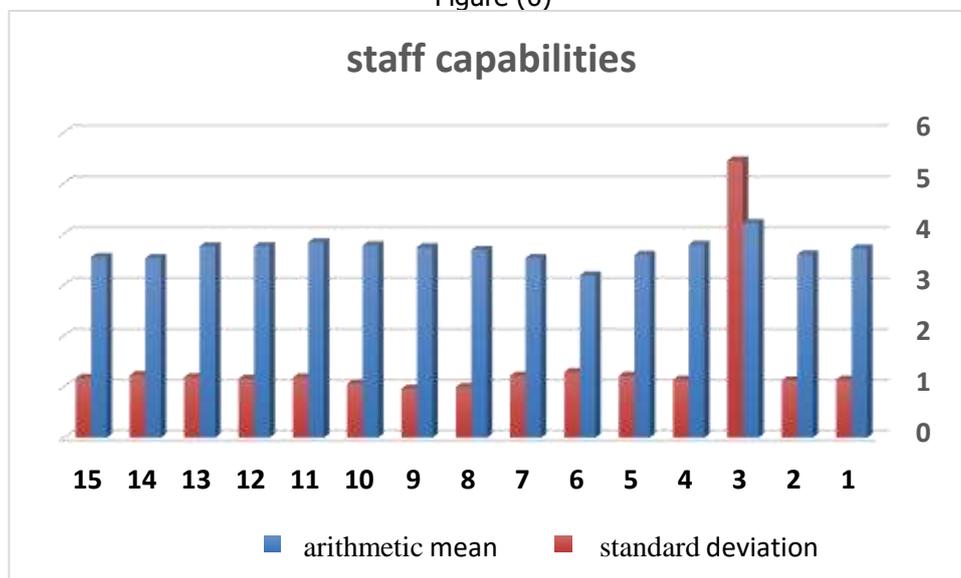


	communicate with their managers			
<b>Y12</b>	Informing employees of their achievements compared to the objectives of the department, which helps them to know their strengths and weaknesses	<b>3.76</b>	<b>1.159</b>	<b>5</b>
<b>Y13</b>	Developing staff capabilities by providing appropriate training programmes	<b>3.76</b>	<b>1.189</b>	<b>5</b>
<b>Y14</b>	Creating good human relations within the work environment, which improves the performance of employees	<b>3.53</b>	<b>1.231</b>	<b>12</b>
<b>Y15</b>	The hospital is working on seconding the employee to a better party, which makes the employee feel the importance of the work he is doing	<b>3.55</b>	<b>1.172</b>	<b>11</b>
<b>Overall rate</b>		<b>3.687</b>	<b>0.984</b>	

From Table (8) above, we notice that the arithmetic mean for the variables of employee capabilities assessment (Y1, ....., Y15) ranges between (3.19-4.22) with a standard deviation ranging between (0.965-5.448), and that the general average for this dimension was (3.687). And a standard deviation (0.984), which means that the response of the individuals was somewhat uneven.

In terms of relative importance, the variable (Y3) came in the first place and indicates the importance of providing an entity specialized in providing advice on some essential issues, which helps in developing the capabilities of employees.

Figure (6) of the arithmetic mean and standard deviation of the employees' capabilities.  
 Figure (6)



Prepared by the researcher based on the results of the statistical analysis.

### 3.1 Testing the Study Hypotheses

To measure the nature and strength of the relationship between the dimensions of the study and its impact on each other, the Pearson correlation coefficient test was used, as shown in the hypotheses below:

- 1- Testing the hypotheses of the relationship between the dimensions of green human resource management

The following results were obtained using the Pearson correlation coefficient, as shown in Table (9):

Table No. (9) Pearson correlation coefficients for the dimensions of green human resource management.

Table (9)



<b>Dimensions</b>	<b>Green training</b>	<b>Green training and development</b>	<b>Green Performance Evaluation</b>	<b>Green reward and wage systems</b>	<b>Total summation</b>
Green recruitment	<b>1</b>	<b>.827**</b>	<b>.755**</b>	<b>.679**</b>	<b>.871**</b>
Green training and development	<b>.827**</b>	<b>1</b>	<b>.921**</b>	<b>.865**</b>	<b>.980**</b>
Green Performance Evaluation	<b>.755**</b>	<b>.921**</b>	<b>1</b>	<b>.762**</b>	<b>.931**</b>
Green reward and wage systems	<b>.679**</b>	<b>.865**</b>	<b>.762**</b>	<b>1</b>	<b>.906**</b>
Overall rate	<b>.871**</b>	<b>.980**</b>	<b>.931**</b>	<b>.906**</b>	<b>1</b>

Prepared by the researcher based on the results of the statistical analysis.

\*\* indicates correlation at the 0.01 significance level

- Test the first major hypothesis:

The results of the analysis in Table (9) showed that there is a very strong correlation between the dimensions of green human resource management and that it is closely and strongly linked to each other, whether on the total sum of its dimensions or the correlation between them, as the correlation coefficient ranged for the dimensions (green recruitment, green training and development, performance evaluation Green, reward systems and green wages) between (1-0.871) at the level of significance (0.01), and it was marked with a sign (\*\*) to indicate that it is statistically significant with a strong correlation as shown at the bottom of the table. The correlation coefficient (1) indicates the complete correlation between same variables respectively. Which indicates the existence of a close and significant correlation between the above variables and that it has a strong (directive) effect on green human resource management, and therefore we reject the null hypothesis.

- Test the first sub-hypothesis:

From Table (9), the correlation coefficients after green employment with dimensions (green training and development, green performance appraisal, reward systems and green wages) were (0.827, 0.755, 0.679) respectively at the level of significance (0.01), which are very strong correlation coefficients and statistically significant as And the correlation between green employment showed its strength on green training and development, as it reached (0.827), which is a significant indication of the importance of this

dimension in the individuals of the research sample with their responsibilities.

- Test the second sub-hypothesis:

The table above shows the strong correlation of green training and development with the rest of the dimensions of green human resources management, as the total correlation coefficients reached (0.980) at the level of significance (0.01), which is a very strong statistical indication of the importance of this dimension.

- Test the third sub-hypothesis:

From the above table, it is clear that the green performance evaluation correlation coefficient with the rest of the variables has a significant impact, as the total correlation coefficients reached (0.931) at the level of significance (0.01), which is a very strong statistical indication of the importance of this dimension.

- Test the fourth sub-hypothesis:

From the above table it is clear that the correlation coefficient of the green reward and wage systems with the rest of the variables has a significant impact, as the total correlation reached (9060.) at the level of significance (0.01), which is a very strong statistical indication of the importance of this dimension.

Testing the hypothesis of the relationship between the dimensions of employee abilities:

To measure the nature and strength of the relationship between the dimensions of employee capabilities in the research community, the Pearson correlation coefficient test was used, as shown in Table (10):

**Table (10)**



Y15	Y14	Y13	Y12	Y11	Y10	Y9	Y8	Y7	Y6	Y5	Y4	Y3	Y2	Y1	Dimension
														1	Y1
													1	.820 **	Y2
												1	0.11 2	0.09 2	Y3
											1	0.18 3	.677 **	.730 **	Y4
										1	.764 **	0.05 1	.649 **	.526 **	Y5
									1	.600 **	.458 **	0.17 9	.537 **	.395 **	Y6
								1	.437 **	.568 **	.424 **	0.25 4	.504 **	.400 **	Y7
							1	.531 **	.320 *	.502 **	.719 **	.314 *	.689 **	.637 **	Y8
						1	.646 **	.672 **	.519 **	.610 **	.702 **	0.17 8	.697 **	.670 **	Y9
					1	.594 **	.399 **	.380 **	.403 **	.540 **	.544 **	0.25 5	.454 **	.428 **	Y10
				1	.532 **	.487 **	.540 **	.461 **	.445 **	.529 **	.512 **	0.25 1	.548 **	.477 **	Y11
			1	.702 **	.669 **	.633 **	.558 **	.653 **	.453 **	.613 **	.614 **	0.17 8	.585 **	.535 **	Y12
		1	.771 **	.634 **	.694 **	.510 **	.544 **	.466 **	.385 **	.525 **	.560 **	0.16 0	.531 **	.521 **	Y13
	1	.677 **	.768 **	.613 **	.591 **	.576 **	.582 **	.579 **	.509 **	.667 **	.632 **	0.18 6	.562 **	.508 **	Y14
1	.764 **	.626 **	.784 **	.671 **	.553 **	.624 **	.525 **	.638 **	.660 **	.730 **	.654 **	0.18 1	.569 **	.511 **	Y15

Prepared by the researcher based on the results of the statistical analysis.

\*\* indicates correlation at the level of significance, 0.01 \* indicates correlation at the level of significance 0.05.

According to the questions of survey, the results are shown below.

### Hints

- The hospital works to enhance the capabilities and professional skills of employees to achieve green environmental goals.
- Providing scientific materials and case studies in the field of capacity development.
- Providing a body specialized in providing advice on some essential issues, which helps in developing the capabilities of employees.
- The hospital constantly improves material working conditions, which prompts employees to stick to work.
- The hospital makes a standard comparison between the level of performance and the available capabilities of its employees.
- The hospital grants freedom and independence to its employees in how to do their work.
- Takes the opinion of the employees when the hospital considers adopting new rules or methods related to work organization.
- The senior management respects the opinion of the employees and participates in many decisions.
- The employees have the ability to make the right decisions at the right time.
- Ideas related to improving performance capabilities are encouraged and supported.



11. The hospital staff found it easy to communicate with their managers.
12. Informing the employees of their achievements compared to the objectives of the administration, which helps them to know their strengths and weaknesses.
13. Developing staff capabilities by providing appropriate training programmes.
14. Creating good human relations within the work environment, which improves employee performance.
15. The hospital is working on seconding the employee to a better party, which makes the employee feel the importance of the work he is doing.

of the employee capabilities axis, and it is closely and strongly related to the dimensions of the axis among them, where the correlation coefficient was significant at the level of significance (0.01), and it was marked with a sign (\*\*) to indicate that it is a statistical function with a strong correlation as shown at the bottom of the table, and therefore we reject the null hypothesis.

- Testing the effect hypothesis between green human resource management and employee capabilities

To measure the effect between green human resource management and employee capabilities in the research community, a simple linear regression test was used on the sum of the dimensions of the two axes, as shown in Table (11), considering green human resource management as an independent variable and employee capabilities as a dependent variable, and the results were the following:

The results of the analysis in Table (10) showed that there is a very strong correlation between the variables

Table (11) The effect between green human resource management and employee capabilities

Table (11)

Dependent variable	The independent variable	R	R <sup>2</sup>	F	Sig(F)	Beta	T	Sig (t)
Staff capabilities	Green recruitment	0.794	0.631	95.821	0.000	0.944	9.789	0.000

Preparation of the researcher based on the results of the statistical analysis.

The above table shows that the regression model was significant, and this is indicated by the value of (F) for the sum of the dimensions of the two axes (green employment and employee capabilities) amounting to (95.82) at a level of significance (0.000), which is less than the level of significance (0.01), as indicated by the value of (R) amounting to (0.794). The correlation coefficient between the dependent and independent variable has a strong correlation between the two axes, as the square of the modified correlation coefficient (R<sup>2</sup>) shows that green employment explains the variance of (0.631), and the value of (t) was equal to (9.789) with a significance level of (0.000), which is less than the level of significance (0.05), which is statistically significant when the regression coefficient (Beta) is equal to (0.944), and therefore there is a very strong and statistically significant effect between green human resource management and employee capabilities, and therefore we reject the null hypothesis.

The explanation for this result is that green human resource management affects the capabilities of employees, and that through good treatment of employees, successful organizations are more respectful of their employees regardless of their level

of work. An organization that enhances the capabilities of its employees provides its employees with opportunities to develop their capabilities, learn new skills and acquire new knowledge that helps in their ability to think creatively. Individuals who have a high level of capabilities will be interested and influential in increasing the productivity of the organization.

This research included the most important conclusions reached by the study, as well as the most important recommendations, as follows:

#### 4. CONCLUSIONS

In this paragraph, the most important conclusions that emerged as a result of the statistical analyzes carried out by the researcher will be mentioned, namely:

1- It was found that green human resource management has an important role in guiding the workers in the surveyed hospital to preserve the environment and make them interested in the environmental aspect.

2- There is a very strong correlation between the dimensions of green human resources management, whether among themselves or on the total, as the correlation coefficient ranged between (1-0.871) at the level of significance (0.01), which indicates the existence of a significant correlation between the variables and affects (directly) on human resources.



3- There is a very strong and statistically significant effect between green human resource management and employee capabilities.

4- There is a very strong correlation between the variables of the staff capabilities axis, where the correlation coefficient was significant at the level of significance (0.01).

- It was found that the green employment dimension is one of the strongest dimensions of green human resources management in affecting the audience of the research sample.

#### **4.1 RECOMMENDATIONS**

Where the most important recommendations will be presented based on the conclusions reached by the researcher, namely:

1- Developing and expanding training programs for the green environment for all departments and departments in the researched hospital.

2- Paying attention to green employment when selecting workers and determining the qualifications and characteristics of job applicants.

3- Higher administrations should cooperate with scientific institutions such as universities and institutes for the purpose of benefiting from their expertise in promoting green skills.

4- Investing in the relationship between green human resources management and employees and directing them towards the green environment and how to deal with it.

5- The use of green rewards and incentives to enhance the capabilities of employees, increase their affiliation and develop their creativity in a way that serves their organization and achieves its goal of providing the best services.

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