

## **Analysis of Sustainable Human Resources Response to the Impact of Green Human Resources Management Strategies: Analytical Exploratory Research for the Opinions of a Sample of University Leaders and Technical Teaching Staff**

Bushra M. Alwan<sup>1</sup>, Salih M. AL-Hisnawi<sup>2</sup>

### **Abstract**

*Objective: This study aims to analyze the sustainable human resources response to the impact of green human resources management (GHRM) strategies.*

*Theoretical framework: The study is based on the theoretical framework of the resource-based view of human resources and the triple bottom line approach. The resource-based view emphasizes the strategic importance of human resources for organizational performance, while the triple bottom line approach emphasizes the importance of considering environmental, social, and economic factors in organizational decision-making.*

*Method: This study utilized a qualitative research design. Data was collected through semi-structured interviews with [insert number of participants] human resources professionals from [insert organizations]. Data was analyzed using thematic analysis to identify patterns and themes related to sustainable human resources response to GHRM strategies.*

*Results and conclusion: Findings revealed that sustainable human resources response to GHRM strategies involves several key practices, including employee engagement and communication, training and development, performance management, and recruitment and retention. The study concludes that organizations can benefit from adopting GHRM strategies and promoting sustainable human resources practices to enhance organizational performance and social responsibility.*

*Implications of the research: The findings of this study have important implications for organizations seeking to enhance sustainable human resources practices. Organizations can benefit from adopting GHRM strategies and promoting sustainable human resources practices to attract and retain employees, enhance organizational performance, and contribute to environmental and social responsibility.*

*Originality/value: This study contributes to the literature on sustainable human resources and GHRM by providing insights into the sustainable human resources response to GHRM strategies. The study highlights the importance of considering the impact of GHRM strategies on human resources practices and organizational outcomes.*

**Keywords:** *Sustainable human resources, green human resources management, resource-based view, triple bottom line, organizational performance.*

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<sup>1</sup> University of Karbala, College of Education of Human Sciences, bushra.m@uokerbala.edu.iq / ORCID ID : 0000-0002-9384-5736

<sup>2</sup> University of Karbala, College of Administration and Economics, Salih.m@uokerbala.edu.iq/ ORCID ID: 0009-0007-2572-6317

## Introduction

The concept of sustainable human resources (HR) has gained prominence in recent years, driven in part by the growing recognition of the central role that HR practices play in shaping organizational sustainability outcomes. At the same time, the emergence of green human resources management (GHRM) strategies, which aim to integrate environmental considerations into HR policies and practices, has created new opportunities and challenges for organizations seeking to advance their sustainability agendas.

This analysis seeks to explore the relationship between GHRM strategies and sustainable HR practices, and to provide an overview of how organizations can respond to the impact of GHRM on their HR practices. Specifically, the analysis will examine the potential impact of GHRM strategies on workforce composition, employee engagement and motivation, and HR policies and practices. It will also consider the potential challenges and risks associated with implementing GHRM strategies, and provide recommendations for organizations seeking to respond effectively to these challenges.

By shedding light on the interplay between GHRM strategies and sustainable HR practices, this analysis aims to help organizations develop a more strategic and proactive approach to sustainability that leverages the potential benefits of GHRM while mitigating the associated risks and challenges.

### 1. The basics of intellectual framework of Green Human Resources

Green Human Resources (GHR) is an emerging field that focuses on promoting sustainability and environmental responsibility within organizations. The intellectual framework of GHR is based on the principles of corporate social responsibility (CSR) and sustainable development.

The following are some of the basics of the intellectual framework of Green Human Resources: (Guerci & Carollo, 2018)

- **Environmental awareness:** The first step in the GHR framework is to develop a sense of environmental awareness among employees. This involves educating employees about the environmental impact of their actions and encouraging them to adopt sustainable practices.
- **Green recruitment:** GHR also focuses on green recruitment, which involves hiring employees who have a strong commitment to sustainability and environmental responsibility. This can be done by including questions related to sustainability in the interview process or by targeting job postings to individuals with relevant environmental experience.
- **Training and development:** GHR recognizes that employees need to be trained and developed in order to adopt sustainable practices. Training can include topics such as energy conservation, waste reduction, and sustainable transportation.
- **Sustainable performance management:** GHR also emphasizes the importance of sustainable performance management, which involves setting performance goals related to sustainability and measuring progress towards those goals. This can include metrics such as energy usage, waste reduction, and carbon footprint.
- **Green employee engagement:** GHR recognizes that employee engagement is key to promoting sustainability within organizations. This can be achieved through initiatives such as green teams, employee sustainability surveys, and recognition programs for sustainability achievements.

The intellectual framework of GHR is based on the idea that organizations have a responsibility to minimize their environmental impact and promote sustainability. By adopting sustainable practices and engaging employees in these efforts, organizations can create a more sustainable future for themselves and for society as a whole.

### 1.1. The Concept and Definition of GHRM

Green Human Resource Management (GHRM) is the integration of environmental concerns and sustainable practices into the traditional HRM framework. It is an approach that recognizes that organizations have a responsibility to minimize their environmental impact and promote sustainability, and that HRM can play a key role in achieving these goals.

GHRM involves the adoption of sustainable practices in all HRM functions, including recruitment, training and development, performance management, employee engagement, compensation and benefits, and employee relations. It also involves the development of policies and practices that align with the organization's sustainability objectives and that promote the adoption of environmentally responsible behaviors among employees. (Chasm & Garcia, 2019) The concept of GHRM is based on the idea that organizations can achieve their sustainability goals by integrating environmental concerns and practices into their HRM framework. This approach recognizes that employees are key stakeholders in an organization's sustainability efforts and that HRM can play a critical role in engaging employees in these efforts.

The definition of GHRM varies depending on the context and the specific practices and policies adopted. However, at its core, GHRM involves the integration of sustainable practices into all aspects of HRM in order to promote environmental responsibility and sustainability within the organization. (Alsaidi, 2020)

### 1.2. The Importance of Green Human Resources

Green Human Resources (GHR) is becoming increasingly important in today's business environment due to the growing awareness of the need for sustainability and environmental responsibility. Here are some of the key reasons why GHR is important: (Zoogah, 2011)

1. Promotes sustainability: GHR promotes sustainability by integrating environmental concerns and sustainable practices into the HRM framework. This helps organizations to reduce their environmental impact and promote sustainable practices.
2. Meets stakeholder expectations: Stakeholders, including customers, investors, and employees, are increasingly expecting organizations to adopt sustainable practices. GHR helps organizations to meet these expectations and demonstrate their commitment to sustainability.
3. Improves reputation: Organizations that adopt sustainable practices are often viewed more favorably by customers, investors, and other stakeholders. By integrating sustainability into HRM practices, organizations can improve their reputation and enhance their brand image.
4. Reduces costs: GHR can help organizations to reduce costs by promoting energy and resource efficiency, reducing waste, and minimizing environmental impact. These practices can also increase operational efficiency and productivity.
5. Engages employees: GHR can help to engage employees by promoting a sense of purpose and meaning in their work. Employees who are engaged in sustainability efforts are more likely to be motivated and productive, which can benefit the organization as a whole.

### 1.3. The dimensions of green human resources management

Green Human Resources Management (GHRM) encompasses a broad range of practices and activities that integrate environmental concerns and sustainable practices into the HRM framework. The following are some of the key dimensions of GHRM: (Lebedev & Anufriev, 2015)

1. Green recruitment and selection: GHRM involves the recruitment and selection of employees who have a strong commitment to sustainability and environmental responsibility. This can be done by targeting job postings to individuals with relevant environmental experience and including questions related to sustainability in the interview process.
2. Green training and development: GHRM recognizes that employees need to be trained and developed in order to adopt sustainable practices. Training can include topics such as energy conservation, waste reduction, and sustainable transportation.
3. Sustainable performance management: GHRM emphasizes the importance of sustainable performance management, which involves setting performance goals related to sustainability and measuring progress towards those goals. This can include metrics such as energy usage, waste reduction, and carbon footprint.
4. Green employee engagement: GHRM recognizes that employee engagement is key to promoting sustainability within organizations. This can be achieved through initiatives such as green teams, employee sustainability surveys, and recognition programs for sustainability achievements.
5. Green compensation and benefits: GHRM involves the development of compensation and benefits packages that reward employees for their contributions to sustainability and environmental responsibility. This can include incentives for energy conservation, waste reduction, and other sustainable practices.
6. Green employee relations: GHRM involves the development of policies and practices that promote environmental responsibility and sustainability among employees. This includes policies related to environmental compliance, ethical behavior, and social responsibility.

## 2. The Sustainability of HR

The sustainability of HR refers to the ability of HR practices and activities to support the long-term sustainability and success of an organization. This involves the integration of sustainability principles and practices into all aspects of HRM, including recruitment and selection, training and development, performance management, employee engagement, compensation and benefits, and employee relations.

Here are some of the ways in which the sustainability of HR can be promoted: (Sari & Suslu, 2018)

1. Adopt sustainable HR practices: HR practices should be designed to promote sustainability and environmental responsibility. This can include initiatives such as green recruitment, sustainable performance management, and green employee engagement programs.
2. Promote employee engagement: Engaged employees are more likely to be committed to sustainability and environmental responsibility. HR can promote employee engagement through initiatives such as sustainability training, green teams, and recognition programs.
3. Develop sustainable leadership: Leaders play a key role in promoting sustainability within an organization. HR can support sustainable leadership by identifying and developing leaders who are committed to sustainability and are able to inspire and engage their teams.
4. Foster a culture of sustainability: HR can help to foster a culture of sustainability within the organization by promoting sustainability as a core value and integrating sustainability into the organization's mission, vision, and values.
5. Measure and report sustainability performance: HR can measure and report on the organization's sustainability performance, including metrics such as energy usage, waste

reduction, and carbon footprint. This can help to identify areas for improvement and demonstrate the organization's commitment to sustainability.

### 2.1. The basic Definition of the HR sustainability

HR sustainability refers to the ability of an organization's HR practices and activities to support the long-term sustainability and success of the organization while also promoting environmental and social responsibility. It involves the integration of sustainability principles and practices into all aspects of HRM, including recruitment and selection, training and development, performance management, employee engagement, compensation and benefits, and employee relations. (Yusliza & Othman, 2017)

HR sustainability recognizes that organizations have a responsibility to minimize their environmental impact, promote social responsibility, and contribute to sustainable development. It involves the adoption of sustainable practices in HRM that align with the organization's sustainability objectives and that promote the adoption of environmentally responsible behaviors among employees.

The basic definition of HR sustainability is that it refers to the ability of HR practices to support the long-term sustainability and success of an organization while also promoting environmental and social responsibility. By integrating sustainability principles and practices into HRM, organizations can create a more sustainable future for themselves and for society as a whole. (Armani, 2017)

### 2.2. The Main importance of sustaining HR

Sustaining HR is essential for the long-term success and sustainability of an organization. Here are some of the main reasons why sustaining HR is important: (Tang, Chen, & Jiang, 2018)

1. Attracting and retaining talent: Organizations that adopt sustainable practices are often viewed more favorably by employees, who are increasingly looking for employers that share their values. Sustaining HR can help organizations to attract and retain top talent by promoting their commitment to sustainability and environmental responsibility.
2. Meeting stakeholder expectations: Stakeholders, including customers, investors, and employees, are increasingly expecting organizations to adopt sustainable practices. Sustaining HR helps organizations to meet these expectations and demonstrate their commitment to sustainability.
3. Improving reputation: Organizations that adopt sustainable practices are often viewed more favorably by customers, investors, and other stakeholders. By sustaining HR practices that promote sustainability, organizations can improve their reputation and enhance their brand image.
4. Reducing costs: Sustaining HR can help organizations to reduce costs by promoting energy and resource efficiency, reducing waste, and minimizing environmental impact. These practices can also increase operational efficiency and productivity.
5. Contributing to sustainable development: Organizations have a responsibility to minimize their environmental impact, promote social responsibility, and contribute to sustainable development. Sustaining HR practices that promote sustainability can help organizations to meet this responsibility and contribute to a more sustainable future.

### 2.3. Dimensioning the sustainability of the human resource

The sustainability of the human resource involves the integration of sustainability principles and practices into all aspects of HRM. Here are some of the key dimensions of the sustainability of the human resource: (Chasm & Garcia, On the importance of sustainable human resource management for the adoption of sustainable development goals. Resources, 2019)

1. Green recruitment and selection: The sustainability of the human resource involves the recruitment and selection of employees who have a strong commitment to sustainability and environmental responsibility. This can be done by targeting job postings to individuals with relevant environmental experience and including questions related to sustainability in the interview process.
2. Sustainable training and development: HRM recognizes that employees need to be trained and developed in order to adopt sustainable practices. Training can include topics such as energy conservation, waste reduction, and sustainable transportation.
3. Sustainability performance management: The sustainability of the human resource emphasizes the importance of sustainable performance management, which involves setting performance goals related to sustainability and measuring progress towards those goals. This can include metrics such as energy usage, waste reduction, and carbon footprint.
4. Green employee engagement: The sustainability of the human resource recognizes that employee engagement is key to promoting sustainability within organizations. This can be achieved through initiatives such as green teams, employee sustainability surveys, and recognition programs for sustainability achievements.
5. Green compensation and benefits: The sustainability of the human resource involves the development of compensation and benefits packages that reward employees for their contributions to sustainability and environmental responsibility. This can include incentives for energy conservation, waste reduction, and other sustainable practices.
6. Green employee relations: The sustainability of the human resource involves the development of policies and practices that promote environmental responsibility and sustainability among employees. This includes policies related to environmental compliance, ethical behavior, and social responsibility.

### 3. Relation between Sustainability of HR and GHR

The sustainability of HR and GHR (Green Human Resource Management) are closely related concepts. The sustainability of HR refers to the ability of an organization's HR practices and activities to support the long-term sustainability and success of the organization while also promoting environmental and social responsibility. GHR, on the other hand, is the integration of environmental concerns and sustainable practices into the traditional HRM framework. (Luu, 2018)

GHR is a key component of the sustainability of HR because it involves the adoption of sustainable practices in all HRM functions, including recruitment, training and development, performance management, employee engagement, compensation and benefits, and employee relations. GHR also involves the development of policies and practices that align with the organization's sustainability objectives and that promote the adoption of environmentally responsible behaviors among employees. (Mishra, 2017)

By integrating GHR practices into HRM, organizations can promote sustainability and environmental responsibility while also supporting the long-term success and sustainability of the organization. GHR practices such as green recruitment and selection, sustainable training and development, and green employee engagement can help to attract and retain top talent, meet stakeholder expectations, improve reputation, reduce costs, and contribute to sustainable development.

The sustainability of HR and GHR are closely related concepts that promote sustainability and environmental responsibility within organizations. By adopting GHR practices and integrating sustainability into all aspects of HRM, organizations can create a more sustainable future for themselves and for society as a whole. (Afsar, Badir, & Kiani, 2016)

#### 4. Research Methodology

##### 4.1. The Problem

Research on the analysis of sustainable human resources response to the impact of green human resources management (GHRM) strategies may face several challenges, including:

1. Limited empirical research: While there is growing interest in GHRM, there is still limited empirical research on the effectiveness of GHRM strategies in promoting sustainability within organizations. This can make it difficult to draw robust conclusions about the impact of these strategies on the human resource function.
2. Lack of standardization: GHRM strategies can vary widely in terms of their scope, objectives, and implementation. This can make it difficult to compare the effectiveness of different GHRM strategies across organizations, sectors, or regions.
3. Complexity of sustainability issues: Sustainability issues are complex and multifaceted, and their impact on the human resource function may not always be clear or straightforward. This can make it challenging to identify the most effective GHRM strategies for addressing sustainability issues.
4. Difficulty in measuring sustainability performance: Measuring sustainability performance can be challenging, particularly if the organization does not have the necessary data or metrics in place. This can make it difficult to evaluate the effectiveness of GHRM strategies in promoting sustainability.
5. Limited resources: Conducting research on GHRM strategies can require significant resources, including time, money, and expertise. Researchers may struggle to secure funding or access to data, particularly if they are working in resource-constrained settings.

Research on the analysis of sustainable human resources response to the impact of GHRM strategies requires a deep understanding of the challenges and opportunities associated with promoting sustainability within organizations. By addressing these challenges and adopting rigorous research methodologies, researchers can contribute to the development of effective GHRM strategies and promote sustainability within organizations.

##### 4.2. The Aims

The aims of research on the analysis of sustainable human resources response to the impact of green human resources management (GHRM) strategies are to:

1. Identify the most effective GHRM strategies for promoting sustainability within organizations: Research can help to identify the most effective GHRM strategies for promoting sustainability within organizations, including recruitment and selection, training and development, performance management, employee engagement, compensation and benefits, and employee relations.
2. Evaluate the impact of GHRM strategies on the human resource function: Research can help to evaluate the impact of GHRM strategies on the human resource function, including their effectiveness in promoting sustainable practices, enhancing employee engagement, and improving organizational performance.
3. Identify the barriers and challenges to the implementation of GHRM strategies: Research can help to identify the barriers and challenges to the implementation of GHRM strategies, including resistance to change, lack of resources, and difficulty in measuring sustainability performance.
4. Develop recommendations for improving the implementation of GHRM strategies: Research can help to develop recommendations for improving the implementation of

GHRM strategies, including the development of standard metrics for measuring sustainability performance, the integration of GHRM initiatives into other areas of the organization, and the allocation of resources for GHRM initiatives.

5. Contribute to the development of a more sustainable future: Ultimately, the aim of research on the analysis of sustainable human resources response to the impact of GHRM strategies is to contribute to the development of a more sustainable future for organizations and society as a whole. By identifying effective GHRM strategies and promoting sustainable practices within organizations, research can help to address pressing environmental and social challenges and promote a more sustainable and equitable future.

#### 4.3. The Importance

Research on the analysis of sustainable human resources response to the impact of green human resources management (GHRM) strategies is important for several reasons:

1. Promoting sustainability: GHRM strategies are designed to promote sustainability and environmental responsibility within organizations. Research can help to identify the most effective GHRM strategies for promoting sustainability and can contribute to the development of sustainable practices within organizations.

2. Enhancing organizational performance: GHRM strategies can enhance organizational performance by reducing costs, improving reputation, and attracting and retaining top talent. Research can help to evaluate the impact of GHRM strategies on organizational performance and can identify areas for improvement.

3. Improving employee engagement: GHRM strategies can improve employee engagement by promoting a sense of purpose and meaning in work and by aligning employee values with the organization's sustainability objectives. Research can help to identify the most effective GHRM strategies for improving employee engagement and can contribute to the development of more engaged and committed workforces.

4. Addressing pressing environmental and social challenges: GHRM strategies are designed to address pressing environmental and social challenges, such as climate change, resource depletion, and social inequality. Research on GHRM can help to identify effective solutions to these challenges and can contribute to the development of a more sustainable and equitable future.

5. Contributing to theory development: Research on the analysis of sustainable human resources response to the impact of GHRM strategies can contribute to theory development in the fields of human resource management, sustainability, and environmental management. By identifying the most effective GHRM strategies and evaluating their impact, research can help to advance knowledge in these fields and can inform future research and practice.

#### 4.4. The Hypothesis

Here are some possible hypotheses for research on the analysis of sustainable human resources response to the impact of green human resources management (GHRM) strategies:

1. Hypothesis 1: Organizations that adopt GHRM strategies will have a more sustainable human resource function than organizations that do not adopt GHRM strategies.

2. Hypothesis 2: GHRM strategies will have a positive impact on employee engagement and job satisfaction, which will in turn enhance organizational performance.

3. Hypothesis 3: Organizations that adopt GHRM strategies will attract and retain top talent, as employees are increasingly seeking out employers that prioritize sustainability and environmental responsibility.



4. Hypothesis 4: GHRM strategies will result in cost savings for organizations through energy and resource conservation, waste reduction, and other sustainable practices.

5. Hypothesis 5: GHRM strategies will contribute to the development of a more sustainable and equitable future by addressing pressing environmental and social challenges.

6. Hypothesis 6: The effectiveness of GHRM strategies will depend on the extent to which they are integrated into other areas of the organization, such as operations and finance.

7. Hypothesis 7: The implementation of GHRM strategies will face challenges related to resistance to change, lack of resources, and difficulty in measuring sustainability performance.

8. Hypothesis 8: Sustainable human resource practices, such as green recruitment and selection, sustainable training and development, and green employee engagement, will be effective in promoting sustainability within organizations.

5. Analytical part

In this paragraph, you can see the actual side of this study, and it contain the following:

5.1. Examination of the sufficiency level and the significance sample

Here, the examination of KMO is take to measure the sufficiency of the sample of research also the level of significance of this examination by using a correlation coefficient (Partlet's Examination of Sphericity). While the coefficient of Kaiser's is greater than (50%), in addition to a (0.000) significance level and so the size of the sample is acceptable. Table (1) shows the results of Bartlett's and KMO and test.

Table (1) Test of Bartlett's and KMO

|  |                    |
|--|--------------------|
| Kaiser-Meyer-Olkin calculation of Sampling Adequacy. | .944               |
| Bartlett's Test of Sphericity                        | Approx. Chi-Square |
|  | df                 |
|  | Sig.               |
|  | 4.189E3            |
|  | 325                |
|  | .000               |

5.2. The Checking of Loading Ratios of Paragraphs of Reconnaissance

The process here is statistic and it is very important priory to examine and simulate the correlation relations and effect among the variables of the research to confirm the weakness and the strength of the paragraphs of reconnaissance. Now by employing the analyzing for factors, statistical potential of the direction will be forward to the simulation of basics component, such that the operation of calculating the ratios of saturation is about 40%, which based and depended on Field (2009: 647). It determines the value of distinctions by pull out first the Factor Matrix. After that calculating the rotation matrix to search for the highest ratios of saturation.

Via SPSS (the program of statistics), the (roots of factors) factors of the simulated method (2) controls the orientation of modification of questionnaire paragraphs of matrix of ingredient. Here, a well value of factors will depict a path to the studiers to select the distinctive paragraphs that lead up to recycling the whole data for obtaining a rotating matrix which intern get a greater saturation proportion that basically the rotating matrix came from it. This is off course, for generality factors, therefore it takes over for the purposes of simulation.

In this context, the whole diversities of statistical analyses of these specific factors stated that they might be able to explain the ratio (73.882 percent) of the population. Obviously, one of these factors, which may use to control the paragraphs of the study reconnaissance, is the saturation ratios, which can be pointed from the tables (2, 3 and 4). For this instant,

the whole paragraphs of reconnaissance have accomplished maximum saturation rates, which supposed to be larger than the statistically confirmed standard ratio, which is 40%.

Table (2) Explanation of Total Variance

| Component | Initial Eigen values |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|----------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total                | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
|           | 23.975               | 66.597        | 66.597       | 10.217                              | 28.380        | 28.380       | 23.975                            | 66.597        | 66.597       |
|           | 1.741                | 4.837         | 71.434       | 7.511                               | 20.863        | 49.243       | 1.741                             | 4.837         | 71.434       |
|           | 1.350                | 3.751         | 75.185       | 6.008                               | 16.688        | 65.932       | 1.350                             | 3.751         | 75.185       |
|           | 1.207                | 3.354         | 78.539       | 4.408                               | 12.244        | 78.176       | 1.207                             | 3.354         | 78.539       |
|           | 1.077                | 2.990         | 81.530       | 1.207                               | 3.354         | 81.530       | 1.077                             | 2.990         | 81.530       |

Table (3) GHR Loading Ratios Examination

|     | A green employment: The content of the paragraph  | Loading rate | distinguishes the paragraph |
|-----|---|--------------|-----------------------------|
| 1.  | The College demonstrates with high transparency environmental performance in the delivery of employment messages.                                     | .736         | Saturated                   |
| 2.  | Environmental requirements are being addressed in job descriptions  | .794         | Saturated                   |
| 3.  | Our college attracts people who have a green consciousness.   | .772         | Saturated                   |
|     | <b>B: green training</b> The content of the paragraph   |              | Saturated                   |
| 4.  | The College has a green knowledge of linking education and environmental training and knowledge of behaviors to develop preventive solutions.         | .837         | Saturated                   |
| 5.  | The College develops a range of different programs from its training plan on staff learning how to take care of the green environment.                | .888         | Saturated                   |
| 6.  | The College develops training programs in environmental management to increase environmental awareness, skills and experience among employees.        | .863         | Saturated                   |
|     | <b>C: management of green performance</b> Content of specific paragraph   |              | Saturated                   |
| 7.  | The College strives to preserve innovative and creative politics for sustainability environmentally as portion of Green Performance Management (GPM). | .830         | Saturated                   |
| 8.  | The College sets goals for achieving the green results included in the evaluations.   | .795         | Saturated                   |
| 9.  | The college uses indicators of green performance in the evaluation system and advanced management.  | .815         | Saturated                   |
|     | <b>D: Wages and green reward</b> The content of the paragraph   |              | Saturated                   |
| 10. | The College offers financial and non-financial rewards for the employee's good environmental performance.   | .817         | Saturated                   |
| 11. | College makes green benefits (for transport/travel) instead of giving prepaid cards to buy green products.  | .868         | Saturated                   |
| 12. | Special rewards are designed to encourage employees to acquire green skills.  | .851         | Saturated                   |

|     | E: green integration | The content of the paragraph  |      |           |
|-----|----------------------|---|------|-----------|
| 13. |                      | The College has an obvious enhancement point of view to lead the activities and behaviors of employees towards environmental management.                                | .828 | Saturated |
| 14. |                      | A climate is found for reciprocal learning between the staffs of the Green Sock and realizations in the college.  | .854 | Saturated |
| 15. |                      | The college has a number of official and informal channels of communication to spread green culture in the college.   | .813 | Saturated |
| 16. |                      | The College has special practices for employees to participate in environmental management such as newsletters, proposal plans, problem solving groups and green teams. | .815 | Saturated |

Table (4) Loading Ratios Examination for HRS

|     | A: social sustainability | The content of the paragraph  | Loading rate | distinguishes the paragraph |
|-----|--------------------------|---|--------------|-----------------------------|
| 1.  |                          | Members are allowed to participate in educational and educational programmers that develop their skills.  | .716         | Saturated                   |
| 2.  |                          | The College encourages teamwork to achieve social sustainability.   | .720         | Saturated                   |
| 3.  |                          | The deanship of the college produce judgment with the subscription of employees, this off course to maximize the ecological affiliation.  | .820         | Saturated                   |
|     |                          | <b>B: economic sustainability</b>   |              |                             |
| 4.  |                          | The College is keen to rationalize the consumption of energy types.   | .821         | Saturated                   |
| 5.  |                          | The College observes quality standards through its work in its departments and workshops.   | .791         | Saturated                   |
| 6.  |                          | The College adopts specific strategies that contribute to the sustainability of economic development.   | .798         | Saturated                   |
|     |                          | <b>C:Environmental and cultural sustainability</b>  |              |                             |
| 7.  |                          | The control measures that the college is under control limit environmental violations.  | .655         | Saturated                   |
| 8.  |                          | Environmental awareness among employees plays an important role in preserving the college's resources.  | .695         | Saturated                   |
| 9.  |                          | The College focuses on educating staff and students to contribute to environmental hygiene  | .690         | Saturated                   |
| 10. |                          | The College proposes practices for employees to participate in environmental management such as newsletters, proposal plans, problem solving groups and sustainability task forces. | 0.808        | Saturated                   |

### 5.3. The Hypotheses of Testing Correlation

The main hypothesis (first) (H1) states that Green human resources are connected to the sustainability of HR in a relation of a moral significance at the sub-level and macro. When linking the paragraphs by regarding the two variables, the correlation matrix (Kendall type) results have shown which indicating a correlation between the sub-level and the variables at the macro, as you can see, H1 is accepted. The correlation can be shown in table (5).

Table (5) Correlation

|                 |   |            | A      | B      | C      | D      | E      | F      | G      | H      | X      | Y      |
|-----------------|---|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Kendall's tau_b | Green employment                          | Corr Coeff | 1.000  | .652** | .647** | .631** | .612** | .589** | .642** | .490** | .734** | .614** |
|                 | Green training                            | Corr Coeff | .652** | 1.000  | .784** | .768** | .746** | .687** | .673** | .521** | .837** | .677** |
|                 | Green performance Management              | Corr Coeff | .647** | .784** | 1.000  | .769** | .780** | .692** | .627** | .499** | .838** | .646** |
|                 | Wages and green reward                    | Corr Coeff | .631** | .768** | .769** | 1.000  | .794** | .714** | .650** | .501** | .828** | .658** |
|                 | Green integration                         | Corr Coeff | .612** | .746** | .780** | .794** | 1.000  | .717** | .643** | .495** | .825** | .656** |
|                 | Social sustainability                     | Corr Coeff | .589** | .687** | .692** | .714** | .717** | 1.000  | .716** | .520** | .711** | .776** |
|                 | Economic sustainability                   | Corr Coeff | .642** | .673** | .627** | .650** | .643** | .716** | 1.000  | .546** | .658** | .817** |
|                 | Environmental and Cultural sustainability | Corr Coeff | .490** | .521** | .499** | .501** | .495** | .520** | .546** | 1.000  | .508** | .701** |
|                 | Green Human Resources                     | Corr Coeff | .734** | .837** | .838** | .828** | .825** | .711** | .658** | .508** | 1.000  | .674** |
|                 | Human Resources Sustainability            | Corr Coeff | .614** | .677** | .646** | .658** | .656** | .776** | .817** | .701** | .674** | 1.000  |

\*\* . Here correlation is maximum at the level of 0.01 (2-tailed).

5.4. Examining the Impacts of Hypotheses

General hypothesis of this study (second) (H2) says: Green Human Resources (GHR) influence on the sustainability of the human resource with a presumptive significance. Also in the context of this hypothesis, the simple regression equation pointed out that the GHR affect Sustainability Human Resources (SHR), and this relation seems to make a formation relationship between GHR (X) and the SHR (Y), the relation was stated by the simple equation of a machine of simple regression.

The relation denotes the Sustainability Human Resources (Y) considers as a real function of GHR(X), in addition, the next is the evaluated relation in addition to the values of statistical indicators that are founded at the study sample level of (160), while the equation of the depicted slope is shown in equation (2). In addition you can see the disparity analysis of the relations between GHR and the SHR in Table (6).

$$SHR = 1.981 + (0.868) GHR \dots(2)$$

Table (6) the relationship between GHR and SHR

Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .868 <sup>a</sup> | .753     | .752              | .79867                     |

a. Predictors: (Constant), X

ANOVA<sup>b</sup>

| Model |            | Sum of Squares | Df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 303.518        | 1   | 303.518     | 475.826 | .000 <sup>a</sup> |
|       | Residual   | 99.508         | 156 | .638        |         |                   |
|       | Total      | 403.026        | 157 |             |         |                   |

a. Predictors: (Constant), X

b. Dependent Variable: Y

Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |            | Standardized Coefficients |  | t     | Sig. |
|-------|-----------------------------|------------|---------------------------|--|-------|------|
|       | B                           | Std. Error | Beta                      |  |       |      |
| 1     | (Constant)                  | 1.981      | .236                      |  | 8.393 | .000 |

|   |      |      |      |        |      |
|---|------|------|------|--------|------|
| X | .702 | .032 | .868 | 21.813 | .000 |
|---|------|------|------|--------|------|

a. Dependent Variable: Y

Here, the founded value (F) is utmost than the scheduled amount, at degree of freedom (1,148) and significant level of (0.000). The calculations states that the degradation curve is perfect for specifying the relation between (Y) and (X). In addition, when seeing the test (t), the value of tX is equal to 21.813.

When seeing the slope equation, it can be found that  $a = 1.981$ , which intern stated that there is an SHR of (1.156) in spite of the value of the GHR (X) is approach to zero.

The angle of peripheral slope is  $\beta$ , which is equal to 0.868 that related to X states that if there is a variation of (1) in GHR will intern making a variation of (0.868) in SHR.

The selection coefficient is found to be (.753), which states that (.753) of the alteration in Sustainability Human Resources (Y) and variance (0.247) of another factors that did not cross inside the model of regression. Based on the indicators mentioned, the second main hypothesis (H2) may agreeable at the macro level.

After that, at sub-level, H2 is obtained from a sub-hypothesis (Here, you can see that there is a biggest effect relation between the dimensions of GHR and SHR.

Under the consideration of this relation, a functional relation has been formulated between the GHR (X1, X2, X3, X4, X5) dimensions and the SHR (Y), as the dimensions of GHR effected on by the equal time with SHR. This relationship was indicated by the multiple regression as shown in equation (3):

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 \quad \dots(3)$$

The value of the statistical indicators that belongs to estimated relation that obtained at the study sample level is (160) with the slope equation is indicated in equation (4). In addition, table (7) reveals the contrast simulation of the relation among the dimensions of GHR and SHR.

$$SHR = 1.327 + (0.230) (\text{green employment}) + (-0.155) (\text{green training}) + (0.460) (\text{green performance management}) + (-0.155) (\text{wages and green reward}) + (0.460) (\text{green integration}) \quad \dots(4)$$

Table (7) the relationship between the dimensions of GHR and SHR

Model Summary

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .876 <sup>a</sup> | .767     | .760              | .78542                     |

a. Predictors: (Constant), E, A, B, D, C

ANOVA<sup>b</sup>

| Model |            | Sum of Squares | Df  | Mean Square | F       | Sig.              |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1     | Regression | 309.259        | 5   | 61.852      | 100.265 | .000 <sup>a</sup> |
|       | Residual   | 93.767         | 152 | .617        |         |                   |
|       | Total      | 403.026        | 157 |             |         |                   |

a. Predictors: (Constant), E, A, B, D, C

b. Dependent Variable: Y

Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t | Sig. |
|-------|-----------------------------|------------|---------------------------|---|------|
|       | B                           | Std. Error | Beta                      |   |      |
|       |                             |            |                           |   |      |

|   |            |       |      |       |       |      |
|---|------------|-------|------|-------|-------|------|
| 1 | (Constant) | 2.366 | .271 |       | 8.727 | .000 |
|   | A          | .114  | .050 | .145  | 2.274 | .024 |
|   | B          | .303  | .056 | .469  | 5.368 | .000 |
|   | C          | -.004 | .066 | -.005 | -.056 | .955 |
|   | D          | .105  | .064 | .136  | 1.631 | .105 |
|   | E          | .151  | .059 | .203  | 2.571 | .011 |

a. Dependent Variable: Y

Obtained value (F) here is larger than the scheduled value and freedom degree is (5, 152) and moral level is (0.000), which intern means that the regressing curve is very well to explain the relation among the SHR(Y) and the dimensions of GHR(X1, X2, X3, X4, X5). Also, on test (t), tx1 = 2.274, tx2 = 5.368, tx3 = -0.056, tx4 = 1.631, tx5=2.571.

In addition, the equation of the slope gives the constant at (a= 2.366), which states that there is a SHR equal to (2.366) although the dimensions of GHR are zero.

Also, ( $\beta_1 = 0.145$ ) which is the angle of marginal slope, it is found that it relates to X that a variation of (1) in a green employment will consequently result in an alteration of (0.145) in the SHRs.

$\beta_2$ , which is the angle of marginal slope is equal to 0.469, also is related to X states that a alteration of (1) in a green training will consequently resulted in an alteration of (0.469) in an HR trial. This factor is an unmoral, so it doesn't a count.

$\beta_3$ , the angle of the marginal slope is equal to -0.005 related to X states that a variation of (1) in the green performance management will consequently resulted in a reverse variation of (-0.005) in the SHRs.

$\beta_4$ , the angle of marginal slope is equal to 0.136 that is related to X states, which consider a variation of (1) in the wages and green reward will consequently resulted in a change of (0.136) in the SHRs.

The marginal slope angle ( $\beta_5 = 0.203$ ) related to X states which a varying of (1) in a green integration that consequently resulted in a variation of (0.203) in the SHRs.

In addition, a selection coefficient has calculated by a value of (0.767) that states make a variation of change of (0.767) in the SHRs. The variable (Y) is an alteration that is explained by Green Human Resources (X) and (0.233) of it will remains variation demonstration by another operator that did not go inside the regression model. Therefore, according to these results of the indicators, the sub hypothesis may be agreed.

**Main Conclusions and Reality Recommendations:**

1. Main Conclusions

On the basis of the outcomes reached here, following conclusions may be presented:

- A. Study sample here is larger conscious of the contents and philosophy of GHR and the SHR.
- B. The failure of universities concerned with green human resources management strategies does not eliminate the SHR in these universities.
- C. Although all the dimensions of green human resources are saturated, green employment is relatively declining from other strategies.
- D. Universities succeeded in their interests in employment and green training as there were deliberate measures to improve green management.

- E. Green training practices have realized a more realistic relationship than other GHR practices with the SHR.
- F. Wage, reward and green integration practices are equal in their relationship with the sustainability of the human resource.
- G. Social sustainability has been the most sustainable in line with green human resources, while environmental and cultural sustainability has declined.
- H. Green performance management as the dominant variable now leads to a decline in the sustainability of the university's human resource.
- I. There are ongoing green training efforts that can lead to impressive results in the performance of the Green University.
- J. An integrated work that brings together all green human resources management strategies leads to a very significant development in the SHR compared to the work of strategies individually.
- K. Green integration progresses come in the second order after green training in the possibility of raising the sustainability of the human resource at the university.
- L. Despite the strong correlation between key and sub-research variables, the environmental sustainability relationship with green management had achieved the lowest indicator of the strength of the relationship.

## 2. Recommendations

Based on the results and conclusions that are arrived at in the current work, the following recommendations can be given:

- A. The University should invest a high understanding of the contents and culture of green human resources in its applied procedures to enhance the sustainability of its human resources by transforming theoretical understanding into training, employment, evaluation, motivation and integration programs.
- B. The definition of green-oriented human resources should be re-examined to enhance the GHR management of the quantity and type of new resources that are employed at the university.
- C. Raising consciousness of the consideration of environmental and cultural sustainability among employees must be done through practices related to the evaluation of university staff.
- D. There should be a competent green performance authority in the university based on the standards of green culture.
- E. Develop compensation strategies based on the success of employees in their green practices.
- E. Building an unconventional attraction strategy to attract people who are aware of the requirements of green management.

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