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THE REALITY OF GREEN HUMAN RESOURCES MANAGEMENT  
WITHIN THE FRAMEWORK OF GLOBAL HUMAN RESOURCES  
ANALYTICAL EXPLORATORY RESEARCH FOR THE OPINIONS OF A  
SAMPLE OF TECHNICAL UNIVERSITY STAFF

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**Prof. Dr. Muayad Al-Saidi, Raghad Rae'ed. THE REALITY OF GREEN HUMAN RESOURCES MANAGEMENT WITHIN THE FRAMEWORK OF GLOBAL HUMAN RESOURCES ANALYTICAL EXPLORATORY RESEARCH FOR THE OPINIONS OF A SAMPLE OF TECHNICAL UNIVERSITY STAFF-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 17(7), 14872-14895. ISSN 1567-214x**

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**ABSTRACT:**

This research aims to assess the reality of the applications of green human resources management in light of the vision of technical university institutions in Iraq, as green management is a new concept for the Iraq institutions, and because the technical disciplines differ from the academic disciplines in terms of areas of application and their dealing with the environment. It is closest to being considered as a community of research, as a sample of university leaders, faculty and human resources experts are selected consisting of (290) people surveyed according to a questionnaire prepared for this purpose, aimed at seeking to detect the perception of the target sample of the philosophy of resources Green humanity in the light of the global trends of human resources and changing level of the practical reality of the work the research changes, as the results of the research and its conclusions are expected to provide digital indicators inspired by the reality of the state of these institutions to the university leaders to adopt them as scientific indicators to build green human resource strategies at the global level. The research came up with the conclusion that the sample was highly aware of the philosophy of research. as The green choice reacts inversely to the age variable of the research sample in technical institutions as well as after green performance and green relations with employees, reflecting the lack of conviction in the applications of green management in the targeted technical universities. While that The global planning has not achieved the conviction of the research sample at the level of personal characteristics in terms of age and functional service. This finding apparently signals frequent behavior

components of the sample of large ages and long service traditional patterns of management and local orientation. so the large and medium age groups have declined in compatibility with both greener human resources applications and global human resources performance, with the exception of young groups that have made remarkable progress in managing the philosophy of variables and their applications, which are those that are in the first decade of career.

## **INTRODUCTION**

Green Human Resources Management is a modern concept that is introduced in human resources management. The concept has expanded rapidly among organizations and is one of the most important environmental programs today, and the opinions of writers and researchers have varied in determining the concept of green human resources management (Opatha & Arulrajah, 2014: 101-112). Researchers have increased interest in current scenarios related to environmental management and can integrate environmental management with human resource to achieve sustainability as it is a tool for achieving advantages to achieve competitiveness and social responsibility (Krithika, Priyadharshini & Gokulapriya, 2019: 2). Green human resources management practices are multifaceted and require constant monitoring to identify their potential impact on HR management issues and greening includes specific human resources policies and practices in line with the environment and socio-economic balance as the corporate world is changing from a business-oriented financial perspective to an efficient and green economy (Murugan, 2020:1)

## **FIRST: THE THEORETICAL FRAMEWORK OF THE RESEARCH VARIABLES**

### **1. THEORETICAL REVIEW OF GREEN HUMAN RESOURCES**

#### ***A. Definition of Green Human Resources***

The term green human resources management refers to the alignment between environmental and human resources management in accordance with employment and selection policies, evaluation and management of performance, training and development, and rewards (Opatha et al., 2015:2), green human resources management has been defined as a set of specific human resources management practices that enable and maintain a proactive approach to environmental management and achieve high performance results in environmental sustainability and other types of business goals (O'Donohue & Torugsaruga, 2016: 6). It is also known as this multidimensional building, which consists of seven basic pillars including green job design, employment and green selection, training and green development, green performance management, green compensation management, health and green safety, and green work relationships (Shah, 2019: 6). (Krithika et al., 2019: 2) seen green HRM as a set of practices focused on achieving environmental sustainability through recruitment, training, compensation, performance assessment, work relationships, and the ability to attract and retain outstanding employees; while Murugan (2020: 2) GHRM is promoting employee environmental practices by interacting with each employee with the aim of raising awareness for environmental sustainability. Dutta and Manna (2020) define it as a set of practices and systems that stimulate the green behavior of the organization's employees in order to create a working environment that is

effective in terms of resources and social responsibility for sustainable development, and perhaps more in agreement with this definition that green human resources according to the trends of this research is a term that embodies the role of the behavior of workers and the organization in practices framed by a green organizational culture to a green understanding of the responsibility of the social organization for the social outcomes of the organization's social outcomes achieve the post-sustainability of workers and beneficiaries, including the internal and external environment.

### ***B: The Importance of GHR***

The adoption of GHRM practices leads to a number of things, including improving the reputation of the organization, preserving innovative and innovative policies and behaviors related to environmental sustainability, the employee's work with green behavior in line with green practices as well as the transformation of regular employees into green-type employees, making the organization green with sustainable practices that meet the needs of the environment (Uddin, 2018:385), for which today's organizations are competing as green data and green procurement, develop recently (Srivastav & Gupta, 2018: 113-116). Green information technology and green logistics support are all green results, which are important for internal and external customers as well as preserving the environment, sustaining and preserving the future of generations, and explaining that the availability of a range of sustainable activities and results that organizations are working on to improve environmental performance based on these green resource management practices, (Luu, 2019:5) thinks that interaction of green practices promotes awareness of human resources, while addressing (Yong, 2019:5) between green practices that promote awareness of human resources, while addressing (Yong, 2019:5); ( Yusliza & Fawehinmi, 2019: 2) The skills of workers towards the green indoor and outdoor environment through training and green development programs as well as providing those resources with management skills and management experience in green activities as well as energy conservation in the workplace .

### ***C: Keeping Up Green Human Resources***

The opinions of a number of researchers believe, as will be illustrated later, that the dimensions of green human resources include (green planning, analysis and design of green employment, green choice, green orientation, green performance management, training and green development, green rewards system, green health and safety, employee motivation management, and employee relations management). in this regard, (Opatha et al., 2015), (Tanget al., 2018) indicate that it is (employment and green selection, green training, green performance management, green stack management, green orientation), Murugan (2020) states that the dimensions are (green planning, green employment, green job analysis, green choice, green training and development, green employee relations, green personnel commitment, health and safety, green environmental orientation, performance management and green bonus system, while Dutta & Manna (2020) point out that these include (green employment, green choice, green orientation, green orientation training and development, green performance management, green compensation management, green bonus, green relations.

By sifting through the above researchers' opinions on the dimensions of green human resources, the most frequent dimensions are nominated, reflecting the researchers' convictions (employment, selection, training, development, performance assessment, reward and compensation), and for inclusion and expansion in accordance with the application environment, the current work is consistent with the dimensions of (Dutta & Manna, 2020) and these will be presented as follows:

(First) Green Recruitment: The green recruitment process means employing people with knowledge, skills, methods, and behaviors that match the environmental management systems within the organization as the recruitment of green-faced candidates makes organizations fully aware of sustainability (Krithika et al., 2019: 75).

(Second) Green Choice: It means that organizations see the candidate as a candidate of his green interests during his selection of the job as questions about the environment are asked and the green selection process is one of the best practices for selecting environmentally friendly individuals (Dutt & Manna, 2020: 102).

(Third) Green Orientation: Green orientation refers to a system of values and symbols that support environmental management and the orientation of green employees and this provides a learning environment and communication channels from obtaining different information on environmental issues that promote green issues and thus motivating new employees to green orientation and generate environmental opportunities (Tanget al., 2018: 7) and this process is initiated after the selection process because it provides basic information on environmental practices (Arulrajah et al., 2015: 6).

(Fourth) Green Training and Development: Green training is an imperative and critical in the environmental management of organizations (Gupta & Gupta, 2018: 2018-216) Climate Change Mitigation (Neto & Jabbour, 2014: 387-39) and help implement cleaner production) green human resources management practices are not marginal or embedded but are shaped by context and are therefore in line with the design of green human resources management policies according to the views of sustainable advocates (Yong, Yusliza & Fawehinmi, 2019: 11) Education, training and environmental development is one of the key areas of green human resources management in the organization, as without appropriate education, training and development, it is difficult to achieve the organization's targeted environmental performance, so organizations are already aware of the importance of green education, training and development within its regulatory framework (Arulrajah et al., 2015: 8).

(Fifth) Green Performance Management: Green Performance is a green climate approach (Renwick, In order to stimulate green performance, the administration should provide rewards and financial and non-financial incentives to provide employees with opportunities to participate in environmental management through green participation, including green visions, financial and non-financial incentives (Tang et al., 2018: 31-55) to

provide employees with opportunities to participate in environmental management through green participation, including green vision, green climate and building of different green and communication channels. Green activities are meant to encourage green participation (Luu, 2019: 6-7).

(Sixth) The Green Compensation and Rewards System is a way to motivate employees to work towards the organization's environmental goals through financial and non-financial rewards. It is also an attempt to prevent talented employees from leaving the organization and to attract new staff with knowledge of green practices. (Ahmad, 2015: 9) Consistently appreciating and rewarding employees for their environmental initiatives keeps them motivated and proportionate to environmental practices (Gupta, 2018: 202).

(Seven) Green Worker Relationships: The empowerment and participation of green employees indicates that it is a system in which employees are given opportunities to participate in environmental management initiatives and thus make them an integral part of various pollution prevention practices (Tang et al., 2018: 31-55). The involvement of staff with different decision-making capacities develops a sense of ownership and helps to align the environmental objectives of organizations with individual staff objectives and capabilities.

Ramasamy et al. (2017: 117) state that key features of employee relations are clear development policies and vision for environmental management (Nejatiet al., 2017: 163-172); Employee participation in solving problems related to green issues, holding training sessions and workshops to participate in environmental management and developing a system of environmental management schemes for employees in order to provide ideas for improving the unsuccessful environment and provide helplines and report irregularities to involve employees in the formulation of green strategy and decision-making (Masri & Jaaron, 2017: 474-489).

## ***2. Theoretical review of International Human Resources***

### ***A: The Concept of Global Human Resources***

The organization cannot build a good team of staff without global human resources management. The key to the success of the organizations, global human resources management is a wide-ranging task in areas ranging from strategic planning to the image of the organization (Michael & Francis, 2018:3). One of the main challenges faced by global human resources management and multinational companies lies in new markets and these difficulties are the difficulty of recruiting, the difficulty of attracting management talent with the skills to work in these environments and convincing talented candidates to work in them (Scullionet al., 2007: 310), global human resources management must work strategically to support and achieve global business strategies (Armstrong & Taylor, 2020: 77).

### ***B: Defining GHR***

Recent literature shows that GHR (Bratton & Gold, 2017: 526: 526) is seen as all human resources practices used to manage people in organizations operating in more than one country, that distinguishes them from local

organizations through the fact that human resources activities are conducted by multicultural and multinational organization or are as described by Wilkinson et al. (2017: 258) as a set of different variables that provide a methodology for local human resources management, which is characterized by multiculturalism and is more integrated with communication, control and coordination, as well as strategies, policies and processes used to manage human resources in more than one country, (Kornau et al., 2020: 4) indicates that it is a scientific approach that examines issues related to global human resources and its role in achieving the organization's goals for survival and growth, as well as (Armstrong & Taylor, 2020: 76) It is the process by which international organizations manage people across international borders, i.e. they manage people all over the world, not just expatriates.

### ***C: The importance of GHR***

The importance of GHR is demonstrated in the role it plays in the development and operation of local human resources (Eidems & Festing, 2011: 162) that is not of a lesser importance than local human resources, but it faces the fundamental challenge of mobilizing and retaining human resources as well as developing human resources, which is more complex than dealing with complex organizational structures, the high diversity of stakeholders, the high participation of individuals due to alienation, as well as their importance in understanding and managing external risks (Torggon, Hall, Taylor & Atkinson, 2017: 632); (Armstrong & Taylor, 2020: 83) which supporting and developing is a key partner in the formulation of the global strategy, as well as supports and develops the global strategy and helps senior management understand the implications of globalization to identify the basic skills required in the global organization, as well as sharing management responsibility with executives.

### ***D: Keeping GHR***

Saheem and Festing (2017) have seen dimensions of global human resources as "organizational dimension, positive cognitive dimension, standard dimension," an organizational vision of the nature of knowledge on which the researcher has based his work. 2019 From a point of view of applied practices as reflected in the reality of global human resources performance as it includes (employment and global choices, global training, global rewards and compensation, assessing global performance, global working environment); this difference is the result of increasing complexity in today's globalized world from shifts in political environments to displacement issues. Global migration, which challenges the ways in which international organizations work and deals with their staff, needs to address these challenges and has evolved as an important research field in itself (Kornau, Frevichs & Sieben, 2020: 4) but current study is consistent with (Armstrong & Taylor, 2020) on clarifying these dimensions (planning, performance management, machinations, recruitment and selection, training). Here is an explanation of these dimensions:

(First) Global Planning: Global resources are based on human resources planning by determining the number of people required (forecasting demand) with the number of people present (forecasting supply) and in light of these projections are the work of recruitment and selection plans, and sometimes HR

planning is implemented in the parent company, and is likely to focus on managers, professionals and technicians throughout the world organization (Armstrong & Taylor, 2020:78).

(Second) Global Performance Management: Staff evaluation is highly sensitive as a result of cultural reality and the main challenge here is to focus on twins and not to face it, so the evaluation needs formal mechanisms to avoid stress (Varkkey & Dessler, 2018: 885)

(Third) Global Training: Armstrong and Taylor (2020: 86) prefer to adopt the following steps to design a global training program - identifying the type of global mission: technical, technical, tactical, strategy, - analysis of training needs: analysis of key requirements and tasks, - setting training objectives: cognitive or emotional, - developing the training program: adopting several methods to cover the general and private orientation, - training evaluation.

(Fourth) Global Recruitment and Choice: Global business is focused on the development of global organizations and the attitudes of managers in the home country towards recruitment decisions in external organizations. In the early stages the focus is on expatriates of the parent company or training of citizens of the host country (Beardwell & Thompson, 2018: 448), but the choice depends on the analysis of biographies and then conducts interviews that are clear and therefore determine the success or failure of the job (Varkkey & Dessler, 2018: 885).

(Fifth) Global Compensation Management: Calculating wages for expatriate employees is very difficult because the employee will certainly want a higher wage than he gets, so higher wages are offered to convince people to work abroad (Torggton et al., 2017: 643).

### ***3. The relationship between GHRM and GHR***

Through the conceptual presentation of the research variables, it is clear that the relationship between GHRM and GHR is embodied through green human resources management practices that require constant monitoring to identify their potential impact on global human resources management issues. This act includes greening specific human resources policies in line with the environment and socio-economic balance as the change in the corporate world from a financial perspective is geared to an efficient economy and a green economy (Murugan, 2020: 1) Because is the key to the success of organizations, GHRM is important on a large scale in areas ranging from strategic planning to the image of the regulator, so we can find that to obtain both global human resources and green human resources through human resources functions which are recruitment and selection, training, performance evaluation, rewards and compensations as these functions are overlapping and similar to each; so organizations can plan to obtain both green and global human resources in one. They produce green global human resources and this represents a new and significant trend for organizations that achieves progress and growth, Michael & Francis (2018:3) state. On the basis of this assumption, the following two main assumptions can be formulated:

A. Green human resources are linked to global human resources.

B. Green human resources affect global human resources with a moral significance.

### **Second: The Design of the research**

The problem, objectives, importance and hypotheses of the research are to be presented, a description of the research variables, their measures, the scientific method followed, a description of its society and the selected sample, and then the study tools to end this part with the limits of the study, as follows:

#### ***Search problem***

University technical education institutions may be aware of the philosophy and thought of green human resources within the global orientation of human resource understanding, as academic effort and studies have often sought these two topics for investigation and discussion, but the question remains whether these institutions are aware of the applied frameworks and implementation machines in adopting a green approach in building their human resources strategies? And green relationships with the workers?

#### ***The Aims of the research***

The current work aims at:

- A. Revealing the attitudes of university leaders and their staff towards their awareness of the philosophy of green human resources.
- B. Knowing the direction of the research sample whether it is local or global in its awareness of its human resources.
- C. Assessing the reality of technical university institutions at the applied level in the management of their human resources whether it follows the green approach or vice versa.
- D. Determining the attitudes of the institutions that are concerned about the transition to global understanding in shaping their green human resources strategies.

#### ***The importance of research***

The results of the research are expected to provide digital indicators inspired by the situation of university technical institutions about the reality of their green performance in light of the global understanding of human resources, as these indicators will be adopted in the reformulation of the programs and policies of these institutions in planning, training, training and development, which will achieve outstanding global performance.

#### ***4. The research variables and metrics***

The measures are an important technique that depends on the application side of the theories by adopting them as a preliminary tool for testing and analysis processes to rarify the validity of the research hypotheses , and they show the researcher's ability to choose his expressive and precise tools that govern the course of the relationship between the research variables and their dimensions (Al-Saidi and Muhammad, 2013: 3). Two variables are utilized:

- A. Green Human Resources: An independent research variable that has consisted of (7) sub-dimensions (Green Recruitment, Green Choice, Green direction, Training and development, Green Performance, Green Compensation System, Green Worker Relations) which are reflected in (24)

paragraphs in the study questionnaire, based on measures ( Arulrajah et al, 2015), (Tang et al., 2018), ( Yu et al., 2020).

B. Global Human Resources: This approved research variable has also been distributed over by five sub-dimensions (Global Planning, Global Employment, Global training and development, Global Performance Management, Global compensation and reward) these are reflected in (15) paragraphs of the questionnaire based on the scale (Haak& Darwish, 2017); (Michael&Francis, 2018), which is a high stability measure applied in previous studies.

### **5. The methodology of the research**

The present work (curriculum - current study and meta analysis), pointing (Bratton and Gold, 2003: 443), adopted this approach as a design through which plans could be developed to collect information that would make the study show its effects in a simplified, coherent and systematic manner. A modern technique that allows researchers to mix the results of study involving different branches and academic fields, for example here studies of organization theory and human resources management, as shown in the work of (Hobler& Johnson, 2004: 665-676) It is a comprehensive approach because it is based on other approaches in reaching its objectives, for example descriptive approach, and the empirical approach are adopted to provide evidence that takes into account cause and effect. of the investigation (Al-Saidi, 2020: 32-33).

### **6. The research community and its sample:**

The current study is conducted at the Middle Euphrates Technical University in Kufa, the Al-Wsta Technical University in Baghdad, the Al-ganobeiah Technical University in Basra, the Al-Shemaliah Technical University in Mosul, whose colleges and institutes spread across the geographical area of Iraq.(290) A person of leaders, faculty and human resources experts through an electronic questionnaire with the aim of reaching all technical education formations, statistical means is employed (Glenn, 2003) to calculate the size of the sample, as the study community comprises (940) people.

$$n = N \sqrt{1 + Ne^2}$$

As:  $n$  = Sample Size  $N$  = Community Size  $e$  = Resolution Level (allowed sin)

### **7. Data and Information Collection Tools**

A. Theoretical part: Books and periodicals (Arabic and foreign), letters and frameworks have been adopted, as well as research and studies published on the Internet.

B. Practiced part: The following tools are adopted:

(First) the research questionnaire: This is the main source of information and data adopted by the researcher, and consisted that comprises (39) paragraphs that cover (12) sub dimensions of the research variables (7) of which represent green human resources and (5) represent the international human resource.

(Second) The test of consistency, consistency and honesty are carried out to identify the research reliability, as the (alpha-kronbach) coefficient is (0.90) to show the consistency of the questionnaire paragraphs, and the method (Split –

half) was adopted to test the stability of the questionnaire by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability was found to be (0.92), while the statistical honesty factor was (0.959) and thus the questionnaire is valid for applying on the study sample.

### **8. Statistical analysis and processing tools:**

A. Median: One of the measures of centrality that is used in conducting studies through ordering of values upward or descending, where the values are divided into two groups equal in number, where the middle comes in technically in between so that the number of answers is similar to above and below the average answer, but the average answer is within a large group and the number of values smaller is equal to the number of values larger than it (Al-Saidi, 2020).

B. Range: It represents the difference between the largest value and the smallest value in the group (Shaqir, Sharif and Halabi, 2000: 102).

C. Factor Analysis: A statistical method that is aimed at rotating the axes on which the data are located in order to obtain significant factors that do not change from one analysis to another, and in the process of analysis each method of analysis takes into account the development of the reference axes a different doctrine, and these arguments must be rotated in order to place them in specific places that are easy to interpret and compare (Imad al-Din, 1967:140).

D. Kendall Correlation Coefficient: Kendall's correlation relies on signals if the grades compared with the rank in question are greater, because with the order of the natural numbers, even if the smaller the rank has taken a negative signal, and the grade correlation coefficient is equal to the ratio between the actual total of signals in the total signals when the grades of the ranked values are ascendant or descending (Al-saidi & Hasan Alaa, 2020).

E. Alpha-Cronbach coefficient: The Alpha-Cronbach equation is used to extract alpha-cronbach plants to measure the accuracy of the research, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questionnaire paragraphs based on (Sekaran), and the questionnaire has achieved a coefficient of (0.95) (Al-Saidi & Saleh, 2020).

### **9. Limits of the research:**

The current work is behaviorally and particularly characterized by a vertical depth and a horizontal scope, and if the theoretical framework of the research covers the vertical depth through its academic assumptions, the task of the study limits is to cover the scope of horizontal research, as it limits the research to a specific point in itself, although it relates to other points to address a specific problem in its own right only, on the basis of which the study will be determined by the following determinants:

A: Spatial boundaries: Research is conducted in the (Middle Euphrates Technical University in Kufa, the Central Technical University in Baghdad, Al-Janobeiah Technical University in Basra, the Al-Shemaliah Technical

University in Mosul). These are four technical universities that spread across Iraq.

B: Temporal boundaries: The research conducting period extends from March 2020 to May 2020.

C: Academic limits: The current work is limited by the limits of its aims.

**Third: The Practical part of the research**

This part includes the following paragraphs:

***Testing the adequacy of the sample and the level of its significance***

The (KMO) test is adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlett's Test of Sphericity), Kaiser's coefficient is more than (50%), with significant level (0.000) so the sample in terms of size is valid. The results of the testing are shown in **Table (1)**.

**Table 1 . KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.953
Bartlett's Test Approx. Chi-Square of Sphericity	5.304E3
Df	465
Sig.	.000

***2: Testing Loading Ratios for Questionnaire Paragraphs***

This statistical effort is necessary prior to testing and analyzing the correlation and effect relationships between the research variables in order to verify the strength and weakness of the questionnaire paragraphs, using factors analysis, so the statistical effort of this axis will be directed to the analysis of principals Component Analysis, in which the process of determining the saturation ratios of 40%) Based on (Field, 2013: 647) and determine the degree of excellence by extracting the Factor Matrix first, and then the Rotated Matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS) the method of analysis (2) factors (roots) of factors that control the direction of the modulation of the questioner paragraphs of the component matrix, a good number of factors that give way to the researchers to choose the characteristic paragraphs, which led to the recycling of the data in order to obtain a rotation matrix in order to obtain higher saturation ratios and actually came from the rotation matrix at high saturation ratios for most factors and therefore adopted for the purposes of analysis. Statistical analyses of the overall variation of these factors indicated that they were able to interpret (80.298) percent of the population One of the factors that controls the paragraphs of the research questionnaire confirms the realism of saturation ratios, as it is noted from the data of the tables below that all the paragraphs of the questionnaire have achieved high saturation rates above the statistically established standard ratio of 40%.

**Table 2. Total Variance Explained**

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 %
1	29.561	75.797	75.797	16.793	43.058	43.058	29.561	75.797	75.797
2	1.755	4.501	80.298	14.523	37.240	80.298	1.755	4.501	80.298

**Table 3.A: Testing Loading Ratios for Green Human Resources**

Seq.	A: Green Recruitment: The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The university hires employees with green behavior.	.843	Saturated
2.	The university uses the green brand to attract employees with green behavior.	.877	Saturated
3.	The university attracts green job candidates who use green criteria for choice.	.893	Saturated
Seq.	B: Green Choice: The content of the paragraph		
4.	The university selects applicants who are familiar enough to greening to fill vacancies.	.844	Saturated
5.	The university selects applicants who have participated in greening as consumers in their own lives.	.844	Saturated
6.	The University is keen on its input from purchases in accordance with the data of its green work	.865	Saturated
7.	The University seeks to develop introductory programs that demonstrate the behavior of green trends for current employees.	.855	Saturated
Seq.	C: Green Orientation: The content of the paragraph		
8.	The university is working to make new employees aware of the university's greening efforts and encouraging them to work in green citizenship behavior.	.856	Saturated
9.	As part of its drive, the University seeks to disseminate awareness of green resources.	.889	Saturated
10.	Green University practices improve its reputation as part of its direction.	.807	Saturated

Seq.	D: Green Training and Development: The content of the paragraph		
11.	The University provides training programs on the environmental management of employees	.881	Saturated
12.	The University trains procurement staff to purchase environmentally friendly products.	.900	Saturated
13.	The University develops training programs in environmental management to increase environmental awareness and the skills and expertise of employees.	.904	Saturated
14.	The university seeks to transform the behaviors of ordinary employees into employees with green behavior	.916	Saturated
15.	Training and development programs include green skills enhancement.	.873	Saturated
16.	The university is trying to raise the skills of workers in order to conserve energy in the workplace	.884	Saturated
Seq.	D: Green Performance Management: The content of the paragraph		
17.	The University uses green performance indicators in the performance management and evaluation system.	.907	Saturated
18.	The University defines the green goals, objectives and responsibilities of managers and employees.	.934	Saturated
19.	Managers set goals for green results included in evaluations	.916	Saturated
20.	The University seeks to maintain innovative and innovative policies for environmental sustainability as part of green performance management.	.932	Saturated
Seq.	E: The Green Compensation and Rewards System: The content of the paragraph		
21.	The university provides financial incentives (the use of bicycles, the use of less polluting cars)	.854	Saturated
22.	The University has award-based rewards in the department of the environment for employees (general recognition, awards, paid leave, leave, gift certificates).	.859	Saturated
Seq.	F: Green Worker Relationships: The content of the paragraph		

23.	The university has a clear development vision to guide the actions of employees in the department of the environment	.930	Saturated
24.	There is a climate of mutual learning among staff for green behavior and awareness at the university.	.942	Saturated

**Table 4. A:** Testing Loading Ratios for Global Human Resources

Seq.	A: Global Planning:: The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The university is planning to select international people.	.854	Saturated
2.	The University is planning to select global managers to predict the required workforce.	.865	Saturated
Seq.	B: Global Recruitment and Choice: The content of the paragraph		
3.	The university and its faculties conduct clear interviews in order to complete the recruitment process.	.807	Saturated
4.	The University is interested in identifying the required skills with a global culture because it believes that the local environment is part of the global environment.	.879	Saturated
5.	The university hires staff to carry out global operations	.859	Saturated
6.	The university's practices contribute to the high diversity of stakeholders.	.801	Saturated
Seq.	C: Global Training: The content of the paragraph		
7.	The University trains staff for global adaptation	.910	Saturated
8.	The University provides effective functional facilities for students in foreign countries.	.814	Saturated
9.	Training and development programs, development and operation of local human resources.	.870	Saturated

10.	The University uses the scholarship of staff to global tasks as a career development for local staff.	.888	Saturated
Seq.	D: Global Performance Management: The content of the paragraph		
11.	The University has active practices to motivate employees to perform globally.	.869	Saturated
12.	The University's Global Performance Management is concerned with understanding external risks.	.899	Saturated
13.	The University strives to achieve global performance	.734	Saturated
Seq.	E: Global Compensation Management The content of the paragraph		
14.	The University offers attractive compensation to employees who engage in global behavior such as (overseas scholarships, applying for courses or obtaining higher degrees).	.822	Saturated
15.	The University is engaged in positive practices with regard to the appropriate wages for international staff.	.837	Saturated

### 3. Test correlation hypotheses

The first main hypothesis was that there was a morally significant correlation between strategic human resources and the governorship of the human resource at the macro and sub-level, and after linking the paragraphs concerning the two variables, the results of the Kendall correlation matrix appeared, indicating a correlation between the variables at the macro and sub-level, and therefore accepted the first main hypothesis. It should be noted that all the dimensions of green skin resources have been really strongly linked to the dimensions of global human resources and a moral level (0.01) in particular the dimensions of green workers' relationships and the assessment of green performance and training and development that have clearly advanced on the rest of the dimensions.

After testing the correlation relationships at the level of sub-dimensions, it is necessary to find correlation coefficients between the general information about the workers (gender, age, competence, function, duration of service) and the reseach variables, and **Table (4)** shows that:

Green employment is not related to the characteristic (gender, specialization, job) by any relationship of moral significance, while its functional relationship (age and duration of service) is negative.

The green selection is not associated with the personal characteristics of the sample in any moral relationship except the characteristic of (age) whose relationship to green selection is a negative moral relationship.

The green orientation is not associated with the personal characteristics of the sample in any relationship of moral significance.

Green training and development have not been associated with the personal characteristics of the sample in any relationship of moral significance.

Green performance has not been associated with personal characteristics in any relationship except for the (age) property that has achieved a poor moral association.

Green compensation systems have not achieved any moral association with all personal characteristics.

The green relationships of employees are not related to personal characteristics in any relationship except the (age) characteristic that has achieved a socially and morally insignificant relationship.

All dimensions of global human resources have not achieved any moral association with personal characteristics except the (age) characteristic, which has achieved a negative moral relationship. These facts and results are revealed below in **Table (1)** and(5).

Dimentions	C orr ela tio n C oe ffi cie nt	A	B	C	D	E	F	G	H	I	J	K	L	X	Y	Gender	Age	sp ec ia lt y	fu n ct io n	du ra ti o n of se rv ic e
		<b>A: Green Recruitme nt</b>	C orr C oe ff	1. 0 0 0	.7 6 4*	.6 7 1*	.6 6 3*	.7 3 3*	.6 3 1*	.6 8 1*	.6 3 6*	.6 4 4*	.6 1 7*	.6 1 2*	.5 2 9*	.7 2 9*	.6 6 8*	- 0 8 6-	- 2 0*	.1 1 2
<b>B: Green Choice</b>	C orr C oe ff	.7 6 4*	1. 0 0 0	.7 0 9*	.7 1 5*	.7 2 9*	.6 1 9*	.6 7 7*	.6 2 4*	.6 1 7*	.6 0 1*	.5 7 0*	.5 0 5*	.7 7 5*	.6 3 3*	- 0 6 5-	- 1 8*	.0 7 1	.0 1 4	- 1 3 6-

<b>C: Green direction</b>	C orr C oe ff	.6 7 1*	.7 0 9*	1. 0 0	.7 3 1*	.7 2 4*	.6 0 8*	.6 7 4*	.6 4 9*	.6 4 3*	.6 2 9*	.6 1 8*	.5 5 3*	.7 7 2*	.6 6 4*	- .1 7-	- .1 0-	.0 8 8	- .0 9-	- .0 8	- .0 2
<b>D: Training and development</b>	C orr C oe ff	.6 3*	.7 1 5*	.7 3 1*	1. 0 0	.7 9 3*	.6 6 7*	.7 3 8*	.6 3 0*	.6 9 7*	.6 7 0*	.6 4 3*	.6 1 7*	.8 0 9*	.7 0 6*	- .0 9-	- .1 5-	.0 4 4	.0 1 7	- .1 0	- .1 8-
<b>E: Green Performance</b>	C orr C oe ff	.7 3*	.7 2 9*	.7 2 4*	.7 9 3*	1. 0 0	.7 0 4*	.8 1 4*	.6 7 4*	.6 8 0*	.6 8 4*	.6 6 0*	.6 0 7*	.8 8 6*	.7 2 6*	- .0 7-	- .1 9*	.0 7 3	.0 2 4	- .1 2	- .1 4-
<b>F: Green Compensation System</b>	C orr C oe ff	.6 3 1*	.6 1 9*	.6 0 8*	.6 6 7*	.7 2 4*	1. 0 0	.7 7 0*	.6 3 1*	.5 8 9*	.6 6 9*	.6 2 7*	.5 8 3*	.7 6 1*	.6 7 0*	- .1 4-	- .1 3-	.0 5 7	.0 0 3	- .0 8	- .0 7-
<b>G: Green Worker Relations</b>	C orr C oe ff	.6 8 1*	.6 7 7*	.6 7 4*	.7 3 8*	.8 1 4*	.7 7 0*	1. 0 0	.6 8 1*	.6 6 5*	.7 3 0*	.6 8 0*	.6 4 3*	.8 5 5*	.7 3 5*	- .0 4-	- .1 9*	.0 7 0	.0 0 9	- .1 4	- .1 2-
<b>H: Global Planning</b>	C orr C oe ff	.6 3 6*	.6 2 4*	.6 4 9*	.6 3 0*	.6 7 4*	.6 3 1*	.6 8 1*	1. 0 0	.6 8 2*	.6 5 4*	.6 1 4*	.5 5 6*	.6 9 7*	.7 3 2*	- .0 7-	- .2 0*	.1 3 2	.0 0 0	- .1 5*	- .1 8*
<b>I: Global Employment</b>	C orr C oe ff	.6 4 4*	.6 1 7*	.6 4 3*	.6 9 7*	.6 8 0*	.5 8 9*	.6 6 5*	.6 8 2*	1. 0 0	.7 6 0*	.6 8 6*	.6 6 9*	.7 1 8*	.8 1 9*	- .0 2-	- .1 3-	.1 4 9	- .0 2-	- .1 0	- .1 1-
<b>J: Global training and development</b>	C orr C oe ff	.6 1 7*	.6 0 1*	.6 2 9*	.6 7 0*	.6 8 4*	.6 6 9*	.7 3 0*	.6 5 4*	.7 6 0*	1. 0 0	.7 7 3*	.7 1 3*	.7 2 3*	.8 4 7*	- .0 0-	- .1 6-	.1 3 1	.0 2 6	- .0 8	- .1 2-
<b>K: Global Performance Management</b>	C orr C oe ff	.6 1 2*	.5 7 0*	.6 1 8*	.6 4 3*	.6 6 0*	.6 2 7*	.6 8 0*	.6 1 4*	.6 8 6*	.7 7 3*	1. 0 0	.7 1 3*	.6 8 3*	.8 1 8*	- .1 6-	- .1 3-	.1 1 4	- .0 1-	- .0 4	- .0 5-

<b>L: Global compensation and reward</b>	C orr C oe ff	.5 2 9*	.5 0 5*	.5 3 3*	.6 1 7*	.6 0 7*	.5 8 3*	.6 4 3*	.5 5 6*	.6 6 9*	.7 1 3*	.7 1 3*	1. 0 0	.6 3 0*	.7 7 0*	- . 03	- . 11	.0 7 6	- . 09	- . 08
<b>X: Green human resource</b>	C orr C oe ff	.7 6 9*	.7 7 5*	.7 2 2*	.8 0 9*	.8 8 6*	.7 1 1*	.8 5 5*	.6 9 7*	.7 1 8*	.7 2 3*	.6 8 3*	.6 3 0*	1. 0 0	.7 6 3*	- . 02	- . 18	.0 8 0	.0 1 6	- . 13
<b>Y: International human resource</b>	C orr C oe ff	.6 4 8*	.6 3 3*	.6 6 4*	.7 0 6*	.7 2 6*	.6 7 0*	.7 3 5*	.7 3 2*	.8 1 9*	.8 4 7*	.8 1 8*	.7 7 0*	.7 6 3*	1. 0 0	- . 03	- . 11	.1 2 3	- . 09	- . 18
<b>Gender</b>	C orr C oe ff	- . 08	- . 06	- . 11	- . 07	- . 07	- . 10	- . 06	- . 04	- . 09	- . 03	- . 11	- . 03	- . 08	- . 06	1. 0 0	- . 12	.0 1 9	.1 6 0	- . 12
<b>Age</b>	C orr C oe ff	- . 20	- . 18	- . 14	- . 15	- . 19	- . 13	- . 19	- . 20	- . 13	- . 11	- . 13	- . 11	- . 17	- . 15	- . 12	1. 0 0	- . 12	.1 1 1	.7 6 6*
<b>Specialty</b>	C orr C oe ff	.1 1 2	.0 7 1	.0 8 8	.0 4 4	.0 7 3	.0 5 7	.1 3 0	.1 4 2	.1 3 9	.1 3 1	.1 7 4	.0 8 6	.0 2 0	.1 1 3	.0 1 9	- . 12	1. 0 0	.1 1 5	- . 07
<b>Function</b>	C orr C oe ff	.0 1 0	.0 1 4	- . 09	.0 1 7	.0 2 4	.0 0 3	.0 0 9	- . 02	.0 3 6	- . 01	- . 09	.0 1 6	.0 0 9	- . 09	.1 6 0	- . 11	.1 1 5	1. 0 0	- . 13
<b>Duration of service</b>	C orr C oe ff	- . 15	- . 13	- . 08	- . 12	- . 14	- . 07	- . 12	- . 18	- . 11	- . 02	- . 08	- . 07	- . 13	- . 18	- . 18	.7 6 *	- . 02	- . 13	1. 0 0

**Table 5.** correlation between the personal characteristics of the research sample and the sub-dimensions of the search variables

Sq	Gender	Age	Specialty	Function	duration of service
.					

1.	Green Recruitment	-.086-	-.200*	.112	.010	-.154*
2.	Green Choice	-.065-	-.180*	.071	.014	-.136-
3.	Green direction	-.117-	-.140-	.088	-.029-	-.082-
4.	Training and development	-.079-	-.158-	.044	.017	-.108-
5.	Green Performance	-.077-	-.197*	.073	.024	-.124-
6.	Green Compensation System	-.104-	-.133-	.057	.003	-.087-
7.	Green Worker Relations	-.064-	-.194*	.070	.009	-.142-
8.	Global Planning	-.047-	-.201*	.132	.000	-.158*
9.	Global Employment	-.092-	-.132-	.149	-.032-	-.101-
10.	Global training and development	-.030-	-.116-	.131	.026	-.082-
11.	Global Performance Management	-.116-	-.132-	.114	-.041-	-.085-
12.	Global compensation and reward	-.033-	-.118-	.076	-.009-	-.078-

Since the age characteristic was most related to the research variables, this relationship was analyzed on the basis of age groups to distinguish the compatibility of the sample with the resolution paragraphs according to this personal characteristic, as follows:

**Table 6.**relationship of age groups to the dimensions of GHRM

Worker Relationships	Compensation and Rewards	Green Performance Management	Green Training and Development	Green Orientation	Green Choice	Green Recruitment	Age group
0.817	0.704	0.817	0.778	0.783	0.778	0.704	20-30
0.714	0.640	0.740	0.701	0.634	0.584	0.618	31-40
0.651	0.674	0.735	0.660	0.601	0.536	0.630	41-50
0.688	0.586	0.607	0.677	0.689	0.624	0.593	51-6 more

**Table 7.** Relationship of age groups to the dimensions of GHR

Global Compensation Management	Global Performance Management	Global Training	Global Recruitment and Choice	Global Planning	Age group
0.808	0.825	0.766	0.928	0.857	20-30
0.657	0.638	0.742	0.676	0.643	31-40
0.543	0.621	0.633	0.667	0.707	41-50
0.567	0.685	0.689	0.640	0.704	51-6 more

**Tables(6) and(7)** manifest that the age group (20-30) is ahead of the rest of the age group, reflecting the compatibility of the ideas of the younger groups with the green trend and the global performance of human resources, and as a result, this compatibility gradually decreases, reflecting the commitment of the old owners to traditional management and local human resources performance.

**FOURTH: CONCLUSIONS AND RECOMMENDATIONS:**

**Conclusions**

In accordance with the findings and results reached here, the following conclusions can be drawn:

A: The digital indicators for the analysis of the opinions stated by the research sample clearly indicated the realization of the sample of research the intellectual contents of green human resources and global human resources, as the indicators of understanding and understanding of the role and importance of the two variables were very high.

B: The large and medium age groups have declined in compatibility with both greener human resources applications and global human resources performance, with the exception of young groups that have made remarkable progress in managing the philosophy of variables and their applications, which are those that are in the first decade of career.

C: The decline in the convictions of age groups gradually declines by increasing age in the face of the applications of green human resources, despite their awareness of their importance.

D: The composition of the research sample in terms of gender that reacted inversely to its negative relationships with the sub-dimension of green resources green employment if the plans of technical institutions settled against this personal property.

E: The functional service configuration that is reflected an anti-green employment trend with a negative adverse relationship with green employment applications.

F: The green choice reacts inversely to the age variable of the research sample in technical institutions as well as after green performance and green relations with employees, reflecting the lack of conviction in the applications of green management in the targeted technical universities.

G: The global planning has not achieved the conviction of the research sample at the level of personal characteristics in terms of age and functional service. This finding apparently signals frequent behaviour components of the sample of large ages and long service traditional patterns of management and local orientation.

H: The programs of Iraqi technical university institutions indicate the progress of green workers' relations in the first order, green performance, training and development in the rest of the sub-dimensions.

I: The Green Human Resources Department is based on a small specific category of staffing of Iraqi technical universities.

## **2: Recommendations:**

In light of the conclusions and findings arrived at, it is recommended that:

A: Universities must commit themselves to the strategies and programs of green management and global management of the human resource at the level of all their staff and not to limit this to limited courses or educational information bulletins, as the problem does not lie in perception and understanding as much as in the conviction of application.

B: Subjecting medium and large ages to complex programs for training and development of the importance of applying green human resources and the global orientation of human resources management.

C: The structure of jobs in terms of the length of service and reconstruction and drawing a strategy of attracting must be reviewed for the next ten years to substation, replacement and succession of employees.

D: The successes of green workers should be linked to their level of promotion, rewards, wages and compensation.

E: Green performance indicators should be introduced to employees among their annual assessment indicators as well as their global orientations to understand the role of global human resources.

F: The efforts of the workers looking to perform the green of international academic research centers to transfer their experiences and prepare them globally in a way that contributes to the creation of the staff on which Iraqi technical universities depend in drawing and building their future strategies.

G: The strategies of Iraqi technical universities should focus in part on the green performance and global pain of human resources as projects and programs and have calculations in the budget of these universities.

H: Students must utilized as the most important input of university work in the dissemination and application of green carpets in all university facilities.

I: University presidencies should follow the activities of the colleges and institutes under neath them with quarterly positions throughout the year and follow the real achievement indicators.

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