

PalArch's Journal of Archaeology  
of Egypt / Egyptology

**EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES  
IN ENHANCING SUSTAINABLE COMPETITIVE ADVANTAGE: AN  
EXPLORATORY STUDY OF A SAMPLE OF HOSPITALS**

**Rasool Majeed Hamod<sup>1</sup>, Asst. Prof. Dr. Sumaya Abbas Majeed<sup>2</sup>**

<sup>1</sup>**An employee at the Ministry of Health, Master student researcher at the College of Administration and Economics, AL-Mustansiriyah University.**

<sup>2</sup>**Al-Mustansiriyah University/ College of Administration and Economic – Department of Business Administration, Baghdad, Iraq.**

**Rasool Majeed Hamod , Asst. Prof. Dr. Sumaya Abbas Majeed , Effect Of Green Human Resource Management Practices In Enhancing Sustainable Competitive Advantage: An Exploratory Study Of A Sample Of Hospitals, Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(7). ISSN 1567-214x**

**Keywords: Green Human Resource Management Practices, Sustainable Competitive Advantage.**

**ABSTRACT:**

The Research aims discuss impact of green resource human management practices, components (Green employment, Green training development, Green performance management evaluation, Compensation & Green incentive systems) enhancing sustainable competitive advantage (Al-Sadr General Hospital Sheikh Zayed General Hospital).

Questionnaire was used as a tool collect data information related to research. They were subjected scale of validity and reliability and distributed to a sample of research consisting of (98) managers. research data were analyzed according the exploratory factor analysis using (SPSS V. 22) program test scale of first axis: green human resource management practices and dimensions (Green employment, Green training development, Green performance management and evaluation, compensation systems and green incentives) second axis: competitive advantage Sustainable and its dimensions (quality, core capabilities, Strategic flexibility, Information

technology). The hypothesis test, Spearman correlation coefficient, and Regression analysis were used. The statistical methods reached several conclusions, Perhaps most prominent of which is hospitals (Research Sample) apply some green human resource management practices, which are (green training and development, Green performance management and evaluation) and has been confirmed according results of practical.

## **INTRODUCTION:**

Today's world in general, and business field in particular, is witnessing an increasing interest environmental issues, and a rapid shift towards a green environment, especially in light of The growing awareness of the dangers of the negative repercussions caused by industrial pollution, waste and epidemics issues, in addition to the emergence of large movements led by governments and non-governmental organizations around the world. Warns of the dangers facing humanity on more than one level, and markets the green environment.

In order to improve environmental performance and effective (green) environmentally conscious work, environmental awareness must be taken into account in every HR practice ranging from recruitment to employee training, performance appraisal to reward, etc. With green human resource management, organizations can create a profitable strategy by satisfying their employees and improving their environmental performance.

Within this context, organizations today try to play their vital role related to meeting the needs of the human community in terms of goods and services through rational exploitation of various natural resources and thus harmonizing the economic and environmental dimensions at the same time. In order to achieve this, these organizations are witnessing a shift towards a model that integrates the various functions of the organization within the environmental management system, and carries an increased commitment to environmental standards in order to achieve its economic objectives, foremost of which is the sustainable competitive advantage, and to avoid environmental pressures for governments and organizations by bearing their social responsibility in supporting environmental sustainability, as well as enhancing their reputation with It gets it from certificates, acknowledgments, and domain (14000 ISO). Green human resource management is a modern system within the field of managerial thought, in which researchers are still trying to elaborate its concepts and effective practices, and work to integrate organizational environmental performance issues into business strategy and increase the organization's opportunity to enhance its competitiveness.

## **RESEARCH METHODOLOGY:**

### **1. The research problem:**

The primary problem in surveyed hospitals was the application of some Green human resource management practices, but not in an integrated manner. Moreover, no evaluation process was conducted on level of application of those practices and the challenges they face, and extent to which these practices reflect on the sustainable competitive advantage and enhance it. Sustainable competitiveness in the researched hospitals, as well as the failure to exploit the competitive advantages of the researched hospitals and extent of the benefit that can be achieved from their exploitation, will lead to achieving distinguished performance and thus lead to achieving the development of human resources in the researched hospitals.

Based on the above, the problem of the study can be demonstrated by raising several questions, as follows:

1. To what extent are green human resource management practices applied in the surveyed hospitals? What are the practices most applied to it?
2. How interested are hospitals in promoting sustainable competitive advantage?
3. Is there a relationship and an impact of green human resource management practices in promoting sustainable competitive advantage?

## **2. The importance of research:**

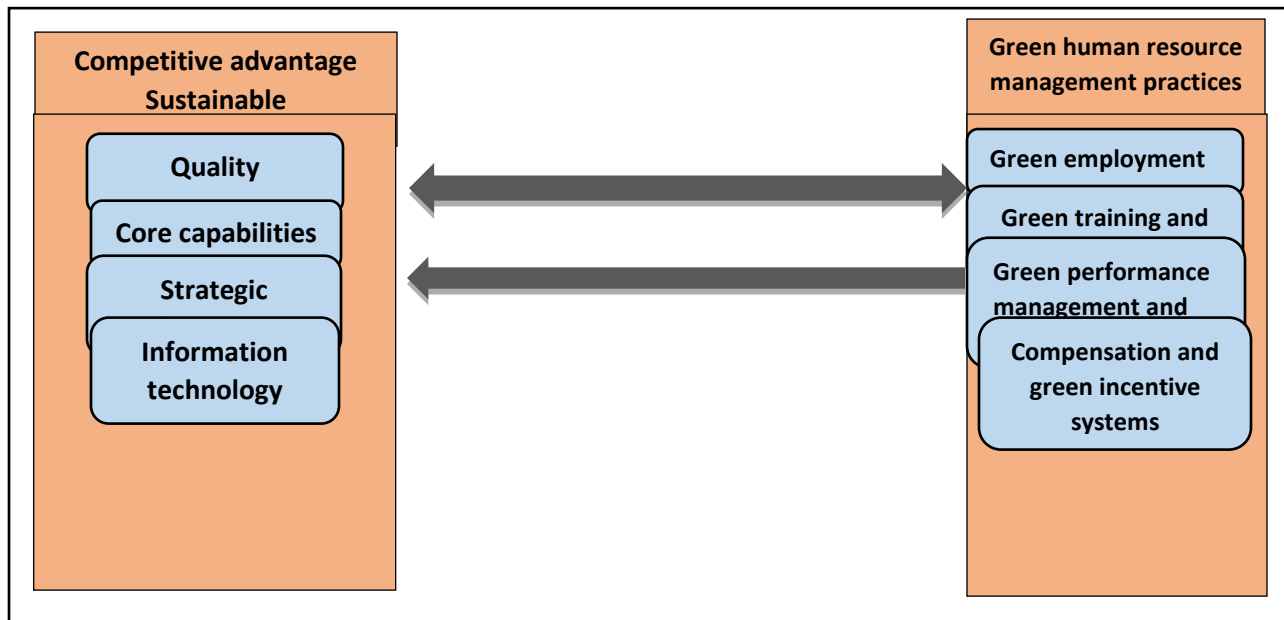
The importance of the research lies in the following aspects: -

1. That the current study dealt with modern concepts in management thought, which were exemplified by green human resource management practices and their role in promoting sustainable competitive advantage, and in light of this, the study will seek to provide a scientific and practical contribution on how to benefit from green human resource management practices and investing them in enhancing sustainable competitive advantage.
2. The importance of the place of conducting the study, which is the health services sector in a sample of hospitals because it is one of the vital sectors in the Iraqi state, and it is a priority in the national policy, especially as it cares about the life and health of the Iraqi citizen, and that conducting such a study and the consequences of it, it hopes to reach To proposals that enhance the role of this sector.
3. Consolidation of the conviction among the surveyed hospitals of the importance of adopting green human resource management practices to enhance the sustainable competitive advantage.

## **3. Research objectives:**

- 1- Ensure that there is a relationship and influence between green human resource management practices represented by its components (green employment, green training and development, green performance management and evaluation, compensation and green incentive systems) and the sustainable competitive advantage, and determine the correlational relationships between the study variables.
- 2-Attempt to direct the attention of the management of health organizations on the nature of the variables green human resource management practices and their role in promoting sustainable competitive advantage.
- 3-The researcher seeks to present a study that will benefit the community of the researched hospitals in developing their human resources.

## **4. Hypothetical scheme of the research:**



**Figure (1) A hypothesis research outline**

**Source: Prepared by Researcher**

### **5 - Research hypotheses:**

1. The first main hypothesis states that there is a significant correlation relationship with a statistical significance between green human resource management practices and sustainable competitive advantage.

The hypothesis is divided into the following sub-hypotheses:-

- (1-1) There is a significant correlation relationship with a statistical significance between green recruitment and sustainable competitive advantage.
- (1-2) There is a significant correlation relationship with a statistical significance between training and green development and sustainable competitive advantage.
- (1-3) There is a significant correlation relationship with a statistical significance between managing and evaluating green performance and sustainable competitive advantage.
- (1-4) There is a significant correlation relationship with a statistical significance between compensation systems, green incentives, and sustainable competitive advantage.

2. The second main hypothesis states that there is a statistically significant impact relationship for green human resource management on sustainable competitive advantage.

The hypothesis is divided into the following sub-hypotheses:-

- (2-1) There is a statistically significant impact relationship of green Recruitment on sustainable competitive advantage.

- (2-2) There is a statistically significant impact relationship for green training and development on the sustainable competitive advantage.
- (2-3) There is a statistically significant impact relationship for managing and evaluating green performance on the sustainable competitive advantage.
- (2-4) There is a statistically significant effect of compensation systems and green stimulus on the sustainable competitive advantage.

**LITERATURE REVIEW:**

**Green human resource management practices:**

**1- The concept of Green human resource management practices:**

The term green human resource management has become most common word in business, and its importance increases over time. This term also has a secured position as a hot topic in modern research work as awareness of environmental management and sustainable development is increasing day by day all over the world. The topic of green human resource management today not only includes awareness of environmental affairs, but also the social and economic well-being of both the organization and employees within a broader perspective (Ahmad, 2015: 3) The purpose of green human resource management is to create, promote and maintain a green environment within each employee. In organization, research gives the individual the maximum individual contribution, considers green human resource management necessary for successful implementation of green strategies and environmental management practices, and can contribute positively to the organization's environmental sustainability (Shafaei, et al, 2020: 2). Green human resource management is fundamentally a core concept of the organization and leads to the preservation of environmental sustainability. Green human resource management is also emerging as leveraging ways to encourage employees to succeed in environmental aspects (Zaki, et al, 2019: 9).

In light of the foregoing, we would like to clarify the definitions of green human resource management according to the researchers 'viewpoints and the nature of their perception of it. Table (1) presents a group of them as follows:

**Table (1) Definitions of Green human resource management according to some researchers**

sequence	Source	the definition
1	(Jabbour,2013:147)	"Systematic and planned alignment of typical human resource management practices with the organization's environmental goals".
2	(Opatha& Arulrajah,2014:104)	"All activities involved in the continuous development, implementation, and maintenance of a system aimed to make the enterprise's employees environmentally friendlyIt is the aspect of human resource management that is concerned with transforming ordinary employees into environmental employees to achieve the organization's environmental goals and finally make a significant contribution to environmental sustainability. It refers to the policies, practices, and systems that make the employees of an organization environmentally friendly for the benefit of the individual, society, the natural

		environment, and work".
3	(Ahmad,2015:3)	"Responsible for generating a green workforce that appreciates and understands green practices and maintains its green goals in all functions of human resource management from recruitment, training, development, and compensation of human capital".
4	(Dangmei,2016:85)	"Directing green human resources policies towards encouraging a culture of environmental institutions and focusing on individual and collective capabilities to create green behavior".
5	(Ramasamy,et al,2017:117)	"Using human resource management policies and linking them with the main goal of promoting sustainable use of resources within business organizations to enhance environmental sustainability and achieve the organization's goals".
6	(Jain & D'lima,2018:201)	"Sharing human resource policies and procedures towards the broader corporate environmental agenda to protect and preserve natural assets".
7	(Shah,2019:1)	"Incorporating green management elements into job design, recruitment, training and development, motivation, and maintenance functions for human resource management (HRM) to improve employees' environmental behavior, meet employee expectations, and achieve organizational goals".
8	(Zhao,et al,2020:2)	"A set of practices to implement the organization's strategy towards environmental protection, which can be considered as a competitive ability to encourage employees to engage in pro-environmental activities within the company".

**Source:** Prepared by researchers according to the sources mentioned in the main table

## 2 - Green human resource management practices:

- A. **Green Recruitment:** - The business world suffers from a shortage of skilled workforce and organizations are struggling to attract and retain human capital (AlAmeri, 2017: 82) nowadays, organizations need to seek employment of employees who may support and always remain concerned with environmental safety. Therefore, the organization will adopt some attractive schemes for their selection to prove its image as responsive to the environment, these activities may play an important role in attracting the desired employee in an organization, and the organizations can impose certain environmental tasks in the employees' working papers to ensure their duty towards aspects of environmental management. (Raj & Verma, 2019: 240), that green employment is "a procedure for recruiting people who have the behavior, knowledge, and skills of the environmental management systems of the organization" (Mandago, 2019: 20), and others know "is the recruitment of individuals with skills, knowledge, approaches and environmental behaviors. (Ahmed, 2015: 6), organizations are starting to realize that gaining a reputation as an environmentally friendly employer is an effective way to attract potential talent, as the organization's environmental performance can be used in the recruitment process to attract talent, in the race to attract talented and innovative employees. Web-based recruitment allows recruiters

to provide more information about their environmental management activities compared to traditional media such as newspaper advertisements or brochures. (Yong, et al, 2019: 216).

**B. Green Training and Development:** Green training is considered a basic approach in which the human resource management adopts the policies of the environmental management initiative in the organization and the environmental training helps in spreading awareness related to the environment among the employees (Raj & Verma, 2019: 240).are increasing employee awareness, knowledge, and skills in implementing green management programs, adopting appropriate mechanisms to facilitate environmental sustainability, and creating permanent opportunities for developing intellectual capital (Fayyazi, et al, 2015: 22). an integrated system that inspires employees to learn and apply environmental protection skills and be more aware of environmental issues essential to achieving environmental goals. Training activities are often among the first areas targeted by human resource management when organizational change is necessary. Manpower training has always been recognized as an important component in promoting and implementing environmental management practices in an organization, green training also known as environmental training equips employees with the necessary knowledge about the organization's environmental policy, practices, and necessary attitudes. Green training tends to be the most effective HR practice in support of environmental management and is a key factor in both the development of environmental awareness in employees and the initial process of implementing environmental strategies. Green training may increase the environmental performance of employees and the environment may include legal issues, instructions for the use of new devices, and the organization's code of conduct (Islam, et al, 2020: 3). Green training serves two purposes: (Yong, et al, 2019: 215).

- Educate staff members' environmental policy and daily procedures.

-Employees change behaviors and increase their environmental awareness.

**C. Green Performance Management and Evaluation:** - Green performance management and evaluation includes a system that assesses employee performance activities in the environmental management process Green Performance Management includes green performance indicators, which are used to develop a framework of green standards to be implemented or applied to all employees in their performance assessments, including environmental responsibilities, environmental accidents, carbon emissions reduction, and the communication of environment-related policies and concerns. (Islam, et al, 2020: 3) Green Performance Assessment refers to "evaluating and recording the environmental performance of employees throughout their careers in the organization and provides them with observations about their performance to prevent undesirable situations or reinforce ideal behavior." Some organizations set environmental goals for their employees and assess their contributions to environmental management as one criterion in the performance appraisal program. This is often the case in organizations with ISO 14001 certification (Yong, et al, 2019: 214), the role of a performance management system is to monitor and direct the activities of employees to achieve the desired objectives of environmental performance. Therefore, the human resource department in the enterprises will integrate the environmental performance into the performance management system and the green work classification will be included in the appraisal record. In the organization, managers must provide a feedback report to their employees to assess their participation in achieving desired goals for improving environmental performance. (Ritu & Verma, 2020: 240) Inclusion of

environmental management goals in the performance appraisal system is essential, as it ensures regular feedback on employee progress in achieving them. No organization will be able to guarantee real environmental impacts in the absence of such a policy. (Bombiak & et al, 2018: 6).

**D. Compensation systems and Green incentives:** - Compensation policies have become, at present, one of the most powerful strategies of the organization to attract and retain competent employees, especially in light of intense competition for talent. Thus, a good compensation system helps the organization achieve its strategic goal by positively affecting employee loyalty. And their commitment and performance. (Vo Ha, 2011: 32) Compensation and green incentive systems are “strategies to attract and motivate employees by giving them monetary and non-monetary rewards to achieve environmental goals” (Jehan, et al, 2020: 155). It is also defined as "an integrated system with financial and non-financial rewards to attract, retain, and motivate employees to achieve organizational environmental goals" (Islam, et al, 2020: 4). An important role in effective implementation of green human resource management is played by motivating employees to undertake environmentally friendly activities. Studies confirm that green compensation is a vital tool to support environmental management, which may help achieve environmental goals. Effective tools consist of awards and compensation for promoting environmental actions across organizations. By including green management elements in the reward program, managers can promote green attitudes among employees. Other non-financial incentives include praises and certificates of merit for more active members and grants for environmental projects. The financial reward is a strong incentive for employees to motivate them to participate in environmental management efforts. (Raj & Verma, 2020: 240) Rewards work to attract, retain and motivate the best employees while developing the development of new knowledge, procedures and capabilities to achieve organizational goals. Rewards are powerful tools that can link organizational concerns with employee interests; they can direct employees' attention to the most important aspects of their work and motivate them to make the most of their effort. Many organizations have developed reward systems to stimulate environmental performance. Monetary and non-monetary rewards are powerful tools in support of environmental management activities. (Yong, et al, 2019: 214).

### Sustainable competitive advantage

#### 1- The concept of sustainable competitive advantage:

The concept of sustainable competitive advantage can be clarified by presenting and explaining a set of definitions that have been circulated by many researchers and writers, as in Table (2):

**Table (2) Some definitions of sustainable competitive advantage**

sequence	Source	the definition
1	( McIlroy , 2010:39 )	"The strategy of creating the unique value of the organization, which achieves long benefits for it by focusing on its internal resources and the distinct capabilities that the organization possesses and which are not available in competitors".
2	)Pearce. & Robinson,2011:78	"A description of superior performance based on sources or resources that cannot be imitated by current and potential



	(	competitors".
3	(Barney&Hesterly, 2012:28)	"The ability of the organization to create economic value greater than its competitors and the economic value is the difference between the perceived benefits that the customer acquires for purchasing the organization's goods and services and all the economic costs for the rest of the goods and services".
4	(Naliaka&Namusing,2015:88)	"The most appropriate tool for competition, which aims to discover innovative and innovative ways to produce and provide goods and services effectively and efficiently in comparison with what competitors offer in the market and to embody them in the real world, and the creative operations outperform their counterparts from other organizations within the same sector".
5	(Guimaraesetal,2017:352)	"The continuous pursuit of organizations to obtain uniqueness, originality, and attract a prominent position by embodying their ability to provide unique features (products/services) that make them ranks among large organizations in the business sector, taking into account the organization's study of the movements of other competing organizations".
6	(Çetin &Knouch,2018:351)	"The superior performance achieved by the institution through the exploitation of various resources, especially the intangible, in a way that is difficult for competitors to imitate, with the condition that this advantage or distinction be repeated".
7	(Gomes&Romão,2019:1428)	"The organization's assets, features, or capabilities that are difficult to replicate or surpass and which provide a superior or suitable long-term position over competitors".

**Source: Prepared By Researchers According to The Contents of The Above Table**

## **2 - Dimensions of sustainable competitive advantage:**

- A. **Quality:** - The quality dimension is one of the most important pillars of the organization's success in the business world by providing products and services with specifications that meet or exceed customer requirements to satisfy them and then make them happy, and this contributes to enhancing the organization's competitiveness in the market. Quality is one of the most important competitive advantages that refer to doing things correctly to provide products and services that suit the needs and desires of customers, and quality is defined as meeting the needs of the customer first and foremost at all times (Al-Hamiri, Abdul-Mahdi, 2019: 443). (Alamri, 2018: 53) asserts that the expected value of an organization commensurate with its mission requires the organization to define customers' expectations and desires for quality and achieve them. According to (Ware, 2014: 97), quality is an important competitive advantage, which refers to doing things correctly to provide products that fit customers' needs. Thus, organizations that do not provide high-quality products that meet customers' needs, desires, and expectations cannot survive and succeed or ultimately remain in the competition. (Daru, 2016: 51) agrees that the quality dimension of competitive advantage means the ability of an organization to offer products that are compatible with the needs and desires of customers. (Chen et al, 2013: 89)

asserts that high-quality products contribute to improving the organization's reputation and customer satisfaction, and the company can charge higher prices if high-quality products are provided to meet customer requirements. He noted (Diab, 2014: 141). To the fact that many organizations are working to achieve high quality of their services or products to stay and continue working in a competitive market. Using quality as a tool for competition requires that organizations view quality as an input to customer satisfaction, not just as a way to solve problems and reduce costs. Any organization can achieve a greater market share and a high rate of return on investment, achieve customer satisfaction, in addition to controlling the prices of the services provided by providing a high-quality service or product that is offered through that organization.

**B. Core capabilities:** - Many writers and thinkers were interested in the term core capabilities and dealt with their importance from several different aspects. They differed in giving a specific concept to it. Creating new knowledge at an accelerated pace that outweighs competitors' steps in a dynamic environment to achieve sustainable competitive advantage (Al-Kamari, 2018: 290). Core capabilities are an important issue in today's highly competitive business environments (Enginoğlu & Arıkan, 2016: 120) The concept of core capabilities emerged from Resource Based View (RBV) and has many names such as dynamic capabilities, distinct capabilities, or organizational competencies (Gökkaya & Özbağ, 2015: 91). Intrinsic capabilities are considered as an exceptional organizational signature that achieves market advantage and dominance, arises from organizational knowledge, experiences, skills, systems, technology, capabilities, and resources along with the value chain that differentiates the organization all from its competitors. Hence, the sources of knowledge, innovative creativity and expertise are the success factors for core capabilities (Uysal, 2007: 5). Moreover, core capabilities and resources are precedents for sustainable competitive advantages for an organization through developing value-added strategies, and owning resources and capabilities that are rare, and unique from Its type, difficult to replace, and conveniently integrated into the organization (Chumaidiyah, 2011: 1233). Also, sustainable competitive advantage occurs when the company develops distinct core capabilities such as knowledge management (Shaabani et al., 2012: 310). Thus, today's organizations have shifted in formulating their strategies from focusing on competition in driving a product or service to focusing on driving core capabilities. To compete. Accordingly, intrinsic capabilities become an essential component of strategy formulation, as they are a vital source of sustainable competitive advantage (Agha et al., 2012: 192).

**C. Strategic flexibility:** - Strategic flexibility is defined as “the ability of an organization to respond proactively or reactively to business opportunities and threats posed by changes in the economic, political and social environments.” Strategic flexibility is achieved through the flexible use of resources and reshaping the organizations process. Certainty in the new competitive business landscape is shifting organizations 'focus to adopting flexibility in managing their resources strategically to gain a sustainable competitive advantage. Achieving strategic flexibility is a valuable asset for an organization to succeed in a highly competitive business environment. Strategic flexibility allows an organization to manage uncertainty more efficiently. Many researchers suggest that the organization must acquire strategic flexibility to operate efficiently in new and competitive markets. (Sajjad, et al, 2020: 8) He noted '(Skeibrok & Svensson, 2016: 16) strategic flexibility is the ability to adapt and respond to changes in the environment, As for (Schulze & Heidenreich, 2017: 1505), he indicated that strategic flexibility is the ability of the

organization to predict They quickly adapt to their environment and thus gain a competitive advantage. (Wang, et al, 2019: 3) emphasized strategic flexibility as a major contributor to the survival of organizations. Which expresses the ability of the organization to respond to the changing environment. In terms of capabilities, strategic flexibility is closely related to dynamic ability. Describe dynamic capabilities as the organization's ability to integrate, build and reconfigure internal and external resources to deal with a rapidly changing environment. Dynamic capabilities depend on the procedures by which organizations create resources. Therefore, strategic resilience should be viewed as dynamic capabilities that emphasize resilience resilience. (Abadi, 2019: 19) indicated that strategic flexibility enhances organizations' ability and ability to respond to changes in changing customer needs and desires, revealing any customer preferences and interests in the organization's marketing capabilities through the process of interaction between it and its customers.

**D. Information technology:** - Information technology includes a set of skills; knowledge, material means, and organizational tools that help workers to obtain the required information that can be disseminated among all members of the organization to benefit from it, and is considered a source of sustainable competitive advantage. Rapid developments in information technology affect customer expectations, meaning that the organization helps to exploit and discover the available opportunities, then work to attract the largest possible number of clients (Brahimi, 2019: 591). Recently, organizations have realized the long-term impacts of IT and thus have started taking initiatives to improve their environmental impacts. (Molla, 2009,14). Define (Zalzadeh, 2012,105) Information technology is a general term that means obtaining, processing, storing, and disseminating information, and it includes the use of computers and communication technology in the task of processing information. In what was known (Nabhan, 2020: 59), information technology is a process based on the study, approval, and development of fields and capabilities provided by computer science from the physical and intellectual components of this science, through which information is obtained and stored in databases and delivered to those interested inside and outside the organization in various forms according to the inputs, processing, and users' need, so they are in the form of numbers, pictures, shapes or letters to be used in the completion of administrative functions and tasks. (Al-Mostoufi, 2020: 50) affirmed that information technology is the main catalyst for business activities in today's world and that information technology ranked first in its potential impact on societies and their economies.

## **METHODOLOGY:**

### **Examining Research Hypotheses and Analyzing the Correlation and Influence Relationships:**

#### **A. Analysis of the Correlation Relationships:**

1. The first main hypothesis states that there is a significant correlation relationship with a statistical significance between green human resource management practices and sustainable competitive advantage.

#### **The hypothesis is divided into following sub-hypotheses:**

(1-1) There is a significant correlation relationship with a statistical significance between green recruitment and sustainable competitive advantage.

It is evident to the researcher that there is no significant correlation between green recruitment and sustainable competitive advantage in the hospital sample, as the calculated z value was recorded (0.926), which is not significant due to the fact that the corresponding p-value was recorded (0.360), which is greater than the significance level (0.05). With a correlation coefficient of (0.101) indicating a very weak direct correlation between green recruitment and sustainable competitive advantage in the sample of hospitals, as documented in Table (3), which indicates rejection of the sub-hypothesis (there is a significant correlation relationship with a statistical significance between green recruitment and sustainable competitive advantage).

(1-2) There is a significant correlation relationship with a statistical significance between training and green development and sustainable competitive advantage.

It is evident to the researcher that there is a significant correlation between training and development green and sustainable competitive advantage in the sample of hospitals, as the calculated z value was recorded (5.572), which is significant due to the fact that the corresponding p-value was recorded (0.00) and it is less than the significance level (0.05). With a correlation coefficient of (0.608), indicating the existence of an average direct correlation between training and green development and sustainable competitive advantage in the hospital sample, as documented in Table (3), which indicates acceptance of the sub-hypothesis (there is a significant correlation relationship with a statistical significance between training and green development and sustainable competitive advantage).

(1-3) There is a significant correlation relationship with a statistical significance between managing and evaluating green performance and sustainable competitive advantage.

It is evident to the researcher that there is a significant correlation between managing and evaluating green performance and sustainable competitive advantage in the hospital sample, as the calculated z value was recorded (6.452), which is significant due to the fact that the corresponding p-value was recorded (0.00) which is less than the significant level (0.05). With a correlation coefficient of (0.704) indicating the existence of an average direct correlation between management and evaluation of green performance and sustainable competitive advantage in the sample of hospitals as documented in Table (3), which indicates acceptance of the sub-hypothesis (there a significant correlation relationship with a statistical significance between managing and evaluating green performance and sustainable competitive advantage).

(1-4) There is a significant correlation relationship with a statistical significance between compensation systems, green incentives, and sustainable competitive advantage.

It is evident to the researcher that there is a significant correlation between compensation systems, green stimulation and sustainable competitive advantage in the sample of hospitals, as the calculated z value was recorded (4.436), which is significant because the corresponding p-value was recorded (0.00) and it is less than the significance level (0.05). With a correlation coefficient of (0.484) indicating the existence of a strong direct correlation between compensation systems, green incentives and sustainable competitive advantage in the sample of government hospitals as documented in Table (3) which indicates acceptance of the sub-hypothesis (there is a significant correlation relationship with a statistical significance between compensation systems, green incentives, and sustainable competitive advantage).

**Table (3) The Results of the First Main Hypothesis Test**

Z – Test				Dependent variable	Independent variable	Hypotheses
test result	The probability value	Computed Z-value	Correlation coefficient			
Reject the hypothesis	0.360	0.926	0.101	Sustainable competitive advantage	Green Recruitment	First secondary
Accept the hypothesis	0.00	5.572	0.608**	Sustainable competitive advantage	Green Training and Development	Second secondary
Accept the hypothesis	0.00	6.452	0.704**	Sustainable competitive advantage	managing and evaluating green performance	Third secondary
Accept the hypothesis	0.00	4.436	0.484**	Sustainable competitive advantage	Compensation systems and green incentives	Fourth secondary
Accept the hypothesis	0.00	7.286	0.795**	Sustainable competitive advantage	Green human resource management	first main hypothesis
The appearance of (**) or (*) means significance of correlation at (0.01) or (0.05) level.				The tabular Z value at (0.05) level equals(1.96)		

**Source: Prepared by the researcher based on SPSS V25 program data**

**These results, the acceptance of the first main hypothesis is achieved (there is a significant correlation relationship with statistical significance between Green human resource management practices and sustainable competitive advantage.).**

**B. Impact relationship analysis:**

1. The second main hypothesis states that there is a statistically significant impact relationship for green human resource management on sustainable competitive advantage.

The hypothesis is divided into the following sub-hypotheses:-

(1-1)There is a statistically significant impact relationship of green Recruitment on sustainable competitive advantage.

It is evident to the researcher that there is no significant effect of green Recruitment on the sustainable competitive advantage within the sample of hospitals, as the calculated F value was recorded (0.849), which is not significant due to the fact that the corresponding p value was recorded (0.360), which is greater than the significance level (0.05). With a determination factor of (1%), it indicates the existence of a very small effect of green Recruitment on the sustainable competitive advantage within the sample of hospitals, as documented in Table (4), indicating the rejection of the sub-hypothesis (There is a statistically significant impact relationship of green Recruitment on sustainable competitive advantage).

(1-2) there is a statistically significant impact relationship for green training and development on the sustainable competitive advantage.

It is evident to the researcher that there is a significant effect of the independent dimension of green training and development on the sustainable competitive advantage within the sample of hospitals, as the calculated F value was recorded (48.588), which is significant due to the fact that the corresponding p value was recorded (0.00) which is less than the significance level (0.05). With a determination factor of (36.9%) indicating a clear impact rate for green training and development on the sustainable competitive advantage within the hospital sample, as

documented in Table (4), which indicates acceptance of the sub-hypothesis( there is a statistically significant impact relationship for green training and development on the sustainable competitive advantage.) .

(1-3) there is a statistically significant impact relationship for managing and evaluating green performance on the sustainable competitive advantage.

It is evident to the researcher that there is a significant effect of the independent dimension of managing and evaluating the green performance on the sustainable competitive advantage within the sample hospitals, as the calculated F value was recorded (81.455), which is significant due to the fact that the corresponding p value was recorded (0.00) which is less than the significance level (0.05). . With a determination factor of (49.5%) indicating a fairly large percentage of impact on the management and evaluation of green performance on the sustainable competitive advantage within the sample hospitals as documented in Table (4), which indicates acceptance of the sub-hypothesis (There is a statistically significant impact relationship for managing and evaluating green performance on the sustainable competitive advantage).

(1-4) there is a statistically significant effect of compensation systems and green stimulus on the sustainable competitive advantage

It is evident to the researcher that there is a significant effect of the independent dimension of compensation systems and green incentives on the sustainable competitive advantage within the sample of government hospitals, as the calculated F value was recorded (25.337), which is significant due to the fact that the corresponding p-value was recorded (0.00) which is less than the significance level (0.05). With a determination factor of (23.4%) indicating the percentage of the effect of compensation and green incentive systems on the sustainable competitive advantage within the sample of hospitals, as documented in Table (4), which indicates the acceptance of the sub-hypothesis (There is a statistically significant effect of compensation systems and green stimulus on the sustainable competitive advantage.)

**Table (4) The results of the second main hypothesis test**

test result	F – Test			Dependent variable	Independent variable	Hypotheses
	The probability value	The calculated F value	Determination coefficient R <sup>2</sup> %			
Reject the hypothesis	0.360	0.849	1%	Sustainable competitive advantage	Green Recruitment	First secondary
Accept the hypothesis	0.00	48.588	36.9%	Sustainable competitive advantage	Green Training and Development	Second secondary
Accept the hypothesis	0.00	81.455	49.5%	Sustainable competitive advantage	managing and evaluating green performance	Third secondary
Accept the hypothesis	0.00	25.337	23.4%	Sustainable competitive advantage	Compensation systems and green incentives	Fourth secondary

**Source: Prepared by the researcher based on SPSS V25 program data**

**The effect of the combined dimensions of green human resource management on the sustainable competitive advantage of the hospital sample.**

The results of Table (5) documented the model of the effect of the combined dimensions of green human resources management on the sustainable competitive advantage of the sample of managers in hospitals and according to the data of the method of multiple linear regression analysis and under the significance level (0.00) P-value, which is less than (0.05), especially since The calculated F value (18.873) was greater than its tabular value (2.1665) and with a determination factor of (63%) to indicate that the combined dimensions of green human resources management explain 63% of the changes that occur in the sustainable competitive advantage of the hospital sample.

**Table (5) multiple regression analysis of the dimensions of green human resource management in the sustainable competitive advantage**

Researcher comment	F – test		Determination factor R2%	Marginal tendency $\beta$	the Fixed limit	Variables	
	P-Value	The calculated F value				Depen dent	The Independent
The results of the analysis confirm that there is a significant impact of the combined dimensions of green human resource management on the sustainable competitive advantage within the hospital sample	0.00	18.873	%63	-0.09	0.813	Sustainable competitive advantage	Green Recruitment
				0.10			Green Training and Development
				0.37			managing and evaluating green performance
				-0.01			Compensation systems and green incentives
F Table for $\alpha = 0.05 : 2.1665, n=85$							

**Source:** Prepared by the researcher based on SPSS V25 program data.

**With these results, acceptance of the second main hypothesis is achieved (there is a statistically significant impact relationship for green human resource management on sustainable competitive advantage.).**

**CONCLUSIONS:**

1. It became clear to the researcher during visits to the searched hospitals and during the period of distributing the questionnaire that the surveyed sample and individuals working in the researched hospitals had limited information about green human resource management practices.
2. The top management does not have a clear perception of the importance of green human resource management practices and their role in promoting sustainable competitive advantage, despite having the material requirements that support their application, and there is no support and commitment from the higher management in the hospitals researched to adopt the application of all human resource management practices Green.
3. The surveyed hospitals apply some of the green human resource management practices such as (green training and development, green performance management and evaluation, compensation systems and green incentives). However, the practice of green Recruitment was not applied, and this was confirmed in the results of the practical side.

4. Hospitals are interested in training and development programs for workers in a manner that takes into account environmental conditions. However, there is a weakness in the rewards offered to workers for participating in green training programs.
5. Hospitals define green goals included in the annual evaluation process for workers in a manner that takes into account the environmental conditions in some of its departments and divisions.
6. There is a weakness in an incentive system for green human resources environmental performance and financial rewards are not provided to employees to encourage them to increase environmentally friendly ideas, nor to provide incentives to encourage green trends in the surveyed hospitals.
7. Hospitals evaluating the level of their services according to environmental preservation standards in order to improve and develop the quality of service. This is due to the hospitals 'attempt to know the level of their services and evaluate them in order to find out the strengths and strengthen them and weaknesses and avoid them despite the difficult conditions that hospitals are going through in light of the Corona pandemic.

### **RECOMMENDATIONS:**

1- Spreading concept of green human resource management in hospitals, and for Green culture to be a strategic choice to increase the management's awareness of importance of investing in green culture, and it is considered a crucial source for the hospital's competitive advantage, as Green culture is one of the greatest strengths, and it is imperative to be familiar with the expected problems. Then the adoption of appropriate green strategies to deal with and manage them properly through:

- Holding meetings, seminars, and workshops, as well as issuing an introductory leaflet to expose hospital cadres to the importance of green human resource management practices.
- Working to spread the green culture among the personnel working in the surveyed hospitals and introducing them to the advantages and benefits that will be achieved as a result of applying green human resource management practices,
- The need to pay attention to raising the awareness of working cadres in the surveyed hospitals about the importance of switching to green human resource management practices.
- Providing an appropriate environment in the hospital work environment to motivate them to work in a team spirit, which in turn helps to ensure the success of implementing green human resource management practices.

2- The necessity for hospital administration to prepare a program attract, select, appoint employees according to the criteria for Green Recruitment and harmonization between job applicants 'specifications and professional environmental requirements, focusing on green talents and their awareness of environmental values.

3- The need for hospitals to pay attention training programs on Green culture, and for these programs to include the concept of Green human resource management, its dimensions, advantages, and challenges, and thus change the convictions and orientations of the trainees about managing green human resources, accepting them and the ability to deal with and invest with them, as well as interest in the diversity of programs. Environmental training that increases the stock of skills and various capabilities of the cadres working in hospitals by providing:



- Work to complete necessary infrastructure for implementation of green training and development, which includes equipment and technologies, developing Internet networks, lines of communication, and human cadres in hospitals.
- Establishing programs to educate and guide individuals working in the researched hospitals on the importance of training and green development, the advantages it provides, and ways to deal with them.
- Selecting individuals with scientific competence ,specialists to undertake green training and development practices.

Involving hospital personnel in intensive courses to increase their awareness of Green behavior& preserving environment.

4- The necessity for hospitals to set environmental standards link them to the performance of employees to evaluate their performance in light of their orientation towards Green practices achieve good environmental performance and to establish a green management information system that helps the hospital in green performance evaluation process.

5- Hospitals need to pay attention to providing an effective green incentives and rewards system capable of having a positive effect, which generates a feeling of commitment to higher levels of green behavior, and that incentives and rewards are related to green job performance, as environment-conscious employees prefer to be rewarded distinctively and to encourage them to do the most They have to do environmentally friendly activities and behaviors.

6- The need for hospitals to pay attention to the sustainable competitive advantage through (quality) and to enhance it through the process of continuous improvement of hospital services and to increase the quality index as a principle of competition in line with the wishes of the auditors due to its importance in achieving sustainable competitive advantage.

7 - The need for hospitals to pay attention to sustainable competitive advantage through (core capabilities) by developing the skills and knowledge of workers as the main resource to achieve competitive discrimination through internal and external training for them, and to maintain efficient and creative elements that are scarce and cannot be imitated by competitors to achieve maximum importance A strategy for sustainable competitive advantage.

8- The necessity of activating the hospitals the sustainable competitive advantage through (strategic flexibility) by developing and adapting to new developments in the external environment by increasing their ability to meet the expected demands of the auditors.

9- Increasing the hospitals 'interest in sustainable competitive advantage through the application of information technology, due to its importance to the relevant authorities to assist in the major decision-making processes and with the speed required in the completion of the hospital's work, which can be included in the design of the service and its high quality and make it an integral part of the hospital's culture.

10- Hospitals should look at the competitive advantage from two perspectives. The first is internal, based on its knowledge of how to maintain its position among competitors, and the other is external, represented by the strength of competition in the market that allows it to create or achieve unique resources.

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