The Effects of Green Human Resource Management and Environmental Knowledge on Achieving Organizational Sustainability

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Abstract

This research attempts to demonstrate and determine the impact of green human resource management in terms of four dimensions and environmental knowledge sources with its three dimensions on organizational sustainability performance including three dimensions in a number of mineral water production in Erbil city. The research began with a problem expressed through several conceptual and practical questions, the most important of which is (to identify the level of variables and identify the effect and correlation between the variable of the study) to validate the study in several mineral water production factories in Erbil City. In order to achieve the research objective and answer the questions, the study used descriptive analytical approach, then set a hypothetical study that reflects the nature of relationships and effects between the variables and dimensions of the study statistical test, for analyzing the data statistical tools (SPSS 25 & Excel) software were used, and all employees of several mineral water production factories in Erbil were the research population. For the data collection (6) factories were selected. The researcher used a survey questionnaire to collect data. The researcher distributed (140) forms to the respondents. The current study reached several conclusions by analyzing the data, such as identifying the reliability test that the results were good, and then showed the level of the study variables, and then analyzing the effects and relationships between variables The study found that there is a highly significant positive relationship between the variable of the study.

Keywords: Green Human Resource Management, Environmental knowledge, Organizational Sustainability Performance, Water Factory, Erbil City.

1. Introduction

Green human resource management 's and environmental knowledge are principal factors that may help organizations become more sustainable. This dissertation focuses on how these factors achieve organizational sustainability performance. It begins by providing a brief introduction to green human resource management and environmental knowledge on achieving organizational sustainability. It then moves on to discuss the relationship between green human resource management 's and environmental knowledge on organizational sustainability performance, before ending with some closing remarks. Human resource management is an organization's process of hiring, training, performance, and rewarding employees. Green human resource management 's aim is to reduce environmental impacts, such as reducing company travel, using environmentally friendly cleaning products, and reusing materials instead of discarding them.

Environmental knowledge is the knowledge and understanding of the relationship between human activity and the environment. It is the knowledge and understanding of the threats to the environment, and the impacts of the environment on the economy and society. In the world of green human resource management 's (GHRMP), environmental knowledge is considered an important environmental asset. This environmental knowledge has been linked to positive organizational citizenship behaviors such as employee environmental responsibility.

Organizational sustainability, however, also refers to an organization's ability to not only mitigate its environmental impacts but also sustain those impacts over the long-term responsibly. This includes the ability of an organization to maintain the health of its natural environment, provide for the long-term needs of its employees and the community, and to satisfy its social and ethical responsibilities.

According to the idea of (Renwick, Redman, & Maguire 2008) which identify that "Green HRM (HUMAN RESOURCE MANAGEMENT)" refers to the use of environmental management ideas and principles in human resource management processes and 's. Also (Jabbour and Santos, 2008) emphasized the role that human resource management (HRM) plays in creating sustainable organizations and the need for organizations to integrate sustainability into their human resource systems, supplementary, (Jabbour et al, 2008) a study on four Brazilian companies that provided empirical testing of how several aspects of environmental management might be incorporated with organizational human

resource 's to improve the environmental performance of the company. In contrast to the reviews offered by (Renwick et al, 2008), GHRM entails implementation of HRM policies, philosophies, and 's to support sustainable resource utilization and prevent any.

According to (Kaiser, F.G.; Frick, J, 2002) as he mentioned in their study commonly, it is believed that having a cognitive understanding of environmental issues is necessary to understand their context, relevance, and individual behavioral elements, however (Kaiser, F.G.; Fuhrer, U, 2003) said that People may learn how to safeguard the environment by using the information as a mediator since "knowing how things should be and what can be done before acting" is a key principle, also (Kaiser, F.G.; Fuhrer, U, 2003) explained the model explains the connections between the various knowledge kinds as well as how they affect conservation performance. It bolsters the idea that information can influence typical ecological behavior.

Due to the study of (Enquist et.al. 2006) which identifies that firms' performance in terms of the triple bottom line—economic, social, and environmental—must drastically shift. They also need to pay increasing attention to their values and social duty. However, (Schaltegger and Wagner, 2006) highlight an important concern about managing sustainability since its actions may lead to the creation of a parallel organization within the business that deals with non-economic issues and evaluates non-economic performance, furthermore, based on the study by (Johnson, 2007) mentioned that in order to achieve sustainability, organizational performance, as well as the mindset and dedication of the leadership, must change to involve critical stakeholders. Integrating environmental, social, and economic company performance into sustainability management is difficult and calls for a solid management framework.

2. Literature Review

The term Green Human Resource Management (GHRM) is becoming of paramount importance in the business world as dire environmental crises have changed the priorities of the global citizen. Globally, with the rapid growth of literature in environmental management and sustainable development, GHRM has emerged as a hot research topic. In fact, GHRM does not consider environmental issues only, but the economic and social well-being of the employees and organizations as well. Additionally, the GHRM is a new concept for academicians and

professionals as the topic might be considered novel or ambiguous due to the lack of clear understanding of the concept.

The programs, procedures, and methods used in an organization or business unit as part of HRM 's (Huselid & Becker, 2000). whilst also empowering staff by giving them the knowledge and independence to handle challenging environmental issues (Daily & Huang, 2001), moreover the study by (Ulrich et al, 2009) it has been determined that to implement strategy and meet corporate objectives, HR 's must be in line with environmental and sustainability concerns.

(Cherian and Jacob, 2012) highlighted that key elements for organizational success include HRM strategies such as selection, remuneration, performance management, and employee participation. The author concluded that HRM procedures like hiring, selecting, training, motivating, and compensating are crucial components in adopting green HRM. HRM is a significant variable for organizational transformation and for strategic issues. In order to effectively target environmental objectives, it is crucial that HRM supports Green HRM 's and activities. These 's includes hiring and selection, training and development, management development and leadership, performance management and appraisal, green rewards and compensation, green employment relations, and green human resource initiatives. (Carmona-Moreno, et al., 2012).

According to the researchers who wrote about human research management 's, it has been cited them from this study starting from (Huselid & Becker, 2000) to the last one (Jabbour & de Sousa Jabbour, 2016). As the researcher mentioned above, they all used different 's among all human research management 's, but in this study are only using four 's because they are related to each other, like a chain for the organizations. If the first step, which is hiring an employee for the organization, is rowing, then the second ', which is training, is invalid. However, if the organization's HR tries their best to select or hire the best candidate from the first ', and then trains them based on the environment of the organization, then it will be the result of their performance for the organization. As a final ', the organizations should reward the employees because their efforts become the result of performing and sustaining the organizations. Below, we have four 's that we are talking about in this study. People need to be taught about both the risks and what they can do to protect the environment, so it is not enough to just teach them about the threats (Courtenay-Hall & Rogers, 2002). However, Environmental awareness and values are indicators of one's own environmental activities, according to a self-report study of managers in China

(Fryxell & Lo, 2003). Additionally, having an important level of awareness of the environment fosters positive attitudes toward nature (D'Souza et al., 2006).

Additionally, it is believed that in order for a person to select a set of behaviors, they need to have information about the solutions to environmental problems (action-related knowledge) and the advantages of sustainable activities (effectiveness knowledge).

According to the study by (Yusoff et al, 2015) It has been suggested that GHRM essentially supports a clear knowledge of the "triple bottom line" idea, showing that GHRM contains human resources that are in accordance with the three key pillars of sustainability: environmental, social, and economic. In order to foster sustainability among a larger variety of stakeholders and a commitment to sustainable development, organizations should think about how to make the best knowledge interpretations and recommendations (Laszlo & Laszlo, 2015). Moreover, organizational 's, especially those that put a strong emphasis on green management and are people-oriented, are crucial for sustainability. Scholars assert that in the current climate, business organizations need a standardized development strategy that is equally advantageous for all social, environmental, and economic growth (Jabbour and Kantarjian, 2016). The elements of the TBL framework for sustainable performance are equally important and produce value for everybody. As a result, for a company to succeed now and in the future, it must embrace the idea of sustainability, particularly the Triple Bottom Line (TPL) framework (Hussain et al., 2018).

3. Research Questions

1. What is the level of green human resource management 'in the water factories?
2. Is there correlation between green human resource management 'and organizational sustainability performance?
3. Is there an effect of green human resource management and environmental knowledge on organizational sustainability performance?

4. Research Objectives

1. To identify the level of green human resource management in water factories.
2. To explore the correlation between green human resource management and organizational sustainability performance.

3. To identify the effect of green human resource management and environmental knowledge on organizational sustainability performance.

5. Research Problem

The research study is to inquire and explore the role and significance of GHRM 's and environmental knowledge on organizational sustainability performance within the water factories in Erbil. The study will provide valuable insights regarding the importance of GHRM and the environmental knowledge of water factory sector's employees, which will be useful for researchers, trainers, future entrepreneurs, policy makers as well as government to take major steps towards green HRM to reduce waste, recycling and make whole country sustainable and green.

Conceptual Model
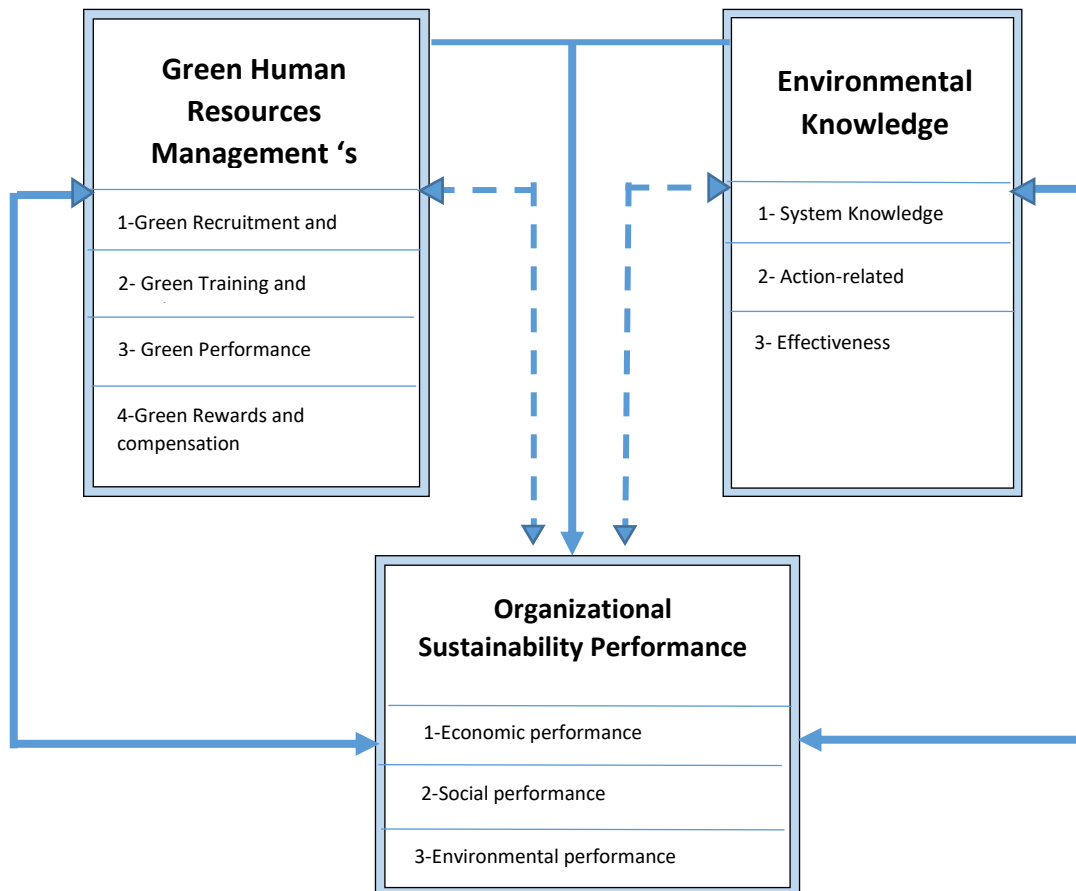
Source: Prepared by the researcher, 2022

6. Methodology

This chapter acts as a roadmap for the full study project, from introduction to conclusion. The methods and tools used to collect data are also described in this chapter, including the use of random sampling to obtain responses from the population and selecting the responses from a sample size of (103) individuals. This research's method is descriptive-analytical and uses primary data. It is a quantitative study that uses a well-structured questionnaire with items for assessing the independent and dependent variables. The green human resource management ' is the first independent variable that has four dimensions each dimension has 5 items, whereas the second independent variable is the environmental knowledge which has three dimension and each of them has 5 items, and organizational sustainability performance which is the last variable and it is dependent variable, it has three dimension and each of them has 6 items, by using 5 points regarding all Participants can use a Likert - type scale to convey their opinions and answers starting with strongly disagree to strongly agree, and 5 of demographic questions are about the respondents, the entire Erbil was adopted for this research.

The chosen sample for this research is (6) water factories in Erbil. This study is a descriptive-analytical study that is why 5 alternative hypotheses were implemented to anticipate for measuring the effects of green human resource management and environmental knowledge on organizational sustainability performance between three variables to test all the hypotheses. The majority of the techniques utilized to analyze the data were quantitative in nature with the methods performed with 'SPSS 25' & excel' statistical software which was appropriate for the study. It was tested by using Agreement Ratio, Skewness Kurtosis, Levine's Test, a one-sample T-test and One-way ANOVA. Also, Correlation and Regression analysis was used as a statistical test for assessing the acceptance of the theory with the medium effect with the alpha value of (0.968) After filtering and editing all collected responses, the suitable sample size was calculated based on the theoretically defined criteria, which is considered adequate for statistical analysis. The primary study objectives for this study were kept in mind, along with how they should be applied to each of the research questions.

7. Data Analysis

The principles of the study have been presented in this chapter, which also includes all of the study's justifications, the quantitative statistical component, the methodologies, procedures, and

techniques used to analyze and assess the data, as well as the interpretations, findings, and results.

The statistical tools are used in the research

1- Frequency Table and Pie Chart Analysis

2- Agreement Ratio for each Variable and Dimensions

3- Reliability Test

4- Normality Test for the Study Data (Skewness and Kurtosis)

5- Condition for homogeneity of variance (Levine's Test)

6- Correlations

7- Analysis of Differences Test for Study Variables

8- Regression

Table 1: Frequency

Frequency and Percentage for Demographical Variables			
Variables	Parameters	Frequency	Valid Percent
Gender	Male	78	75.7
	Female	25	24.3
Age	18-27	39	37.9
	28-37	52	50.5
	38-47	11	10.7
	48+	1	1
Level of Education	Master's degree	5	4.9
	higher diploma	9	8.7
	Bachelor's degree	37	35.9
	technical diploma	16	15.5
	high school	36	35
Job experience (in years)	5 -	40	38.8
	10-Jun	47	45.6
	15-Nov	8	7.8
	15+	8	7.8
Position	Manager	6	5.8
	Assistant Manager	4	3.9

Head of Department	10	9.7
Unit responsible	9	8.7
Employee	74	71.8
Total	103	100.0

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

The above table show the result of the respondent for male and female, in this research most of the respondent were male which is 75.7% but the female percentage were 24.3% which prove that most of the employees in the water factories are male. The age distribution shown in the above table which the majority of the respondent were between (28-37 years) (50.5%) the age between (18-27 years) (37.9%) ranked as the second highest percentage, the age between (38-47 years) (10.7%) ranked as third one, and the last group of age which is 48 and above were only one respondent (1.0%). As the above table show the education level of the respondent, the highest percentage of the respondent were (bachelor's degree) which is (35.9%), but the (high school) percentage almost near to the bachelor's degree which is (35.0%) and (technical diploma) were (15.5%), also (higher diploma) were (8.7%) the last one which is (master's degree) were (4.9%). In the table of job experience demonstrate that the uppermost percentage of the years of working experience were for (6-10 years) which is (45.6%) and the workers who are working for (5 years and less than 5 years) were (38.8%), and for (11-15 years) and (15 years and above) both have equal percentage which is (7.8%). The above table displays the position of the respondent which most of them were (employee) (71.8%) and (9.7%) of the respondent were (head of department) also (8.7%) of them were (unit responsible) (5.8%) of the respondent were (manager) the final one which is (3.9%) they were (assistant manager).

Table 2: First Independent Variable

#	Dimensions	Mean	Coefficint Variances	Agreement Ratio %	Sort of Relevance
1	Recruitment and Selection	4.3	14.11	86.02	Second
2	Training and Development	4.35	14.9	86.91	First
3	Performance Appraisal	4.26	14.94	85.17	Third
4	Rewards compensation	4.19	19.75	83.77	Fourth

	Overall indicator	4.28	15.93	85.47	1

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

The results of the analysis appear in Table No. (2) a set of measures related to determining the importance of green human resource management '. These measurements revealed that the ordinal importance of all its dimensions came at a different ordinal significance level with similar values. However, it is noticed that there is a focus at high levels on the **green training and development** by the respondent in the water factory's, according to the opinions of the members of the sample, where it came first in terms of ordinal importance with the highest arithmetic mean (4,35) and with a certainty from the value of the compatibility coefficient, which amounted to (86.91), which is higher than the coefficients of compatibility for other dimensions of the green human resource management ', as the value of the coefficient of computability factor (100%), and this indicates the severity of the importance of the variable dimensions and vice versa, which shows the different significance of the dimension of green human resource management ', based on the values of the arithmetic means and the coefficients of agreement. Thus, it can be concluded that respondents in the responding of water factory believe that the dimensions of green human resource management ', regardless of their type, are importance, and therefore none of them will be an obstacle to the exercise of regulatory authority by the workers of water factory's. Accordingly, it is possible to accept the first sub-hypothesis and branch out from the first main hypothesis, which states that (the ordinal significance of the diminutions of the green human resource management ', variable differs from the point of view of individuals in the sample of responding in the water factory's).

Table 3: Second Independent Variable

#	Dimensions	Mean	Coefficint Variances	Agreement Ratio %	Sort of Relevance
1	System Knowledge	4.16	17.11	83.15	Third
2	Action Related Knowledge	4.29	14.66	85.83	Second
3	Effectiveness Knowledge	4.32	13.6	86.45	First
	Overall indicator	4.26	15.12	85.14	3

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

The results of the analysis appear in Table No. (3) a set of measures related to determining the importance of environmental knowledge. These measurements revealed that the ordinal

importance of all its dimensions came at a different ordinal significance level with similar values. However, it is noticed that there is a focus at high levels on the **effectiveness knowledge** by the respondent in the water factory's, according to the opinions of the members of the sample, where it came first in terms of ordinal importance with the highest arithmetic mean (4,32) and with a certainty from the value of the compatibility coefficient, which amounted to (86.45), which is higher than the coefficients of compatibility for other dimensions of the environmental knowledge, as the value of the coefficient of computability factor (100%), and this indicates the severity of the importance of the variable dimensions and vice versa, which shows the different significance of the dimensions of environmental knowledge, based on the values of the arithmetic means and the coefficients of agreement. Thus, it can be concluded that respondents in the responding of water factory believe that the dimensions of environmental knowledge, regardless of their type, are importance, and therefore none of them will be an obstacle to the exercise of regulatory authority by the workers of water factory's. Accordingly, it is possible to accept the second sub-hypothesis and branch out from the first main hypothesis, which states that (the ordinal significance of the dimensions of the environmental knowledge, variable differs from the point of view of individuals in the sample of responding in the water factory's).

Table 4: Dependent Variable

#	Dimensions	Mean	Coefficint Variances	Agreement Ratio %	Sort of Relevance
1	Social Performance	4.22	16.41	84.3	Third
2	Environmental Performance	4.25	14.18	84.98	Second
3	Economic Performance	4.32	14.53	86.34	First
	Overall indicator	4.26	18.05	85.21	2

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

The results of the analysis appear in Table No. (4) a set of measures related to determining the importance of organizational sustainability performance. These measurements revealed that the ordinal importance of all its dimensions came at a different ordinal significance level with similar values. However, it is noticed that there is a focus at high levels on the **economic performance** by the respondent in the water factory's, according to the opinions of the members of the sample, where it came first in terms of ordinal importance with the highest arithmetic mean (4,32) and with a certainty from the value of the compatibility coefficient, which amounted to (86.34), which is

higher than the coefficients of compatibility for other dimensions of the organizational sustainability performance, as the value of the coefficient of computability factor (100%), and this indicates the severity of the importance of the variable dimensions and vice versa, which shows the different significance of the dimensions of organizational sustainability performance, based on the values of the arithmetic means and the coefficients of agreement. Thus, it can be concluded that respondents in the responding of water factory believe that the dimensions of organizational sustainability performance, regardless of their type, are importance, and therefore none of them will be an obstacle to the exercise of regulatory authority by the workers of water factory's. Accordingly, it is possible to accept the third sub-hypothesis and branch out from the first main hypothesis, which states that (the ordinal significance of the dimensions of the organizational sustainability performance, variable differs from the point of view of individuals in the sample of responding in the water factory's).

Table 5: Reliability Test

	Variables	Diminutions	Number of Items	Cronbach's Alpha
Independent Variables	Green Human Resource Management '	Recruitment and Selection	5	0.897
		Training and Development	5	0.887
		Performance Appraisal	5	0.875
		Rewards compensation	5	0.877
		Total	20	0.914
	Environmental Knowledge	System Knowledge	5	0.898
		Action Related Knowledge	5	0.88
		Effectiveness Knowledge	5	0.885
		Total	15	0.923
Dependent Variable	Organizational Sustainability Performance	Social Performance	6	0.884
		Environmental Performance	6	0.897
		Economic Performance	6	0.883
		Total	18	0.929
Total			53	0.968

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

The above table show the reliability study's objectives included determining the validity of the instruments and measuring the reliability value of the significance of dependent and independent variables in order to find out how the results of each different, the table content of all the dimensions separately, total of the variables and lastly the reliability of all (53 items) together.

Table 6: Correlations

Correlations		GHRMP01	EK02	OSP03
green human resource management '	Pearson Correlation	1	.813**	.792**
	Sig. (2-tailed)		0.000	0.000
	N	103	103	103
environmental knowledge	Pearson Correlation	.813**	1	.791**
	Sig. (2-tailed)	0.000		0.000
	N	103	103	103
organizational sustainability performance	Pearson Correlation	.792**	.791**	1
	Sig. (2-tailed)	0.000	0.000	
	N	103	103	103

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

The above table has existing both independent and dependent variables, as we have two independent and a dependent variable, which is green human resource management 'and environmental knowledge are independent and organizational sustainability performance is dependent variable, and the mentioned variables in the below table of correlation test there are positive and significant relationships between the study variables.

Furthermore, the correlation results identify the green human resource management 'has highly and positive significant with environmental knowledge 0.813% and organizational sustainability performance is (0.792).

Moreover, the correlation outcome found that the environmental knowledge has highly and positive significant with green human resource management (0.813) and organizational sustainability performance is (0.792).

Also, the correlation result discovery that the organizational sustainability performance has highly and positive significant with green human resource management (0.792) and environmental knowledge is (0.791).

Table 7: Regression

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.831[a]	0.691	0.685	0.24302		
a. Predictors: (Constant), EK02, GHRMP01						
ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.218	2	6.609	111.909	.000[b]
	Residual	5.906	100	0.059		
	Total	19.124	102			
a. Dependent Variable: OSP03						
b. Predictors: (Constant), EK02, GHRMP01						
Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.559	0.250		2.238	0.027
	GHRMP01	0.451	0.098	0.441	4.623	0.000
	EK02	0.416	0.092	0.432	4.528	0.000
a. Dependent Variable: OSP03						

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

In the data analysis of independent variables green human resource management and environmental knowledge with dependent variable organizational sustainability performance, statically the outcome identifies there is highly relationship between independent variables with the dependent variable. (Table 7) in the model summary emphasizes that R is equal to (0.831) it shows that there is a high relationship while the R square is equal to (0.691) it has a significant

impact for both independent variables green human resource management and environmental knowledge on the dependent variable organizational sustainability performance. Moreover, the statistical results of the study data analysis (Table 7) the coefficients of the selected independent variables of this study figure out the green human resource management ' and environmental knowledge as independent variables has positive effectiveness on the organizational sustainability performance as a dependent variable, which the result demonstrate that in using one percent of the green human resource management ' that enhance (0.45) of the organizational sustainability performance. While one percent of environmental knowledge use has (0.41) effectiveness on organizational sustainability performance.

The cause-and-effect analysis of the independent variables green human resource management and environmental knowledge on the organizational sustainability performance shows that there are significant impacts and effectiveness for better performing the organizational sustainability performance in the water factories.

The model summary (Table 7) emphasizes that R is equal to (0.831) a highly significant relationship between green human resource management and environmental knowledge with organizational sustainability performance is proven.

8. Finding

Based on this study the researcher used the technique of quantitative method, as the researcher mentioned research problem in chapter one (to evaluate the effect of green Human Resources management and environmental knowledge on achieving organizational sustainability) so after evaluating the data collected, the researcher has presented the findings of the research. The total number of participants who responded to the survey was 103 participants. In the finding part, the researcher analyze all three variables with dimensions, green human resource management , which is the first independent variable having 4 dimensions, environmental knowledge which is a second independent variable having 3 dimensions and the last variable organizational sustainability performance which is the dependent variable and having 3 dimensions, the total number of the times for all the dimensions were 53 items, and all of them were qualified to be included in the research because of the high significant value, for further study the items which their value is more than (0.5) will not be used.

The researcher tested the Cronbach's Alpha value for the reliability of the data based on each dimension and total of the dimensions for each variable, the total of green human resource management ' dimensions was equal to (0.914) the reliability test of total environmental knowledge dimensions was equal to (0.923) the last one which is organizational sustainability performance Cronbach alpha was equal to (0.929) at the end the reliability test of all total items of the study which was 53 items were equal to (0.968), after that the researcher found the frequency analysis for 5 demographic questions of the survey.

Moreover, the findings of this study also include more analysis tests, for that the researcher found out agreement ratio for each variable and dimensions, then the researcher go further for the normality test of the data with skewness and kurtosis after he found the normality of the data then he starts testing the condition of homogeneity of variance with Levine's test, afterward the researcher found the correlation between each variable of the study and all the variables are significant at the level of (0.00), while we used one-way ANOVA for testing the differences of 4 demographer questions, only for gender we used one sample t-test because we have only two chose which is meal and female, the last test which researcher implemented in the analysis of the data it was regression between the variables of the study and the variables are highly significant.

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