

# Green Human Resources Management and its Relationship to Green Marketing Among the Employees of the University of Baghdad: Field Research at the University of Baghdad, College of Administration and Economics<sup>1</sup>

Areej Faeq Abdel, Alzahraa Sabah Alchalabi

*University of Baghdad, College of Administration and Economics, Iraq*

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## ABSTRACT

This study aimed to demonstrate the impact of green human resources management on green marketing through a prospective study of the College of Administration and Economics / University of Baghdad affiliated with the Ministry of Higher Education and Scientific Research, as the research problem was crystallized by asking a number of questions, the most important of which (Is there a correlation and impact between the dimensions of green human resource management and green marketing?). This study aims to determine the impact of recruitment, selection, training, green development, evaluation, rewards, compensation, and green empowerment on green marketing. Nevertheless, the objective of this study was symbolized in identifying the extent to which green human resources management activities are applied in the college under investigation. Furthermore, data were collected using a survey based on the questionnaire, which consisted of (31) questions distributed to (66) individuals working in the upper, middle, and executive administrative levels in the researched college. Then, the hypotheses were tested based on the data collected from the answers of the research sample, and one of the most prominent findings of the study is the existence of a correlation and influence between the dimensions of green human resource management and green marketing. The results also showed the college's great interest in green human resource management and green marketing. Nevertheless, based on these results, the researcher presented the most important recommendations to enhance green human resource management in the college under study, and the most important of them is that the college administration must pay greater attention to green human resource management by working to adopt and pay attention to activities related to green human resource management and green marketing.

**Keywords:** *green human resource management; green marketing*

## INTRODUCTION

Green marketing is one of the best ways that help in marketing services and products that are compatible with green environmental standards, and then attract customers who care about environmental issues, and support organizations that adopt these concepts. Green marketing can be enhanced by relying on human resource management in organizations. As the Green Human Resources Department works to achieve the interests of all parties and supports employees to present their opinions and ideas that improve the work of organizations.

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In recent years, the concepts of green human resource management and green marketing have received wide attention. As organizations have realized the need to transform their business to be environmentally friendly, and also to educate customers about the importance of preserving the environment and encourage and involve them in making such decisions that contribute to preserving the environment.

Green Human Resources management is interested in employing workers who participate in making sound environmental decisions and working on implementing them within the organization. Green Human Resources management is also interested in various aspects such as focusing on green employment, defining environmental indicators to measure them within the organization, and working to provide a healthy and safe workplace for workers.

The effects of the green trend began to appear in all fields, and the concepts of green human resource management and green marketing appeared, which made the researcher interested in studying green human resource management and its impact on green marketing.

## **THE FIRST TOPIC: RESEARCH METHODOLOGY**

### **First: The research problem**

Through the researcher's review of many previous studies, research, and the results that have been reached and analyzed, the following main question can be asked, which represents the research problem:

(What is the extent of the impact of green human resource management on green marketing for the college research sample?)

### **The dimensions of the problem are defined through the following questions:**

- 1- What are the steps and stages of implementing green human resources management policies?
- 2- What is the importance of green human resource management in green marketing?
- 3- Has the green transition been completed in all activities of the college under study, or in part of it?
- 4- Do workers at all administrative levels in the researched college believe in the importance of the green transition or not?
- 5- Will green training be conducted for all employees in the researched college?
- 6- Can green human resources management functions enhance green marketing in the College of Administration and Economics / the University of Baghdad?

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

The degree of interest in green human resource management has increased among organizations recently, and the problem often occurs between the employee's exercise of administrative responsibility and its compatibility with the limits of proper ethical behavior. The employee, based on what he believes in moral values, these values are reflected in the type of responsibility practiced during daily work, so this research derives its importance as:

- 1- The research links two variables concerned with the development of employees and the internal and external environment of the organization, namely green human resource management and green marketing.
- 2- The lack of linking research that dealt with green human resource management practices and green marketing, as far as the researchers are aware, and the research that links the research variables with green human resource management practices and green marketing gives the subject of research great importance to finding a relationship between them.
- 3- The research represents a knowledge link between Arab studies and foreign studies that cover research variables, through the use of a group of scientific sources, discussion and synthesis in this research.

**Third: Research Objectives:**

The current research tests, based on its problem and importance, to achieve the following goals:

- 1- Description and diagnosis of the extent to which the concepts of green human resource management and green marketing are adopted by the College of Administration and Economics / University of Baghdad.
- 2- Identifying the nature of the impact of green human resources management on green marketing in the College of Administration and Economics / University of Baghdad.
- 3- Commitment to improving and training human resources to perform green jobs.

**Fourth: The research hypothesis and the hypothetical scheme:**

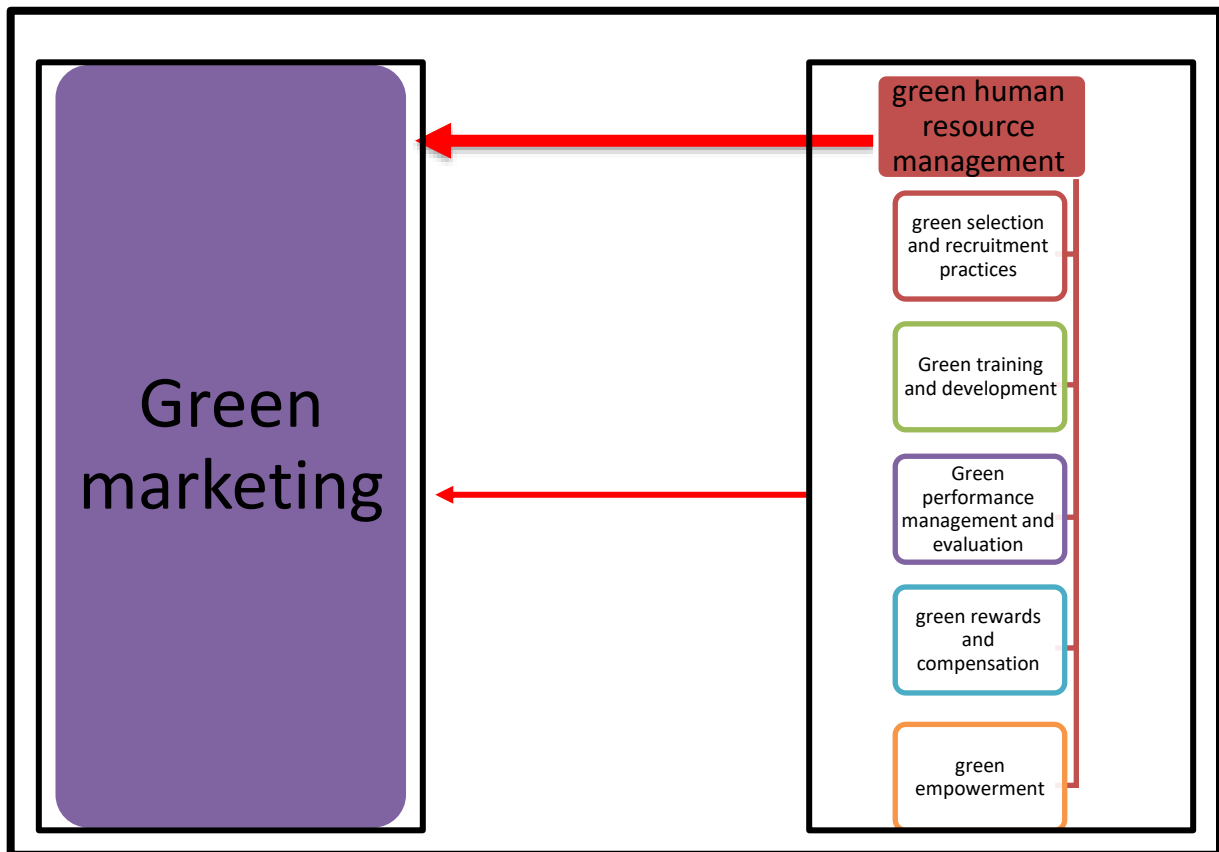
In order to obtain an answer to the questions identified in the research problem, the researcher assumed, based on the reality of the researched college, the following hypothesis:

(There is a significant effect of green human resource management in green marketing) from which the following sub-hypothesis is derived:

(There is a significant effect of the dimensions of green human resource management in green marketing)

The research hypothesis can be represented in the following form (1):

Figure (1) The hypothetical outline of the research



**Fifth: Research limits**

1. Spatial boundaries: The research was conducted in the College of Administration and Economics / University of Baghdad
2. Time limits: during the years 2022 and 2023
3. Human Limits: A sample of (66 employees) working in the college.

**Sixth: Statistical analysis methods**

A set of statistical methods were used to reach the objectives of the research and test its hypotheses. Excel 2016 and SPSS v25 programs were relied upon. These methods are:

1. The arithmetic mean and standard deviation.
2. Simple and multiple regression coefficient.

**THE SECOND TOPIC: THE THEORETICAL FRAMEWORK OF THE RESEARCH****The first topic: green human resource management****First: the concept of green human resource management:**

According to the increasing importance of environmental issues and sustainable development globally, which affected the increased interest in the need to adopt green practices and functions by human resources management, through which the sustainable use of resources by organizations is ensured.

Nowadays, the word "green" has become a widespread practice to describe the image of environmentally friendly products, processes, systems, technologies, and the way business is implemented that has more sustainable practices than its competitors and that helps organizations to achieve financial savings and thus better profits, as they have benefited from natural systems providing a better environment where they can for people to enjoy more lives (Bon et al, 2018:126)

Most researchers see the use of this concept within the analysis of the nature of the role that human resource management can contribute in facing environmental challenges and difficulties that require organizations to exert a lot of effort to improve organizational environmental performance and reduce the negative impact on the environment. Nevertheless, the definitions provided for human resource management have multiplied. Green despite its diversity, but they have a common denominator represented in the focus most of them on the linkage of the practices of that management with environmental performance (Ali, 226: 2022). Green human resource management can be defined as human resource management policies and practices that preserve the business and aim to prevent damage resulting from anti-environmental activities in organizations (23:2020 Yusoff et al). Furthermore, (Mousumi, Nilanjan, 2015:2) define it as promoting sustainable practices by increasing employee awareness and participation that involves the adoption and implementation of environmentally friendly resources, which leads to greater efficiency and lower cost. (Dumont et al, 2016:2) adds that green human resources represent the practices and activities of human resource management, which works to enhance positive environmental outputs by focusing on spreading the culture of environmental sustainability and the commitment of employees to it. (Al-Murad, 278: 2022) pointed out that it is a systematic process based on the practice of green human resource management jobs and taking into account environmental issues and preserving them in order to achieve sustainable development. (Naseer et al., 2022: 46) indicated that green human resources are the adoption of practices and policies that encourage green initiatives by increasing workers' awareness and committing them to sustainable environmental issues. (Kim et al, 2019) indicated that it is the environmental policies and plans of senior management, which represent the training of workers to absorb and understand the new environment, enable workers to get involved in environmental activities, and give them rewards that can motivate workers to assume environmental responsibility.

Based on what has been presented, the researchers believe that the concept of green human resources can be defined as a comprehensive process that aims to use smarter energy at the lowest cost and waste less by using sustainable resources or recyclable materials to achieve more efficient and effective results for the organization.

**Second: the importance of green human resource management:**

Numerous employers realize that green practices for human resources achieve a set of advantages, which are (Mehta & Chugan, 2015:75):

- 1- Making environmentally friendly decisions. The presence of employees who understand the importance of sustainability enables decision-making that helps achieve innovation and find solutions to environmental problems.
- 2- Increasing the desire to work in green jobs: the distinguished option is to attract green talents, and here it gives the organization a competitive advantage.
- 3- Retention of employees: green organizations have a lower turnover rate compared to their non-sustainable counterparts
- 4- Improving sales: enables human resources management to produce environmentally friendly products, which leads to improved sales and reduced costs.

Furthermore, (Al-Zubaidi, 2016) indicated that improving the image of the organization with customers in addition to its productivity, selecting the best employees, and decreasing the environmental impact of the organization, and this leads to achieving sustainable returns for investors and meeting the needs of customers in the best way, and this reflects the positive aspects of the use of green human resources (Al-Skafi et al: 2017: 8).

Most specialists believe that the importance of green human resources is as follows (Abdul Aziz, 2022: 55).

- Be directly responsible for the selection of employees and must appreciate the appropriate environmental behavior (Sardoei et al, 2018).
- Human resources management implements green management practices and policies to develop and achieve social, economic and environmental benefits, and takes care of its employees and achieves ecological and social relations that are part of its social responsibility (Yussoff & Yussoff, 2015).
- Green human resource management practices provide the appropriate way for organizations to use green methods and preserve the sustainable environment by enhancing a sense of environmental responsibility and high commitment (Harvey et al, 2013:153).

**Third: The role of green human resources jobs:**

(Masri, 2016:25) described the roles of green HR functions that support the organization through the following:

- Share business strategy with managers, employees, shareholders and the community on its implementation and adherence
- Developing a culture of learning and directing employees to implement it, which achieves efficiency.
- Building win-win positions for all parties through cooperation, support and work, with guidance internal and external organizational tasks.
- To be subject to change, by recognizing the need for change by creating favorable conditions in the organization that helps lead changes in strategy.

Human resource professionals faced numerous difficulties related to the appropriate integration of environmental sustainability into human resource policies, to achieve increased efficiency and economical use of resources, reduce waste, improve job-related attitudes, improve the level of work and private life of workers, and reduce costs. This enables the organization to achieve an environmentally competitive, resource-effective, and socially responsible level, so that the organization can achieve green organizational goals, green human resource requirements must be determined according to the environmental management goals of organizations, and there are four overlapping requirements for creating green human resources, and the following figure shows these requirements (Ismail 2021:25).

Figure (2) Requirements for creating green human resources



Source: Opatha, H. H. P., & Arulrajah, A. A. (2014). Green human resource management: Simplified general reflections. International Business Research, 7(8),p 101.

Here, green competencies and green behavior are seen as inputs for the green employee, and green behavior and green results are seen as green performance for the employee, which contributes to the organizational performance that achieves the social responsibility of organizations to a large extent, which is illustrated in the following figure:

Figure (3) Green employee input and green employee performance of the job



Source: Opatha, H. H. P., & Arulrajah, A. A. (2014). Green human resource management: Simplified general reflections. *International Business Research*, 7(8),p 101 .

#### **Fourth: Dimensions of Green Human Resources Management:**

##### **1- Green attraction:**

Attraction and selection is the primary step that all green human resources management functions work on, as without selecting the appropriate workers using the correct methods, other jobs will not be completed. The process of selection and attraction represent two stages of the attraction process, but there is a difference between them. attraction is defined as the process of searching for potential workers to apply for jobs in organizations, while selection is selecting suitable applicants from among the job applicants (2018: Kinemo & Mwita).

Organizations must attract workers who possess skills by presenting new and proactive ideas, and these organizations must possess mechanisms to attract workers with innovative and creative skills, they have experience and knowledge of green environmental practices and have the ability to generate innovative ideas to implement these practices in the organization (Al-Gharabli et al., 2021: 322), and some believe that the recruitment process should include a package of environmental standards. In the job analysis stage, the personal specifications and job description should be clarified, the environmental aspect and green achievements should be emphasized, and what is expected of the green worker in the future should be clarified (Arulrajah, 2015: 33).

##### **2- Green Training:**

The environmental approach requires an increase in employee awareness, skills, practical knowledge, and training. Nevertheless, training is an essential element in the implementation of green management, which is considered the appropriate mechanism to facilitate the sustainability of organizations, which in turn can create opportunities for the development of intellectual capital, and green training is considered one of the most important tools for developing human resources that enable them to move to a more sustainable society (Fayyazia, et al, 2015: 952).

The green training program must include social and environmental issues at the level of the organization as a whole, and this does not include old employees only, but it must include new employees, by clarifying the organization's vision, mission, goals, and initiative, by providing environmentally friendly products that reduce gases emitted from production processes that cause greenhouse gases, and to ensure the success of the training programs, it is necessary to plan them accurately and in accordance with the nature of each job (Al-Sakarneh, 2017: 18-19).

Among the most important positive advantages of green training are the following (Mamin, 2017: 415)

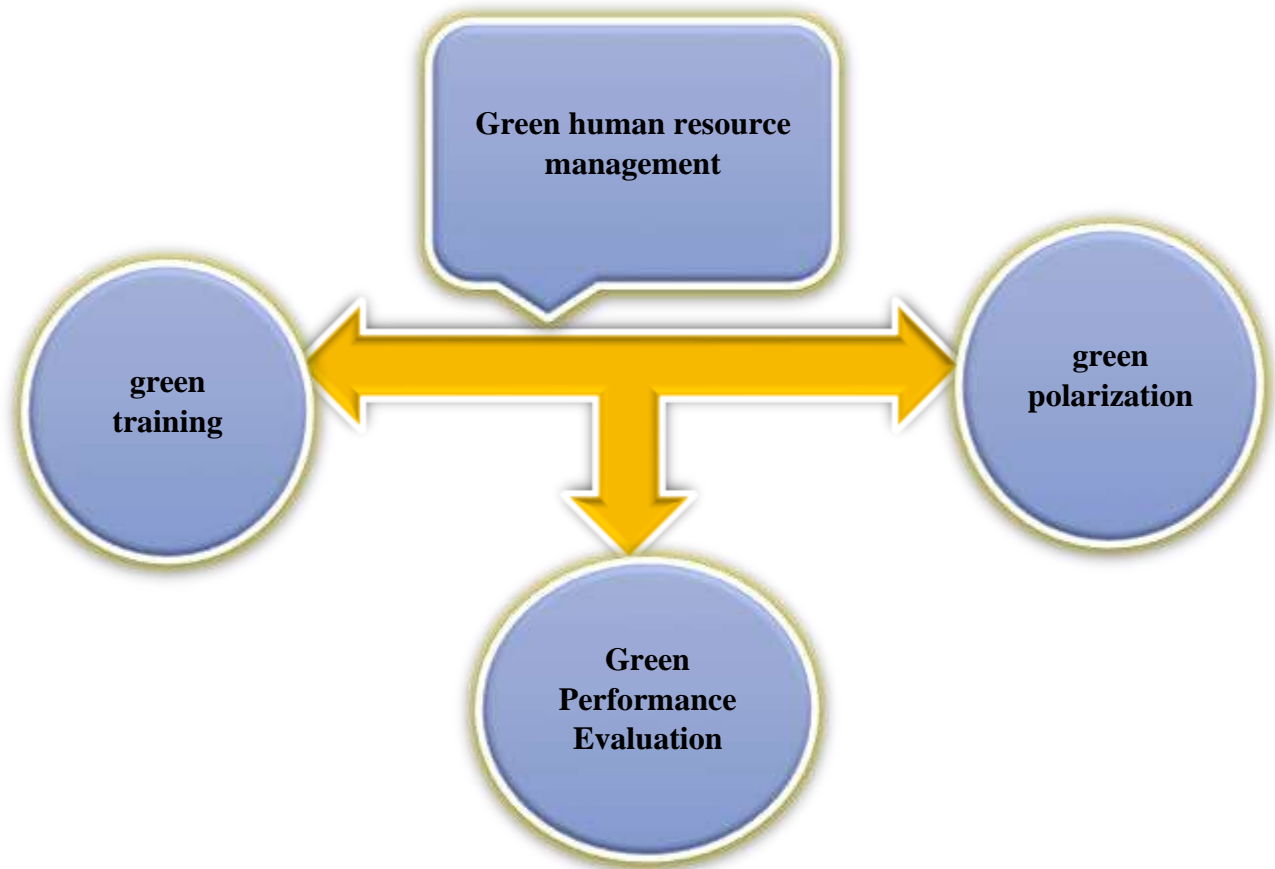
- Employees can reduce waste resulting from production processes
- Optimal use of resources, energy conservation, and reduction of environmental degradation causes.
- Provide opportunities for employee participation in solving environmental problems.

##### **3- Green Performance Evaluation: -**

The use of performance appraisal in the field of green human resources is a challenge represented by how to develop indicators and criteria for measuring environmental performance at all levels and how to obtain such useful data on the performance of managers in environmental fields (Margareth & Saraglih 2013: 59). In addition, there are other challenges represented in how to measure environmental performance standards for managers (Renwick, et al, 2013:67). Green performance management systems can achieve success if the organization does two things. The first is to link performance evaluation to the job description by defining green tasks and goals. As for the other and most important aspect, the role of managers in managing and evaluating performance according to the green approach is to ask employees to present green ideas that can be included as goals for the next year, and the extent to which these goals are achieved will be reflected in their evaluation (142: Margaretha & Saraglih, 2013).



Figure (4) dimensions of green human resource management



### THE THIRD TOPIC: GREEN MARKETING:

#### First: The Concept of Green Marketing:

The concept of green marketing was defined as a result of the requirements of ethical and social responsibility for marketing, and with the increase in political and social pressures, many establishments adopted a green marketing strategy, and the use of environmental issues as a source of competitive advantage, and took an acceleration to address pollution and waste disposal, and the development of packaging methods, and put a lot of efforts to preserve consumers in line with the environmental movement (chai and chen, 2010:28).

(Prakash, 2002:205) refers to the concept of green marketing as the strategies used to promote products through the employment of environmental demands related to either their specifications or the system of policies and operations of the organization that develops or sells them. It is clear from the concept that green marketing is an essential part of the overall strategies of the organization (Menon & Menon, 1997:52)

Both (Ferrell & Pride 2000) expressed that green marketing is "the process of developing, promoting, pricing and distributing products. And this concept corresponds to what was indicated by (1994 (Polonsky) in the concept that does not achieve any harm to the natural environment." Green marketing is: "all activities designed to generate and facilitate any exchange, aiming to meet human needs and desires, while limiting damage to the environment. We note here from the two concepts that they referred to a well-defined idea, which is the environment and how to preserve it through well-known marketing activity, starting with the idea of the product, then production, and ending with the purchasing decision.



Furthermore, (Chen, 2014:50) referred to green marketing as the organization's efforts to set and enhance the price, distribution, and promotion of products that do not have a negative impact on the environment. (Polonsky, 2016:19) indicated that it is the effort made by the organization to design, promote and distribute products in a way that promotes environmental protection.

Through the previous definitions, the researchers believe that green marketing focuses on all activities of the organization with an environmental dimension during the development and planning of the elements of the marketing mix in order to achieve the goals of the organization, satisfy the desires of current and prospective consumers, and preserve the environment.

**Second: the importance of green marketing:**

The organization's adoption of the concept of green marketing, which can achieve several advantages for the organization, we attempt to limit the most important of the following (Osman, 2010: 62):

- 1- Reducing the negative impact on the environment: green marketing reflects the objectives of traditional marketing, which are represented in facilitating exchange to meet human needs, and the point of contention is that green marketing seeks to achieve the minimum number of harmful effects on the natural environment. Organizations also face limited natural resources, and green marketing is examining how to enable and achieve maximum benefit from these resources by reusing them after consumption.
- 2- Compliance with legislation and pressures: green marketing seeks to provide the consumer and stakeholders with sufficient information about the environment as a result of marketing practices. This contributes to comprehending the state of the ecosystem and alleviates consumer concerns.
- 3- Responding to competitive initiatives: green marketing enhances the competitive capabilities of organizations, through its production of elements of development, creativity, quality, excellence and customer satisfaction.
- 4- Making the consumer environmental: All green marketing efforts are aimed at making the consumer respond with environmental products, and changing his consumption patterns in line with preserving the environment.

**THE FOURTH TOPIC: THE PRACTICAL SIDE OF RESEARCH**

**First: the descriptive analysis of the research variables**

**Table No. ( 1) below is the arithmetic mean, standard deviation, and coefficient of variation for the items of the study variables**

Table No. ( 1 ) below is the arithmetic mean, standard deviation, and coefficient of variation for the items of the study variables									
First: the independent variable is green human resource management									
Green rewards and compensations					Green selection and recruitment practices				
arrangement	coefficient of difference	standard deviation	middle of my account	paragraph	arrangement	coefficient of difference	standard deviation	middle of my account	paragraph
3	41.17%	1,191	2,894	Q17	4	36.93%	1,102	2,985	Q1
1	29.61%	0,902	3,045	Q18	5	37.05%	1,123	3,030	Q2
2	38.11%	1,247	3,273	Q19	3	34.18%	1,217	3,561	Q3
4	44.58%	1,324	2,970	Q20	2	31.85%	1,052	3,303	Q4
Green Empowerment					1	31.53%	1,099	3,485	Q5
					6	45.99%	1,387	3,015	Q6
2	42.99%	1,342	3,121	Q21	Green training and development				
1	42.91%	1,196	2,788	Q22					
4	48.16%	1,350	2,803	Q23	1	28.79%	0,890	3,091	Q7
3	44.16%	1,271	2,879	Q24	4	36.69%	1,217	3,318	Q8

Second: the dependent variable (green marketing)					2	30.51%	0.851	2,788	Q9
					5	38.42%	1,298	3,379	Q10
5	46.78%	1,403	3,000	Q25	3	34.40%	1,136	3,303	Q11
6	47.68%	1,250	2,621	Q26	6	42.49%	1,294	3,045	Q12
7	49.09%	1,324	2,697	Q27	Green performance management and evaluation				
3	40.18%	1,126	2,803	Q28	3	36.90%	1,180	3,197	Q13
1	37.10%	1,141	3,076	Q29	2	28.64%	0.859	3,000	Q14
2	38.85%	1,272	3,273	Q30	4	39.12%	1,262	3,227	Q15
4	46.23%	1,408	3,045	Q31	1	27.06%	0.894	3,303	Q16

### 1- Recruitment practices dimension and green selection

This dimension included several paragraphs, and the fifth paragraph ranked first (employment messages include standards of environmental behavior/commitment). The mean was (3.485), which is higher than the hypothetical mean of (3), with a standard deviation of (1.099) and a coefficient of difference (31.53%). This indicates the convergence of answers and the high importance of this question. Accordingly, it was found that the college sets standards that stipulate environmental behavior and commitment within the recruitment practices and selection of candidates for employment. As for the sixth rank, it was the sixth paragraph (my college selects applicants who are sufficiently familiar with greenery to fill vacancies), where the average answer was (3.015), which is higher than the hypothetical average with a low level of agreement. With a coefficient of difference (1.387), meaning that the answers were somewhat dispersed, while the standard deviation was high, amounting to (45.99%).

### 2- Green training and development

This dimension included more than one paragraph that was ranked first, the seventh paragraph (providing environmental training for college members to increase environmental awareness.) The average for this paragraph was rather high (3.091). And a standard deviation of (0.890), which is a small value and a coefficient of difference (28.79%). This indicates the homogeneity of the sample's opinions about the interest of the college under study in increasing the awareness of professors and employees of the interest in protecting the environment through the preparation of programs, workshops and courses. As for the twelfth paragraph in this dimension (all training materials are available on the Internet for employees to reduce the cost of paper), it was ranked sixth, as the arithmetic mean for it was (3.045), which is slightly higher than the hypothetical mean of (3), with a standard deviation of (1.294) and a coefficient of variation was (42.49%), meaning that the majority of the sample did not agree with their answer to this question.

### 3- Green performance management and evaluation

This dimension included several paragraphs, all of whose responses were with higher averages than the hypothetical average, so the sixteenth paragraph was ranked first (the college establishes an environmental management information system and environmental audit). The mean was (3.303), which is higher than the hypothetical mean, with a standard deviation of (0.894) and a coefficient of difference (27.06%), which indicates the convergence of the answers and the high importance of this question. As for the fifteenth paragraph, it got the fourth rank (the college incorporates green criteria in evaluations or in evaluating the job performance of the employee according to standards related to the environment). Also, the mean was higher than the hypothetical mean, as it reached (3.227), which is a high average. The standard deviation reached (1.262), and the coefficient of difference was (0.72), which indicates disagreement on this question with a high level of dispersion.

### 4- Green rewards and compensation

As for the paragraphs of this dimension, it is noted from the above table that the arithmetic mean differs, and it is clear that the highest arithmetic mean was for the eighteenth paragraph (a non-financial reward for the good environmental performance of the employee) which was (3.045), and the standard deviation was (0.902), and the coefficient of difference was (29.61%). This puts him in the first place in terms of importance and consistency in the answers of the researched sample if they agree that the college rewards the employee with moral rewards such as thanks and appreciation for the good environmental contributions of the employee. As for the last paragraph in this dimension,

paragraph twenty (providing incentives to encourage environmentally friendly activities and behaviors (such as recycling and waste management), the arithmetic mean was low and reached (2.970), which is less than the hypothetical mean of (3), the standard deviation (1.324), and a coefficient of difference (44.58%), as this indicates that the dispersion of the answers was moderate and there is no interest on the part of the college to provide incentives to encourage employees to work with environmentally friendly behaviors such as recycling and managing office supplies and waste.

**5-Green empowerment**

We note from table ( 1 ) that the paragraphs of this dimension were mostly characterized by weakness in importance by observing their low arithmetic mean and less than the hypothetical mean of (3), as the arithmetic mean was (2.788) for the paragraph , which stipulated ( providing opportunities for employees to participate in green schemes proposals and joint consultations to solve environmental problems ) and the standard deviation reached ( 1.196 ) and a coefficient of difference of (29.61%). As for the last paragraph in terms of arrangement, the twenty-third paragraph ( involvement of the employee in the formulation of the environmental strategy) the arithmetic mean was (2.803) Low, with a standard deviation of ( 1.271 ) and a coefficient of difference of ( 44.16% ), which indicates a high dispersion between the answers of the researched sample and a decrease in the importance of the paragraph, meaning that the college studied do not involve employees in the process of formulating the environmental strategy.

**6-Statistical description of the paragraphs of the green marketing variable**

As for the paragraphs of this variable, it is noted in Table (1) the difference in the arithmetic mean, and it is clear that the highest order was for the twenty-ninth paragraph (advertisement on television, online, print, etc. reflects the college’s green image) and the arithmetic mean was (3.076) with a standard deviation of (1.141) and a coefficient of difference (37.10%), which places it in the first place in terms of importance and homogeneity. As for the last paragraph in terms of the arrangement in this variable, it was the twenty-seventh paragraph (the college increases the use of environmentally friendly services for customers). There was low agreement in terms of the arithmetic mean. If it reached (2.697), which is less than the hypothetical arithmetic means and the score (3), and a standard deviation of (1.324) and a coefficient of difference (49.09%), which indicates an increase in heterogeneity in the answers of the researched sample towards this paragraph and confirms the college's lack of interest in using environmentally friendly services when providing services to customers, especially students.

Table (2) shows the indicators of dimensions and variables				
Indicators of dimensions of green human resources management variable				
dimensions	Arithmetic mean	standard deviation	coefficient of difference	of arrangement
Recruitment practices and green selection	3,230	0.874	27.06%	2
Green training and development	3,154	0.959	30.41%	3
Green performance management and evaluation	3,182	0.854	26.85%	1
Green rewards and compensation	3,045	1,069	35.09%	4
Green empowerment	2,898	1,186	40.94%	5
indicators of the study variables				
variables	Arithmetic mean	standard deviation	coefficient of difference	of arrangement
green marketing	2,931	1,135	38.73%	2
Green human resource management	3,102	0.889	28.67%	1

Table (2) shows the green human resource management variable and its sub-dimensions for the researched college , where the arithmetic mean of the total green human resource management variable was (3.102), which is higher than the hypothetical mean value of (3), with a standard deviation of (0.889), which indicates the tendency of the researched

sample towards green human resources management, which illustrates the importance of this variable at the college level, the dimension (management and evaluation of green performance) ranked first among the other sub-dimensions of the variable of green human resources management . Where the arithmetic mean was (3.182), with a standard deviation of (0.854), and the lowest coefficient of difference was (26.85%). It is higher than the hypothetical mean of (3), and this indicates the importance of this dimension for the sample studied. As for the dimension (Green Empowerment), it obtained the lowest arithmetic mean, which amounted to (2.898), which is less than the value of the hypothetical mean of (3) and with a standard deviation of 1.186) and the highest coefficient of difference reached (40.94%), and this indicates that the college has shown less importance to the green empowerment dimension on the rest of the other dimensions of the green human resource management variable.

Table (2) also shows the index of the green marketing variable for the college under study, where the arithmetic mean of the total green marketing variable was (2.931), which is less than the hypothetical mean value of (3), with a standard deviation of (0.889) and a coefficient of difference of (38.73%), which it indicates the divergence of the average responses of the sample and the low importance of this variable at the college level.

### Second: Analyzing the results of the impact of the green human resource management variable on green marketing

This paragraph tests the hypotheses of the effect between the dimensions and variables of the research, where simple linear regression analysis was used to test the effect of the independent variable represented by green human resources management with the dependent variable represented by green marketing as a unilateral variable. Furthermore, the research hypotheses state the following:

- The main hypothesis: There is a significant effect of green human resources management in achieving green marketing, and the sub-hypothesis is derived from it:
- There is a significant effect of the dimensions of green human resources management combined in achieving green marketing.

In the light of this main hypothesis and its sub-hypothesis, a function was formulated between the dependent variable (green marketing), which is symbolized by (Y), and the independent variable, represented by green human resources management, which is symbolized by (X). The linear regression equation was (  $Y = a + bx$  ), Table (3) shows the results of analyzing the overall effect of the variable of green human resource management in green marketing, as green human resource management affects green marketing directly, as the calculated (F) value reached (63.775) at a significant level approved in the research ( 0.000 ), and from here we infer However, the level of regression is positive, and the standard ( B1 ) value was (0.902), and this means that any change in the independent variable (green human resource management) will be an increase in the level of green marketing. The value of the interpretation coefficient (R<sup>2</sup>), which amounted to (0.499), indicated that it indicates that (50%) of the value of the variance in green human resources management is a variance explained by green marketing, which entered the regression model, and it is an affirmation that there is a significant effect of the independent variable on the dependent variable.

Sig.F	F	R2 -	Sig.t(β)	t(β)	β1_	β0_
0.000	63,775	0.499	0.000	7,986	0.902	0.134

From the above results, it is clear that the main hypothesis with content is accepted (there is a significant effect of green human resources management in achieving green marketing).

From Table (4) it is clear that the value of the F test amounted to (117.469), with a significant significance of (0.000), which indicates an effect of the dimensions of green human resources management in green marketing, while the value of the coefficient of determination R<sup>2</sup> amounted to (0.907). That is, 91% of the variation in green marketing is explained by the dimensions of green human resource management, and the regression parameters (β<sub>1</sub>, β<sub>3</sub>) were non-significant, which indicates that the two dimensions (employment practices and green selection, green performance management and evaluation) have no effect in green marketing, while the parameters (β<sub>2</sub>, β<sub>4</sub>, β<sub>5</sub>) were significant, meaning that the dimensions (green training and development, green rewards and compensation, green empowerment) have an effect on green marketing

Table (4) The effect of the dimensions of green human resource management on green marketing						
Parameters	Parameter values	t	Sig.t	R <sup>2</sup>	F	Sig.F
$\beta_0$	0.811	4.510	0.000	0.907	117.469	0.000
$\beta_1$	-0.072	-0.771	0.444			
$\beta_2$	0.606	4.961	0.000			
$\beta_3$	-0.263	-1.734	0.088			
$\beta_4$	-0.658	-6.711	0.000			
$\beta_5$	1.133	16.870	0.000			

Thus, the sub-hypothesis is accepted, which states (there is a significant effect of the dimensions of green human resources management combined in achieving green marketing).

## RECOMMENDATIONS AND CONCLUSIONS

### Conclusion

- 1- It is clear that the administration of the college in question puts in the recruitment procedures the importance of the fact that applicants for recruitment have the willingness to actively participate in the implementation of tasks that include green environmental practices.
- 2- It is clear that the dimension of employment practices and green selection was more available among the rest of the dimensions of green human resources management, while the dimension of green empowerment was the least available among the rest of the dimensions of the green human resources management variable.
- 3- It is clear that green marketing was less available in the College of Administration and Economics - University of Baghdad, while green human resources management was more available than in the college.
- 4- It is clear that the main hypothesis, which indicates that green human resource management directly affects green marketing, has been verified.
- 5- It turns out that the two dimensions (green training and development, green empowerment) directly affect green marketing, while the green rewards and compensation dimension has an inverse effect on green marketing, but the two dimensions (green recruitment and selection practices, green performance management and evaluation) do not affect the green marketing variable in the College of Administration and Economics - University of Baghdad.

### Second: Recommendations

- 1- Seminars and lectures should be held on sustainability and its practices that contribute to preserving the environment and then raising the level of awareness of environmental issues for staff and students in the college.
- 2- The need to work on developing work ethics among the workers in the college, the research sample, while making sure that they are applied by establishing clear and strict instructions and policies that include limiting the use of harmful materials to the environment, as well as the method of waste disposal and recycling.
- 3- Work to adopt green work practices by using green lights and biodegradable paper, and thus lead to an improvement in its environmental performance when adopting these practices, and by relying on the human resources available to it.
- 4- Contribute to the publication of monthly, quarterly or annual reports showing the progress made in applying green practices in the college and the continuous improvements implemented by the college in relation to the application of green practices.
- 5- Mainstream green management practices by applying them in all activities of the organization, not just human resources management.
- 6- Focusing on green moral stimulation that leads to improving the relationship of workers with issues related to the environment and society.

- 7- Preparing and developing training programs and courses and linking them to green training, which is one of the most important dimensions of green human resources management, which leads to an increase in the expertise and skills of the college workers.
- 8- Activating the college's interest in rewarding human resources who possess environmentally friendly skills, and who submit proposals that promote green activities in the college.

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