

How Green Management Practices Improve Job Performance: An Employee Analysis of Union Food Industries Company, Iraq

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The current research aims to know the effect of green human resource management practices. It does so in various dimensions (green selection and employment, green training, green equivalents management, green performance evaluation) in improving job performance in its dimensions (quality, efficiency, effectiveness, and creativity) in the Union Food Industries Company. The research community is drawn from all company employees. The research sample was (250) workers. The research relied on the descriptive analytical method. Field data were collected through a questionnaire built and developed to measure the goals of the research, and test its hypotheses. The data was analysed using several statistical methods. Through the ready statistical program (SPSS) the research found an impact of green human resource management practices, in improving the job performance of company workers.

Key words: *Green human resource management practices, improvement of job performance.*

Introduction

Most organisations deplete the surrounding environment such as lands, water, trees and minerals, as resources and inputs in the production process. They also dump their waste in this environment, which leads to pollution and serious problems such as climate change, floods, and the spread of epidemics, etc. The concept of green human resources has been

developed to preserve environmental resources, ensuring environmental sustainability, improving job performance and increasing productivity.

The research variables were chosen accordingly. They require improving job performance and managing green human resources that make an organisation's workers strive for the benefit of customers, society and the environment. This leads to a sense of pride and motivation to improve their performance.

Research Methodology and Previous Studies

The Problem of Study

Improving job performance requires managing green human resources that make an organisation's workers strive for the benefit of customers, society and the environment. Given the scarcity and limitations of studies that have addressed the impact of green human resource management practices in improving job performance, this represents a knowledge gap that must be addressed. Therefore current research attempts to bridge this gap. It does so through studying the effect of green human resource management practices on improving job performance. This problem arises in the following two questions:

- A- What is the relationship between green human resource management practices and improving job performance in the researched company?
- B- Does green human resource management practices improve the job performance of workers in the researched company?

The Importance of the Study

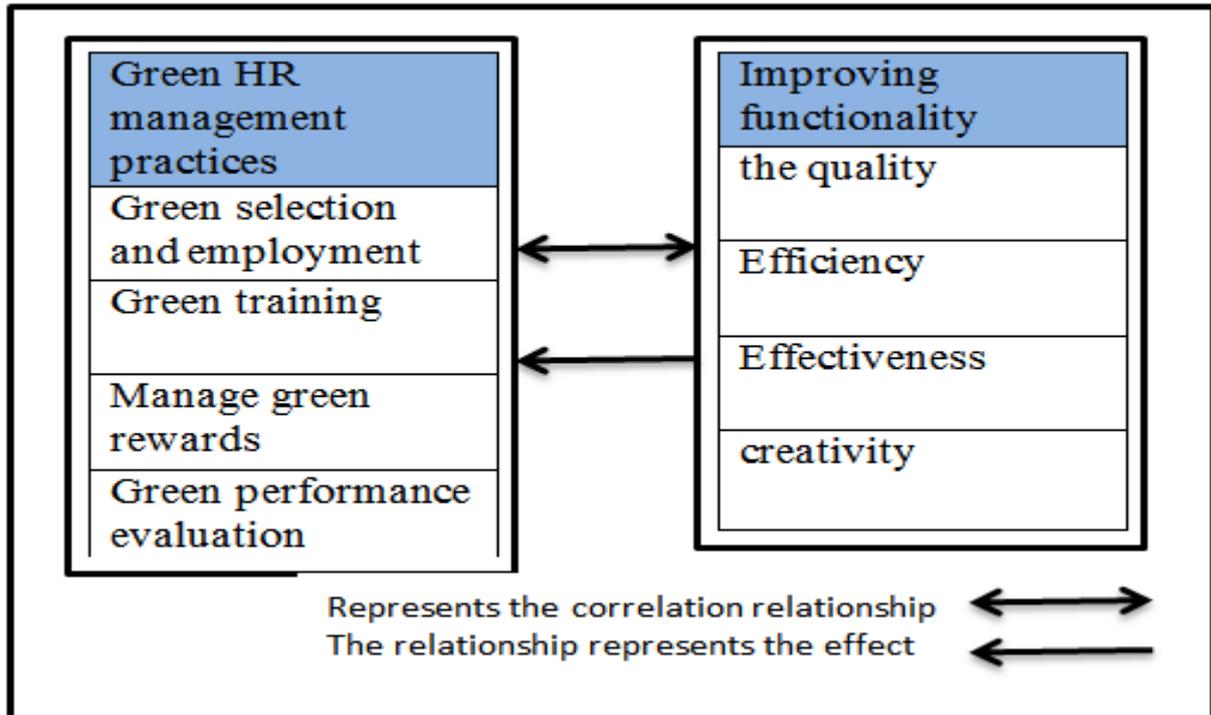
- A- Correcting use of the organisation's resources and focus on business methods that reduce waste, conserve energy and reduce environmental degradation.
- B- Helping employees, who know the environmental implications, work for a good environment and feel proud of being part of the green program, driving them to work.
- C- Providing workers with the skills, knowledge and abilities that enhance their job performance.
- D- Creating a green environment that contributes to preserving societal sustainability and well-being.

Objectives of the Study

- A- Test the correlation between green human resource management practices and improved job performance of workers in the researched company.

B- Test the effect of green human resource management practices on improving the job performance of workers in the researched company.

Figure 1. Hypothesis of the study



Source: Prepared by the researcher

Study hypotheses- The first main hypothesis: There is a moral correlation between green human resource management practices and improving job performance in the researched company, and the following hypotheses derive from them:

- 1- There is a significant correlation between selection and green employment and improving job performance.
- 2- There is a significant correlation between green training and improving job performance.
- 3- There is a significant correlation between managing green rewards and improving job performance.
- 4- There is a significant correlation between assessing green performance and improving job performance.

The second main hypothesis: There is a significant effect of green human resource management practices on improving the job performance of the researched company, and the following hypotheses derive from them:

- 1- There is a significant effect of green selection and employment on improving job performance.
- 2- There is a significant effect of green training on improving job performance.
- 3- There is a significant effect of managing green rewards on improving job performance.
- 4- There is a significant effect of assessing green performance in improving job performance.

Theoretical Framework for the Study

First: Green Human Resource Management Practices

The Concept and Importance of Green Human Resource Management Practices

The concept of green human resource management practices is one modern concept in the field of human resources management. Such practices mean the policies that human resources management use, which promote the sustainable use of resources in the organisation to make them environmentally friendly, and that these policies and practices make employees engage in green, environmentally safe behaviour (Masri, 2016: 475). It has been defined (Jabbour, 2016) as the systematic and planned alignment of human resource management practices with an organisation's environmental goals.

Human resource management activities have been seen as promoting positive environmental outcomes (Dumontetal, 2016:1). Likewise (Al-Zubaidi, 2016) indicates that green human resource management practices seek green organisational goals that are part of their social responsibility initiatives, may take into account the green values of candidates during selection and recruitment, involve green awareness and training on skills, and consider the employee's green behaviour when making promotional offers or compensation, and perform a performance appraisal.

Similarly (Ullah, 2017: 56) defined it as the organisation's use of human resource management policies to support the sustainable use of resources. Green human resource management practices have also been viewed (Sathyapriya et.al., 2017: 41) as the policies, practices and systems that make employees work for the benefit of customers, society, the environment and business. The green human resources department includes the employee's use of his job as promoting sustainable practices, and increasing employee awareness and commitment towards sustainability matters.

Through the foregoing, such practices can be defined as a set of practices enjoyed by workers that lead to changing their behaviour, starting from their entry into the organisation and their

integration with it and spreading green culture at work, which is reflected in improving their performance and achieving environmental sustainability.

Dimensions and Measures of Green Human Resources Management Practices

Al-Zubaidi (2016) defined them as practices that seek green organisational goals. Further, there is a variety of green practices under each traditional job of human resource management that he identified with (selection, employment, training, compensation, performance evaluation).

- 1- As for (Likhitkar et al., 2017: 3), it was defined by (environmental vision, training, employee performance assessment, and rewards programs), and a study (Ullah, 2017) indicated that human resource management practices consist of four practices. A paragraph and the convergence of this study with the studies that have been previously approved, and we review the following practices that came out of this study.
- 2- Green selection and employment: It refers to attracting the candidates who will be bound by environmental issues and their selection. Green employment has been considered as an important component of (GHRM) practices, and the green recruitment process consists of two parts (Jahan & Ullah, 2017):
 - Using environmentally friendly methods of employment such as- the Internet, and the use of limited paper during selection and recruitment.
 - Measuring green trends when choosing and caring for individuals who value green practices and following basic environmentally friendly activities, such as recycling and less printing, and energy conservation where the personal factors of the individual should be included when conducting green employment.
- 3- Green Training: Green training refers to the worker motivation to learn environmental protection skills and attend to environmental issues. This is essential in achieving environmental goals. Training can lead to workers' increased awareness, their knowledge and skills in environmental activities. For this, green training programs along with education programs must be provided for all employees of the organisation. That includes social and environmental issues at all levels, starting with health and safety considerations and strategic sustainability issues. It covers a full range of social risks and opportunities, environmental and economic (Jain, 2016).

Green training includes three aspects:

- Enhancing worker awareness of activities that support the environment in the workplace.
- Providing knowledge that enables workers to carry out environmental activities.

- Providing an environment that encourages workers to participate in environmental initiatives; training is important for the successful implementation of the environmental management system and the creation of an environmentally friendly culture in the organisation (Mishra, 2017: 6).
- 4- Department of Green Rewards: It is the management of a system of financial and non-financial rewards and aims to attract, retain and motivate employees to contribute to achieving environmental goals. (Renwick et al., 2016) has proposed many practices of managing green rewards such as the green reward system. Packages are designed to reward workers for acquiring green skills, using cash and non-monetary environmental management rewards, and linking rewards to green initiatives. Most researchers believe that all monetary and non-monetary rewards are more effective in motivating workers to undertake green environmental activities.
- 5- Green Performance Appraisal: It is a system for evaluating employee satisfaction activities in the environmental management process. (Jabbour et al., 2008) believes that performance appraisal aims to improve employee performance in general, as the organisation compares employee performance results with the goals through which strategic goals are achieved long term. The organisation assesses the environmental performance of workers and their contribution to environmental results in the organisation. Green performance evaluations have four aspects (setting green goals for all workers, establishing green performance indicators, assessing green results for workers, and using benefits). The assessment of green performance affects the process and effectiveness of rewards. This pushes workers to be more enthusiastic, to achieve green goals in their future work.

Second: Job Performance

The Concept of Job Performance

The concepts of job performance multiplied according to the multiplicity of researchers' views. Some know it as carrying out job burdens of responsibilities and duties, according to the rate assumed to be performed by the competent trained trainer (Kahwaji, 2016). The same believes that job performance is the degree of achieving and completing the tasks which constitute the job of the individual. Aliwat (2017: 109) indicates the job performance as the effort that the individual performs in the organisation, and expresses the level achieved by each individual, both in terms of the quantity and quality of work required or the time set for doing it. As for Muhammad, Mohiuddin (2013: 35), they defined it as a study on maximising the relationship between results and resources according to specific goals that reflect organisational direction. It is also seen as a functional behaviour resulting from workers, when they carry out the work assigned to them.

Based on the foregoing, job performance is clearly a purposeful behaviour that the individual performs to accomplish the work, or in the most accurate sense, the level of one's work. Colleagues and superiors, work pressure, and workplace suitability, as well as the capabilities and skills of the individual and one's satisfaction with work.

Functional Determinants

There is no unified agreement between writers and researchers on performance determinants. This is due to several reasons, including that determinants vary in different categories of workers, and also differ from one organisation to another. Also, external environmental factors have an impact on the determinants of job performance. Al-Salami believes that ability and the desire to work interact, in determining the level of job performance, and this is summarised through the following formula:

Level of performance = ability to work x desire to work

The Porter & Lawler model summarises the determinants of job performance in three main factors:

- A- The effort exerted, which reflects the degree of individual enthusiasm to perform the work.
- B- The individual's capabilities and previous experiences, which determine the effort's degree of effectiveness.
- C- The individual's awareness of his job role, perceptions and impressions of the behaviour and activities, that make up his work and how he should exercise his role in the organisation.

Removal of Job Performance

Dimensions of job performance were determined by relying on a number of researchers (Al-Shawabkeh, 2008: 44), (Al-Otaibi, 2012: 32). They were represented by the following:

- A. Quality: The quality of performance represents the extent to which the performance of the worker matches expectations of the worker (the level of one's performance) and is also reflected in the extent to which the customer's desires are met.
- B. Efficiency: The worker performs at the lowest cost in terms of time, effort and money, which requires doing things correctly without errors.
- C. Effectiveness: The degree to which goals are set for the worker; to reach the goals set for the individual in a timely and complete manner.

D. Creativity: The worker's ability to present new, applicable ideas, to solve a problem or develop an existing system or a scientific method; it also helps to achieve a competitive advantage for the organisation.

The Practical Side of the Study

First: The Reliability and Validity of the Measurement Tool for the Study

The following tables the reliability coefficients of the study variables.

Table 1: The values of the reliability coefficient for the dimensions of the study variables

| Dimensions | | Stability of scale Cronbach's Alpha | Validate the scale |
|--------------------------------------|--------------------------------|--|-----------------------|
| 1 | Green selection and employment | 0.80 | 0.93 |
| 2 | Green training | 0.85 | 0.94 |
| 3 | Manage green rewards | 0.81 | 0.87 |
| 4 | Green Performance Appraisal | 0.86 | 0.96 |
| Green HR management practices | | 0.83 | 0.91 |
| 1 | Quality | 0.89 | 0.95 |
| 2 | Efficiency | 0.90 | 0.96 |
| 3 | Effectiveness | 0.87 | 0.93 |
| 4 | creativity | 0.81 | 0.90 |
| Improving functionality | | 0.87 | 0.93 |

It is clear from Table (1) that all the values of the coefficients of validity and the variables of the study variables, whether at the macro or sub level, fall within the accepted limits from the administrative and statistical aspects; it indicates the accuracy of the study scale.

Second: Testing the Study Hypotheses

The first main hypothesis states: There is a significant correlation between green human resource management practices and improving job performance in the respondent company.

Table (2) indicates a significant correlation between green human resource management practices and improving job performance. The value of the correlation coefficient between them (0.89) reached the level of (5%). These results can be explained by Union Food Industries Company operating with green human resource management practices such as green employment, green training, green rewards management and green performance evaluation. These practices are reflected in an improved job performance by its employees. Further, there is great harmony between the study variables at the company level. The researched confirms acceptance of the first main hypothesis.

Table 2: Results of the Correlation between Green Human Resource Management Practices and Improving Job Performance

| DEPENDENT VARIABLE | | IMPROVING JOB PERFORMANCE | |
|-------------------------------------|---|---------------------------|----------------------|
| INDEPENDENT VARIABLE | | | |
| GREEN HR MANAGEMENT PRACTICES | R | Calculated value (z) | Calculated value (z) |
| | 0.89 | 6.779 | 1.94 |
| RELATIONSHIP TYPE | POSITIVE CORRELATION OF SIGNIFICANCE AT LEVEL OF 5% | | |

Source: Calculated and prepared by the researcher

Several sub-hypotheses, mentioned above, derive from the first main hypothesis. It is clear from Table (3) that the correlation coefficient values between (green selection and employment, green training, green rewards management, green performance evaluation) and job performance improvement are (0.86, 0.80, 0.77, 0.85), respectively. These are positive and significant correlations, at the level of (5%). They confirm the validity of the first main hypothesis.

The following table correlates the main variable, green human resource management practices, and improving job performance.

Table 3: Correlation of the main variable, green human resource management practices and improving job performance

| DEPENDENT VARIABLE | | IMPROVING JOB PERFORMANCE | |
|--------------------------------|---|---------------------------|----------------------|
| INDEPENDENT VARIABLE | | | |
| Sub variables | R | Calculated value (z) | Calculated value (z) |
| Green selection and employment | 0.86 | 5.971 | 1.94 |
| Green training | 0.80 | 5.384 | |
| Manage green rewards | 0.77 | 4.786 | |
| Green Performance Appraisal | 0.85 | 6.109 | |
| RELATIONSHIP TYPE | POSITIVE CORRELATION OF SIGNIFICANCE AT LEVEL OF 5% | | |

Source: Calculated and prepared by the researcher

The second main hypothesis states: That there is a significant effect of green human resource management practices in improving job performance in the researched company.

It is clear from Table (4) that the regression coefficient reached (0.92) at the level of significance (5%). Therefore, a change in the amount of one unit of green human resource management practices affects the improvement of job performance in the researched company by (0.92). The value of the determination coefficient reached (0.79). Thus, green human resources management practices explain (79%) of the changes that occur to improve the job performance of Etihad Food Industries Company, while the remaining percentage (21%) is due to the contribution of other variables that are not included. In the study model, we find that the calculated value of (F) is (11.85) which is greater than therefore, the estimated model is significant overall. Accordingly, from analysing the results, we accept the second main hypothesis.

The parameters of the simple linear regression model can then be estimated, to measure the effect of green human resource management practices on improving the job performance of the respondent company, as in Table 4.

Table 4: Estimation of Parameters of Simple Linear Regression Model to Measure the Effect of Green Human Resources Management Practices on Improving Job Performance in the Researched Company

| DEPENDENT VARIABLE | IMPROVING FUNCTIONALITY | | | | | |
|-------------------------------|-------------------------|---|---------|--------------|-------------|------|
| INDEPENDENT VARIABLE | | | | | | |
| GREEN HR MANAGEMENT PRACTICES | Constant | A | β | Calculated F | Schedule 5% | R2 |
| | 1.889 | | 0.92 | 11.85 | 4.043 | 0.79 |

Source: Calculated and prepared by the researcher

As for the level of the sub-assumptions emanating from the second main hypothesis, it is clear from the results of Table (5) that the regression coefficient values for both green selection and employment, green training, green rewards management, green performance evaluation have reached (0.93, 0.84, 0.79, 0.88). They, respectively, have the level of significance (5%), while the coefficient of determination for these variables was (0.74, 0.64, 0.60, 0.72). We find that the calculated (F) values are (8,289, 6.472, 6.35, 14.31), respectively. From its tabular value of (4.043) at the level of significance (5%), we find that the estimated models are significant overall. On this basis the researcher This confirms the correctness of the second hypothesis is also key.

Table 5: Estimation of Parameters of Simple Linear Regression Model to Measure the Impact of Sub-Dimensions of Green Human Resources Management Practices on Improving Job Performance in the Researched Company

| DEPENDENT VARIABLE | IMPROVING FUNCTIONALITY (DEPENDENT VARIABLE) | | | | |
|--------------------------------|--|---------|------------------|----------------|------|
| INDEPENDENT VARIABLE | Constant A | β | Calculate d F | Schedule 5% | R2 |
| Green selection and employment | 1.878 | 0.93 | 8.289 | 4.043 | 0.74 |
| Green training | 1.789 | 0.84 | 6.472 | | 0.64 |
| Manage green rewards | 1.782 | 0.79 | 6.35 | | 0.60 |
| Green Performance Appraisal | 1.899 | 0.88 | 14.31 | | 0.72 |
| Green selection and employment | 1.878 | 0.93 | 8.289 | | 0.74 |

Source: Calculated and prepared by the researcher

Conclusion and Recommendations

First: Conclusions

- 1- The researched company is working on green human resource management practices, to preserve the environment and achieve customers' desires.
- 2- The interest in green human resource management practices (represented in green selection and employment, green training, green rewards management, green performance evaluation) was reflected in improving the job performance of workers in the researched company.
- 3- There is evidently a strong moral impact of green human resource management practices, on improving the job performance of workers in the researched company.
- 4- Green selection and employment were more influential in improving the job performance of workers in the researched company, followed by evaluation of green performance and then green training.

Second: Recommendations

- 1- Invest in the positive relationship between green human resource management practices and improving job performance, to increase attention to the environment and satisfy customer desires.
- 2- Use information technology in recruitment, to reduce costs and preserve the environment.
- 3- Use electronic training programs to reduce costs, reduce paper use, increase the culture of workers regarding the importance of green human resource management practices, and



coordinate with competent authorities, to develop workers' skills in the light of green concepts.

- 4- Set environmental standards and link them to worker performance, for subsequent evaluations in light of their orientation towards green practices.



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