

The Impact of Green Human Resource Information on Organizational Growth Strategies

Abbas Fadhil Mohsin Al-Shammari^{1*}, Habib Farhan Hamdan²

¹ Iraqi Atomic Energy Authority, Iraq

² Babylon Education Directorate - Ministry of Education - Republic of Iraq

Email : albrnsabbasfadhil19990@gmail.com ¹, alkhaldyhb7@gmail.com ²

Korespondensi penulis : albrnsabbasfadhil19990@gmail.com

Abstract. Organizations today face increasing challenges related to environmental sustainability and social responsibility, requiring them to adopt modern management practices that enhance their sustainability and growth. This research aims to examine the concept of Green Human Resources Management (GHRM) and its role in supporting organizations' sustainable growth strategies. The research addresses the importance of adopting human resource management policies that take environmental dimensions into account, such as green recruitment and training, sustainable performance management, and rewards that promote positive environmental behaviors. It also explores the relationship between these dimensions and achieving sustainable organizational growth by improving operational efficiency, enhancing corporate image, and increasing employee and stakeholder satisfaction. The research relies on an analytical methodology that combines theoretical studies and practical experiences from organizations that have implemented green human resource strategies and achieved success in sustainable growth. The research concludes that integrating GHRM activities with organizational growth strategies leads to a sustainable competitive advantage and enhances organizations' ability to address modern environmental and economic challenges. What distinguishes our research from previous studies is its attempt to link the two disciplines of green human resource management and organizational growth strategy. This in itself is a rarity in this field compared to other research that links a single, precise discipline, given the importance of the role played by human resources and its impact on all business administration disciplines.

Keywords: Green Human Resources, Growth Strategies, Green Recruitment.

1. INTRODUCTION

Organizations in general are currently facing significant challenges that hinder the achievement of their goals, particularly in light of the financial, economic, and health crises we are currently experiencing. This necessitates taking action and decisions to address future risks and challenges. From this perspective, numerous topics and concepts have emerged in modern management literature, essential for organizations to manage the environmental conditions they face. One such concept is "green human resource management," as traditional management methods are no longer sufficient in the face of the magnitude of the new challenges (Al-Zubaidi, 2016: 60)

Research Problem

The research variables were addressed based on the problem facing the organization (the research sample), identifying the correlation and influence between these variables, and determining the role of each in influencing the other. Therefore, the research problem was embodied in posing the following set of questions:

1. To what extent are sample members aware of the research variables at Imam Al-Kadhim College?
2. What is the nature of the relationship between the current research variables? What are the forms of intellectual debate surrounding these variables? How can they be leveraged to benefit the field of research?
3. Does the management of organizations within the research community seek to enhance the dimensions of green human resource management practices by enhancing their growth strategy?

The Importance of Research

The importance of this research can be summarized as follows:

1. Advancing the organization's work environment using modern methods incorporated into green human resource management.
2. Highlighting the role of green human resource management and its positive impact on the environment, the organization, and society.
3. Attempting to measure the relationship between the study's main and sub-variables.
4. Attempting to link the two disciplines of human resource management and growth strategy.

This, in itself, is rare compared to other research that links a single, precise discipline, given the important role human resources play and its impact on all business administration disciplines.

Research Objective

This research serves as a scientific contribution to complement the researcher's research journey, in light of the problem addressed and its questions, through a set of objectives, as follows:

1. Examine the nature of the impact of green human resource management practices and growth strategies on the research sample.
2. Determine the extent to which green human resource management practices contribute to raising the level of organizational growth.
3. Provide a theoretical framework for the concepts of green human resource management practices and growth strategies.

4. Provide scientific recommendations for the organization to achieve growth.

Research Hypothesis

The research hypotheses were based on the research variables and the correlations between them. These are:

1. Main Hypothesis One: There is a significant relationship between green human resource management practices and growth strategy.
2. Main Hypothesis Two: There is a significant effect between green human resource management practices and growth strategy.
3. Main Hypothesis Three: There is no significant relationship or effect between green human resource management practices and growth strategy.

5. Spatial boundaries

Applied research at Imam Alkadhim university college.

6. Temporal boundaries: Accounts2024

2. THEORETICAL FRAMEWORK

The Concept of Green Human Resource Management

The word "green" is used to express the environment and its preservation. It has become widely used in the business field, seeking to reduce environmental pollution as much as possible, conserve natural resources, and increase community awareness of the importance of preserving the environment for a better life. This has had a significant positive impact on companies, especially with increased competition. The trend toward environmental preservation began in the 1970s and early 1980s. There are many definitions of green human resource management, including: Green human resource management has been defined as a set of green practices that make employees environmentally friendly, thus reducing harmful pollution to the environment and society. It is seen as the extent to which management is able to develop and improve human resource performance and increase awareness of the environment and society in light of the transition to green. The term "green" is one of the most widely used terms today, describing practices, products, services, processes, systems, technology, and business methods as environmentally friendly. The positive impact of human resource management on environmental performance has been gradually discovered, making it a key factor in enhancing environmental performance. It therefore relates to the natural environment in which everything is pure and clean. While the term "green human resource management" is used to indicate the extent to which policies and practices related to resources contribute to the preservation of the environment. Human resources are in the organization's

environmental agenda and use. By integrating green human resources management with environmentally friendly practices into its functions, it is possible to use its resources sustainably and efficiently, reduce waste, improve job-related human resource behavior, improve work and private life, reduce costs, enhance human resource performance and retention, and use modern technology in correspondence and car sharing. (Awdish and Saleh, 2020: 132)

Green Human Resource Management Definitions

Source	Definition
(Al-Tahrawi, 2010: 24)	The organization's endeavor to meet its needs through a range of human resource activities, working to motivate and develop human resources to maintain them and achieve organizational goals with high levels of efficiency and effectiveness.
(Zoogah, 2011:108)	It means using human resource management philosophy, policies and practices to promote resource sustainability and prevent environmental damage within business organizations.
(Jabbar & Abid, 2015:143)	It is a practice associated with the philosophy and policies of environmental management, which works to increase employee awareness by identifying and protecting environmental responsibilities.
Hosain & Rahman,) (2016:55	It is the integration of environmental management objectives with human resource management practices through training, recruitment, selection, development and evaluation within the organization.
(951 :2019 ,Ahmed)	Focus on human resources to direct them towards environmental performance or what is called interdependence.

Green Human Resource Management Goals

Green human resource management aims to achieve the organization's environmental goals, reduce costs, increase efficiency, and attract the best employees who are aware of sustainability processes, such as producing environmentally friendly products and recycling. This increases the organization's competitiveness. The following explains the main objectives of green human resource management: (Hosain and Rahman, 2016: 54-59)

1. Preserving and sustaining the natural environment to meet the needs of current individuals without compromising the ability of future generations to meet their needs.
2. Reducing the organization's costs through electronic recruitment, providing information about the company and job descriptions for advertised positions on its website, holding teleconferencing, reducing paper use, etc.
3. Preserving employee health and morale, prohibiting smoking in offices, using non-harmful materials at work, and providing nutritional components of healthy foods from natural fruits and vegetables in human resource meetings, etc.

4. Gaining a competitive advantage by promoting corporate social responsibility, which has become a core corporate responsibility that no company can ignore, and implementing green human resource practices.

5. Instilling employee awareness of green human resource management practices and the ecosystem to make the organization environmentally friendly, while improving its public image and increasing its competitiveness.

6. Motivating employees to innovate and present green ideas related to their jobs, which helps achieve the organization's environmental goals. The organization also seeks to change employee behaviors and encourage them to move toward green performance.

The Importance of Green Practices for Human Resource Management.

Green human resource management practices have become a buzzword at the moment, with most organizations adopting these practices due to their significant importance in promoting environmental issues. These practices can be summarized as follows (Ahmed, 2015: 1-13):

1. Achieving a competitive advantage for the organization through increased efficiency, reduced costs, retaining green employees, improved productivity, and optimal use of available resources.

2. The importance of green human resource management practices is reflected in green employees, boosting their morale, improving their green performance, and motivating them to be creative and innovative in environmental matters.

3. The importance of green human resource management practices is not limited to the organization alone, but extends to employees, society, and the environment by providing a healthy work environment free of pollution and carbon emissions.

4. Promoting social responsibility and raising awareness among employees within the organization, which enhances its status and enables it to establish positive relationships with other organizations.

Reasons For The Organization To Adopt Green Human Resource Management Practices

Many researchers and writers have supported the implementation of green HR practices in organizations because of their importance in enhancing human capital. Organizations are considering developing innovative environmental management tools and initiatives that will significantly impact organizational sustainability and enhance their competitive advantage. Many employers now realize that green workplace programs can foster social responsibility

among employees and help retain top talent. This is one of the reasons organizations have adopted green HR practices. Green HR management can become an important source of competitive advantage and sustainability, as organizations with a high level of environmental HR practices can reap the benefits and advantages (Karim, 2022: 395).

Green Human Resource Management Practices

Green human resource management plays an important role in achieving sustainable development and environmental conservation. Human resource management practices are used in a way that contributes to promoting the sustainable use of resources within an organization, making it environmentally friendly. They also work to raise employee awareness and encourage their engagement with sustainability issues. There are human resource management functions and practices that are generally considered traditional, and a variety of green practices can exist within each traditional function. (Al-Mogi, 2022: 290)

The most important green human resource management practices will be presented, given their importance and relevance to the research community and sample.

1- Green Job Analysis and Design:

Al-Salem (2009:126) explained that it is impossible to begin translating organizational goals into responsibilities for employees without completing job analysis and design, as this is the primary basis for determining the responsibilities and tasks assigned to each job within the organization. Other human resource management functions cannot be performed without information specific to job analysis and design. Aralrajah et al. (2015:4) indicated the possibility of using job analysis and design to define tasks, duties, and responsibilities related to environmental protection. Given the importance of greening in achieving sustainability, global organizations have employed a number of strategies, including the strategy of redesigning green jobs to achieve sustainability. Al-Saray (2022:48) defined green job analysis and design as defining tasks, duties, and responsibilities that protect the environment in the job description. In addition to the importance of environmental capabilities, the job description must include environmental, social, technical, and personal requirements, which encourages teamwork to preserve the environment.

2- Green Recruitment:

Recruitment is a fundamental tool that enables an organization to hire individuals and compare them according to scientific criteria, identifying those who meet the necessary qualifications to perform the work and assume responsibility to the fullest extent (Al-Salem, 2009: 171). Salama and Muhaimid (2022: 693) referred to green recruitment as a process

focused on making environmental concern a central element of the organization. This makes new employees somewhat optimistic and motivated to work for an environmentally friendly organization. Furthermore, the process of recruiting new candidates with an environmentally friendly mindset makes it easier for the organization to carry out its tasks, such as recycling. Al-Saray (2022: 49) defined green recruitment as attracting candidates with green skills, experience, and competencies, who possess an awareness of environmental issues, and selecting the most suitable candidates for green positions and appointing them to the organization. The organization can demonstrate its commitment to sustainability and environmental conservation by adopting a virtual recruitment method, where requirements can be completed through electronic communication methods, including interviews, thus reducing the time required. From the price (Wave, 2022 290).

3- Green Training and Development:

Individuals are the backbone of any organization, regardless of its size, as they determine its success and efficiency. Therefore, having appropriately trained human resources is vital to ensuring that the workplace has the right employees, professionally trained and qualified to perform their duties properly (Al-Zubaidi and Al-Abadi, 2023: 206-207). Development differs from training, as development focuses on expanding individuals' qualifications to fill future positions, while training focuses on providing them with the knowledge and skills to perform their current jobs (Barnoti, 2007: 421)

The most important positive outcomes of green training and development can be summarized as follows (Ahmed, 2019: 425):

- a) Helping employees reduce waste generated in production processes.
- b) Providing opportunities to engage employees in solving environmental problems.
- c) Optimal use of resources, energy conservation, and reducing the causes of environmental degradation.

4- Green Performance Management and Evaluation

Green performance management and evaluation is defined as measuring an employee's green performance against the organization's environmental performance standards. Green performance is then evaluated separately or as part of the organization's performance evaluation system, and the gap between the two is analyzed and addressed (Al-Saray, 2022: 51).

Some have referred to performance management as the process by which managers ensure that employees' desired activities and outputs are known, monitored, and provided feedback to help employees meet expectations. Performance evaluation, whether current or

past, is based on specific performance criteria. Green performance management and evaluation includes a system that assesses employee performance activities in the inter-management process. Green performance management includes green performance indicators used to develop a framework of green standards to be applied to all employees in their performance evaluations (Al-Zubaidi and Al-Abadi, 2023: 255).

5- Green Compensation Management:

Currently, organizations, in line with their environmental strategic approach, are developing effective green reward and compensation systems to encourage and motivate their employees to adopt environmentally friendly initiatives (Peerzadah et al., 2018:792). (Mashala ,2018:62) emphasized that the positive results generated by integrating environmental management with human resource practices require committed and motivated employees. Therefore, organizations should consider reward and compensation systems as essential elements for motivating and improving their employees' positive environmental behavior. The green reward and compensation system is defined as the driving force and incentive for employees' environmental behavior toward adopting green environmental performance and culture within the organization (Shaban, 2019:89). The researcher defined this practice as the driving force used by an organization as a tool to support its environmental activities by encouraging its employees' environmentally friendly initiatives.

The advantages of green human resource management (GHRM)

are considered important issues that organizations care about, the most important of which are (Saleh, Fakhri, 2021: 145):

- A. Organizations that apply the concept of (GHRM) in their work gain individuals who understand the importance of environmental sustainability, building skills, motivations, values, and an environmental culture within the organization.
- B. Applying the concept of (GHRM) helps reduce global warming and natural disasters.
- C. Finding innovative solutions to environmental problems resulting from pollution and the abundance of waste and debris that are harmful to the organization's environment.
- D. Improving the organization's image among customers by meeting their needs in the best possible way and achieving sustainable returns for investors.

3. Organizational Growth Strategies

The Concept of Strategies

The success and failure of any organization depends on the nature and types of strategies it follows to achieve its goals. This is a reason for the growth and expansion of some organizations and the exposure of others to collapse and exit from the business field, especially since technological developments and changes occurring in various fields have revealed many challenges that require business organizations to implement in order to build a strategic vision that enables them to achieve a competitive advantage and helps them achieve superiority over similar organizations operating in the same field. Strategies are the path by which an organization's vision of what it wants to be in the future is determined. Various definitions of strategy have been provided by writers and stakeholders. Some define strategy as a comprehensive, unified plan that links an organization's strategic advantages with environmental challenges to ensure the achievement of objectives. Others define it as long-term, comprehensive future plans related to achieving compatibility and harmony between the competitive environment and senior management's ability to achieve objectives. Others define it as the organization's plans and activities, developed in a way that ensures a degree of congruence between the organization's mission and objectives, and between this mission and the environment in which it operates, in an effective and highly efficient manner (Mahdi, 2005: 3). It is clear from the above that strategy includes essential elements that enable an organization to confront environmental changes with clear and logical ideas regarding the strengths and weaknesses of competitors, by allocating the necessary resources and identifying environmental factors. The tiger (expansion) strategy is one of the most widely used strategies by organizations, especially small and newly established ones. An organization adopts a growth strategy when it develops new, additional objectives. These objectives often involve increasing sales volume of its product or service or increasing its market share beyond its current share. Most organizations adopt a growth strategy to varying degrees and on an ongoing basis. A growth strategy is defined as the strategy followed by an organization when it seeks to achieve new objectives at a higher level than its previous objectives. This can be achieved by serving customers and markets by offering new products and services, or expanding into new markets with new products and services. Its strategic decisions focus on major increases in its current field of work. Growth strategies are often linked to expansions or investments undertaken by a business organization in its business sectors (Al-Dosari, 2010: 10).

The Concept of Internal Growth

It is the expansion of the organization in its current operations by developing its internal resources and capabilities. This can be done by evaluating the core efficiency of the organization and determining the strength of its resources. In general, it is the growth of the organization by relying on its internal resources without relying on external resources. Internal growth is self-expansion within the organization that is carried out by productive and commercial investments. It is characterized by extensive purchases of new equipment for production or exploitation. As a result, the tangible and intangible fixed assets of the organization grow. Internal growth leads to the automatic growth of the organization's size. This is demonstrated by the increase in business volume by penetrating markets and diversifying the product range by introducing new products.

Advantages of Internal Growth

The most important advantages of internal growth are: (Al-Aftadi, 2016: 312)

1. Optimal use of financial resources, by not leaving funds in the form of liquidity, but rather using them to achieve growth.
2. Strengthening the organizational culture of the organization, as there is no external interference from other institutions, as is the case with external growth. When the organization is suddenly forced to form alliances with others, it is not possible to achieve this.
3. Development is gradual, and growth can be better controlled.
4. Valuing the experience or expertise gained by employees and the competencies within the organization.

Disadvantages of Internal Growth

There are several disadvantages to internal growth: (Sakhr et al., 2020: 31)

1. Slow growth because internal growth requires a relatively long time.
2. The possibility of a rapid and severe reaction from competitors.
3. Internal growth may encounter human and organizational obstacles and impediments within the organization, as growth may require specific competencies and skills that may not be available within the organization itself, especially if it is small.
4. Internal growth requires significant funding.

The Concept of External Growth

It is carried out by the participation of several institutions and results in the transfer of assets from one institution to another. It may take the form of a merger with a group of institutions to form a single large institution. The methods of external growth of companies are as follows: (Sakhr et al., 2020: 33)

1- Either by purchasing or incorporating a competing institution: When a company wants to increase its market share through external growth, it purchases or incorporates a competing institution, thus becoming the owner of its share and the other institution's share. In reality, increasing its market share is achieved by increasing the number of customers, raising sales volume, improving turnover, and increasing the number of workshops and factories, which guarantees the company a greater presence and a stronger competitive position than before.

2- Either by purchasing or incorporating a complementary institution: When a company wants to diversify through external growth, it incorporates complementary institutions. This allows it to benefit from the advantages of consolidation. Generally, incorporating a complementary institution in terms of markets or products does not pose problems or become difficult.

3- Either by purchasing or incorporating a company from the same production chain: If the company wants to diversify vertically (backward diversification or (Forward) It incorporates one or more institutions from the same chain, i.e., at the supplier level or the customer level. Integrating institutions from the same chain (also known as vertical growth) is an effective way to reduce supplier pressure when this growth is backward, and a way to reduce customer pressure when it is forward.

4- Either incorporate a diverse institution: When a company wants to change its profession, it incorporates a diverse institution or institutions so that it can gradually transition to another profession.

Types of Growth Strategies:

A number of sub-strategies branch out from the growth strategy, including: (Muhammad, 2022: 191), (Al-Aftadi, 2016: 314)

1- Focus Strategy: Some companies choose a focus growth strategy to concentrate their resources on a product or product line in a market or group of markets. The company achieves rapid growth through specialization and focused efforts, enabling it to outperform its competitors who distribute their efforts among different industries. This strategy benefits the company at the beginning of its life by exploiting its strengths, making it easier to manage one

or a few products, and avoiding the problems of managing a large number of businesses. One of its most significant drawbacks is the change in demand for the company's products after the company has invested most of its resources in them.

2- Diversification Strategy: Among the reasons for adopting this strategy are investing surplus cash, distributing risks, acquiring new management skills, financial savings, modern technology, and new marketing skills. This strategy involves the company adding new products or markets to its product lines. 3- Joint Venture Strategy: This involves two or more companies establishing a joint venture with specific objectives and resources. The joint venture's lifespan ends when those objectives are achieved. The joint venture enjoys an independent entity, and the limits and nature of its obligations are determined at the outset of the agreement, ensuring that the new venture does not have any negative impact on the original companies that formed it. Joint ventures are given opportunities to gain expertise and capabilities they could not obtain on their own. Upon the end of the joint venture's operation, it is dissolved or continues with other projects. This strategy also leads to convergence between organizations, which ultimately leads to mergers. This is called sequential integration, or creating adaptation to competitors by undertaking a series of projects with them and continuing their operations. This is called the spider web strategy. Alternatively, the company is tied to a project for a specific period of time, which is called the co-op strategy. 4- Integration Strategy: An organization adopts this strategy when it wishes to enter a field or fields of business necessary for the manufacture or distribution of its products, for which it previously relied on other independent organizations. Integration can be either forward or backward, sometimes collectively referred to as vertical integration strategies, as they allow for control over distributors and suppliers. It is the organization's expansion of its scope of activity to include some of the previous activities it needs in its production processes, which are supplied by producers or other organizations. Backward integration refers to an organization's entry into the field of supplying its raw materials, or its entry into production areas prior to its current operations. This is achieved by moving towards suppliers of raw materials, as industrial organizations rely on the supply of these materials from suppliers. Therefore, backward integration is a strategy to seek ownership or control over their suppliers. It is an appropriate strategy when suppliers are unreliable, too expensive, or unable to meet the organization's requirements. Forward integration, on the other hand, refers to a trend toward integration and control of marketing operations with the aim of controlling distribution outlets to reach customers. This type of integration ensures the existence of distribution outlets for the organization's products, in addition to being a means of controlling the methods of presenting and distributing products in the markets. Based on the above, an

industrial organization can resort to both forward and backward integration strategies if it finds that adopting them will increase the effectiveness of achieving its goals, particularly with regard to achieving an advanced level of profits and increasing its market share. However, this remains dependent on its resources and capabilities. 5- Merger Strategy: This is a strategy through which two organizations can agree to merge their operations on a relatively equal and shared basis. However, there are few actual mergers in practice, as one party may have the greater market share. Mergers may occur as a strategic alternative for one of the following reasons:

- A. To expand production and services provided to customers and increase market size.
- B. To combine different points in the same production stage and control production and marketing factors.
- C. To invest capital in different projects with the aim of reducing risks or diversifying them across different markets or multiple industries.
- C. To increase the stability of the organization's profits and obtain additional resources.
- C. To strengthen the competitive position of the merging organizations.
- P. To reduce taxes.

Under this merger, the two independent organizations completely lose their individual identity, and a new organization emerges.

(Al-Afandy, 2016: 315)

Seventh: Reasons for Adopting a Growth Strategy

The most important reasons for adopting a growth strategy are: (Muhammad and Salman, 2019: 11)

1. Achieving sustainability and survival for the organization in a diverse industry.
2. Satisfying the needs of the organization's family through growth and increased sales.
3. The possibility of benefiting from savings through learning curves.
4. The possibility of benefiting from economic savings.
5. Risk distribution.

The most important reasons that motivate management of industrial organizations to resort to this strategy are due to the following justifications: (Al-Afandy, 2016: 311)

1. Viewing growth as a means of achieving success or wealth, or as an indicator of effectiveness, or the prevailing view that growth is the path to survival.
2. When the organization links incentives for managers and the workforce as a whole to increases in production, sales, and profits.

3. Pressure exerted by banks on organizations when the latter request loans, as they grant loans at reasonable interest rates to organizations that achieve acceptable growth rates.

4. Benefit from the impact of experience and learning. Many organizations achieve high levels of growth in size, sales, or profits as a result of the impact of experience and learning.

Summary of The Research

Growth strategies have a significant impact on achieving organizational goals through planning for future sales, providing raw materials, understanding future profits, and ensuring organizational sustainability based on modern technology, fierce competition, and the struggle for survival.

4. THE PRACTICAL ASPECT

An introductory overview of the research sample: Imam Al-Kadhim College

Imam al-Kadhim (S) College of Islamic Sciences University is a government college affiliated with the Shiite Endowment Diwan. It was founded in 2004 in Baghdad. The college is recognized by the Ministry of Higher Education and Scientific Research and was approved by the Council of Representatives and the Presidency Council in 2009. The college offers academic programs in various Islamic disciplines, in addition to branches in some governorates.

Analysis and Discussion of the Research Results

Statistically describing the sample. Calculating frequencies and percentages to identify the personal characteristics of the study's vocabulary and determining the responses and attitudes of its subjects toward the statements included in the study tool.

1- Distribution of the research sample according to gender

Gender	Number	Percentage %
Males	16	54.4
Females	14	46.6
TOTAL	30	100

2- The research sample is distributed according to age group.

the age	Number	Percentage %
30 years and younger	14	51
31-40 years	10	38.4
41-50 years	6	10.6

3- The research sample is distributed according to academic qualification.

Academic Qualifications	Number	Percentage %
Diploma or lower	4	8.6
Bachelor's	9	38
Master's	12	44
Doctorate	5	9.4

4- The research sample is distributed according to years of experience.

Years of Experience	Number	Percentage %
5 years or less	8	24.1
6-10 years	12	51.7
11-15 years	6	17.2
16 years or more	4	6.9

QUESTIONS RELATED TO THE QUESTIONNAIRE

First: Questions Related to the First Variable (Green Human Resource Management)

Paragraph number	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation	Relative Weight T	T Test
1	12	8	2	3	5	4,28	0,45	65	0,10643
2	14	5	2	4	5	4,26	0,80	65	0,01854
3	11	6	4	5	4	4,30	0,50	68	0,26319
4	4	11	4	5	6	4,28	0,60	70	0,56860
5	8	7	5	6	4	3,76	0,55	73	0,17674

The results presented in the table show that the paragraph that achieved the lowest arithmetic mean among the paragraphs was (3.76) with a standard deviation of (0.55) and this means weak encouragement of employees to apply environmentally friendly work practices, while the paragraph that achieved the highest arithmetic mean was (4.30) with a standard deviation of (0.50) and this is paragraph (3). This indicates that the college provides incentives to employees who work to improve environmental performance.

Second: Questions related to the second variable (growth strategy for organizations)

Paragraph number	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation	Relative Weight T	T Test
1	12	8	2	3	5	3,72	0,92	65	0,10643
2	14	5	2	4	5	3,92	1	65	0,01854
3	11	6	4	5	4	3,38	0,98	68	0,26319
4	4	11	4	5	6	4,12	0,62	70	0,56860
5	8	7	5	6	4	3,42	1,08	73	0,17674

The results presented in the table show that the paragraph that achieved the lowest arithmetic mean among the paragraphs was (3.38) with a standard deviation of (0.98) and this is paragraph (3). This means the weakness of the college's commitment to environmental sustainability practices in competition with the continuation of colleges, while the paragraph that achieved the highest arithmetic mean was (4.12) with a standard deviation of (0.62) and this is paragraph (4). This indicates the college's commitment to achieving harmony between strategies and goals in accordance with environmental requirements.

Therefore, there is a direct relationship and influence between the two variables. This is confirmed by the first and second hypotheses, which state: "There is a significant relationship between green human resource management practices and growth strategy. There is a significant influence between green human resource management practices and growth strategy." The third hypothesis is rejected.

First: Conclusions

1. The results show that the effectiveness of green human resource management receives significant attention from Imam Al-Kadhim College, particularly with regard to promoting environmental awareness and providing incentives to employees who contribute to improving environmental performance, as evidenced by the high arithmetic averages.
2. Weakness in motivating environmental practices by employees, as the lowest-rated item was encouraging employees to implement environmentally friendly work practices. This indicates a gap in the actual environmental behavior of employees despite the presence of administrative directives.
3. There is a positive relationship between adopting green human resource strategies and supporting environmental innovation and the college's continued competitiveness, indicating that the college recognizes the importance of integrating environmental considerations into its strategic plans.
4. The results showed a discrepancy in respondents' responses regarding the college's commitment to environmental sustainability practices, reflecting the potential for variability in implementation or perception of these practices.
5. There is a positive relationship between adopting green human resources strategies and enhancing student attraction opportunities.

Second: Recommendations

1. Promote an environmental work culture within the college. Awareness programs and training workshops should be implemented on an ongoing basis to motivate employees to adopt environmentally friendly work practices.
2. Directly link incentives to environmental practices. Provide tangible and direct incentives to employees who demonstrate outstanding environmental behavior, contributing to raising the level of overall commitment.
3. Include environmental criteria in job performance evaluations and include environmental performance indicators within the job evaluation system to embed environmental behavior within the work culture.
4. Review the role of administrative leaders, particularly human resources leaders, in promoting sustainability. Engage leaders in developing and implementing clear, specific sustainability strategies with measurable objectives.
5. Commitment to environmental sustainability practices should be part of the college's competitive vision, with clear performance indicators to measure this.

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