The Practical Reality Of Green Human Resources Management Strategies (Descriptive Analytical Research Of The Opinions Of A Sample Of Faculty In The Al-Furat Al-Awsat Universities Area)

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ABSTRACT
The purpose of the research is to find out the practical reality of green human resources management strategies in the universities of the Al-Furat Al-Awsat region represented at (Al-Furat Al-Awsat Technical University, Kufa University, Babylon University, Karbala University, Qadisiyah University), where a sample of (426) university faculty was selected, the main objective of the research is to reach digital indicators inspired by the applied reality of the level of awareness of the sample of green human resources management strategies, and the progress of the green rewards and compensation strategy was reached in the first place, followed by the selection strategy, while Performance evaluation strategy third, to come the training and development strategy fourth, and finally the strategy of attraction and green polarization.

Keywords: Green Human Resources Management, Al-Furat Al-Awsat Universities.

INTRODUCTION
Developed countries dedicate their efforts in the field of sports to prepare their players on scientific bases that aim to determine their position in the civilized calendar. Sufficiency within the limits of the athlete’s abilities in the chosen type of activity, and one of those selected activities is the swimming activity, whose activities are characterized by special physical requirements, due to the difference in the environment of its practice from the rest of the games, especially its performance in a water environment and the resulting variables, in addition to that, the diversity of swimming activities from distances Short, medium and long, as well as a variety of performance from freestyle, back stroke, Breaststroke, butterfly stroke and various also requires special requirements, and freestyle swimming is one of these types, which requires integration in physical abilities and this is done through continuous and scientific training codified in organizing training loads of intensity, size and intensity of training and its impact on the physical aspect that appears in the athlete’s body and finally its impact on achieving the level of achievement.

Introduction
The intellectual pillars of green human resources management will be clarified, as the concept, definition, objectives and importance are addressing, as follows:
First: The Intellectual Framework of Green Human Resources Management

1. The Concept of Green Human Resources Management
The concept of green human resources management is one of the modern concepts of administrative thought, which reconciles human resources management with environmental management, and the concept of greening has developed significantly in previous years, using this term to the contributions of human resources management within the environmental frameworks of organizations and the preservation of natural resources (Goyal, 2013: 68).
Many researchers have referred to human resources management strategies and policies and policies for environmental use to avoid damage caused by the misuse of natural resources, so green human resources management is no longer an optional format for organizations but has become inevitable (Andjarwati, Budiarti, Audah, Khouri&Rębilas, 2019: 94).

2. Definition of Green Human Resources Management
A number of researchers such as (Agyabeng, Ahenkorah, Afum, Agyemang, Agnikpe, & Rogers, 2019) ;(Anwar, Mahmood, Yusliza, Ramayah, 2020); (Faezah& Khalid, Ansari, Farrukh, Raza, 2020)
refer to a number of definitions for green human resources management as it is defined by human resources policies and practices in the implementation of comprehensive environmental policies through the sustainable use of natural resources and energy, waste reduction and environmental pollution prevention to enhance and improve the image of the Organization (Agyabeng et al., 2020: 586), a range of activities needed to build capacity, promote stimulus, and opportunities for strategies that demonstrate the positive results of green human resources management strategies (Anwar et al., 2020: 23).

It also means integrating human resources management with environmental management into strategies in line with FAO's environmental objectives (Ansari et al., 2021:2), and the research is consistent with (ansari et al., 2021), as green human resources management is defined as a set of strategies that work in harmony with human resources management with environmental management to reach green goals, within environmental performance frameworks, and stimulate the capabilities of the human resources resource.

3. Green Human Resources Management Goals
(Longoni, Luzzini& Guerci, 2018: 3) noted that the Green Human Resources Department aims to:
A. Developing environmental performance and achieving environmental sustainability.
B. Respond to pressure from stakeholders in the organization on environmental issues.
C. Prevent pollution through operational processes in organization.
D. Work on greening strategies (Pham, Hoang & Phan, 2019: 3).

(Sawant, 2020: 982) noted that the Green Human Resources Department aims to:
A. Improving the efficiency of workers to do the work more effectively.
B. Reduce time loss of organization.
C. Doing business in the right direction and in accordance with sustainability standards, which promote green strategies.

4. The Importance of Green Human Resources Management
A. Human resources management is currently a foundation for achieving important organizational objectives.
B. It has a special status as a resource that uses other resources, including natural resources in the environmental management system (Al-Romeedy, 2019: 4).
C. The Green Human Resources Department has the ability to influence worker behavior and attitudes, knowledge and motivations related to the sustainability of the human resource, so organizations can benefit from human resources management, effectively delivering and implementing environmentally sustainable policies (Dumont, Shen& Deng, 2017: 3).
D. Recognize its potential to reduce the environmental "footprint" and make business more sustainable, environmentally friendly, and focus on paperless approaches (Yong, Yusliza& Fawehinmi, 2019: 3).
E. Organizations need to assign departments to human resources management strategies, including staff training, performance evaluation, and reward allocation.
F. Supporting the strategies required at each stage of the environmental management system.

and organizations need to pay more attention to green management and environmental issues, and that the question of not realizing their strategies and practices led the researcher to rely on the imposition of the lack of awareness of organizations to manage green human resources, the clear scarcity of adoption of their strategies, the need to pay attention to environmental issues (Chaudhary, 2019: 2) and on the basis assumption can be formulated the first main hypothesis:

• Universities are not highly aware of the intellectual implications of green human resources management strategies.

While (Ansari, Farrukh& Raza, 2021: 3) noticed the limitations of studies that adopted the study of conceptualizing green human resource management strategies, which are strategies that were most responsive, less responsive and give high indications of the applied reality, and based on this assumption is, the second hypothesis can be formulated:

• (Universities do not have numerical indicators for green human resource management strategies).

5. Green Human Resources Management Strategies
Based on (Renwick, Redman & Maguire, 2008); (Al-Romeely, 2019); (Dutta & Manna, 2020) strategies can be adopted (attraction, green polarization, green performance calendar, green training and development, green rewards and compensation, green choice) as follows:

A. Green Attraction and Polarization Strategy: A system in which the importance of the environment is focused and promised an important element in the organization, in order to attract individuals with green and environmentally friendly values (Al-inizi & Al-dahhan, 2020: 4990), and in accordance with green human resources management standards, to attract talents familiar with environmental skills and behaviors such as recycling, reducing harmful waste, and contributing to the inclusion of green job descriptions and paperless interviews (Krithika, Divya, Priyadharshini & GokulaPriya, 2019: 76)

B. Green Performance Assessment Strategy: The process by which workers are required to enhance their professional skills that help to achieve organizational objectives and objectives in a better way (Ahmad, 2015: 6), the importance of evaluating green performance through activities to evaluate the performance of workers in the environmental management process, as well as the measurement of performance varies by different organizations and there are no specific criteria for measurement, and within structural frameworks of each organization as setting a standard of performance is an urgent priority in organizations (Jermsittiparsert, Siriattakul & Wattanapongphasuk, 2019: 61).

C. Green Training and Development Strategy: An important tool that allows workers to learn and adopt new perspectives, skills and attitudes, a systematic process that links human resources behavior to environmental objectives (Jabbour’s, Teixeira, Oliveira & Soubhia, 2010: 830-844), an environmental policy that works on the availability of knowledge, practices and attitudes necessary for a human resource and is a human or organizational element (Pham, Phan, Tučková & Nguyen, 2018: 1176).

Sawant (2020: 988) points out that the importance of training in developing the skills and values of workers, enabling them to form a friendship with the environment, recognizing the need to protect and integrate the environment, arrange training courses for workers to help them identify environmentally harmful practices and avoid such practices by replacing them with green practices.

D. Green Rewards and Compensation Strategy: A practice in which the organization’s interests can be aligned with those of individuals in green human resources management, as rewards and compensation are key tools through which environmental activities are encouraged in organizations (Rasheed & Alam, 2020: 292), and appreciation-based rewards can highlight green contributions to human resources through extensive publicity, public praise and appreciation of green efforts by senior management executives (Ullah, 2017: 6-22), according to (Howen, 2019: 89), green rewards and compensation are the means of lobbying for change in the organization within the direction of performance and green regulatory culture.

E. Green Choice Strategy: The process in which managers use specific tools to select a candidate from a group of applicants, in accordance with management objectives and legal requirements, and the selection of the right candidate is essential to business success (Mashala, 2018: 62), and that the likelihood of success of any organization without qualified workers, and in terms of green perspective, the green choice is the selection of committed, committed and concerned environmental issues, with a potential contribution to the environmental management of the organization (Yong, Yusliza, Ramayah & Fawehinmi, 2019: 215)

Second: Search design

This axis includes a presentation of the design of the research based on the problem of research, research objectives, importance, hypotheses, research variables and measures, the society and the research sample, and has been addressed and tools for collecting data and information, as well as tools of analysis and statistical processing, and then clarify the limits of research.

1. Search problem

Research does not has a problem in the perception of green philosophy and strategic ingenuity at the intellectual level, so the need for universities to digital indicators inspired by the reality of applied frameworks, for this research is an existing problem, through the questions that come:

A. What is the level of awareness of the research sample for green human resources management?

B. Do research sample groups have digital indicators from the application of green human resources management strategies?

C. Any green human resources management strategies are more responsive, and any of them advance
the rest of the strategies.

2. Search Goals
The research aims through its problem what comes:
A. To know the level of awareness of the research sample of the importance of the questioner paragraphs, if this is an indication of the sample's perception and understanding of the variables of research.
B. Find out the reality of applying green human resources management strategies in research sample universities.
C. Find out how much universities have digital indicators inspired by applied reality.

3. The Importance of Research
This research was expected to provide the universities concerned with digital indicators inspired by their practical reality, which guide the decision-maker on aspects of failure and success in the application of green human resources management programs, and therefore will be reflected in the reformulation of their programs and strategies (attraction and polarization, performance evaluation). Training and development, rewards and compensation, and green choice, not to mention that universities will seek quick and direct returns due to the recommendations made by the study on modern methods of waste management, electronic offices, the use of clean energy, improved use of water resources, and environmental protection.

4. Search Hypotheses
The theoretical effort has reached a number of scientific assumptions and this dictates that these assumptions should be adopted in the tests of this research as an experimental research of these ideas, which may have been launched in foreign intellectual incubators to show the ability of the Iraqi environment to embrace these intellectual and philosophical frameworks of research variables, to come up with applied indicators that suit the reality of the research community as follows:
A. The first alternative hypothesis: Through the first main assumption, the alternative hypothesis can be formulated:
   • (Universities are well aware of the intellectual implications of green HRM strategies).
B. Second alternative hypothesis:
   Through the second main assumption, the alternative hypothesis can be formulated:
   • (Universities have a research sample for digital indicators for green human resource management strategies)

5. Search Variables and Metrics
The search included two variables:
A. Green HRM Strategies: represents independent, code-coded, and planned variable (X), and included five sub-dimensions (Green Attraction and Recruiting Strategy, Green Performance Assessment, and Overall Planning Strategy, Green Selection Strategy) (X1, X2, X3, X4, X5). (Al-Abadde et al., 2020);
(Paillé Scale, 2019), is approved with the number of paragraphs of the Strategies scale (37).

6. Data and Information Collection Tools
On the theoretical side, many sources were relied upon, which were the scientific sources available in books, letters, university frameworks and the international network. The application aspect used a range of data and information collection tools:
A. Questionnaire: One of the most important tools for collecting data and information, which is the main tool in descriptive studies (matte) which was built on the basis of measures tested in global studies after adapting them to suit current research objectives, trends and application environment, in order to ensure clarity and objectivity.
Some of the paragraphs of the questionnaire have been adapted by presenting them to a number of experts and arbitrators in the jurisdiction to verify the apparent honesty and sincerity of the content.
B. Documents and records: A number of documents and records have been viewed from their indicators.
C. Books, research and periodicals: A number of sober scientific sources and references have been relied upon that have contributed to the formation of the intellectual and theoretical aspect of research.
Dr. Internet and sober scientific sites such as:
E. Interviews: I have conducted personal interviews with a number of employees as they help diagnose things that cannot be identified.

7. Community and Search Sample

The Universities of the Al-Furat Al-Awsat, which were represented by the (Al-Furat Al-Awsat Technical University, Kufa University, Karbala University, Babylon University, Al-Qadissiya University), were identified as a research community where an intended sample of teaching people was selected and the research in determining the size of the sample was based on a study (Gleen, 2013: 4), under the following equation:

\[ n = \frac{N}{1 + Ne^2} \]

\( N = \) community size \( n = \) sample size required \( e = \) (accuracy level) error allowed

By compensation in equation (1), the research sample was equal to (381).

\[ n = \frac{7946}{1 + 7946 \times 0.0025} \]

\( n = 381 \)

Despite the results of the sample size equation applications, a wider sample of (462) was adopted, according to the survey retriever, a number that helps represent the sample of the community from which the best representation was selected.

Third: Statistical analysis and processing tools

The sample diagnosed to test research hypotheses is drawn from a society that does not follow normal distribution as much as free distribution because the data is not non-Parametric and here there is a need for a statistic rather than a teacher, so use multiple statistical tools, including:

A. Median
B. Range
C. Grade correlation coefficient Kendall D. Coefficient (Alpha-Kronbach)

E. Confirmed general analysis

9. Search limits: The following were:

A. Spatial boundaries: Research was conducted in the Republic of Iraq in the central Al-Furat Al-Awsat provinces (Al-Furat Al-Awsat Technical University, Kufa University, Babylon University, Qadisiyah University, Karbala University).

B. Time limits: Search time limits were between (01/01/2021) and up to (10/04/2021).

C. Scientific boundaries: Scientifically determine what its objectives are.

Third: The practical part of search

This part of the search includes the following paragraphs:

1. Test the adequacy of the sample and the level of its significance

KMO statistics range from (1-0) to value (0) indicating total correlations and this shows that the link model is widespread (here the use of general analysis is inappropriate) but if the value is approaching (1), this indicates that the link model is compatible and the general analysis will be credible and recommends (Kaiser, 1974) That the acceptable value is equal to or greater than (50%) and values that are below this value means the need to increase the sample size or rethink the variables included in the measurement (Al-Saidi& Ali, 2020: 15004).

The size of the sample cannot be satisfied by its KMO count, as it must be confirmed that there are correlations between variables and therefore we resort to bartlett testing as it indicates the presence of morality, as in table 3.

| Source: Researcher preparation based on the outputs of the program spss |

One of the results of Table 3 is that kmo is equal to (50%) and bartlett coefficient was at a moral level (0.000) and these indicators reflect the adequacy of the research sample to test its hypotheses.

2. Test saturation ratios

This statistical effort is necessary before you begin testing and analyzing correlations and impact...
between search variables to verify the strength and weakness of the questionnaire vertebrae using factor analysis, so the statistical effort of this axis will be directed to the analysis of components as in table 4, as saturation ratios are determined by (40%) Acceptable ratio based on (Al-Saidi & Gawad, 2020: 15028) and determine the degree of saturation by extracting the worker matrix first, then the rotation matrix and as in table 4 to look for the strongest saturation ratios.

### Table (4) Total Variance Explained

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
</tr>
<tr>
<td>1</td>
<td>4.404</td>
<td>88.084</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Source: Researcher preparation based on the outputs of the program SPSS

For green human resources management strategies. It was noted that all paragraphs of the questionnaire had achieved high saturation rates higher than the statistically defined standard ratio of 40%), thereby measuring the sample's level of perception of questionnaire paragraphs.

**A. Analysis of the sample level of green attraction and polarization strategy**

Through Table 5, the paragraphs of this strategy achieved saturation rates that exceeded the necessary limits (40%) To be statistically significant, it reflects the degree to which the sample members agree with the content of the paragraphs.

### Table (5) Sample level of green attraction and polarization strategy

<table>
<thead>
<tr>
<th>Seq</th>
<th>The phrases</th>
<th>Percentage of Saturation</th>
<th>Saturation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The university has the ability to attract and attract human resources that are interested in preserving the environment and social responsibility.</td>
<td>.717</td>
<td>Saturated</td>
</tr>
<tr>
<td>2</td>
<td>The university adopts virtual attraction and polarization to complete recruitment requirements.</td>
<td>.760</td>
<td>Saturated</td>
</tr>
<tr>
<td>3</td>
<td>The university is keen to take care of green issues when developing the job description of all jobs for new candidates.</td>
<td>.773</td>
<td>Saturated</td>
</tr>
<tr>
<td>4</td>
<td>New applicants are discriminated against when interviewed on the basis of green interests so that they can use them later.</td>
<td>.811</td>
<td>Saturated</td>
</tr>
<tr>
<td>5</td>
<td>Candidates for vacancies are interested in green environmental standards to determine which university they will work at.</td>
<td>.776</td>
<td>Saturated</td>
</tr>
<tr>
<td>6</td>
<td>People wishing to hire are aware that the Green University has its advantage to attract candidates.</td>
<td>.697</td>
<td>Saturated</td>
</tr>
<tr>
<td>7</td>
<td>The university is keen to attract environmentally conscious candidates to fill vacancies.</td>
<td>.813</td>
<td>Saturated</td>
</tr>
</tbody>
</table>

Source: Researcher preparation based on the outputs of the program SPSS

Through the results of table(5), the lowest saturation rate is found (0.697), which reflects the poor perception of universities in the research sample in promoting green awareness among those who hold
positions, while the upper limit reached the level (0.813), a clear indicator of the perception of universities as a sample to work to attract candidates with environmental awareness.

B. Analysis of the sample level of green performance evaluation strategy

The paragraphs of this strategy achieved saturation rates that exceeded the necessary limits (40%) To be statistically significant, it reflects the degree to which the sample members agree with the content of the paragraphs, as in table (6).

Table (6) Sample perception level of green performance evaluation strategy

<table>
<thead>
<tr>
<th>Seq</th>
<th>The phrases</th>
<th>Percentage of Saturation</th>
<th>Saturation</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>The staff performance evaluation includes some standards of performance and green behavior.</td>
<td>.841</td>
<td>Saturated</td>
</tr>
<tr>
<td>9</td>
<td>The university's performance calendar is linked to the functional description of the implementation of green ideas.</td>
<td>.804</td>
<td>Saturated</td>
</tr>
<tr>
<td>10</td>
<td>Hr Management has green performance indicators for environmentally friendly performance management and evaluation.</td>
<td>.802</td>
<td>Saturated</td>
</tr>
<tr>
<td>11</td>
<td>The annual performance assessment of employees includes indicators of green performance.</td>
<td>.723</td>
<td>Saturated</td>
</tr>
<tr>
<td>12</td>
<td>The performance evaluation process includes in-depth dialogues on the environmental problems facing the university.</td>
<td>.841</td>
<td>Saturated</td>
</tr>
<tr>
<td>13</td>
<td>Business and regulatory activities are assessed in accordance with sustainability standards.</td>
<td>.828</td>
<td>Saturated</td>
</tr>
</tbody>
</table>

Source: Researcher preparation based on the outputs of the program SPSS

From the results of table 6, the lowest saturation rate was (.723), which means twice the annual green performance ratings in universities, while the strongest saturation rate of the value (.841), to reflect the possession of the university to evaluate performance that mimics environmental behaviors, by managing the in-depth dialogues facing universities research sample.

A. Analysis of the sample level of green training and development strategy

The paragraphs of this strategy achieved saturation rates that exceeded the necessary limits (40%) To be statistically significant, it reflects the degree to which the sample members agree with the content of the paragraphs, as in table (7).

Table (7) Sample level of green training and development strategy

<table>
<thead>
<tr>
<th>Seq</th>
<th>The phrases</th>
<th>Percentage of Saturation</th>
<th>Saturation</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>The University develops the knowledge and skills required for employees to implement environmental management programs.</td>
<td>.840</td>
<td>Saturated</td>
</tr>
<tr>
<td>15</td>
<td>The University is working on the availability of environmental training for its employees.</td>
<td>.815</td>
<td>Saturated</td>
</tr>
<tr>
<td>16</td>
<td>Training programs include an interest in developing green leadership methods for leadership.</td>
<td>.872</td>
<td>Saturated</td>
</tr>
<tr>
<td>17</td>
<td>The university adopts training programs that do not use paper.</td>
<td>.686</td>
<td>Saturated</td>
</tr>
<tr>
<td>18</td>
<td>The university encourages staff to train green through rewards.</td>
<td>.749</td>
<td>Saturated</td>
</tr>
<tr>
<td>19</td>
<td>The University is keen to train its staff to prevent pollution in its operations, whether in its activities or laboratories.</td>
<td>.798</td>
<td>Saturated</td>
</tr>
</tbody>
</table>
The green training process is integrated with the environmental values of the university.  

The university is promoting a culture of organizational learning that strengthens the green climate.  

The University is keen to train its staff on the subject of waste management in accordance with the environmental orientations of the university.

Source: Researcher preparation based on the outputs of the program SPSS

Through the table above, the universities sampled a limit that achieved the lowest percentage of saturation by (.686) to reflect the weakness of green trends in training programs and based on the use of traditional methods by adopting the paper approach, Panama reached the highest saturation rate (.872) attention in the development of leadership towards green orientations, and environmentally friendly behavior.

D. Analysis of the sample level of green rewards and compensation strategy

The paragraphs of this strategy achieved saturation rates that exceeded the necessary limits (40%) To be statistically significant, it reflects the degree to which sample members agree with the content of the paragraphs, as in table (8).

Table (8) Sample level of green training and development strategy

<table>
<thead>
<tr>
<th>Seq</th>
<th>The phrases</th>
<th>Percentage of Saturation</th>
<th>Saturation</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>The university administration awards financial and moral rewards and incentives based on the knowledge and environmental culture of the employees.</td>
<td>.793</td>
<td>Saturated</td>
</tr>
<tr>
<td>24</td>
<td>The Department provides monthly rewards and compensation to departments and units committed to implementing environmental practices.</td>
<td>.874</td>
<td>Saturated</td>
</tr>
<tr>
<td>25</td>
<td>Staff proposals that promote green efforts and improve the university's environmental performance are rewarded.</td>
<td>.871</td>
<td>Saturated</td>
</tr>
<tr>
<td>26</td>
<td>University remuneration strategies are linked to wages based on acquired environmental skills.</td>
<td>.885</td>
<td>Saturated</td>
</tr>
<tr>
<td>27</td>
<td>The administration provides incentives to encourage green trends at the university.</td>
<td>.826</td>
<td>Saturated</td>
</tr>
</tbody>
</table>

Source: Researcher preparation based on the outputs of the program SPSS

The results of Table 8 were the lowest saturation rate (.793), a reflection of the fact that universities need to establish green reward systems based on the environmental behavior of workers, while the highest saturation rate (.885) has been achieved, and this is evidence of the association of rewards in universities with the skills of the acquired environment.

E. Analysis of the sample level of green selection strategy

The paragraphs of this strategy achieved saturation rates that exceeded the necessary limits (40%) To be statistically significant, it reflects the degree to which the sample members agree with the content of the paragraphs, as in table (9).

Table (9) Sample perception level of selection strategy

<table>
<thead>
<tr>
<th>Seq</th>
<th>The phrases</th>
<th>Percentage of Saturation</th>
<th>Saturation</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td>The process of selecting candidates with a sense of environmental issues is taking place, reflecting their readiness for environmental commitment.</td>
<td>.841</td>
<td>Saturated</td>
</tr>
</tbody>
</table>
The university focuses on environmental issues when conducting interviews to select the candidate.  

The University knows the environmental interests and interests of the candidate as selection criteria.  

The University scrutinizes the candidates' orientations to confirm their history or environmental activities.  

The university uses various online media and job portals as external sources to select candidates.  

The university is working to use the applicant tracking system to sort resumes and determine the most appropriate ones.  

The University reviews the candidate's cv to ensure that he or she adopts greening practices in previous organizations.  

The university selects applicants who are sufficiently familiar with green management.  

The University selects candidates who practice green behavior and orientation in their personal lives.  

The University gives great attention to environmental issues when conducting interviews in the selection of candidates.

Source: Researcher preparation based on the outputs of the program SPSS

From the results of the table above, the lowest saturation rate was (.660) that universities sample research choose candidates who practice green behavior in their personal lives, but they were at the lowest percentage, but the highest saturation rate was (.902), which means that universities are working to select candidates who are familiar with green management.

Based on the saturation ratios achieved by green human resources management strategies, the green rewards and compensation strategy came first, followed by the selection strategy, while the performance evaluation strategy came third, with the training and development strategy coming fourth, and finally the strategy of attraction and green polarization.

Conclusions

Based on the results of statistical analyses, the most important conclusions can be described as:

A. There is a high awareness of the intellectual and theoretical foundations of green human resources management strategies in research sample universities, thus referring to the sample having a clear perception of dealing with the paragraphs of questioner.

B. There is a high interest by sample research universities in adopting green rewards and compensation strategies.

C. There is a weakness in adopting the strategy of green attraction and polarization, through the adoption of traditional methods, in attraction and polarization.

D. The strategy of rewards and compensation achieved the highest results, by including green programs, environmental behaviors and giving rewards according to the environmental skills acquired.

Recommendations

On the basis of the conclusions reached, the following recommendations can be made:

A. To promote pollution prevention techniques and invest new knowledge on green issues. And to establish a climate of green learning and green organizational culture.

B. Interest in green attraction and polarization, in light of the environmental frameworks that universities must adopt in their strategy.

C. Take care of evaluating green performance by including it in the job description of the implementation of green ideas.

D. The need to strengthen training programs to promote environmental awareness, and to develop the...
traditional paper-based approach to electronic green trends.

E. Universities urged the research sample to apply green selection systems, in appointing candidates to fill vacancies. The need to pay more attention to green rewards and compensation based on environmentally friendly behavior and performance.

References


