

## GREEN HUMAN RESOURCE MANAGEMENT PRACTICES AND THEIR IMPACT ON INNOVATIVE BEHAVIOR

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### ABSTRACT

This research aimed to test the impact of green human resource management practices in enhancing the innovation behavior of employees for a sample of faculty members in several private colleges and universities in the Middle Euphrates region. The sample size was (175) professors of various scientific titles. The research adopted the descriptive analytical approach to the data collected through the questionnaire. The research used some statistical tools such as means, standard deviations, and Pearson correlation coefficient, as well as a statistical program (SPSS V.23). The most prominent finding of the research was the direct impact of green human resource management practices on the innovation behavior of employees and the relationship between them. The research also showed the need to spread the green culture by holding panel discussions, seminars, and scientific conferences related to environmental protection and preservation.

**Keywords:** Green human resource management practices, innovation behavior, Green recruitment and selection, Green involvement, Green training

### 1. INTRODUCTION

Sustainability is now a global issue, as organizations are increasingly concerned with the impact of their environmental issues on their competitiveness and long-term success (Paill et al; 2014). It has been argued that human resources are central to achieving successful environmental management (e.g. Daily & Huang 2001; Jackson et al. 2011). The literature on research variables shows that sustainability has become a strategy for CEOs who see sustainability issues as critical to the success of their business in the future. To ensure the success of sustainability at the individual or organizational level, departments within the organization must develop the plans, programs, and procedures required to achieve the goals of sustainability. At the forefront of these departments is the Human Resources Department, which can play an important and pivotal role in implementing those goals by employing a set of practices through which it can Create awareness among employees about environment-friendly and community-friendly practices called green human resource management practices such as green recruitment, green training, green performance appraisal, green compensation and rewards, and involving employees in discussing and approving sustainability issues. Green HR practices may include other HR management practices, such as practices related to strategic HR management, high performance, and high commitment, but green HR practices differ from these combinations except for improvements to organizational performance or internal processes, green HR practices may be more beneficial

directly to external stakeholders, while general HRM practices focus primarily on improving organizational and individual performance or profit. Many contemporary studies indicate that green human resource management plays a pivotal role in ensuring the sustainability of organizations, by promoting innovation behavior among employees, as innovation behavior is represented by the individual's ability to get rid of the traditional context in thinking and applying the procedures followed by the organization by improving the characteristics The mentality, which in turn helps to build the essence of interaction between the individual and the organization (Abu-Nahel et al;2020), who need resources that enable them to adapt to the new orientation of organizations to serve environmental and social goals, but this this goal cannot be achieved unless workers are enabled and their behaviors are shown to accomplish the green tasks that they are assigned to accomplish, so if the administration is able to create the appropriate environment for empowerment through a set of practices that focus on delegating powers for workers to take the decisions concerning their work, then it guaranteed their taking of purposeful green activities To ensure their sustainability and show their creative talents and behaviors, in addition to this innovation behavior is very important for organizations that seek creativity because the success of the organizations lies in their employees whose behaviors are the most important source of the organization's ascension to the leadership platform in creativity, and enhance its competitive position, which is its dimensions that have been adopted by research The current is (Opportunity Explore, Idea Generation, Promoting of the idea, Idea Implementation). (Messmann, 2012). In light of what is presented in the current research is the test of the extent of influence and the existing relationship of green human resources management practices in promoting innovation behavior of employees.

## 2. LITERATURE REVIEW

Some scholars have linked human resource management to environmental management and called it green human resource management or environmental human resource management (Renwick et al., 2013). In developing countries, as seen by (Yong et al. 2019, 2020), green human resource management performance and its consequences at both the organizational and individual levels are recognized as urgent considerations by researchers. Wehrmeyer was the first to use the term green human resource management in 1996 in his book *Greening Human People Resource and Environment Management*, in which he tried to link human resource management with environmental management Therefore, the current research uses the term green human resource management (Kim et al; 2019).

Green human resource management, as seen by (Dutta, 2012), consists of two components: environmentally friendly human resource management functions and the preservation of knowledge capital, which aims to create a workforce capable of realizing and appreciating the green culture in the organization. (Jabbour, 2013) believes that green human resources include achieving organizational and planned alignment between traditional human resource management practices with the environmental goals of the organization and that this department is directly responsible for creating a green workforce that understands, appreciates, and practices green initiatives and maintains its green goals in all special activities. By attracting, employing, training, and developing human capital (Mathapati,

2013). Green HRM practices are beneficial to organizations as they pursue green performance goals while promoting this through developing green behaviors of employees (Shah & Soomro, 2023). According to (Ones & Dilchert 2012), environmental sustainability can be promoted through two important components, task-related green behaviors and voluntary green behaviors. Task-related green behavior is explained as green behavior performed in the context of required job duties for employees. Similarly, voluntary green behavior is green behavior that involves personal initiative going beyond organizational expectations (Norton et al., 2015). Moreover, implementing green human resource management practices, such as green training and identifying green contributions of employees, is likely to develop employee skills further, and give them opportunities to contribute to green environment Creativity/Innovation (Shen et al., 2018).

Also, studies in literature supported the health contribution of the management of green human resources in developing sustainability, and encouraging employees to perform positive behaviors through green innovation and green training (Shen et al., 2018; Song et al., 2021). Green employees' participation practices also provide opportunities for employees to contribute to the preparation of their organizations. This participation creates the culture of its Fuaqa, through which employees can express their ideas about important environmental problems and advise how to solve these problems (Lieboitz, 2010). (Sakka 2018) focused on the importance of green human resources management for the reputation of organizations, as it represents the aspects of human resources management of environmental management and the creation and sustainability of friendly organizations supporting the environment by employing workers who are ready to implement environmental management activities, which reflects positively on the reputation of these organizations as it depends on the success of sustainability Environmental organizations on the environmental behaviors of workers and their willingness to participate in environmental responsible organizations.

On the other hand, the successful way to achieve growth, advantage, and competitiveness is to be more innovative (Amarakoon et al. 2018). Therefore, innovation represents a basis for bringing about periodic and radical changes to support the capabilities of the organization and improve its performance. For the effective implementation of a sustainable environmental strategy, it is necessary for Organizations to be inspired to promote green attitudes and behaviors of their employees (Ali et al., 2022). Green human resource management has a pivotal role in managing the environment through the smooth implementation of appropriate job-related behavior and flexibility among employees (Shah & Soomro, 2023). (Ghouri et al. ;2020) strongly suggests that green HRM can promote the adoption of pro-environmental practices through the formation of a supportive culture and capacity building. Similarly, the work roles of employees can be enhanced by introducing the concept of green work-life balance (Wen et al., 2022). From a related perspective (Gim et al., 2022), green human resource management characteristics of human resource management are recommended for green management as one of the vital tools through which creativity can be efficiently innovated (Shafaei et al. 2020; Hooi et al.2022).

### 2.1. The objective of the research

The current research aims to find the impact of green human resource management practices on the innovation behavior of professors in colleges and universities in the Middle Euphrates region.

### 2.2. research question

Indicating the impact of green human resource management practices (green recruitment and selection, green training, green performance management, green pay and reward, green involvement) on the innovation behavior of professors in colleges and universities in the Middle Euphrates region?

### 2.3. research hypotheses

- Hypothesis 1: There is a significant correlation relationship between green human resource management practices (green recruitment and selection, green training, green performance management, green pay and reward, green involvement) and innovation behavior.
- Hypothesis 2: There is a direct and significant effect of green human resource management practices (green recruitment and selection, green training, green performance management, green pay and reward, green involvement) and innovation behavior.

## 3. METHODOLOGY

### 3.1. Research community and sample

Colleges and universities were chosen in the Central Euphrates region to represent the place of research. The research included the distribution of the questionnaire forms to a sample of the professors covered by the research, as the sample size reached (175) professors. The researcher used the statistical program (SPSS V.23) to obtain the values of repetitions and proportions distributed by gender, age, social status, Education, Academic degree, and Experience, as shown in Table (1) of the sample definition file.

Table 1. Demographic analysis of the sample.

Demographic variables	(n= 175)	percent (%)
<b>Gender:</b>		
Female	110	63%
Male	65	37%
<b>Total</b>	<b>175</b>	<b>100%</b>
<b>Age:</b>		
less than 30	51	29%
31- 40 years	55	32%
41- 50 years	44	25%
More than 51	25	14%
<b>Total</b>	<b>175</b>	<b>100%</b>
<b>Social status:</b>		
Married	126	72%
Unmarried	33	20%
divorce	6	3%

Widower	10	5%
<b>Total</b>	<b>175</b>	<b>100%</b>
<b>Education:</b>		
PHD	92	52%
Master's	83	48%
<b>Total</b>	<b>175</b>	<b>100%</b>
<b>Academic degree:</b>		
professor	48	27%
Assistant Professor	80	46%
Lecturer	26	15%
Assistant Lecturer	21	12%
<b>Total</b>	<b>175</b>	<b>100%</b>
<b>Experience:</b>		
less than 5 years	13	8%
6- 10 years	21	12%
11- 15 years	39	22%
16- 20 years	48	27%
21- 25 years	33	19%
More than 26	21	12%
<b>Total</b>	<b>175</b>	<b>100%</b>

### 3.2. The tools

To achieve the contents of the research and enrich it with sufficient information, the researcher relied on reliable sources that dealt with the research variables, which contributed greatly to the identification of the research community and its sample accurately. As for the applied aspect and achieving the objectives of the research and testing its hypotheses, the data was obtained by collecting the answers of the sample on the questionnaire and designed questions according to the five-Likert scale and based on the reliable scale in administrative literature, due to their suitability for the approved curriculum and the permissible time as well as the desired goals of the research. It is one of the most important methods used in data collection and the most widespread in social studies, and it consists of a set of questions on the topic of research, as the researcher designed a questionnaire, based on several reliable approved standards and employed them in a way that suits the research variables and the process of interconnection between them, which are the practices of green human resources management (Tang et al; 2018), innovative behavior (messmann, 2012), after adapting it to suit the current research.

### 3.3. Validity and reliability test

The stability of the questionnaire data is one of the important things that must be taken into account. Often, the Cronbach's alpha coefficient is used for this purpose, whose value lies between zero and the correct one. If its value is zero, this indicates the instability of the questionnaire questions. As for the values between them, they indicate the level of strength stability, and credibility of the questionnaire questions, and thus the possibility of generalizing

the results obtained from the sample to the researched community. In our research, the results of stability and validity shown in the table (2) were obtained.

Table 2. Construct Reliability and Validity.

Measure	number of items	Cronbach's alpha coefficient	Validity coefficient
<b>GHRMP:</b>			
Green recruitment and selection	3	85%	0.92
Green training	3	86%	0.93
Green performance management	4	88%	0.94
Green pay and reward	3	93%	0.93
Green involvement	6	90%	0.96
<b>innovation behavior:</b>			
Opportunity Explore	5	86%	<b>87</b>
Idea Generation	6	85%	<b>85</b>
Promoting the idea	5	84%	<b>85</b>
Idea Implementation	5	84%	<b>83</b>

From Table (2), it is clear that the Cronbach's alpha coefficient for the Green recruitment and selection questions scale was 0.85, and the validity coefficient was 0.92, which is acceptable for the data of this questionnaire. We also note that Cronbach's alpha coefficient for the green training axis had a value of 0.86, and the validity coefficient was 0.93. Likewise, the Cronbach's alpha coefficient for the green performance management axis had a value of 0.88, the validity coefficient was 0.94, and the Cronbach's alpha coefficient for the green pay and reward axis had a value of 0.93, and the validity coefficient was 0.93. Cronbach's alpha coefficient of the green involvement scale was 0.90, and the validity coefficient was 0.96. Cronbach's alpha coefficient for the opportunity exploration questions scale was 0.86, the validity coefficient was 0.87, the Cronbach's alpha coefficient for the idea generation axis was 0.85, the validity coefficient was 0.85, the Cronbach's alpha coefficient for the Promoting of the idea axis was 0.84, the validity coefficient was 0.85, and the Cronbach's alpha coefficient for the idea implementation axis was Its value is 0.84 and the validity coefficient is 0.83. This is evidence that the questionnaire is characterized by credibility and stability in measurement and gives the researcher the right to adopt the results of this questionnaire and to circulate its results to the community.

#### 4. RESULTS AND DISCUSSION

Now we are describing and diagnosing the variable of green human resources management practices, which includes describing and diagnosing the questions and dimensions of this variable in detail with the dependent variable innovative behavior as follows:

#### 4.1 Green human resources management practices: It includes five sub-dimensions as follows:

##### 4.1.1 Green recruitment and selection

Table 3. Descriptive statistics for the Green recruitment and selection.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	53	36	29	33	24	3.9912	0.82543	2
	Percent	0.26	0.211	0.144	0.169	0.12			
Q2	Frequency	55	42	30	26	22	4.1053	0.85568	1
	Percent	0.39	0.28	0.15	0.11	0.07			
Q3	Frequency	44	40	42	34	15	3.8158	0.90784	3
	Percent	0.38	0.317	0.319	0.195	0.04			
<b>Total</b>							<b>3.5642</b>	<b>0.10927</b>	

The results of the descriptive statistical analysis in Table (3) refer to the dimension of Green recruitment and selection, which was measured with three questions, as the total arithmetic mean reached (3.5642) for this dimension and the standard deviation was (0.10927), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (2) obtained the highest arithmetic mean, as it reached (4.1053) and with a standard deviation of (0.85568), and this indicates that the level of answers was high to this question.

##### 4.1.2 Green training

Table 4. Descriptive statistics for the Green training dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	16	18	45	51	45	3.4358	0.80784	3
	Percent	0.009	0.03	0.29	0.355	0.2987			
Q2	Frequency	18	27	63	41	26	3.56842	0.76613	2
	Percent	0.028	0.125	0.37115	0.459	0.315			
Q3	Frequency	31	30	55	32	27	4.01575	0.12873	1
	Percent	0.15384	0.151	0.392	0.192	0.125			
<b>Total</b>							<b>3.45313</b>	<b>0.11205</b>	

The results of the descriptive statistical analysis in Table (4) refer to the dimension of the Green training that was measured with three questions, as the total arithmetic mean was (3.45313) for this dimension and the standard deviation was (0.11205), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (3) obtained the highest arithmetic mean, which amounted to (4.01575) and with a standard deviation of (0.12873), and this indicates that the level of answers was high on this question.

#### 4.1.3 Green Performance Management

Table 5. Descriptive statistics for the Green performance management dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	31	55	27	36	26	4.1404	0.16647	1
	Percent	0.1538	0.394	0.125	0.211	0.115			
Q2	Frequency	27	31	38	45	34	3.1118	0.9432	4
	Percent	0.115	0.163	0.23	0.29	0.19			
Q3	Frequency	18	27	53	51	26	3.76842	0.914613	3
	Percent	0.028	0.125	0.375	0.35	0.115			
Q4	Frequency	30	48	45	29	23	3.86912	0.82543	2
	Percent	0.1533	0.301	0.296	0.144	0.114			
<b>Total</b>							<b>3.4311914</b>	<b>0.1102804</b>	

The results of the descriptive statistical analysis in Table (5) refer to the dimension of the Green performance management that was measured by four questions, as the total arithmetic mean reached (3.4311914) for this dimension and the standard deviation (0.1102804), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (1) obtained the highest arithmetic mean, which amounted to (4.1404) and with a standard deviation of (0.16647), and this indicates that the level of answers was high to this question.

#### 4.1.4 Green pay and reward

Table 6. Descriptive statistics for the Green pay and reward dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	31	24	46	48	26	4.1764	0.16647	1
	Percent	0.153	0.096	0.307	0.326	0.11			
Q2	Frequency	16	18	45	51	45	3.86158	.90784	3
	Percent	0.009	0.038	0.29	0.35	0.29			
Q3	Frequency	16	19	29	57	54	4.1053	.80068	2
	Percent	0.009	0.048	0.144	0.413	0.384			
<b>Total</b>							<b>3.7244703</b>	<b>0.1066539</b>	

The results of the descriptive statistical analysis in Table (6) refer to the dimension of the Green pay and reward dimension, which was measured with three questions, as the total arithmetic mean was (3.7244703) for this dimension and the standard deviation was (0.1066539), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (1) got the highest arithmetic mean, which amounted to (4.1764) and with a standard deviation of (0.16647), and this indicates that the level of answers was high on this question.



4.1.5 Green involvement

Table 7. Descriptive statistics for Green involvement dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	16	17	29	48	65	3.1404	1.16647	4
	Percent	0.009	0.028	0.1442	0.326	0.49			
Q2	Frequency	29	30	55	34	27	3.0175	1.14073	2
	Percent	0.1346	0.153	0.394	0.192	0.125			
Q3	Frequency	16	18	45	51	45	3.8158	0.90784	6
	Percent	0.009	0.038	0.298	0.3557	0.298			
Q4	Frequency	16	19	29	57	54	4.1053	0.85568	5
	Percent	0.009	0.04	0.144	0.4132	0.384			
Q5	Frequency	15	21	32	62	45	3.9912	0.82543	3
	Percent	0.009	0.067	0.173	0.461	0.298			
Q6	Frequency	31	24	46	48	26	4.2368	0.84458	1
	Percent	0.153	0.096	0.3076	0.326	0.115			
<b>Total</b>							<b>3.71929</b>	<b>0.1308779</b>	

The results of the descriptive statistical analysis in Table (7) refer to the Green involvement dimension, which was measured with six questions, as the total arithmetic mean reached (3.71929) for this dimension and the standard deviation (0.1308779), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (6) got the highest arithmetic mean, which amounted to (4.2368) and with a standard deviation of (0.84458), and this indicates that the level of answers was high to this question.

4.2 Innovation behavior: It includes four sub-dimensions as follows:

4.2.1 Opportunity Explore

Table 8. Descriptive statistics for the dimension of Opportunity Explore.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	29	30	55	34	27	4.0175	0.12873	2
	Percent	0.134	0.153	0.394	0.192	0.125			
Q2	Frequency	31	24	46	48	26	4.36842	0.98761	1
	Percent	0.153	0.096	0.3	0.323	0.11			
Q3	Frequency	17	15	32	62	49	3.8158	0.90784	4
	Percent	0.019	0.009	0.17	0.4618	0.33			
Q4	Frequency	18	27	53	51	26	3.7612	0.82543	3
	Percent	0.0288	0.125	0.375	0.355	0.115			
Q5	Frequency	16	19	29	57	54	3.2365	0.84328	5
	Percent	0.009	0.048	0.144	0.413	0.384			
<b>Total</b>							<b>3.6094525</b>	<b>0.12653</b>	

The results of the descriptive statistical analysis in Table (8) refer to the Opportunity Explore dimension that was measured with five questions, as the total arithmetic mean reached (3.6094525) for this dimension and the standard deviation (0.12653), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (2) obtained the highest arithmetic mean, as it reached (4.36842) and with a standard deviation of (0.98761), and this indicates that the level of answers was high to this question.

#### 4.2.2 Idea Generation

Table 9. Descriptive statistics for the dimension of Idea Generation.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	29	30	55	34	27	4.0175	0.12873	2
	Percent	0.134	0.153	0.394	0.192	0.125			
Q2	Frequency	31	24	46	48	26	4.36842	0.98761	1
	Percent	0.153	0.096	0.3	0.323	0.11			
Q3	Frequency	17	15	32	62	49	3.8158	0.90784	4
	Percent	0.019	0.009	0.17	0.4618	0.33			
Q4	Frequency	18	27	29	46	55	3.2105	0.1664	6
	Percent	0.0288	0.028	0.1341	0.319	0.49			
Q5	Frequency	18	27	53	51	26	3.7612	0.82543	3
	Percent	0.0288	0.125	0.375	0.355	0.115			
Q6	Frequency	16	29	29	52	49	3.2365	0.84328	5
	Percent	0.009	0.048	0.144	0.413	0.384			
<b>Total</b>							<b>3.609452</b>	<b>0.12653</b>	

The results of the descriptive statistical analysis in Table (9) refer to the Idea Generation dimension that was measured with six questions, as the total arithmetic mean reached (3.609452) for this dimension and the standard deviation (0.12653), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (2) obtained the highest arithmetic mean, as it reached (4.36842) and with a standard deviation of (0.98761), and this indicates that the level of answers was high to this question.

#### 4.2.3 Promoting the idea

Table 10. Descriptive statistics for the dimension of Promoting the idea.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	31	24	46	48	26	4.36842	0.98761	1
	Percent	0.153	0.096	0.3	0.323	0.11			
Q2	Frequency	17	15	32	62	49	3.8158	0.90784	4
	Percent	0.019	0.009	0.17	0.4618	0.33			
Q3	Frequency	18	17	29	46	65	3.2105	0.1664	2
	Percent	0.0288	0.028	0.1341	0.319	0.49			
Q4	Frequency	17	27	53	52	26	3.7612	0.82543	3
	Percent	0.0288	0.125	0.375	0.355	0.115			
Q5	Frequency	16	19	29	57	54	3.2365	0.84328	5
	Percent	0.009	0.048	0.144	0.413	0.384			
<b>Total</b>							<b>3.6094525</b>	<b>0.12653</b>	

The results of the descriptive statistical analysis in Table (10) refer to the Promoting of the idea dimension that was measured with five questions, as the total arithmetic mean reached (3.6094525) for this dimension and the standard deviation (0.12653), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (1) obtained the highest arithmetic mean, as it reached (4.36842) and with a standard deviation of (0.98761), and this indicates that the level of answers was high to this question.

#### 4.2.4 Idea Implementation

Table 11. Descriptive statistics for the dimension of Idea Implementation.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	29	30	55	34	27	4.0175	0.12873	4
	Percent	0.134	0.153	0.394	0.192	0.125			
Q2	Frequency	17	21	32	60	45	3.1504	0.1564	5
	Percent	0.019	0.063	0.171	0.4518	0.288			
Q3	Frequency	30	24	46	49	26	4.36842	0.98761	1
	Percent	0.153	0.096	0.3	0.323	0.11			
Q4	Frequency	17	15	32	62	49	3.8158	0.90784	2
	Percent	0.019	0.009	0.17	0.4618	0.33			
Q5	Frequency	18	17	29	46	65	3.2105	0.1664	3
	Percent	0.0288	0.028	0.1341	0.319	0.49			
<b>Total</b>							<b>3.6094525</b>	<b>0.12653</b>	

The results of the descriptive statistical analysis in Table (11) refer to the Idea Implementation dimension that was measured with five questions, as the total arithmetic mean reached (3.6094525) for this dimension and the standard deviation (0.12653), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (3) obtained the highest arithmetic mean, as it reached (4.36842) and with a standard deviation of (0.98761), and this indicates that the level of answers was high to this question.

#### 4.3 Analytical aspect: Finding correlation and impact relationships between research variables

##### 4.3.1 Hypothesis 1: Correlation Analysis

We will test the correlation relationships for the axes used in the research by extracting the values of the correlation coefficient (Pearson) between green human resource management practices on innovation behavior in general.

H0: There is no significant correlation between green human resource management practices and innovation behavior.

H1: There is a significant correlation between green human resource management practices and innovation behavior.

By analyzing the data for the research variables, the results were reached through Table (12)

Table 12 Correlations Result.

		Correlations	
		GHRMP	Innovation behavior
GHRMP	Pearson correlation	1	.870**
	Sig. (2-tailed)	.000	
	N	175	
Innovation behavior	Pearson correlation	.870**	1
	Sig. (2-tailed)	.000	
	N	175	

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

We note from Table (12) that the value of the correlation coefficient between the green human resource management practices and the innovation behavior amounted to 0.87 a significant value (sig.=0.000) and this value is less than the significance level of 5% or 1% and thus leads to the rejection of hypothesis H0 and the acceptance of hypothesis H1 and we conclude that there is a significant correlation relationship Between the green human resource management practices and the innovation behavior.

As for the sub- Correlations, they are between each (green recruitment and selection, green training, green performance management, green pay and reward, green involvement) and the innovation behavior according to Table (13)

Table 13 sub–Correlations Result.

		GHRMP					
		innovation behavior	Green recruitment and selection	green training	green performance management	Green pay and reward	green involvement
innovation behavior	Pearson correlation	1	0.89	0.77	0.92	0.78	0.82
	Sig. (2-tailed)		0.00	0.00	0.00	0.00	0.00
	N	175	175	175	175	175	175

We note from Table (13) that the value of the correlation coefficient between the green recruitment and selection and the innovation behavior is 0.89, which is a significant value (Sig), which is less than the significance level of 5% or 1%, as well as between the green training and the innovation behavior amounted to 0.77, which is a significant value (Sig). It is less than the significance level of 5% or 1%, and the value of the correlation coefficient between the green performance management is the innovation behavior 0.92, which is a significant value (Sig), which is less than the level of significance of 5% or 1%, and the value of the correlation coefficient between the green pay and reward is the innovation behavior 0.78, which is a value Significance (Sig), which is less than the significance level of 5% or 1%, and finally, the value of the correlation coefficient between the green involvement and the innovation behavior is 0.82, which is a significant value (Sig), which is less than the significance level of 5% or 1%.

#### 4.3.2 Hypothesis 2: Impact analysis

Here, the main hypothesis of the causal effect of the five axes (green human resource management practices) on the axis of Innovation behavior will be tested according to the following hypothesis:

H0: There is no significant effect of the five axes (green human resource management practices) on the Innovation behavior

H1: There is a significant effect of the five axes (green human resource management practices) on Innovation behavior

The linear regression function was calculated and we got the following results according to Table (14)

Table 14 Represents the values of the coefficient of determination and the corrected coefficient of determination.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	.887a	0.785	0.602	1.65521

a. Predictors: (Constant), green recruitment and selection, green training, green performance management, green pay and reward, green involvement

Table (14) shows that the coefficient of determination was 0.785 and the corrected coefficient of determination was 0.60. This means that the linear regression model explained 78% of the total and remaining deviations due to other factors not included in this research.

Table 15 Analysis of Variance (ANOVA<sup>a</sup>)

Model Summary					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	9.948	5	1.978	0.755	.000a
Regression					
Residual	13.689	5	2.730		
<b>Total</b>	<b>23.637</b>	<b>10</b>			

a. Dependent Variable: innovation behavior

b. Predictors: (Constant), green recruitment and selection, green training, green performance management, green pay and reward, green involvement

From Table (15) we notice that the value of F is 0.755, which is a significant value of Sig.=0.00 at 5% and 1%, and this is evidence that the model is significant. Thus, based on the results that appeared in Tables (14 & 15), the research reached the rejection of the H0 hypothesis and the acceptance of the H1 hypothesis, which states that there is a significant effect of the axes of green human resource management practices on innovation behavior.

### 5. CONCLUSIONS

The results of the research confirmed the positive and significant effects of green human resource management practices in enhancing the innovation behavior of employees the research showed that the colleges and private universities, the research sample, seek to some extent to attract candidates for jobs who have the knowledge and skills required and harness

them towards the society that serve it. The research also showed the interest of private colleges and universities under discussion in programs and training courses that contribute to enhancing the knowledge and skills of employees, working to improve their innovation behavior, and dealing with environmental sustainability issues in the field of human resources. The results of the research also show a clear interest in defining performance standards and indicators related to green behaviors that support the achievement of its objectives in the field of environmental preservation. Although the research showed the interest of private colleges and universities, the subject of the research, in the subject of green pay and rewards for faculty members and their work to develop appropriate compensation programs to stimulate green activities, their actual performance in this aspect was weak in the sense that these programs were not converted into an actual reality that the members of the faculty are aware of. Teaching staff who contribute to making improvements to their human resource systems in those colleges and demonstrating environmentally friendly behaviors. The results also demonstrated that the practices of green human resources management positively affect the level of the sustainability of private colleges and in particular the green involvement practices that ranked first among the green practices, and this means that the greater the involvement of the faculty members in the green activities of the organization, the more positively reflected in promoting the sustainability of those colleges. In conclusion, the research concluded that there is a decisive role for green human resources management practices in promoting the innovation behavior of employees.

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### Declaration of Competing Interest

The author declares that I have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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