

The Role of Sustainable Human Resources in Achieving Green Behaviors for Employees - An Applied Study of the Opinions of a Sample of Workers in the Kufa Cement Factory

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Abstract: This research aims to know the role that sustainable human resources practices play in promoting green behaviors of employees. To achieve the objectives of the research, the relationship and influence between the dimensions of sustainable human resources practices, represented by (employee selection, employee participation, and employee empowerment) was studied on the dimensions of employees' green behaviors, represented by (Sustainable action, conservation behaviors, avoiding harm, influencing others, taking initiative). The methodology dealt with a group of paragraphs, the most important of which is the research problem, the content of which is that there have been increasing interests and developments recently in the sustainable human resources system. In light of this, a hypothetical diagram was built that embodies the relationship between the variables in question, and a set of main and sub-hypotheses emerged from it. In order to achieve the aforementioned research goal and answer the research questions and test the validity of its hypotheses, the study relied mainly on (the questionnaire), which is the main tool for collecting data and information, and by adopting the descriptive approach. Because of that, a random sample was chosen, representing the research community working in the Kufa Cement Factory in the Kufa Governorate. Najaf Al-Ashraf, 325 questionnaires were actually distributed, and the valid questionnaires for analysis were 286 questionnaires after excluding the abnormal and invalid questionnaires. After evaluating and testing the credibility and stability of the research measurement tools, data analysis and hypotheses testing were conducted using advanced statistical tools and analysis using statistical programs (SPSS. Ver. 26.) and (AMOS. V. 25). Several conclusions were revealed, the most important of which is the presence of a statistically significant effect between... Between the sustainability of human resources and the green behaviors of employees, and this explains that increasing interest in the sustainability of human resources leads to enhancing green behaviors of employees. The study recommended several recommendations, the most important of which is urging the management of the Kufa Cement Plant to pay attention to employee participation, as it has a role in promoting green behaviors for employees by providing a safe and comfortable work environment that allows them to express their opinions and suggestions and listen to their problems.

Keywords: sustainable human resources, green behaviors of employees.

Attention to human resources is constantly increasing because of their valuable role in facing successive changes in the internal and external environment of various organizations, as the business environment witnesses various challenges and continuous changes in light of increasing change at all levels, which requires the organizations' departments to be as prepared as possible. Taking the initiative to deal with various situations of change, and adopting programs for planned change through which development takes place, and in which human resources represent the main tool for confronting these changes.

Hence, human resources management should be an essential partner in preparing sustainable development at the organization level, and sustainable human resources practices management practices represent a new and important source of those resources that should be paid attention to and taken into account in today's world in order to maintain a clean, healthy and safe environment for organizations, especially health ones.

Accordingly, traditional human resources management practices must be replaced with sustainable human resources practices management that is consistent with the need and spirit of the times in order to reduce environmental pollution. Hence, the term sustainable human resources practices management refers to the important role that human resources plays in terms of practices towards the environmental priorities related to organizations with the aim of protecting and preserving

1- The first section: the scientific methodology of research

1-1-Research problem:

The research problem is represented by the weak interest of the Kufa Cement Factory in the aspects of sustainability in human resources management, including the selection, participation and empowerment of employees, which is reflected in the green behaviors of employees and their recycling. The research problem can be formulated through the following: What is the role of sustainable human resources practices in achieving green behaviors of employees in The researched laboratory?

1-2-Research objectives:

1-2-1- Revealing the reality of sustainable human resources practices in the Kufa Cement Factory.

1-2-2- Identify the green behavioral practices of workers in the researched laboratory.

1-2-3- Revealing the nature of the relationship between sustainable human resources practices and green behaviors of employees.

1-3-Default search form:

To achieve the research objectives, it is necessary to build a hypothetical chart to diagnose the independent variable, which includes (employee selection, employee participation, employee empowerment) (Manzoor et al, 2019:4-6).

And the dependent variable, which includes, according to (Ismail & Taha, 2020; Ones & Dilchert, 2012; (Norton et al.) (sustainable work, conservation behaviors, avoiding harm, influencing others, taking initiative). As shown in Figure No. (1), which It includes two types of basic variables:

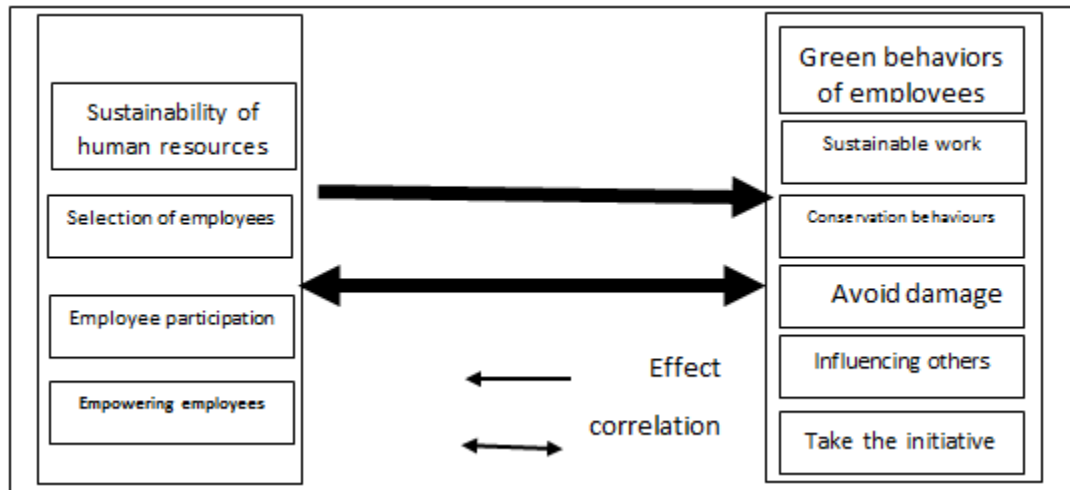


Figure (1) The hypothetical research model prepared by the researchers

1-2-Research hypotheses

The first main hypothesis: There is a correlation between sustainable human resources practices and the dimensions of green behaviors of employees.

The following sub-hypotheses emerge from it:

1-2-1- There is a significant correlation between employee selection and the dimensions of employees' green behaviors.

1-2-2- There is a significant correlation between employee participation and the dimensions of employees' green behaviors.

1-2-3- There is a significant correlation between employee empowerment and the dimensions of employees' green behaviors.

The second main hypothesis: There is an influence relationship between sustainable human resources practices and the dimensions of green behaviors of employees.

The following sub-hypotheses emerge from it:

1-2-4- There is a significant influence relationship between employee selection and employees' green behaviors.

1-2-5- There is a significant influence relationship between employee participation and employees' green behaviors.

1-2-6- There is a significant relationship of influence between employee empowerment and the dimensions of employees' green behaviors.

1-5-Research population and sample:

The research community included all workers in the Kufa Cement Factory, numbering (800) workers.

In order to determine the appropriate sample size, the following equation was used (Steven K. Thompson, 2012:59) to determine the sample size.

$$n = \frac{N \times p(1 - p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1 - p) \right]}$$

N= Community size

z= The standard score corresponding to the significance level is 0.95 and equals 1.96

d= The error rate is 0.05

p= The ratio of availability of the property and neutrality equals 0.50

Based on it, it appeared that the optimal sample size was (280) employees, so (300) questionnaires were distributed to a random sample, and after (280) questionnaires were retrieved, with a response rate of (88%), it was found that the number of questionnaires suitable for statistical analysis reached (260).) Questionnaire, which is the required number.

1-6 Statistical tools:

A number of ready-made statistical methods were used and employed. Methods and models that are consistent with research directions, including:

- 1) The statistical programs used. In determining the sample size: (Exsel.2007) was used to extract data for the current study, as well as the use of the program (SPSS.V.28), as well as the use of the program (AMOS.V.25), and then these methods are reflected in:
- 2) Arithmetic mean: to measure the level of trend in the study sample's answers.
- 3) Standard deviation: To measure the level of dispersion of answers from their mean, mathematically.
- 4) Relative importance: to measure the level of availability of the study variables in the studied company.
- 5) Order of importance: to indicate the level of importance of the study variables paragraphs to the studied company.
- 6) Cronbach Alpha coefficient: to measure the stability of variables in the measurement tool.
- 7) Pearson correlation coefficient: To measure the correlation between two variables.
- 8) Explanation coefficient (R2): To determine the percentage of changes that occur in the dependent variable that the independent variable explains.
- 9) Normal distribution test: to show the extent to which the data drawn from the study population is normally distributed.
- 10) Confirmatory factor analysis to measure the extent to which the paragraph is interpreted from the dimension for which it was developed.
- 11) Path analysis: to show the extent to which the study variables are explained by the dependent variable.

2- The theoretical aspect

2-1- The concept of sustainable human resources practices:

The concept of sustainable human resources practices appeared when the third millennium generations began to prefer working in organizations that follow the sustainable business model, especially after

human resources management realized the importance of following sustainable business practice and its direct impact on organizational performance. Therefore, human resources or sustainable human capital is... An undeniable credit (Rahman & Ibrahim, 2017:1124). (Manzoor, 2019:4) indicates that the definition of sustainable human resources practices is: “adapting sustainable human resources practices and strategies that enable them to achieve the financial, environmental, and social goals of the organization in the long term, as well as controlling negative reactions and unintended side effects. As for (Baum, 2018:3) He defined it as all the approaches that the organization adopts in its work in order to reach environmental, social and economic sustainability, focusing on long-term results and benefits, and avoiding achieving profits in the short term in thinking and application. Human resources sustainability is also known as a set of activities and methods. A concrete methodology that achieves long-term results, as well as procedures aimed at recruiting, selecting, and attracting collectively and effectively in terms of cost and time (Ehnert, 2009:77).

2-2- Dimensions of sustainable human resources practices

The dimensions of sustainable human resources practices can be achieved through choice, participation, and empowerment, relying on the model (Manzoor et al, 2019:4-6), as follows:

2-2-1 Selection of employees: (Armstrong, 2014:4) defines the selection process as a set of activities designed to make a choice among available candidates for a specific job and decide whether to employ or reject them, while (Torrington et al, 2020:4) defines selection as A procedure that applies predetermined and standardized methods and techniques and selects people who best meet the requirements of a particular job. Moreover, applying a sustainable selection process in the organization not only shows work and strengthens relationships with employees, people and profits, but may also serve as a competitive advantage for the organization in the market for selecting the best workers (Manzoor et al, 2019: 4-6). An effective selection process aims to achieve as close a match as possible between job requirements and candidate characteristics, i.e. to identify candidates whose potentials, competencies and personality fully match the job requirements (Noe, et al., 2020:60).

2-2-2 Employee participation: Participation is a process through which individuals working in the organization participate to accomplish a specific goal, as well as participation in the decision-making process related to development and sustainability that will affect it. Also, employees in the organization cannot participate unless they are allowed to do so, and participation has a positive role in influencing organizational performance, especially in the decision-making process (Manzoor et al, 2019:4-6). Beardwell (2007:3) & Claydon (2007) defined employee participation as the distribution of power between the employer and employees in decision-making processes, either through direct or indirect participation. In addition, participation in decision-making also refers to employees’ participation and influence in decision-making In the workplace (Busket al., 2010:3).The deep involvement of workers in decision-making allows front-line workers to influence the planning process. These are the people closest to stakeholders and who can facilitate learning about new products and services, which is an essential element in Entrepreneurship process (Li et al., 2019:4).

2-2-3 Employee Empowerment: What is meant by employee empowerment is employees’ creativity and unleashing their power by giving them freedom, resources, and information to make decisions effectively (Daft, 2003:356). While Nazakat (2009:4) defined empowerment as an extension of organizational processes through communication, the practice of criticism, expressing opinions, and the practice of working as a team in order to increase knowledge, skills, and motivation. Hitt et al, (2009:274) explained that employee empowerment means the process of sharing power with others. As for (Gill et al, 2010:2), they defined empowerment as transferring authority and responsibility to workers within certain limits.

2-3-The concept of green behaviors for employees

Employees are the key to the success or failure of organizations that adopt an environmental system. The environmental behavior of employees is determined through a complex interaction of individual, situational, cultural, and structural factors. Green behaviors also focus on individual learning and the acquisition of skills through specific training and education programs that concern environmental issues. And determining the environmental performance of employees, which is closely linked to ways of living and their daily behavior, while green behaviors focus on the greening of employees, which is the result of their environmental experiences and interactions between private life and work life, and organizations need supportive activities to promote environmentally friendly behavior and optimal use of resources in the workplace (Aykan, 2017:159).

Many definitions of green behaviors for employees have been provided by writers and researchers, which we explain in the following table:

Table (1): Several definitions of green behaviors of employees by writers and researchers

NO	Researcher	Concept
1	(Felin et al, 2015:9)	It is the key to promoting sustainable development of society and economy
2	(Thevanes & Arulrajah, 2016:3)	The real behaviors of workers in organizations that contribute to reducing the harmful impact or increasing the constructive impacts on the natural environment
3	(Safari, et al, 2018:10)	Every behavior that a worker performs to preserve resources, improve ways to benefit from them, and not harm the environment, taking into account the right of future generations to the availability of sufficient resources and a safe environment for them.
4	(Li & Wang, 2019, p. 284)	Behavior that aims to prevent pollution, through purchasing green materials, recycling, and reducing waste production
5	Thevanes & Arulrajah, 2020;	The real behaviors of workers in organizations that contribute to reducing the harmful impact or increasing the constructive impacts on the natural environment

2-4-Dimensions of employees’ green behaviors

Previous studies (2020; Ones and Dilchert, 2012; (Norton et al., 2015) used a scale consisting of five main dimensions, and these dimensions were called (the five green categories). We will review these categories or dimensions as follows:

2-4-1-Resource conservation: It is one of the main dimensions of green behaviors, and includes reuse and recycling (Ones et al., 2012:7). This dimension captures all those actions that are the main drivers of behaviours, i.e. reuse, recycling, re-substitution and risk reduction. While parallel individual behaviors in personal life mainly focus on waste reduction, on the professional side they focus on reasonable use of raw materials, energy conservation and waste avoidance (Mayangsari & Nawangsari, 2019:221).

2-4-2-Working sustainably: It is the worker’s interest in performing job tasks in a way that makes him enjoy positive environmental performance. These behaviors are also related to the workplace and the work itself, as workers search for new products and services, as working sustainably includes performing duties. And the individual’s job responsibilities so that he has a positive environmental performance (Ones et al., 2012)...

2-4-3-Avoiding harm: Avoiding harm is related to avoiding and suspending negative environmental behaviors at work. The positive side of these behaviors include behaviors that reduce pollution or enhance the ecosystem. The downside of this category is the motivation for lack of prudence and financial gain. EGBs that avoid environmental damage tend to include altruism, feelings of responsibility toward future generations, and a general concern for the future. Personality traits except external types of individuals have a negative impact on employees' counter-work behavior (Mayangsari & Nawangsari, 2019:221).

2-4-4-Influencing others: Influencing others means the extent to which employees educate, engage, and motivate individuals to participate in reducing environmental impacts and participating in pro-environmental initiatives. These behaviors include a variety of stakeholders but within the definition, it only considers employees, but they have great potential to influence the environmental outcome by influencing multiple organizational members (Mayangsari & Nawangsari, 2019:221).

2-4-5-Taking Initiative: The last descriptive category of the Five Green is proactive and entrepreneurial that involves a certain level of personal risk or sacrifice. It includes behaviors that break the mold and go against societal expectations. The willingness to give up some benefit or suffer potentially negative consequences inherent in these behaviors serves proactive behaviors in rejecting the (unsustainable) status quo. Psychologically, individuals who take initiative can be viewed as agents of change (Frohman, 1999:32).

3- The practical aspect

3-1- Questionnaire stability or scale stability tests:

The researcher used the Alpha Cronbach test, the value of which is considered reliable whenever it is equal to or greater than 0.70, in order to determine the stability of the questionnaire and know its consistency and results, as well as the degree to which it is far from error and obtaining the same results, if it is redistributed multiple times and over periods of time. Different and with the same degree of reliability (Sekaran & Bougie (2016).

Table (2) Reliability coefficient for dimensions and items

Variables	Dimensions	Number of paragraphs	Stability coefficient
Sustainability of human resources	Selection of employees	3	94.3%
	Employee participation	5	89.4%
	Empowering employees	10	92.1%
All paragraphs of the dimensions of human resources sustainability		18	90.3%
Green behaviors of employees	Sustainable work	9	84.1%
	Avoid damage	7	90.4%
	Conservation behaviours	10	92.1%
	Influencing others	6	91.2%
	Take the initiative	8	92.2%
All paragraphs of the dimensions of employees' green behaviors		40	92.3%
All dimensions		58	93.4%

3-2- Descriptive analysis of sample responses

To see the level of occurrence of this variable in the researched organization, descriptive analysis tests will be reviewed, represented by (arithmetic mean, standard deviation, coefficient of variation, coefficient of skewness, skewness, and relative importance). According to the study variables represented by (sustainability of human resources, green behaviors of employees), the mean was adopted. The hypothesis of (3), since each dimension obtains a hypothetical arithmetic mean higher than (3), is acceptable. Otherwise, it is considered rejected, so a comparison should be made among them to identify the level of availability, practice, homogeneity, and interest by the Kufa Cement Factory in these main dimensions and variables.

3-2-1- Human resources sustainability variable: -

Table (3) shows the results related to the variable (sustainability of human resources), as it turns out that the aforementioned variable has achieved availability and responsiveness at a high level, because the arithmetic mean has reached (3.79), with a standard deviation of (0.78), and a coefficient of variation of (20.60%) Which shows the dispersion of the values from their arithmetic mean, with a relative importance of (75.73%), where after (employing employees) you get the first place because it has the highest values, while after (selection of employees) you get the last place because it has the lowest values, and the following is a presentation The most important results related to the responses of the sample’s opinions regarding each dimension of the variable (sustainability of human resources): -

Table (3): Statistical description of the independent variable human resources sustainability

NO	Independent dimensions	MEAN	S.D	%	C.V	Dimensional arrangement	Skewness	Kurtosis
1	Employee Selection (SE)	3.56	0.82	%71.20	%23.03	3	0.663	-0.687
2	Employee Engagement (PE)	3.87	0.79	%77.40	%20.41	2	0.765	-0.912
3	Employee Empowerment (ME)	3.93	0.73	%78.60	%18.58	1	0.923	-0.456
	Total human resources sustainability	3.79	0.78	%75.73	%20.60		0.784	-0.685

Source: Outputs of the statistical program Statistical Package for Social Sciences SPSS.V.26.

3-2-2-Employees’ green behaviors variable

Table (4) shows the results related to the variable (green behaviors of employees), which reached ((3.84), which is higher than the default mean, with a standard deviation of (0.86), and a coefficient of variation of (22.37%), which shows the dispersion of the values from their arithmetic mean, and with relative importance. It reached (76.88%), where the (sustainable work) dimension gets the first place because it has the highest values, while the (avoiding harm) dimension gets the last place because it has the lowest values. Below is a presentation of the most important results related to the responses of the sample’s opinions regarding each dimension. Among the dimensions of the variable (green behaviors of employees):

Table (4): Statistical description of the dependent variable green behaviors of employees

NO	Independent dimensions	MEAN	S.D	%	C.V	Dimensional arrangement	Skewness	Kurtosis
1	Sustainable Business (SW)	4.12	0.67	%82.40	%16.26	1	0.932	-0.579
2	Avoid damage (AH)	3.56	1.12	%71.20	%31.46	5	0.729	-0.956
3	Conservation Behaviors (CB)	3.67	0.99	%73.40	%26.98	4	0.829	-0.319
4	Influencing others (IO)	3.88	0.83	%77.60	%21.39	3	0.451	-0.488
5	Take initiative (TI)	3.99	0.69	%79.80	%17.29	2	0.298	-0.419
	Total green behaviors of employees	3.84	0.86	%76.88	%22.37		0.648	-0.552

Source: Outputs of the statistical program Statistical Package for Social Sciences SPSS.V.26.

The normal probability distribution of the data on human resources sustainability and green behaviors of employees is within the region of the normal distribution, where it came from. Skewness test results. and kurtosis), within the upper and lower acceptance levels between (± 1.96) according to (Hair et al., 2010).

3-3-The first main hypothesis (H1): (This hypothesis stated that there is a statistically significant relationship between the sustainability of human resources and the green behaviors of employees). Table (5) shows the existence of a correlation between the sustainability of human resources and the green behaviors of employees. The coefficient reached... The correlation (0.903), which is positive and significant based on the level of significance achieved (0.000), is less than the value of the standard level of significance for the social sciences (5%), and based on these results the hypothesis is accepted, and this indicates the greater the interest in the Kufa Cement Factory in human resource sustainability practices. It will lead to promoting green behaviors of employees. The following sub-hypotheses branch out from them: -

3-3-1-The first sub-hypothesis (H1-1): (This hypothesis stated that there is a statistically significant relationship between employee selection and employees' green behaviors). Table (5) shows that there is a correlation between employee selection and employees' green behaviors. The correlation coefficient reached (0.829), which is positive and significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%). Based on these results, the hypothesis is accepted, and this indicates the greater the interest in the Kufa Cement Factory in selecting employees. It will lead to promoting green behaviors of employees.

3-3-2-The second sub-hypothesis (H1-2): (This hypothesis stated that there is a statistically significant relationship between employee participation and employees' green behaviors). Table (5) shows that there is a correlation between employee participation and employees' green behaviors. The correlation coefficient reached (0.743), which is positive and significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%), and based on these results the hypothesis is accepted, and this indicates the greater the interest in the Kufa Cement Factory in the content of sharing The strategy will lead to the promotion of green behaviors of employees.

3-3-3-The third sub-hypothesis (H1-3): (This hypothesis stated that there is a statistically significant relationship between employee empowerment and employees' green behaviors). Table (5) shows that there is a correlation between employee empowerment and employees' green behaviors. The correlation coefficient reached (0.798), which is positive and significant based on the level of significance achieved (0.000), less than the value of the standard level of significance for the social sciences (5%), and based on these results the hypothesis is accepted, and this indicates the greater the interest in the Kufa Cement Factory in developing empowerment Employees strategically will lead to promoting green behaviors of employees.

Table (5) Correlation between human resources sustainability and green behaviors of employees

Green behaviors of employees		
Sustainability of human resources	Pearson Correlation	0.903**
	Sig. (2-tailed)	0.000
Selection of employees	Pearson Correlation	0.829**
	Sig. (2-tailed)	0.000
Employee participation	Pearson Correlation	0.743**
	Sig. (2-tailed)	0.000
	Pearson Correlation	0.798**
	Sig. (2-tailed)	0.000

Source: Prepared by the researcher based on the outputs of SPSS V.28.

3-4-The second main hypothesis (H2): This hypothesis indicates that there is a significant effect of the sustainability of human resources on the green behaviors of employees. In order to test this hypothesis, simple regression analysis was used. This means: The green behaviors of employees are a real function of the sustainability of human resources and that any change in The sustainability of human resources will lead to enhancing the green behaviors of employees, according to what was presented in table () of the results of the impact test, which showed that there is an effect of the sustainability of human resources on the green behaviors of employees, as the effect constant reached (0.09), and the slope of the regression reached (0.97). Directly, that is: when the sustainability of human resources is increased by one unit, it will enhance the green behaviors of employees by an amount of (0.97). In addition, the sustainability of human resources explains a percentage of (81.5%) of the variation occurring in the green behaviors of employees, and the remaining percentage of (18.5%) is due to factors Other outside the regression model, it is significant based on the calculated (F) value (1057.36), which is larger when compared to the tabulated (F) of (3.80), and the significance level value supporting this result, which reached (0.000), is lower. From the level of significance, which the researcher assumed (0.05), and according to these results. The alternative hypothesis is accepted, which means: which means that increasing interest in the sustainability of human resources through employees of the researched organization making every effort to design new and environmentally friendly products, participating and working in projects that improve the local environment, and working to reduce energy consumption by stopping... Operating equipment when it is not in use leads to an increase in the green behaviors of workers, and the regression equation is as follows:

$$y = a + bx$$

$$y = 0.09 + 0.97x$$

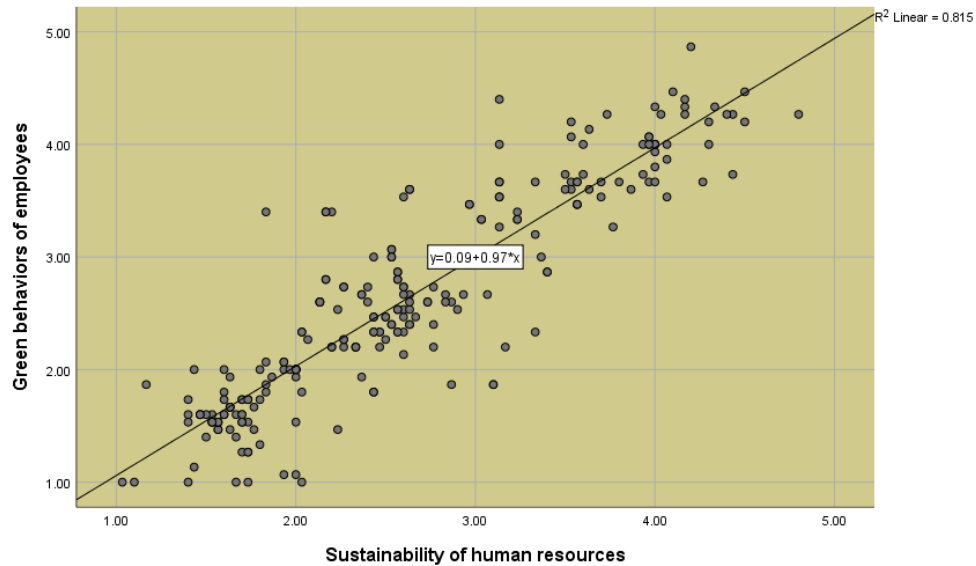


Figure (2) shows the effect between human resources sustainability and green behaviors of employees

Table (6) shows the influence relationships between human resources sustainability and green behaviors of employees

Variable	Indicator	Recorded value
Sustainability of human resources	F – Cal	1057.36
	R^2	0.815
	P	0.000
	A	0.09
	B	0.97

Source: Prepared by the researcher based on the outputs of the SPSS.V.26 program

The following sub-hypotheses branch out from them:

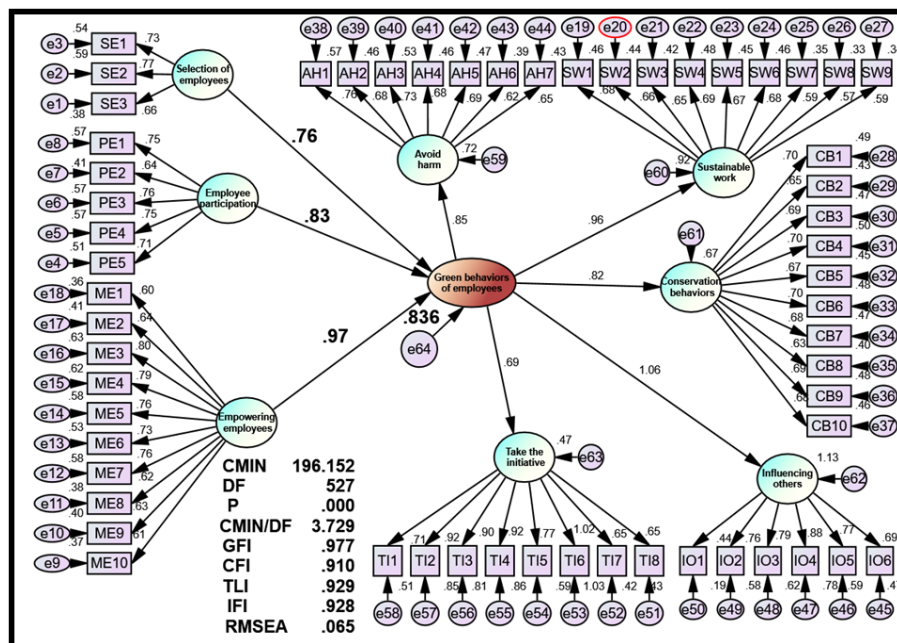


Figure (3) The effect between the dimensions of human resources sustainability and the green behaviors of employees

Table (7) The impact between the dimensions of human resources sustainability and the green behaviors of employees

PATH			Standard estimate	Standard error	Critical value	R ²	Sig.
Selection of employees	→	green behaviors of employees	0.763	0.122	14.021	0.836	0.000
Employee participation	→		0.829	0.096	10.321		0.000
Empowering employees	→		0.968	0.083	7.678		0.000

The source was prepared by the researcher based on the outputs of the (AMOS.V.24) program.

Table (7) indicates that the more the management of the Kufa Cement Factory pays attention to improving the sustainability of human resources, the more it leads to improving the green behaviors of employees. In other words, improving the dimensions of human resources sustainability by one unit leads to an improvement in the green behaviors of employees, and the standard weights for the dimensions of resource sustainability were Humanity is as follows (0.763) for employee selection, which means that employees' green behaviors improve by subjecting candidates to structured interviews (job-related questions, the same questions asked to all candidates, and rating scales) before they are hired, (0.829) for employee engagement, which means that The green behaviors of employees improve by having influence over how their work is performed and their participation in daily tactical decisions as well as their participation in strategic decisions, (0.968) to empower employees. This means that green behaviors of employees improve by delegating to them powers and powers to perform their work smoothly, which means that increasing The Kufa Cement Factory management's interest in the dimensions of human resources sustainability leads to improving the impact of employees' green behaviors. The value of the level of significance supporting this result, which reached (0.000), is less than the level of significance that the researcher assumed (0.05), and according to these results, the sub-hypotheses of the second main hypothesis (first, second, and third) are accepted.

The results of Table (7) indicate that the dimensions of human resources sustainability contribute to explaining an amount of (0.836) of the variance occurring in the green behaviors of employees, while the remaining value is due to factors not included in the study.

The saturation values for the independent variable showed human resources sustainability and all its items, and as shown in Figure (3), the researcher found that the conditions for confirmatory factor analysis had been met, and that the saturation rates for the items were greater than (0.40) and that they were significant. The criteria for the quality of conformity were compared and they were all identical to the conditions. It was also found that all of them are greater than the critical value (CR) of (1.96), and this indicates that it supports the quality of measurement matching.

4- Conclusions and recommendations

4-1-Conclusions

4-1-1- The interest in the components of human resources sustainability was high, as most of the respondents' answers to most of the items were in agreement, and this indicates the availability and interest of the workers in the Kufa Cement Factory.

4-1-2- There is a high interest on the part of the Kufa Cement Factory employees in the green behaviors of the employees, as most of the answers of the study sample were very strong.

4-1-3- It is clear from the analysis of the correlation between the sustainability of human resources and the green behaviors of employees that it was high, positive, and significant. This indicates that the greater the interest in the components of human resources sustainability at the Kufa Cement Factory, the more this will lead to the promotion of green behaviors of employees.

4-1-4- There is a statistically significant effect between the sustainability of human resources and the green behaviors of employees, and this explains that increasing interest in the sustainability of human resources leads to an increase in green behaviors of employees.

4-2-Recommendations

4-2-1- Urging the Kufa Cement Factory to pay attention to selecting workers because of its role in promoting green behaviors of employees by subjecting job candidates to formal tests (pen and paper or work sample) before hiring them, as well as selecting them on the basis of competence and merit and in a way that is appropriate to their skills and knowledge.

4-2-2- Urging the Kufa Cement Factory to pay attention to employees in terms of developing their skills, experience, and knowledge and collecting the ideas of working individuals to reach creative ideas, which contributes to motivating them by transferring and sharing knowledge among themselves, and providing the appropriate organizational environment for that.

4-2-3- Urging the Kufa Cement Factory to pay attention to employee participation because it has a role in promoting green behaviors for employees by providing a safe and comfortable work environment that allows them to express their opinions and suggestions and listen to their problems.

4-2-4- Urging the Kufa Cement Factory to pay attention to empowering workers because it has a role in promoting green behaviors for workers by delegating them and enabling them to perform the work assigned to them without referring to their superiors except in the narrowest matters.

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