



## DIAGNOSING GREEN PRACTICES FOR HUMAN RESOURCES MANAGEMENT IN KIRKUK CEMENT FACTORY

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**Abstract:** The establishment of giant factories in the twentieth century led their presence to release gases and pollutants that caused important and dangerous changes at the same time to the Earth's environment, resulting in global warming, rising temperatures, gradual destruction of the ozone layer and dangerous climatic changes that posed the most prominent threat facing the world, prompting scientists, thinkers and observers For the climate to issue warnings and warnings by issuing reports that confirm that the most important upcoming problems facing the world are industrial emissions, so it called on all organizations, especially industrial ones, to assume their responsibilities towards society and the environment in which they operate. The members of the different groups usually try to prove their existence through perseverance from this starting point. The current study aims to diagnose the green practices of human resources management in the Kirkuk cement factory, after the field visit to the institution and knowing the mechanism of dealing and meeting the general managers there, the required data and information were collected based on a list examination. After data is collected, it is analyzed by Excel. In light of the results of the analysis, the study can reach a number of conclusions and recommendations that are commensurate with the nature of the study.

**Keywords:** human resource management, green practices, Kirkuk cement factory.

### Introduction:

The process of taking care of the human resource is not only limited to providing the goods and services it needs, but the lives and health of human beings are the most important and most dangerous. In recent years, concern for the environment has become a preoccupation and at all levels, individual, organizational and international, and it is his right to do so, as it concerns the fate of all humanity, Since the emergence of the Industrial Revolution and the race that societies witnessed towards the development of industry, and the accompanying individual handicrafts, workshops, and small and modest shops in their infancy, they did not have clear negative effects on the environment.

The establishment of giant factories in the twentieth century led their presence to release gases and pollutants that caused important and dangerous changes at the same time to the Earth's environment, resulting in global warming, high temperatures, gradual destruction of the ozone layer and dangerous climatic changes that posed the most prominent threat facing the world, prompting scientists, thinkers and observers For the climate to issue warnings and warnings by issuing reports that confirm that the most important upcoming problems facing the world are industrial emissions, so it called on all organizations, especially industrial ones, to assume their responsibilities towards society and the environment in which they operate by reducing the amount of emissions and pollutants that result from manufacturing processes, and addressing them with research On new approaches and methods in manufacturing, the concept of green practices emerged as an environment friendly, which was adopted by organizations, both small and large, as part of their commitment to environmental,

social, ethical and even economic responsibility towards society and the environment in which they operate.

### **1-methodology and procedures of the study**

1-1 The problem of study: The current problem of the study lies in the question (Do the respondents have a clear conception of the concept of green human resource management? To what extent is the research organization committed to applying green human resource practices?)

#### **1-2 The importance of the study:**

The importance of the current study, in its theoretical and field framework, stems from an attempt to assess the green orientation of the organization in question and to enhance the environmental responsibility of the organization, which can be indicated according to the following:

- Describing and diagnosing the study variables in the research laboratory to determine the strengths and weaknesses according to the respondents' opinions.
- Provide a field framework to be a guiding guide for organizations about green practices for their human resources, as this in itself may represent a worthwhile scientific addition if it is confirmed that the scarcity of such studies - according to researchers' knowledge - of the Iraqi writings in the field of green human resource practices.

#### **1-3 Study Objectives:**

This study seeks to achieve the following objectives:

- A statement of the basic concepts of green human resource practices and their dimensions as studied and discussed by writers and researchers.
- Increasing awareness of the role and importance of green human resource management in organizations.
- Identify the reality of green practices for human resources in the organization in question in order to identify and support strengths and identify and address weaknesses.

#### **1-4 The hypothesis of the study:**

- Employees have a thorough knowledge of the concept of green human resource practices.
- The organization in question applies green human resource practices.

#### **1-5 Methods of data collection:**

This paragraph is divided into two aspects: The first is the theoretical aspect, as it was covered depending on what is available in terms of books, research, letters, and narratives. The second: the practical side, the coverage was done by reference to a checklist that was designed for this purpose, as this list adopted three scales verified and weighed 3, partially verified and weighed 2, unrealized and weighed 1.

#### **1-5 Community of the study:**

The study community includes managers at higher levels and heads of departments, divisions, and units. The study relied on a descriptive analytical approach.

The indicators used to measure the results of the study: In order for the study to obtain an accurate result, the study used three indicators to measure its results: First: the weighted arithmetic mean = the sum of (weights \* frequencies) / m total of the occurrences Second: Application ratio = weighted arithmetic mean / highest degree of measurement which is 3 Third: The gap ratio = the difference between implementation or not, for example, if the application rate is 90%, then the gap is 10%.

## **2- The theoretical GHRM**

The New Oxford Dictionary of the English Language (2000) uses the term "green" with several meanings such as green, herb, leafy, and eco-friendly; and free; lively; strong; It also shows "green" as an environmental, conservation, or nature-loving noun, and the Oxford Paperback Dictionary (1979) describes "green" as the color between blue and yellow; Immature, colorless and pale, meaning that the term "green" can be related to different meanings, apart from that it implies something related to the environment and nature [1]. Green human resource management: is the implementation of environmentally friendly human resource initiatives that lead to greater efficiencies, reduce costs, improve employee participation and retain their roles. Green human resource management consists of a number of functions in the human resource management of the organization [2]. Green human resource management is defined as a process of ensuring that the management

system operates in an environmentally balanced organization and considers human resource management policies as a factor in the use of resources in a sustainable manner. Internet, e-filing, green salaries, organization relocation, flexible working and recycling [3].

## 2-2 The importance of GHRM

The importance of green human resources is the following: [4] [1]. .

- Green practices of the organization's human resource management facilitate employee retention, improve public image, improve productivity and improve sustainable use of resources.
- Green performance, green behaviors, green attitude and green competencies for HR can be used by adapting green practices for human resource management. Green HR initiatives help organizations discover alternative ways to reduce cost and reduce the loss of their talent.
- It ensures solving problems for the most tasks, increasing the desire to work, improving quality, enhancing procedures and methods, and helps in the proper use of resources, managing risks more efficiently and developing a culture of green learning in the organization.
- Green practices can motivate consumers to buy products or services that are safe and harmless to the environment and society.
- Providing green products or green services and the advantages they have that can push customers to get used to green organizational activities.

## 2-3 Green HR Management Practices

Where many researchers such as [5] [6] [7] agree that the dimensions of human resource practices include the following:

First - Polarization and green employment.

Second - green training and development.

Third - Green Performance Management and Evaluation.

**First:** Green Recruitment and Recruitment: The basis of the recruitment process is for the organization to attract working individuals in the required quantity and at the required time, and urge them to request appointment within the organization [8], and polarization includes finding suitable individuals to fill jobs, as the process of polarization must include the search and enticement of qualified candidates to fill jobs, and it is difficult for the organization to attract individuals if the jobs are ambiguous in their description and explanation, as the job description process must be Accurate and easy for the future to identify [9], and when performing any job, it is necessary to ascertain the employees in the organization, what are the work procedures and what are the required data that it is necessary for the individual incumbent to possess [9].

Recruitment and recruitment are important and necessary human dimensions for the development of the process of employee participation in the principles of green management within organizations that pursue green work policies. Developing the career path of organizations and as a result contribute to increasing the organizations' ability to attract green human resources because good employment is one of the most prominent competitive advantages of green human resources [10], as the greater the organization's ability to attract applicants with competencies and skills. The high interest in the environment at an early stage in the green recruitment process whenever there is a positive role in the later stages and actively contribute to the achievement of the organization's goals in the long term [11], and that the use of the Internet to attract and employ individuals working within green organizations contributes effectively By reducing paperwork [12], online vacancies are likely to be more beneficial because organizations can Provide more information about the roles, duties, responsibilities, and environmental values of job seekers [13], and a full introduction of the green approach for new hires online is essential to ensure that they understand their environmental culture approach to the organization in a serious way [14].

**Second:** Green training and development: Training is defined as a set of administrative, administrative, or organizational efforts exerted in order to activate the ability of the working individual to complete work, or carry out a specific activity in the organization to which he belongs [15], or it is a set of organized procedures that contribute In increasing the information and experiences of the individual to reach the goal he seeks [16], he also defined training as a coordinated set of skills that are used to transfer or modify all or some of the knowledge and experiences of individuals within the organization [17], and training In general, it is a practical activity aimed at the process of improvement and

awareness. Training can be practiced individually or collectively. In both cases, it is in an organized manner. It can also be spontaneous and not specific, and does not include the process of setting planned goals [18].

As for green training, it is a practice that focuses on developing the skills and knowledge of working individuals, and working individuals should be given instructions on rationalizing the use of energy, reducing waste, and spreading a culture of environmental awareness in the organization, and this helps working individuals to provide an opportunity to participate in solving environmental problems. Green training and development activities that make working individuals aware of the various aspects and values of environmental management. Green training includes various methods of conservation, including waste management within the organization [19].

**Third:** Green performance management and evaluation: It is the process in which working individuals are required to enhance their [20], and attempts to present challenges about how to measure environmental performance standards across units. different organizations from the organization and gain useful data on the environmental performance of managers and link performance evaluations to job descriptions with mentioning objectives [21].

One of the most important factors that managers face in measuring performance standards is green performance evaluation, because it is useful in deducing performance and achieving green performance management [22], and the design of environmentally friendly programs by the organization is evidence of the successful environmental performance of the organization, which leads to reducing the negative effects of manufacturing operations on the environment [23], and there is a direct and direct relationship between Human resource management practices, environmental performance and organizational performance, so any organization that has a strong will to manage human resources have better performance for the organization due to the fact that its environmental strategies align with the activities of human resources [24] [25] [26].

### 3- Practical side

#### 3-1- Description of the checklist

(265) Checklists were distributed to employees in the researched organization, and (260) lists were recovered and upon analysis we found (5) lists that were not suitable for analysis and were neglected. The number settled on (260) lists, and the overall response rate of workers was (98%). Before the analysis, all respondents were unanimously agreed on one answer for each question, and in light of that a sign (\*) was placed for each question that was approved. In addition to that, the lists were distributed to managers in all departments and units of human resources, accounts, and finance, and general managers and department heads. The checklist dealt with three measurement indicators, and each indicator has a weight against it, as shown in Table (1) [27] [28].

#### 3-2- Describe and diagnose the results of evaluating the green practices of human resource management

The results contained in Table (1) indicate the presence of these practices in a somewhat acceptable percentage in the organization under study, and the result of the application of these practices was (85.7%). This means that the organization in question takes into account the practices of green human resources management to an acceptable degree, which enhances the possibility of moving towards preserving the environment to improve the services provided and create an atmosphere free of pollution, and as a result of its poor awareness of this issue, it lacks documentation and adoption of academic concepts for these practices. This leads to the acceptance of the main hypothesis of the study, which states that “the research organization applies in most of its aspects the green practices of human resource management”. As for the percentage of the gap, that is, the percentage of non-implementation, it reached (14.3%) and it negatively affects the performance of the work or the reputation of the organization in question. Here we advise the organization to use preventive means for the environment in addition to curative means, as the preventive means ensure that no serious harms that are difficult to control by increasing the process of evaluating green performance within the organization[29].

Table (1) Weights, Frequency, Application Rate and Gap of Green Practices for Human Resource Management in the Research Organization.

No	Phrases	completely verified	Partially verified	unverified
1	The plant management seeks to attract high calibers who take a serious interest in the environment.		*	

2	The plant management bears an ethical responsibility towards the environment.		*	
3	The plant management deals with part of the environmental pollution problems by appointing individuals who are concerned with the environmental aspect (friends of the environment).		*	
4	Our lab uses scientific criteria aligned with green goals to attract and hire new candidates.		*	
5	The laboratory is keen to develop employment specifications that fit the requirements of the job.	*		
6	The plant management employs the capabilities of the environment's friends in favor of its ambitions.		*	
7	The laboratory management sets scientific and international standards when appointing applicants.		*	
8	The workers in our laboratory are trained in modern technology in the field of environmental protection.	*	*	
9	The management of the lab enrolls the trainees in workshops on environmental protection practices.		*	
10	he quality of the approved training program in our laboratory determines the required specifications for trainers in accordance with what is compatible with the green environment.		*	
11	Training needs are determined according to the planned career path to improve the environmental performance of the laboratory.		*	
12	The trainers provide the laboratory management with a final report on the training course and the trainees.		*	
13	Training in laboratory management is carried out during official working hours.		*	
14	The management of the laboratory uses qualified trainers based on the quality of the training program.		*	
15	Senior management is exerting more efforts to promote innovation and improve performance in the field of environmental and social responsibility in our laboratory.		*	
16	Green performance assessment is an urgent necessity in achieving sustainable environmental development in the laboratory.		*	
17	The human resources department in the laboratory has green environmentally friendly performance evaluation indicators.		*	
18	The organization uses the Environmental Management Information System for the purpose of evaluating the annual green performance of employees.			*
19	The organization sets green goals and responsibilities for all employees for the purpose of green performance appraisal.			*
20	Our organization sees customer complaints as an effective way to re-evaluate its environmental performance.			*
21	The administration constantly evaluates the effects of its goods on the human user and the natural environment in which it operates.		*	
Weights		3	2	1
Duplicates		2	16	3
The result		6	32	3
Weighted mean		2.4		
Application ratio		85.7%		
Percentage of gap size		14.3%		

#### **4- Conclusions and recommendations**

##### **4-1 Conclusions:**

The study revealed a number of theoretical and scientific conclusions, namely:

1. The Kirkuk Cement Factory takes into account the green human resource management practices to an acceptable degree, which enhances the possibility of moving towards preserving the environment to improve the services provided and create an environment free of pollution, and as a result of its poor awareness of this issue, it lacks documentation and adoption of academic concepts for these practices.
2. Kirkuk Cement Factory is concerned with green human resource management practices, as it seeks to make its work harmonious and environmentally friendly, while there are shortcomings in the process of job analysis and design, and this is what was expressed by the sample answers in the organization in question.
3. The least concern of green human resource management practices is the concern for the dimension of green compensation and incentive systems, because it does not encourage workers to care about the environment and green orientation, and is not fair.
4. Green human resource management practices contribute primarily to the preservation of the work environment and the environment in general.
5. The researcher found that the Kirkuk Cement Factory has an interest in green human resources management practices to an acceptable degree, as it holds an international standard certificate (ISO 9001) from the British Ucas organization, which makes it an appropriate environment in the application of GHRM practices.
6. The process of appointing applicants to work within the organization is not subject to international standards concerned with protecting the environment, and the organization does not use qualified trainers to design training programs that develop the role of the individual worker towards caring for the environment.
7. The role of the green performance appraisal process does not constitute an urgent necessity to achieve environmental development within the organization.

##### **4-2 Recommendations:**

In light of the conclusions, the study reached a set of recommendations:

1. The use of preventive means for the environment in addition to curative means, as the preventive means ensure that no serious damages are caused that are difficult to control by increasing the process of evaluating green performance within the organization.
2. Designing electronic training programs that help reduce costs, reduce paper use, and increase employees' culture regarding the importance of green human resource management practices, and coordinate with competent authorities such as academics to develop employees' skills in light of green concepts.
3. Increasing the interest of the Kirkuk Cement Factory management in setting up a system of compensation and green incentives that encourages workers to practice mass transportation, reduce waste, care for the environment, and improve their behavior in a manner that suits the environment, as well as paying attention to the social aspect through increasing programs and courses that illustrate the importance of the concept of social sustainability and encouragement to work Collective achievement to achieve cohesion, and increase the skills of workers.
4. Establishing a set of environmental standards and linking them to the performance of employees in order to evaluate their performance in light of their orientation towards green practices.
5. The necessity of holding courses and conferences through the Continuing Education Unit and the Quality Management Unit for the purpose of spreading a culture of social responsibility in preserving the environment.

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