

**T.C.  
ISTANBUL GEDİK UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES**



**THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON  
ORGANIZATION COMPETITIVE ADVANTAGE (AN EMPIRICAL STUDY  
ON RASHEED BANK OF IRAQ)**

**MASTER'S THESIS**

**Mustafa Ali KADHIM**

**Business Administration Department**

**Business Administration Master in English Program**

**JUNE 2022**

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**T.C.**  
**İSTANBUL GEDİK ÜNİVERSİTESİ**  
**LİSANSÜSTÜ EĞİTİM ENSTİTÜSÜ MÜDÜRLÜĞÜ**

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## **DECLARATION**

Iam, Mustafa Ali KADHİM, do hereby declare that this thesis titled as “Ethical climate, organizational identification, and affective commitment: an empirical study in the banking industry of Somalia” is original work done by me for the award of the masters degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (09/06/2022)

Mustafa Ali KADHİM



## **PREFACE**

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Mustafa Ali KADHİM

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**THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON  
ORGANIZATION COMPETITIVE ADVANTAGE (AN EMPIRICAL  
STUDY ON RASHEED BANK OF IRAQ)**

**ABSTRACT**

The present study aims to investigate the impact of the green human resources management practices (GHRM) on the competitive advantage in the Rasheed Bank of Iraq. Furthermore, the study attempts to investigate the relationship between the green human resource management and the competitive advantage of the organization; in terms of the Green selection and recruitment (S&R), training and development (T&D) and rewards system (RS).

This thesis depended on the quantitative method through using the convenience random sampling technique. The researcher met with the respondents face to face and gave them 276 questionnaires and after a few days took the questionnaires back, ten of them have eliminated because of the lack of information and 266 questionnaires have analyzed.

The results on the regression analyses showed that there is a positive and significant impact of green recruitment and selection, green training, green performance management and green involvement on the corporate competitive advantage but, there is no impact of green pay and reward on the corporate competitive advantage at level of 0.05.

**Keywords:** *Green recruitment and selection, Corporate competitive advantage, Green training, Green performance management and green involvement.*

# YEŞİL İNSAN KAYNAKLARI YÖNETİMİNİN ORGANİZASYON REKABET AVANTAJI ÜZERİNDEKİ ETKİSİ (IRAK RASHEED BANKASI ÜZERİNE AMPİRİK BİR ÇALIŞMA)

## ÖZET

Bu çalışma, yeşil insan kaynakları yönetimi uygulamalarının (GHRM) Irak Rasheed Bankası'ndaki rekabet avantajı üzerindeki etkisini araştırmayı amaçlamaktadır. Ayrıca, çalışma, yeşil insan kaynakları yönetimi ile organizasyonun rekabet avantajı arasındaki ilişkiyi incelemeye çalışır; Yeşil seçim ve işe alım (S&R), eğitim ve geliştirme (T&D) ve ödül sistemi (RS) açısından.

Bu tez, kolayda tesadüfi örnekleme tekniği kullanılarak nicel yöntemle dayanmaktadır. Araştırmacı, katılımcılarla yüz yüze görüşerek 276 anket verdi ve birkaç gün sonra anketleri geri aldı, 10 tanesi bilgi eksikliği nedeniyle elendi ve 266 anket analiz edildi.

Regresyon analizlerinin sonuçları, yeşil işe alım ve seçim, yeşil eğitim, yeşil performans yönetimi ve yeşil katılımın kurumsal rekabet avantajı üzerinde olumlu ve anlamlı bir etkisi olduğunu, ancak yeşil ücret ve ödülün kurumsal rekabet üzerinde hiçbir etkisi olmadığını göstermiştir.

**Anahtar Kelimeler:** *Yeşil işe alım ve seçim, Kurumsal rekabet avantajı, Yeşil eğitim, Yeşil performans yönetimi ve yeşil katılım.*

## **1. INTRODUCTION**

The present study aims to investigate the impact of the green human resources management practices (GHRM) on the competitive advantage in the Rasheed Bank of Iraq. Furthermore, the study attempts to investigate the relationship between the green human resource management and the competitive advantage of the organization; in terms of the Green selection and recruitment (S&R), training and development (T&D) and rewards system (RS).

For improved environmental performance, sustainable competitive advantage, and environmental management, environmental consciousness should be taken into consideration in each and every human resource function ranging from recruitment to training of employees, from performance assessment to rewarding. In this sense, green human resources management (GHRM), allowing improved employee consciousness and commitment to environmental sustainability, has become an interesting issue. The importance of our study comes from the fact that , green human resources management and practices are evaluated, significant issues are pointed out, and recommendations are made for future researchers who wish to work upon this subject and this topic has been chosen to shed lights on this new concepts ( green human resource management practices and competitive advantage) in the banking sector in Iraq and to clarify how much it is important for the organizations in Iraq to follow up the new strategy that depends on the environment protection and sustainability.

The structure of this thesis will be as follows : in the first chapter the introduction will be present which in includes the study topic, purpose of Thesis, literature review, hypotheses of the thesis and the model of the thesis . the second chapter in this thesis will consists of green Human Resources Management meaning , importance ,Practices and elements. In the third chapter the corporate competitive advantage importance, definition and strategies for competitive advantage . In the fourth chapter the methodology and the analysis results will take place and finally the conclusion , recommendations and limitation part will be written.

## **1.1. Study Topic**

With the rise of globalization, themes such as global competitiveness, technical change and innovation, communications, ecology, and environmental concerns are becoming more and more ubiquitous in daily life. As a result, society, corporations, and people generate new dynamics in order to deal with global change. Human resource management is one of the most important aspects of organizational development and transformation. Environmental issues, on the other hand, arise as a result of people's belief that the world's resources are limitless and provide free commodities. Such issues, with their numerous negative effects and consequences, have grown notable in recent years. Several natural calamities, ranging from international warming to droughts, have highlighted the seriousness of the situation. The importance of environmental issues has prompted individuals, organizations, and communities to engage in environmentally aware (green) activities. These actions are usually carried out on a temporary basis, but they may also be carried out in order to fulfill legal duties (Lindström and Vanhala, 2011).

The ideas of environment consciousness as well as environmentally (green) business evolved in the 2000s as business owners began to take directed edge to start contributing to the green movement. As a business idea, environmentally (green) management has been defined as a strategy and marketing perception in which the ecological system is the central problem in an organization's actions and processes, and the like notions aiming for the best balance among industrial and ecologic success of a organization in planning are viewed as a procedure in which all functions of management are incorporated with ecological sustainability. In other phrases, green marketing and business entails a shift from a mindset that ignores the resource efficiency and the discharge of production waste substances into the environment without diagnosis to one that recognizes the world's finite resources and practices this consciousness as a corporate ethics (Fayyazia ,2015). The effective application of such a view is critical not just for enterprises' long-term competitive advantage, but also for humanity's future. Humans, on the other hand, are the key player in creating a business environmentally conscious, and as a result, When organizations are unable to make their personnel environmentally concerned, complete adoption of this business and management viewpoint will be impossible (Jose and Jabbour, 2011).

In other words, ecological awareness should be included in every human resource function, from employee recruiting to education, from performance evaluation to reward, for better environmental efficiency and sustainable environment-conscious (green) company. In a nutshell, green management of human resources allows organizations to develop a win-win approach that allows them to delight their employees while also improving their sustainability impact. Recognition of solutions and corporate viewpoints on this issue becomes a crucial matter at this time. As a result, green management of human resources and its activities are designated as a research field. Green human resource planning and methods were assessed in this study, important concerns were identified, and suggestions were made for future scholars interested in this topic.

### **1.2. Purpose of Thesis**

The present study aims to investigate the impact of the green human resources management practices (GHRM ) on the competitive advantage in the Rasheed Bank of Iraq. Furthermore, the study attempts to investigate the relationship between the green human resource management and the competitive advantage of the organization; in terms of the Green selection and recruitment (S&R), training and development (T&D) and rewards system (RS).

### **1.3. Literature Review**

Mousa and Othman (2020) conducted a study on the service organization about the green human resource management and numerous green techniques were documented and prioritized by them. They found that green recruiting, green recruitment, participation, green success monitoring, and remuneration were the most important practices, while green waste disposal and green procurement were the least effective.

Malik et al. (2020) conducted a study about green human resource management activities (green hiring and selection, as well as green rewards), ecofriendly intellectual capital (green intellectual resource, green capital assets, and green capital employed), and the two components of green human resource functions (green talent acquisition and selection, as well as green rewards) and they found that all these factors have a positive impact on a company's sustainable development, according to the study. The Green Human Capital approach places a premium on human capital.

Opatha and Arulrajah, (2014) described the green human resource management in their research as the organization's strategies, procedures, and system can make its employees green for the benefit of people, industry, and nature. Acquiring and recruiting, training and development, remuneration and awards, and performance are all covered under the green human resource management . As a result, several policies have been modified in order to improve employee green behavior. Fayyazia (2015) mentioned in his study that the environmental management is needed in human resource management. Rothenberg, (2003), mentioned in its study that effective environmental management inside the business necessitates incorporating green practices into management of human resources. Jabbour and Santos, (2008) mentioned that human resource policies are necessary for establishing ecological environment performance and preserving environmental management systems inside organizations.

Berrone and Gomez, (2009) studied to better comprehend and recognize the green human resource management. Green human resource management techniques, on the other hand, are reliant on people management managers' desired patterns of green behavior. Furthermore, according to a research by Haden et al., (2009), integrating environmental initiatives within the organization 's strategic objectives leads to a successful environmental management systems. Because of its efficacy in fostering human capital and boosting corporate competitiveness. Jose and Jabbour, (2011) believe that green human resource activities are particularly beneficial for increasing green human capital since they can provide a green competitive edge. However, according to, green human resource methods are quite successful and may ensure that employees are exposed to green practices. Furthermore, Jordan is researching the application of the green human resource management . Green recruiting and selection techniques are a subset of human resource management practices. The organization is given the chance to deliver the green human resource management efforts to potential job seekers in these disciplines. Masri & Jaron, (2017) claimed in their study that corporates are concerned about the environment in order to recruit clever employees with a green background and who follow green practices.

Furthermore, job seekers are rethinking their roles as green workers and favor companies that prioritize environmental preservation and civic conscience. Razabet, (2015) proposed that while interviewing job applicants, questions about

environmental protection be included. On the other hand, the new joiners training must include providing information related to these policies and regulations of protecting the environment and the organization's green goals. Nevertheless, the job application should be ready to assess job seekers' qualifications and compare them to the company's green aims. Moreover, learning and development is one of the green human resource management's most significant activities, because it is required for applying the green management at organizations.

Jose and Jabbour, (2011) stated that one of the most important tools for enhancing the human resource management is the environmental training. However, the environmental training aims to enhance the employee's knowledge about the environment; leading to build the competence to decrease the waste and energy saving (Zoogah, 2011). Finally, the reward system has a vital effect for employee's motivation, and enhancing their performance (Teixeira et al., 2012). However, the purpose of adopting the rewards system is to motivate the employee's performance and to increase their attention for the importance of protecting the environment (Lindström and Vanhala, 2011). Furthermore, the green resource system relates to the organization's human resource system's alignment with green practices. Nevertheless, in order to reduce carbon emissions, the green human resource system should be prepared to promote green projects in the workplace and in everyday life (Pillai and Sivathanu, 2014).

#### **1.4. Research Hypotheses**

H1: Green HR has positive and significant effect on the corporate competitive advantage in the banking industry in Iraq.

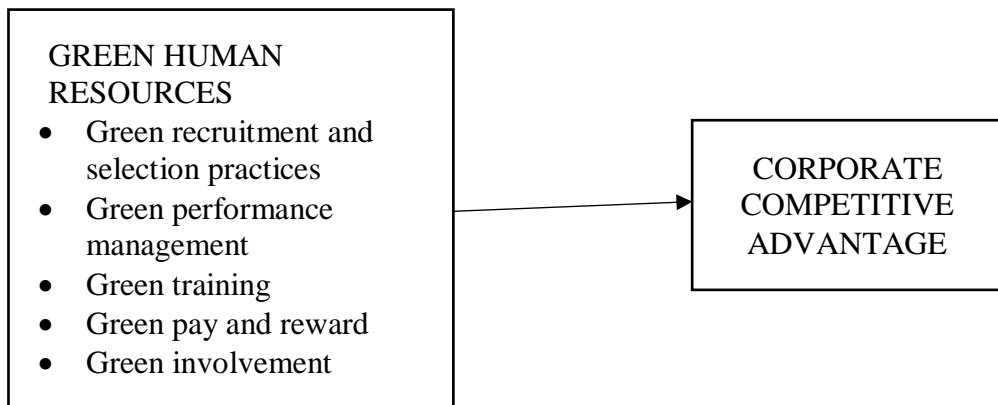
H2: Green recruitment and selection practices have positive and significant effect on the corporate competitive advantage in the banking industry in Iraq.

H3: Green training has positive and significant effect on the corporate competitive advantage in the banking industry in Iraq.

H4: Green performance management has positive and significant effect on the corporate competitive advantage in the banking industry in Iraq.

H5: Green pay and reward have positive and significant effect on the corporate competitive advantage in the banking industry in Iraq.

H6: Green involvement has positive and significant effect on the corporate competitive advantage in the banking industry in Iraq.



**Figure 1.1:** The Model of the Study

## **2. GREEN HUMAN RESOURCE MANAGEMENT**

This chapter will analyze previous research connected to the topic of green human resource management, as well as works in other having a profound impact areas that try to address the investigated issue area in greater depth.

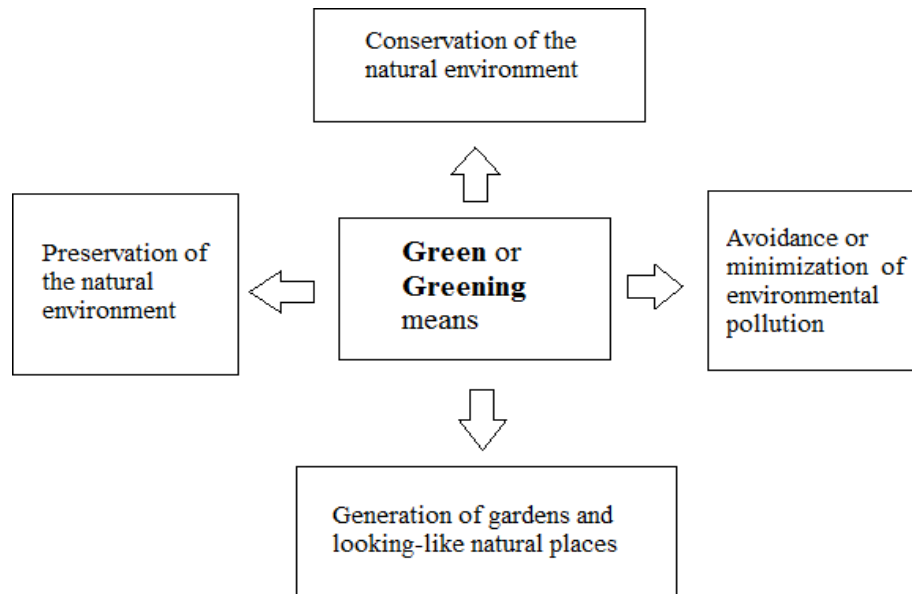
### **2.1. Definition and Introduction of Green Human Resource Management**

The term "green" is used in the New Oxford Thesaurus of English (2000) with numerous meanings, including verdant (grassy, leafy, rural; ecologically friendly; unripe; raw; immature; vibrant; robust; and pale (in combining form). It also defines ecologist, environmentalist, social activist, nature-lover, or eco-activist as "green as a word." "Green" is defined by the Oxford Paperback Dictionary (1979) as a color that is midway among blue and yellow; the color of growing trees; immature, youthful, inexperienced; pale and sickly in appearance. As a result, the term "green" has a wide range of meanings. In any case, it usually connotes something related to environment and nature.

1. Being "green" has four major consequences in terms of human resource management:
2. Taking care of the environment

Preservation of the natural surroundings is number four.

3. Contamination and pollution are kept to a minimum.
4. Creating green meadows and locations that appear to be natural



**Figure 2.1:** Four Meanings of the term Green

Source: (Opatha, 2013, p. 13)

Each of the techniques and actions involved in the creation, use, and ongoing protection of a framework whose ultimate purpose is to make the representatives of an organization green is referred to as green human resource management. It's a subset of human resource management concerned with transforming employees into green workers in order to meet a set of company-wide environmental objectives and, ultimately, to ensure ecological sustainability. It refers to the methods, techniques, policies, and frameworks that enable the organization's employees to become green for the wellbeing of persons, society, the environment, and business. The goal of green human resource management is to build, enhance, and sustain greening in every organization employee so that each one of the four sections, conservationist, preservationist, maker, and non-polluter, has a personal commitment (Lee, and Whang, 2000).

Going green is critical for today's businesses, and grasping its relevance leads to the need of Green human resource management. Greening is required in order to:

1. To lessen the effects of climate change.
2. To keep natural calamities at bay.
3. To avoid disease and illness as a result of pollution.
4. To reduce animal suffering.
5. To promote biodiversity

6. To improve the individual's relationship with his or her environment.

Green human resource management entails employing each employee to implement sustainable practices and increase employees' awareness and commitment to environmental challenges. Green human resource management is the process of leveraging human resource management operations to improve resource sustainability. The majority of green human resource management is concerned with matching staff management strategies and actions with a larger organization environmental program. Organization social responsibility is defined as the extent to which a organization will make an attempt to improve the community's overall well-being. According to Mwita, (2019), organization social responsibility is management's commitment to operate in a way that protects and advances both the community's well-being and the company's interests. For organization social responsibility, there are four specific demands:

1. Because the corporation uses natural resources, it owes a debt of appreciation to the environment.
2. The organization pollutes the environment, regardless of its area of operation (air, sand, noise etc.). In the future, the poisoned environment will pose a thuman resource eat to the organization's employees. As a result, several organization social responsibility strategies should be used to reduce environmental pollution.
3. The corporation is required by society and the government to conserve resources for future use and to safeguard the circumstances of the environment in which it works. The company's position as a dedicated organization participant may be improved by organization social responsibility practices, which will motivate society to admire the company, and in turn, both clients and advocates will become loyal. In addition, the organization will attract more qualified candidates for its job openings. Finally, the organization will reap the benefits of a more favorable atmosphere (Mwita, 2019).

Green human resource management is critical not just at the organizational level, but also at the person level. A worker has a personal life apart from her or his job life, and as a result, everyone is both a worker and a client in their personal lives. In all

domains, pro-environmental conduct is promoted. Greening is important for the employee to make an individual commitment to business management and to be a good neighbor with a substantial commitment to environmental sustainability.

Husehild (1995) produced one of the first books to attempt to integrate the two subjects of environmental management and human resource management, back in 1995. This author illustrated the absence of integration of emergency management and human resource management:

"There is a widespread view that present management techniques and technological applications for solving environmental management system are sufficient to meet the issue of environmental protection. This method encourages and is a result of technical optimism, but it does not establish a route to sustainable growth since it ignores ethical and attitudinal transformation. Surprisingly, this lack of integration is also harmful to businesses' economic performance, as it eliminates the benefits that may be gained through a more ethical and participatory approach to environmental and human management. The most essential benefits—greater worker engagement, decreased turnover, improved job satisfaction, more innovations, and better customer service—are attributable to people, not technology."

Four, a reward system based on environmental tasks completed in the workplace should be implemented. Green human resource management is becoming a prominent study issue due to the rapid increase of literature in environmental management and sustainability through the world. Green human resource management takes into account not just environmental concerns, but also the social and economic well-being of individuals and employer. For academicians and professionals, the Green human resource management is a novel idea, and many of them are unfamiliar with the phrase or have a poor comprehension of the notion. Husehild (1995) presented this notion in his work.

"Green human resource management is defined by Sheikh, Islam, and Rahman, (2019) as the use of human resource management policies to encourage the sustainable use of resources inside organizations and, more broadly, to support environmental sustainability concerns".

For academicians and professionals, the green human resource management is a novel idea, and many of them are unfamiliar with the phrase or have a poor

comprehension of the notion. Human resource management that is environmentally friendly. The creation and operation of a green system inside the organization are included in green human resource management activities. Employees are being made green for the sake of sustainability and to address environmental challenges, as well as to contribute to sustainability and environmental preservation. Green human resource management takes into account not just environmental concerns, but also the economic and social well-being of employees and the organization. It refers to the policies, procedures, and systems in place to make employees of a company green for the benefit of the person, society, the environment, and the company (Sheikh, Islam, and Rahman, 2019).

## **2.2. Origin and Need of Green Human Resource Management**

Politics, the public, and organizations all across the world have been focused on environmental challenges over the past two decades. This dimension has now shifted to the subject of climate change across the world, for example. Protecting the environment from industrial pollution and waste materials is a priority for the government and nonprofit groups. Policies and laws are being developed to protect the environment from the negative effects of these issues on environmental assets and society. Today's businesses are concentrating on tools and approaches for dealing with environmental challenges as well as the company's financial visibility. Organizations are now focused on both economic and financial aspects, and also social issues such as ecological management and waste management, in order to be successful. At the organizational level, the optimum mix of leadership and rigorous procedure may accomplish this achievement. The topic of environmental sustainability is becoming more well-known among leaders in businesses and in policymaking; as a result, some organization leaders are focused on environmental practices or green human resource management, while others are still uninformed of the issue (Tulsi, and Ji, 2020) .

Several organizational departments, including human resource management, finance, advertising, telecommunications, and operations, are linked to create and implement organization environmental programs but human resource management is the most essential contribution. Corporations are key players in dealing with environmental challenges, thus they must contribute a significant amount of information in order to resolve the problem. Employees nowadays choose to work for companies that are

concerned about environmental concerns and natural resource management. Environmental management has been more important in recent years. Green marketing, Green principles in finance, Green management and Green retailing are increasingly the focus of management research. Human resource management is an essential management function since it deals with the organization's most critical aspect, its employees. Human resource management is currently viewed as an element that contributes to the organization's long-term viability. this study is entirely focused on green human resource management since it is concerned with environmental issues and long-term sustainability. green human resource management is a management technique that focuses on environmental preservation and promotes sustainability, with the goal of increasing employee happiness. green human resource management is defined by as management methods and ideologies that are concerned with the sustainable environmental use of organization resources without causing harm to natural resources (Sheikh, Islam, and Rahman, 2019).

Green human resource management initiatives are part of larger organization social responsibility programs. Green human resource is made up of two main components: environmentally friendly human resource practices and knowledge capital preservation. Human resources and their processes are the cornerstone of every business, whether it is a financial or a sustainable one, inside an organization. They are the ones in charge of creating a green environment by designing and implementing eco-friendly policies. Different factors for assessing the influence of environmentally friendly management techniques on organizational performance have been studied in the literature (Theriou, and Chatzoglou, 2009; Sheikh, Islam, and Rahman, 2019). Human resource management is regarded as the most critical management function in terms of environmental preservation and long-term sustainability. organizational strategic goals must be matched with environmental strategic goals in order to create a successful sustainability policy. Tang, (2018) emphasized the need for organizations to strike a balance between industrial expansion and environmental conservation, and it has been proven that corporations that do so are more profitable than those that do not. The human resource department plays a crucial role in fostering a long-term culture inside the company Human resource policy and the implementation of an environmental management system inside a business are inextricably linked (Tang, 2018)

In recent years, academics have focused on Green human resource management (Raj, and Srivastava, 2014; Chung, Yang, and Huang, 2015). human resource executives' green behavior and choices are included in green human resource management (Acquah, Agyabeng and Afum, 2020). Environmental objectives are successfully and efficiently integrated into overall company plans by effective environmental management system.

human resource management practices, according to the researchers, are a significant instrument for improving human capital and organizational performance, as well as contributing to competitive advantage. human resource management functions and policies are critical tools for involving employees in accomplishing the company's environmental goals. Employees must have technical and managerial skills in order to establish a green management system, while some argue that organizations should focus on innovative environmental management tools and approaches in order to gain a competitive advantage and preserve sustainability. When such a framework is combined with human resource management strategies spanning from recruiting to employee performance management and relating to environmental concerns and green culture, as well as training and empowerment initiatives, it may help companies go green (Arqawi, Zaid, and Abu-Naser, 2019).

According to the studies discussed above, it is vital to link human resource policies and operations to green management in the business, regardless of the approach utilized to become green. Green human resource management refers to employee involvement in environmental issues and commitment to environmental sustainability. Thanks to the human resource department, environmental protection may be included into a company's goal statement. Green human resource management teaches employees how to embrace and understand greener environment, which they may use in their daily life. Green human resource management's main purpose is to enhance employee understanding of environmental management issues including such actions, functions, and the importance of sustainability. This activity stimulates employees and encourages them to participate in the green initiative (Mehta, and Chugan, 2015)

### **2.3. Green Human Resources Management Practices**

Green human resources management strategies are linked to the development of a green workforce that can better comprehend and execute green culture in the workplace. This green culture may be seen in many aspects of human resource management, including recruiting, training, and learning. The human resource management department is critical to the organization's development and maintenance of a green culture. Human resource functions may be utilized to adopt green practices through the business and to help the company accomplish its green goals. Human resource management strategies such as selection, salary, performance management, and employee participation, are critical elements for organizational success. Human resource management is a critical factor in organizational transformation and strategic issues (Sakka, 2018).

It's worth noting that human resource management practices, sustainability, and environmental challenges are all quickly evolving and aren't covered in depth in the corpus of works. In order to accomplish organization goals and implement strategy, human resource practices must be connected with sustainable development challenges.

Human resource management strategies like recruiting, selection, training, incentive, and pay, according to Cherian (2012), are crucial aspects in adopting green human resource management. Human resource management must assure a green process in order to recruit green employees and offer green performance in order to achieve green performance. In this part, we shall discuss human resource management actions in relation to environmental concerns and long-term sustainability (Sakka, 2018).

Sheikh (2010) stated that green human resource management is critical in detecting environmental challenges, embracing them, finding solutions, and building a workforce to preserve the environment and strive toward sustainability. Green human resource management initiatives are part of larger organization social responsibility programs. Green human resource is made up of two main components: environmentally friendly human resource practices and knowledge capital preservation. Green human resource management, is described as workers' engagement in environmental awareness and dedication to environmental sustainability. Environmentally friendly methods and the preservation of knowledge

workers and capital are two crucial components of green management, (Sheikh, Islam, and Rahman, 2019).

Green human resource management uses innovative technology like video conferencing to lessen the negative impact of carbon on the environment and to safely dispose of waste. green human resource management enables businesses to save money and effort while maintaining the quality of their employees. mandip (2012) went on to say that green human resource practices should be included into all human resource operations, including recruiting, selection, maintenance, assessment, and motivating (Tulsi, and Ji, 2020) .

#### **2.4. Green Human Resource Management Theory**

When deciding what people management challenges to include in an assessment of green human resource management, we use the motivation-opportunities-ability hypothesis presented by Appelbaum et al. in 2000 to identify the significant human resource management domains that would have an effect on human performance. According to their theory, human resource management strategies that improve a company's human capital through increased human motivation and opportunities lead to performance outcomes such as increased productivity, less waste, higher quality, and profit. According to motivation-opportunities-ability theory, human resource management improves employees' ability by training and hiring high-performing employees; increasing employees' confidence and dedication through practices such as rewards and effective quality management; and providing employees with the opportunity to participate in expert knowledge and issue actions through employee participation programs (Lee, and Whang, 2000).

#### **2.5. Significance of Green Human Resource Management**

By improving financial performance, as well as social and environmental challenges, sustainability has become a critical aspect of company strategy during the previous two decades. To strike a balance between social concerns and environmental risk, profitable businesses are increasingly focused on environmental issues by incorporating them into their plans. In this regard, organizational culture is a critical issue to examine, since it is seen as a key to the organization's environmental policy's effectiveness. Organizational culture is made up of beliefs, assumptions, symbols, and functions that are used to carry out certain processes and represent employee and

management perspectives on sustainability. It has been found that human resource management has the ability to transform organization culture when it trying to implement environmental policies and instruments. Raj, and Srivastava, (2014) claim that human resource management produces a sustainable environment by developing a staff that understands and is aware of green culture and can contribute to it. As a result, sustainability and environmental challenges must be integrated into human resource management tasks .

## **2.6. Advantages of Green Human Resource Management**

Organizations are now focused on green practices to encourage socially responsible enterprises in order to retain staff. The use of green practices in human resource management can help to reduce employee turnover. The benefits of building green human resource management or a green workforce are numerous (Mehta, and Chugan, 2015).

- Business decisions that are environmentally friendly: personnel who are aware of environmental concerns may come up with creative solutions and decisions for business difficulties while keeping the sustainability issue in mind.
- Employer desirability: Employers may gain a competitive advantage by recruiting green people who are knowledgeable about environmental concerns and sustainability and incorporating these talents into organizational policy.
- Employee retention: Companies that use green human resource management or hire green workers have lower employee turnover rates. according to the s human resource management Green Workplace Survey, more than 60% of employees want to stay with companies that follow green practices.
- Increased sales: According to the Green Gap Trend Tracker Survey, the majority of Americans consider environmental problems while shopping, and they favor companies that use green practices in their purchasing decisions.

## **2.7. Economics of Green Human Resource Management**

Green culture contributes towards environmental benefit as well as financial benefit, and help company s to get competitive edge over competitors and help in advising

strategies. Mwita,. (2019) concluded that by incorporating environmental issues in strategies the organizations can give hard time to its competitors and mostly they end up with getting competitive edge in the markets. When organization gives green deliverables to green stakeholders it can outperform the market by sustainability.

#### ➤ **Green Management Initiatives**

In the past, organizational performance was measured by delivering financial performance to its shareholders, but in today's business environment, this assumption is not working well. The focus is now shifted towards financial performance along with minimizing ecological footprints and considering environmental issues in policy making. Therefore, this new concept of green management and environment management has emerged in 1990s . Green organization is a place where resources are well managed, environment is protected, and organizations are socially responsible. Green management is concern with the balance between financial soundness and protection of environment for sustainable future .Green management is described as a method in which a organization manages its environment by incorporating environmental regulations into its fundamental business practices. The notion of green management is gaining traction in the business world, particularly among multinational corporations .. Green management, in general, is the link between an organization's influence and interaction with the environment(Arqawi, Zaid, and Abu-Naser, 2019).

Pollution prevention regulations, organization social responsibility, and stewardship philosophies can all help to tackle this problem .. Business organizations are major environmental stakeholders since they have historically been involved in environmental concerns such as carbon footprints .. These groups can help safeguard natural resources by introducing bio products and creating alternative energy sources. As a result, they may play a critical role in this area, and they are making a considerable contribution to reducing environmental damage.

#### ➤ **Human Resource Factors affecting Green Management Initiatives**

According to human resource management researchers, adopting and implementing an effective management plan, as well as having an efficient human resource, is crucial for success. human resource management is a method for developing, recruiting, and retaining human resources in order for a company to perform

effectively . these human resource practices are based on management techniques and organization culture. Human resource management practices, according to the researchers, are a significant instrument for enhancing human capital and organizational performance, as well as contributing to competitive advantage . organizations are now employing proactive measures to develop an environmental management system in order to gain a competitive advantage . The Environmental Management System (EMS) provides a framework for enterprises to better regulate their environmental impacts. Environmental objectives are successfully and efficiently integrated into overall company plans by effective environmental management system. Environmental management system is incorporated into human resource management practices such as recruitment, employee performance management and linking to environmental concerns and green culture, and training and empowerment programs .in order to develop employees' skills and competencies for green corporations (Tang, 2018).

**Table 2.1:** Previous Research in Green Human Resource Management

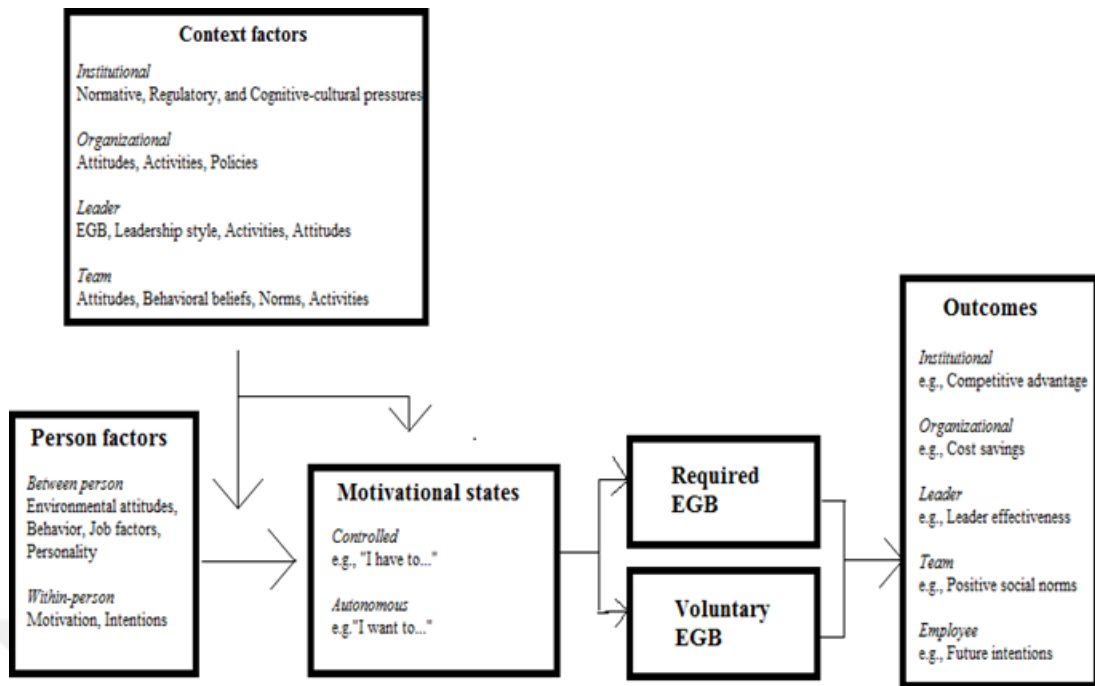
<b>Authors</b>	<b>Major Green Human Resource Management-Related Findings</b>
Mousa and Othman (2020)	numerous green techniques were documented and prioritized by the researchers. green recruiting, green recruitment, engagement, green success monitoring, and remuneration were the most influential practices, while green waste management and green procurement were the least influential.
Yusliza et al. (2020)	for green businesses and groups, the research offer a number of educational implications. the relevance of this study is that it is the first to look at the role of green intellectual capital as an intangible asset that may benefit company s and help them achieve a long-term competitive advantage.
Zaid and Jaaron (2020)	according to the research, green human resource management packages improve organization productivity in four ways. the findings of this study may be used to industrial organizations to help them enhance their business processes in the long run.
Malik et al. (2020)	green human resource management actions (green hiring and selection, as well as green rewards), green knowledge (green human capital, green capital, and green capital employed), and the two components of green human resource management functions (green recruiting and selection, as well as green rewards) all have a positive impact on a company 's sustainability, according to the study. the green human capital approach places a premium on human capital.

**Table 2.1:** (Cont.) Previous Research in Green Human Resource Management

<b>Authors</b>	<b>Major Green Human Resource Management-Related Findings</b>
Arqawi et al. (2019)	the data show that green human resource management practices are used at certain enterprises, but not all of them. to go deeper into the issue, generalize the directions. academics and practitioners could use this conclusion into their research and marketing strategies in order to improve sustainability efficiency and effectively implement green human resource management initiatives.
Bag et al. (2019)	the availability of a diverse green human capital pool is favorably related to reverse logistics deployment and success. the pace at which sustainable supply chains are adopted is moderated by sustainability culture. its effect on the availability of green human resources and the efficiency of remanufacturing processes.
Yong et al. (2019)	surprisingly, of the components of green intellectual capital, human resources administrators contested the importance of green human capital and green institutional capital the most. green relational capital, on the other hand, was barely considered when green human resource management first proposed it.
Yong et al. (2019)	investments in green human capital and green capital employed have an impact on how human resources are managed, according to the findings. green human resource management was not shown to be significantly linked to green structural capital.

## **2.8. Characteristics of Employee's Green Behavior**

During the prior decade, businesses began to focus their attention on the problem of environmental change and sustainability. Various perspectives on why businesses should be more environmentally sensitive have arisen; nonetheless, progress has been gradual despite general acceptance of this green imperative. While there is great disagreement over the relative influence of breakthrough green technologies and the roles of governments, international bodies, and private and public sector organizations, the truth remains that environmental behavior is based on human behavior. Everyone has a job to play, and the functions of the organizations will be primarily defined by the people who work for and in them (Mwita, 2019).



**Figure 2.2:** Model for Employee Green Behavior

**Source:** (Norton et al, 2015)

For starters, the premise is that a person's performance is influenced by their environment. A person's conduct is a product of his or her talent and general passion to perform, and also other uncontrolled influences, according to this viewpoint. Second, work performance includes both required and discretionary duties. Green behavior, according to Norton et al., is a specific style of work performance that relates to environmental protection, as contrasted to environmental behavior that is simply implemented in the workplace utilizing a job performance approach. The appraisal of the relevance of circumstances that are not under the control of individuals but nonetheless impact behavior is at the heart of their technique, Especially in situations when the person has less control over his or her own actions, such as in the workplace (Sakka, 2018).

Finally, they suggest that the motivating situation is the mechanism through which the environment and individual variables impact behavior. The resultant behavior is a product of the individual's willingness to participate in the conduct along the route. Self-motivation linked to pro-social behavior is more likely to support positive performance. Practices that aren't attractive or naturally persuasive, on the other hand, require external guidance. The impression of a desired result influences the execution of monotonous or demanding duties, such as those that may be necessary

as part of a representative's position. Controlled motivation incorporates a sense of pressure and duty in this way (Theriou, and Chatzoglou, 2009).

According to Norton, the green conduct of mandated and deliberate (voluntary) workers may alter depending on motivational levels prior to execution. They believe that controlled motivation is the best way to achieve required behavior, whereas autonomous motivation is the best way to commence voluntary behavior. According to this methodology, the interaction of pro-environmental mannerisms and green leadership style is expected to create a self-governing motivational state in which a delegate feels compelled to protect the environment, which then leads to the implementation of voluntary green representative behavior. As a result, it is common for a synergy of convictions forward into organizational green initiatives and transactional leadership to start creating a controlled psychological state in which an employee may feel compelled to protect the environment, resulting in the fulfillment of required green behavior among employees (Lee, and Whang, 2000).

Finally, they claim that gathering data on environmental management in organizations demands a multilayered approach. As a consequence, the elements that influence employee green behavior are investigated at the institutional, organizational, leader, team, and representative levels. Separating these levels enables for a more in-depth analysis of critical indicators and outcomes within an organization, as well as distal indicators (e.g., organizational features) and external results. A multilevel perspective also enables for the mapping of how numerous organizational participants (for example, politicians, leaders, and coworkers) may impact employees' green behavior (Hausman, 2002).

## **2.9. Integration of Green Element Into Human Resource Management Roles**

### **➤ Green Recruitment**

In today's global environment, obtaining high-skilled and professional workers is a major problem for human resource management. to recruit young people who are aware of green organizations and environmental challenges, several companies, particularly MNCS, advertise them as green human resource management practitioners . As a result, job candidates are tailoring their resumes to meet the new company's green policies and environmental image. Environmentally conscious organizations, in general, have their own environmental legislative framework. In

order to implement their environmental goals, businesses require an environmentally conscious staff. In order to create a workforce that is environmentally conscious, businesses have two options: The first is green recruiting, and the second is providing existing employees with the necessary environmental protection training, development, education, and awareness. In comparison to the second alternative, green recruiting is a proactive method that is more cost effective (Tang, 2018).

As a result, it is critical for businesses to seek out the best green hiring practices. Some businesses combine organization environmental policies and initiatives with the company's recruiting policy in the context of recruitment. According to a survey performed by the British Carbon Trust, more than 75 percent of employees prefer to work for a company that is committed to reducing pollution through environmental policies. Environmentally conscious businesses, on the whole, have their own environmental policy framework. Companies require environmentally conscious employees in order to implement specified environmental policies. Companies have two possibilities for developing an environmentally conscious workforce: The first step is to concentrate on green recruiting. The second step is to provide existing employees with the necessary environmental protection knowledge, education, training, and growth (Raj, and Srivastava, 2014).

The first method is more cost-effective and proactive than the second. As a consequence, firms must seek out the best green recruiting tactics. Several organizations are merging their environmental policies and activities with their recruitment policies in the context of recruiting. According to a research performed by the British Carbon Trust, the majority of workers who are considering working for a firm (more than 75 percent) feel that having an active environmental plan to reduce carbon emissions is critical. On the other hand, potential employees seek out and desire to work for companies that care about the environment. Environmental issues have an impact on firms' recruiting efforts in the United Kingdom, according to a research, and high-achieving graduates examine an organization's environmental performance and reputation when applying for employment vacancies. Being a green employer, according to the Chartered Institute of Personnel (CIPD), may assist a company's marketing and image, as well as entice prospective employees who care about the environment (Arqawi, et al ,2019).

Employees also strive to get a job in an organization that cares about the environment. Environmental concerns impact recruiting efforts in the United Kingdom, and according to a poll, when high-achieving students join the job market, they consider a company's environmental standing and reputation as a criteria for selecting on positions. The Chartered Institute of Personnel and Development (CIPD) believes that by demonstrating environmental focus and performance, a company's image and employer branding may be enhanced, and potential personnel with excellent profiles can be attracted. As a result, green recruiting will have a direct impact on environmental performance. In order to demonstrate excellent environmental performance, company s must first green their human resources. Additionally, some organizations' job adverts highlight particular environmental principles (e.g., be a part of ABC's green team.. or we are a socially and ecologically responsible employer) in order to recruit environmentally minded persons for employment vacancies. Some organizations additionally state that they prefer to hire people with the skills and attitudes necessary to engage in organization environmental management projects (Mehta, and Chugan, 2015).

Employee applications can be accepted via the web as part of the green recruiting process, which involves employing environmentally conscious individuals without the usage of paper. Interviews can be conducted over the phone or over the internet. Green recruiting induction supports employee engagement in long-term competency monitoring and teaching workers about green company-wide efforts such as lowering waste and greenhouse gas emissions. This, in turn, helps to improve environmental performance . The organization's long-term skill requirements should be reflected in the recruiting and selection procedures. The company's organization environmental culture should be reflected in the recruitment process. Its proposes the following in this regard (Rohilla, 2017):

It is suggested that the ecological component, health and safety jobs, and other responsibilities connected to the environment be stated in job descriptions.

The interview process should be tailored to discover whether the candidate is a good fit for the company's environmental goals.

Recruiting, one of the most important responsibilities of human resources, is beginning to alter, with the goal of attracting the best candidate for the appropriate job at the right time. Associations try to take advantage of every opportunity and

market themes system elves as special, so excellent candidates with pro-environmental views apply for jobs. According to Sakka, (2018), "green recruitment" is a novel idea in which company s demonstrate their care for the environment by employing it as a critical recruiting tactic. Pro-environmental initiatives are increasingly being used by organizations to increase their recruiting strength. The green recruiting progresses slowly but steadily. "Green recruiting alludes to the discovery of the same dedication to the environment between the organization and the applicant whom the company is employing," according to John Sullivan, a human resource specialist. The number of companies that adopt a green recruitment strategy is gradually growing (Sakka, 2018).

### ➤ **Green Training & Development**

Training is an important part of human resource management because it ensures that employees are aware of environmental concerns and can connect them to their job. It involves waste data management fundamental abilities, as well as environmental literacy and competence. It focuses on frontline staff who are involved in waste data management as part of their day-to-day duties. One of the most significant functions of green human resource management is to give training to workers so that they may improve their understanding of green management, which is an important component of environmental management. waste management, flexible scheduling, decreasing travel, and other concerns that have a negative impact on the environment are addressed through training. green human resource management in an organization includes environmental-related education, training, and development. It is extremely difficult to attain a company's intended environmental performance without sufficient education, training, and development (Mwita, 2019).

As a result, it appears that some businesses have recognized the value of green education, training, and development in their workplace. Some company s are now analyzing and identifying the environmental training requirements of their employees in order to create a more environmentally conscious workforce. These are important practices to follow, and they're also required while putting in place organization environmental management efforts. These companys perform serious and systematic education, training, and development programs that are delivered to employees with the aim of imparting needed information, skills, and attitudes for excellent

environmental management, based on an analysis of the workforce's environmental training needs (Tang, 2018).

Multivalent employees can be prepared through training and development, which refers to the acquisition of information and the development of skills required for creative activities. Because training allows workers to get the essential knowledge and acquire the skills needed to meet the organization's goals, there is a strong correlation between training and organizational performance. New skills and information may also be acquired through the training and development process, which enhances employees' capacity to acquire necessary knowledge. In company s that perform staff training programs, exploratory learning is frequent. In an organization, skill development combined with exploratory learning leads to innovations.

One of the most significant functions of green human resource management is to give environmental training to both management and non-managerial workers in order for them to get the necessary information and abilities. This is the most effective approach for businesses to put organization environmental management plans in place. Some of the beneficial strategies of lowering negative environmental impacts in a company include providing trainings to encourage trash management and recycling, telecommunications, and enabling flexible working schedules, as well as reducing business travel. To achieve good environmental performance, it would be useful to develop environmental awareness among employees by hosting workshops and seminars at the organizational level (Zaid,et al ,2018)

It is critical to give environmental education to both management and non-managerial employees in order to change behaviors and attitudes toward green human resource management practices. For example, every Fuji Xerox Singapore employee must receive environmental awareness training, and salespeople must be educated on the green elements of their goods and services. Some company s have yearly environmental day celebrations and hold activities such as debate contests for their workers and their children so that employees and their families are aware of environmental and eco principles .Sheikh et al. (2019) proposed some green training practices, including staff training to conduct a green workplace analysis, job redesign for future green managers, and special training programs on various areas of environmental management, including such composting, waste management, energy

efficiency, and safety, and also coaching of frictionally people who are unemployed (Tulsi, and Ji, 2020).

The majority of training and development is centered on taking into account social and environmental challenges and training personnel on these topics. These difficulties can be addressed through the employee orientation process after they have joined the company. This will aid in the organization's efforts to educate personnel about the company's views and policies on the environment and sustainability. These personnel are formed through providing training to employees based on the company's concept and minimizing environmental devastation through organizational activities. Employees are taught about the green system and how to utilize and execute it for long-term sustainability. They are taught how to decrease resource waste, natural resource degradation, and energy conservation. These training programs were created by management to address environmental concerns and minimize environmental harm. Environmental and sustainability awareness concerns are addressed during the orientation stage and as a key component of the training curriculum in the United Kingdom (Hausman, 2002).

Green teams are formed inside departments to promote environmental awareness and sustainability. As a result, these trainings are particularly useful for increasing employee awareness of the environment and may be utilized in training modules. One of the most significant functions of green human resource management is to give environmental training to both management and non-managerial workers in order for them to get the necessary information and abilities. This is the most effective approach for businesses to put organization environmental management plans in place . Some of the beneficial strategies of lowering negative environmental impacts in a company include providing trainings to encourage trash management and recycling, telecommunications, enabling flexible working schedules, and limiting business travel. To achieve good environmental performance, it would be useful to develop environmental awareness among employees by hosting workshops and seminars at the organizational level. In order to influence behaviors and attitudes toward green human resource management techniques, it is necessary to provide outdoor awareness to both management and non-management staff (Sakka, 2018).

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goods and services. Some companies have yearly environmental day celebrations and hold activities such as debate contests for their workers and their children so that employees and their families are aware of environmental and eco principles. Tang et al. (2018) proposed some green training and development practices, including staff training to conduct a green place of work analysis, job rotation for future green managers, and specific training initiatives on numerous aspects of environmental management, such as composting, waste management, energy efficiency, and safety, and also coaching of frictionally people who are unemployed.

The most significant aspects of green human resource management are staff training and development on environmental problems. Without sufficient training and development, achieving environmental sustainability goals is extremely challenging. As a result, businesses are utilizing these training programs in order to emphasize the value of green personnel and the environment. As mentioned in the study's first sub-question, an important criterion for green human resource management is that the organization's personnel have the appropriate attitudes and abilities in terms of greening. Green recruiting and selection will assist companies pick people with more green attitudes and capabilities, allowing them to become more "green." (Tulsi, and Ji, 2020).

Tang (2018) works emphasizes the necessity of green recruiting and selection for green human resource management. They discovered that the most significant green human resource management practice on environmental performance was green recruiting and selection. Their study's purpose was to provide an assessment of the influence of green human resource management practices on sustainability impact in industrial companies. They conducted a literature research and 17 semi-structured interviews with human resource managers to identify six core green human resource management practices, following which they used a survey instrument to determine if the green human resource management practices had a beneficial influence on environmental performance. A total of 90 food, chemical, and pharmaceutical production companies participated in the study.

Tang (2018) also established a reliable green human resource management measurement. they identified five characteristics of green human resource management through an exploratory analysis: "green recruitment and selection, green learning, green performance appraisal, green pay and reward, and green

engagement." they created measurement items based on these aspects and utilized confirmatory factor analysis to see if the green human resource management measurement was accurate. The sample for the exploratory study was 74 MBA students, while the sample for the confirmatory analysis was 153 workers from northern China enterprises. The components of green recruitment and selection are acknowledged in their study) Tang, 2018).

Environmental and environmental viewpoints should be included in the training and development courses provided to employees at all levels of the company. Green presentations should be included in the introducing process for new employees to motivate them to recognize the organization's green plans and actions, as well as to adjust to the organization's green objectives. Such a framework may explain to employees the organization's green activities, such as decreasing greenhouse gas emissions, waste reduction, and energy saving. Furthermore, "green managers" might be formed in each division to foster environmental awareness among managers. The training process necessitates the assessment of knowledge, which may aid in determining the type of training required in environmental management and, as a result, the implementation of successful training modules (Theriou, and Chatzoglou, 2008).

By all accounts, the relevance of human resource management in environmental management has long been recognized in the field of training. Moreover, according to Raj, and Srivastava, (2014), building an ecological technique needs greater employee knowledge and understanding of processes and skills – suggesting that representatives needed "integrated training" – as well as active engagement in meeting objectives. Researchers have found a relationship between degrees of representational training and protection of environment, according to the same authors. The development of an organization board, as well as a review of existing initiatives, resources, and procedures. The use of a performance management process to perceive and start investigating the implementation on effectiveness, quality, accidents, created waste, and so on, or the assimilation of job background and extent in the training process can all be used to develop an enviro training program (Raj, and Srivastava, 2014).

This might be achieved by training and an assessment of possible viewpoints, talents, and aptitudes for future jobs among the workforce. The training schedule and

progression should then be examined to see if the company can incorporate it into their current offering (for example, health and safety training could include an environmental component, or managerial improvement projects might include environmental activities), with organizations required to evaluate and audit the success of the training they have provided. Employees should feel involved, thus education and training should be centered on that .. All employees and management in the organization should be trained. The goal of the training is to convince and integrate environmental actions into the association's culture .. If everyone isn't included, the activity's success may be hampered, since it may look less important to other members. Employees may forget what they learned, their motivation may dwindle, and they may revert to their old behaviors if training sessions are extended. Workers and managers must be kept up to date on a regular basis, and they must be reminded of the importance of achieving environmental goals as a whole in order for the procedure to be successful (Hausman, 2002).

The human resource management policy training and development is in accordance with the green human resource management-required 'green competences' of workers. in their literature review, Arqawi et al. (2019) note that training is recognized as a critical intervention to avoid and minimize waste, which is a part of green human resource management. Furthermore, Chung (2015) claims in his review of the literature that green training and development raises employee awareness of the importance of environmental management, allows them to understand how to behave green, and improves workers' abilities in dealing with environmental challenges.

In their quantitative study, Lee, and Whang, (2000) discovered that green training has a significant influence on environmental performance as judged by managers. They present a model that connects various human resource management variables to environmental performance. they gathered information by surveying 220 managers from mexican industrial companies. the sole requirement for organizations to participate in the poll was that they had some sort of environmental management system in place. Green training is the most important technique for human resource management to help the business achieve its environmental goals. Jabbour arrived at this result by doing a literature analysis on organizational environmental training, whereas. Rohilla (2017) used a qualitative paradigm based on a multiple case study

technique. Rohilla (2012) studied nine significant Brazilian enterprises that have received ISO 14001 certification, which is a standard that helps organizations design an efficient environmental management system. Despite the fact that the study techniques employed were different, they both agreed that environmental training is an essential tool for businesses. In contrast to the previous research, Sakka, (2018) found that green training and development as a green human resource management practice had the least impact on environmental sustainability impact in Palestinian manufacturing businesses in their study on the impact of green human resource management practices on environmental performance in manufacturing enterprises.

Furthermore, Tang (2018) considers the characteristics of green training in his research:

1. Raising awareness: green training may help people become more aware of environmental issues.
2. Knowledge management: Employees' environmental behaviors are influenced by their environmental values and knowledge. Employees may expand their knowledge and abilities about greening through knowledge management and training, which will allow them to better achieve environmental goals.
3. Creating an atmosphere in which all workers are encouraged to participate in or act on environmental efforts: training can assist create an environment in which all employees are motivated to participate in or act on environmental projects.

➤ **Compensation and Rewards**

Compensation schemes can be used to encourage employees to adjust their behavior to be more environmentally friendly. For paying workers who demonstrate green and pro-environmental behavior in the course of their job, a reward motivator and other pay components can be added to the payment framework. Associations require reward systems that will enable the creation of desired environmental behavior via the use of incentives and disincentives. Supportive criticism via e-mail or verbalized appraisal from management, as well as other comparable motives, should be supplied to encourage representatives to be environmentally conscious. Suspensions or warnings are examples of disincentives that can be used to discourage bad conduct (Theriou, and Chatzoglou, 2008).

A incentive system can motivate employees to improve their environmental performance while also increasing their commitment and responsibility (Epstein & Buhovac, 2010). With the specific goal of ensuring that representatives attempt to achieve environmental targets, compensation and reward preparations can be established, which will encourage the employees, and keeping in mind that the most effective reward is recognition, even monetary rewards are frequent and can be integrated. When an organization uses monetary incentives, according to Sakka. (2018), there is a risk that the incentives would be perceived as unfair. Meanwhile, it has been argued that money is the most potent motivator, and that it, among other things, impacts people' contentment with their jobs. Various studies have shown that non-financial incentives, such as extra days off, a nice parking place, recognitions, and gift vouchers, can be more effective in motivating employees to act in a more environmentally friendly manner. However, incentives are only successful when they are used in conjunction with clear communication, input, and inclusion of workers, as well as a climate in the organization that is environmentally conscious (Sakka, 2018).

In their research evaluations, ahmad (2015) claims that incentive and pay is the most powerful human resource technique for tying the organization's interest to the employee's interest. according to masri (2017), green reward and compensation has a favorable impact on environmental performance in industrial businesses. green incentive and pay, on the other hand, were not commonly applied within industrial groups, according to the researchers. this might explain why, in green human resource management, there is the least expertise about inspiring employees to behave "green" through performance assessment and reward-management techniques.

In addition, Mwita. (2019) discovered two strategies to make incentive management more environmentally friendly. First and foremost, it is critical to provide financial incentives to employees who adopt green performance features into their jobs. It's also critical to provide staff non-monetary benefits for becoming green, such as praise and recognition. Employees may be more motivated by non-monetary benefits, such as praise, than by monetary rewards. On the other hand, others think that the greatest way to encourage people is to use a combination of financial and

non-financial incentives. Non-monetary rewards for green behavior, according to Tang et al. (2018), include green taxes, travel advantages, and green recognition.

Green pay and incentive systems include six sub-attributes, according to Mehta, & Chugan, (2015):

1. "Employees profit from green travel."
2. "Incentives and tax reductions"
3. "Acknowledgement for environmental management in the green"
4. "Bonus money for employees that meet or exceed their environmental goals"
5. "Rewards for creative environmental ideas"

"Excellence prizes for green teams"

From a total of the five primary features listed above, he finds that green pay and incentive systems are considered as the third most significant element of green human resource management in his study.

➤ **Green performance management and appraisal**

It's difficult to evaluate an association's environmental performance. To build ecological execution models and standards, a performance management framework to boost green human resource operations is required. Performance management may be linked to green goals and undertakings based on job responsibilities to create a performance management framework.

Using performance appraisal in environmental management highlights the difficulties of evaluating environmental performance based on the organization's sector, as well as gathering important data on leaders' environmental performance and execution. Companies have responded by establishing all-encompassing environmental execution principles and standards to measure and assess environmental performance principles, as well as green frameworks, evaluations, and commissions . Environmental accidents, the usage of ecological duties, the correlation of ecological concerns and methods, and other topics may be included in performance evaluations (Mwita, 2019).

Managers must be accountable, and they must be aware of their compliance duties, according to the requirements of ecological performance evaluation. Green emphasis

in key performance areas should be incorporated into the performance management framework. This may be stated in the concepts of green performance and green behavior standards, which should be utilized as benchmarks in employee performance evaluations. Environmental goals, objectives, and responsibilities should be established for managers, and their success in reaching green goals should be evaluated. Examples of such commitments include raising environmental awareness and informing representatives, encouraging representatives to participate in pro-environmental actions of the company, and encouraging understanding of environmental management (Raj and Srivastava, 2014).

According to Tang (2019), executive support is also necessary for the successful implementation and application of organizational environmental management initiatives. Change must be endorsed by the executive team, and employee empowerment must be promoted. Punishment mechanisms must be institutionalized, and environmental management information must be communicated through the organization.

Employees must display green behavior, as indicated in sub-question two, in order for green human resource management to be effective. This might be aided by implementing green performance management and evaluation. Tulsi, and Ji, (2020) discovered in a quantitative research that green performance management and assessment in industrial company s had a beneficial impact on environmental performance. Green hiring and selection, as well as green corporate culture management, have a higher influence on environmental performance. According to them, by creating green objectives and duties, analyzing their achievement, and monitoring green behavior, human resource management may help organizations improve their environmental performance. Green ratings can be used as a crucial indicator of an employee's work performance in the evaluation. providing feedback on environmental performance and behavior is critical since feedback will improve abilities, skills, and knowledge. Green performance management, however, may not be the most successful way for affecting environmental performance, who discovered that green recruiting and selection, as well as green management of organizational culture, had a stronger influence (Hausman, 2002).

According to Mehta, and Chugan, (2015) discovered that the most significant instrument for green human resource management is green performance and

assessment. He found 39 qualities of green human resource management in his literature research, which he divided into five categories. He then utilized the Best Worst Method (BWM) to rank those traits, and then used the Fuzzy Method for Order Ideal solution (topsis Solution (topsis) to evaluate manufacturing businesses based on their green human resource management methods. "A strategy used to select optimal options from a number of alternatives with particular criteria," This research included five specialists from various organizations. In compared to the other attributes, he discovered that training and development are seen as the most significant, whereas green performance and assessment are regarded as the least essential. Green recruiting and selection, green pay and incentive system, and green management of organizational culture were the other primary characteristic groups (Mwita, 2019).

Tang et al. (2018) identified four key green performance management and appraisal strategies. They determined that it is critical to create green goals for all employees, which necessitates that everyone devise action plans for achieving these environmental goals. Green performance indicators must also be developed, as they lead to green standards on which all workers' green performance may be measured. Furthermore, it is critical to assess employees' green results and to motivate supervisors to be held responsible for these outcomes. They also stress the necessity of utilizing 'dis-benefits,' which may encourage employees to be more environmentally conscious since they do not want to lose their benefits if they do not fulfill the green performance indicators.

Acquah (2020), a less recent study that agrees with Tang et al. (2018), emphasizes the necessity of assessing workers' job performance according to green-related criteria and including a distinct component in the performance feedback interview for progress on greening.

#### ➤ **Green Involvement and engagement**

The representatives' engagement is defined as creating an atmosphere in which individuals may participate in the decision-making process and have an impact on the operations that affect their jobs. Representatives' participation in the design of ecological strategies would equip them to generate green commodities. Employee interactions contribute to process improvement through enhancing coordination. It also takes care of the well-being and health of employees. "Involvement of

employees in environmental management has been shown to promote the avoidance of pollution from the work environment," writes Rohilla (2017).

Because the delegates are impacted by the decisions taken, it is critical for managers to involve them in the decision-making process and encourage them to submit their ideas and views. Workers will be motivated to act in an environmentally friendly manner if they are included in the decision-making process and informed about the requirements and successes. Employees' contributions to finding solutions for environmental improvements are particularly valuable, especially when it comes to environmental processes, because workers are the greatest at identifying problem areas and finding solutions. This means that, when it comes to environmental concerns, managers must give their employees more authority and enable them to be creative and come up with solutions (Sakka, 2018).

Appointing responsibility and delegating responsibility, also eliminates unnecessary management in the process of organizational change with the goal of advancement and development during design review, and creates an environment where employees can take part. If an organization wishes to achieve its environmental goals, representatives must be empowered, and it is a good idea to share the responsibility across groups of delegates .If a corporation wants to become more environmentally friendly, it must first encourage and dedicate its personnel. A continuous feedback loop with expected consequences will encourage both parties to continue with the advances and improvements, as well as ensure that environmental efforts do not come to a halt. Employees should be kept up to date on their importance in relation to organizational changes and the feasibility of their contributions. As employees get more interested in environmental concerns, their tacit knowledge improves, which boosts their capacity to solve problems linked to environmental issues and leads to higher environmental performance. His case study, which looked at 47 projects and interviewed 55 employees, found a link between employee engagement in green initiatives and environmental performance (Tang, 2018).

The first is a clear green vision, which is based on a set of principles that encourages employees to participate in environmental management. A green learning atmosphere and different communication channels are the second and third characteristics, respectively, which enable employees to be concerned about the organization's environmental challenges and learn from others' green behavior. These

official and informal communication channels can help to foster a green culture at the workplace, where employees feel at ease improving their green behaviors, becoming involved, and assisting others in becoming more environmentally conscious. Human resource management must create a participatory work environment in which all workers are allowed to think on green issues because they are the ones who must execute green behavior. Sakka, (2018) further add that creating a culture where workers share ideas and green improvement initiatives are supported is a key process through which employee engagement has an impact. Employee engagement may also have an impact through engaging and encouraging workers to offer environmental proposals, as well as by utilizing employees' green tacit knowledge (Sakka, 2018).

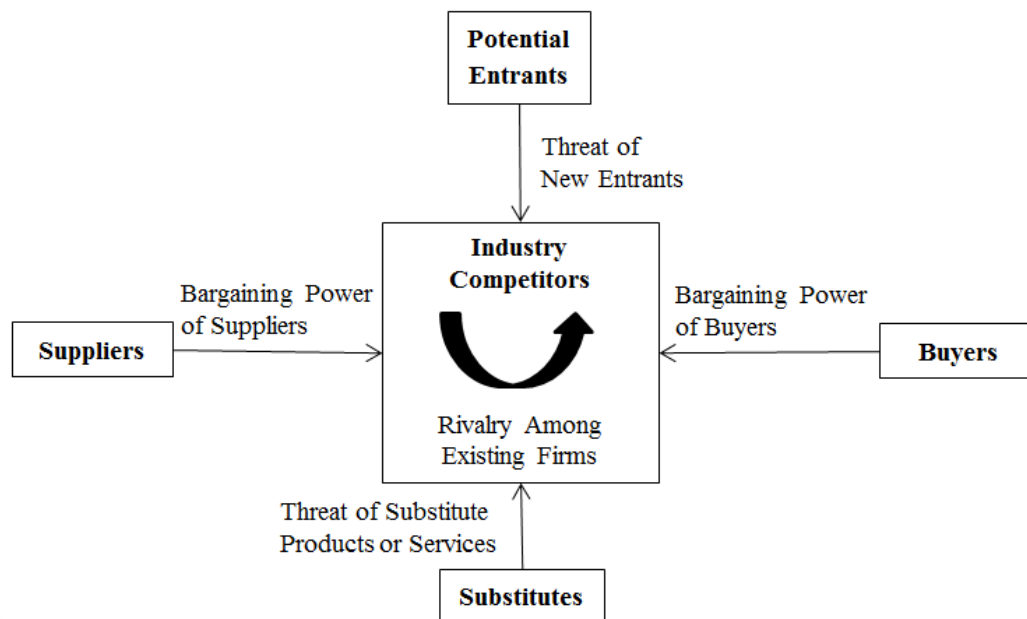
Offering green practices, such as forming green teams or allowing staff to create a green newsletter, is the fourth factor listed by Tang et al. (2018). Employees can participate in green practices if they are offered. The fifth pillar is fostering green engagement, which comprises offering chances for workers to participate in environmental issue solutions in order to urge them to get active. Employees should also be encouraged to engage in environmental decision-making processes, according to Tang et al. (2018).

### **3. ORGANIZATIONAL COMPETITIVE ADVANTAGE**

This chapter will focus on the topic of competition meaning, organizational competitiveness, competitive advantage and organizational competitive advantage strategies. Moreover it looks to the relation between green human resource management and organization competitive advantage.

#### **3.1. Competition**

The meaning of the competition includes, understanding the industry and the rivalry within it is critical for properly, defining the profitability of the business, identifying major industry participants, accurately evaluating them, and, lastly, outsmarting the industry leaders. In general, competition is a form of rivalry in which each seller of identical goods or services competes for the same thing that others are looking for and at the same time. Companies use a variety of competitive techniques to stay on top of this never-ending competition. However, designing and developing competitive tactics is impossible without a thorough comprehension of the competition's laws. The ultimate objective of competitive strategy is to deal with these regulations and modify them in the organization's benefit. In any industry, whether domestic or international or producing a product or a service, the regulations of competition are encapsulated in five forces: the entry of new competitors, the threat of substitute products, the bargaining power of buyers, the supplier bargaining power, and competitive rivalry, (Chiou, & White, 2005).



**Figure 3.1:** The Five Competitive Forces of Industry Profitability

Source: (Porter, 2000)

The industrial structure, defined as the fundamental economic and technological aspects of an industry, is studied using the Five Competitive Forces table as a framework. Understanding the five forces better than rivals offers a company an edge in selecting and implementing the best competitive strategy. As Michael Porter points out, the five-forces framework allows a company to see beyond the complexity and identify those issues that are crucial to competition in its sector, but to also identify those achieved through better that would most enhance industry and its own profitability. The five-forces framework's drawback is that it is still required to be creative and imaginative when participating in competitive rivalry, and the framework is by no means the only and sole instrument that should be used when defining and molding the industry's main qualities (Porter, 2000).

Marketers define three sorts of competitors to better understand the competition. All organizations that supply identical items to their customers are considered direct rivals also known as category competitors or brand competitors. Companies that compete indirectly are those whose goods are different yet meet the same client demand. Substitutes are the products offered by those rivals. Budget competitors are businesses that provide items that aren't considered rivals unless specific requirements are met. Only direct rivals are studied and researched in the actual report, as it is rare that clients will choose the product of an indirect competitor in the commercial property management area (Swaminathan, & Moorman, 2009).

### **3.2. Markets and Competition**

Organizational competitiveness may be defined as a company's ability to generate more economic value than its competitors. As a result, competition and the manner in which corporations might compete change based on the markets and industries. Companies attempt to get an advantage over their competitors merely to stay alive in today's highly competitive business environment. This world is brutal, and staying in the race is becoming increasingly impossible. The shifting environment is the primary cause of this phenomena. The business world has shifted from a technology-driven competitive strategy to one that is more information-driven. This shift is the result of new technology's falling prices and increasing capabilities. Organizations are increasingly incorporating more information content into their activities, which is boosting the usage of information technology applications and altering not just the organizations' perspectives on their products, services, and procedures, but also the nature of competition itself. With all of this transformation, a new age of risk and instability has emerged. As a result, long-term tactics are no longer an option. Even the shortest timeframe that businesses could conceivably forecast is still much too lengthy (Kungu, Desta, & Ngui, 2014) .

As a result, businesses are caught in a bind, and the only way out is to adapt. Previously, the focus was on obtaining the greatest knowledge in the company's business; however, everyone now has access to the technology and information needed to become an expert, thus this is no longer an advantage. As a result, the new approach for businesses to acquire an advantage over their competitors is for them to become experts in learning new skills. To put it another way, there is a need for more long-term competitive advantage strategies that can adapt to the changes that businesses confront. According to Michael Porter, there are three basic approaches for businesses to gain a competitive edge that lasts. Cost leadership, distinctiveness, and focus are three of them. These tactics are depicted in the graph below (Powers, & Hahn, 2004).

		Markets Where Business Competes	
		Broad	Narrow
Sources of competitive advantage	Cost	Cost leadership	Cost focus
	Differentiation	Differentiation leadership	Differentiation focus

**Figure 3.2: Main Strategies to Achieve Sustainable Advantage**

The focus will be switched to differentiation tactics for the objectives of this project. Companies must offer distinctive and high-quality items in order to achieve this difference. Differentiation allows businesses to charge greater prices for their products, resulting in bigger profit margins. When it comes to understanding the differentiation strategy, innovation is the best technique to create distinctive and high-quality products. That is, businesses must develop whole new ways to meet the requirements of their customers. Apple's iPod is the perfect illustration of how creative goods can provide a organizations a competitive advantage. At the time, no other program enabled users to freely scroll across music tracks. This strategy is known as New Product Development (NPD), and it requires a organizations to tap into its workers' creativity in order to produce new goods or services. The goal is to obtain a competitive edge through organizational creativity, which encompasses all organizational actions connected to creative processes that a company might do. To implement it, we must take use of the many types of resources available to the organization, with a particular focus on human resources (Lee, Cho, E., Cheng & Kim, 2013).

### 3.3. Competitive Advantage

Competitive advantage lies at the heart of a company's success in today's market. However, after decades of rapid development and affluence, many businesses have lost sight of their competitive advantage in their quest for expansion and diversification. In reality, many businesses undervalue or overlook the importance of a competitive edge and competition screening. Instead, many businesses rely on informal impressions, conjectures, and intuition gleaned from the pieces of

information about competitors that every manager gets on a regular basis. As a result, many organizations are vulnerable to a competitor's offensive strike since they don't maintain track of their competitors and their strategy. As a result, even for a organizations that works in such a restricted sector as Spektr's, paying attention to the company's marketing strategy, generating and maintaining a competitive edge, is critical (Gleason, Mathur, & Wiggins, 2003).

The reader is left with the question: what exactly is competitive advantage? The competitive advantage. in Principles of Marketing, is a competitive advantage acquired by delivering better consumer value, either through lower pricing or by giving more advantages that justify higher prices. The lack of a gap between what the business offers and what it delivers is the underlying notion of the competitive advantage idea. If a corporation employs a differentiation strategy and promotes its product as the best in class in terms of quality and service, it will not just yell slogans for the sake of advertising, but will also bring those words to life. Otherwise, it is assumed that the actual organizations has no competitive edge. Taking Spektr as an example, they chose the cost leadership approach but did not put it into practice owing to a lack of environmental analysis, hence they do not now have any competitive advantage and are classified as Stuck in the Middle. In the actual report, the author discusses the conclusions of Michael Porter and Philip Kotler's competitive tactics (Amici, Fiordelisi, Masala, Ricci, & Sist, 2012).

### **3.4. Sustainable Competitive Advantage**

Having a dominant positions or situation over a rival over a significant period of time by responding to the world's never-ending adjustments may be regarded as a sustainable competitive advantage. More commonly, the term "competitive advantage" is used. In strategic management research, the idea of competitive advantage is still a hot topic. A corporation with a competitive edge over its competitors gains better profitability within its industry over time, according to Berman, Down, and Hill (2002). Strategic senior managers' major pre-work in competitive and slow-growth businesses is to obtain a competitive advantage. Many businesses now function in this manner, and scholars and practitioners have been worried about competitive advantage suppliers over the previous two decades. As a result, most businesses, regardless of industry, should acknowledge that gaining a

competitive advantage is the most challenging challenge they face in the twenty-first century (Berman, et al ,2002).

As global rivalry gets more intense, the question about how to preserve or develop a long-term competitive advantage becomes more pressing. According to Barney, a company has a competitive advantage if it is pursuing a value-creating strategy that no actual or prospective competitors are doing at the same time. Other firms can validate that the company has a long-term competitive advantage if they will be unable to match the advantages of this technique. According to Allen and Helms (2006), there are two types of competitive advantage: temporary and long-term. They argue that although competitive advantage often results in considerable profits, these profits attract competitors, and that competitive advantage is frequently fleeting. As a result, the greatest competitive advantage is just fleeting. On either , certain competitive advantages can be sustained if competitors are unable to copy the basis of advantage or if no competitor can supply a superior product. Barney created four parameters to assess the capacity of organizational resources to generate sustained competitive advantage: worth, scarcity, cost to replicate, and non-substitutable Skills.

Later, Allen and Helms (Allen, & Helms, 2006) broadened the notion from VRIN to VRIO by raising the following question: Is a business established up to profit from these assets? Amici et al. (2012) defined competitive advantage as an organisation's skeptically diverse and motionless resources and capabilities, focusing on four attributes or evidence-based markers of value (V), rarity (R), imprecisely imitable (I), and organization (O) to encapsulate and use the value of these resources and competencies as long-term competitive advantage sources (O). As per Barney, the Vrio is a reworked version of Rothaermel's RBV theoretical framework. Sustainable strategy can be described as an organization's assets, abilities, skills and knowledge, and key competencies that are critically heterogeneous in terms of four attributes of evidence-based performance measures of worth (V), rarity (R), ineptly imitable (I), and organization (O) to capture and can use a resource (Hahn, & Powers. 2010).

### ➤ **Process of Sustainable Competitive Advantage**

A sustainable competitive advantage is a dynamic system that fulfills current competitive requirements without jeopardizing the organization's ability to satisfy future standards. Subjects, medium, goals, and continual change are the four

components that make up the sustainable competitive advantage process. To get a long-term competitive advantage, you'll need a lot of resources. Resources are analytical units that are among an organization's most significant components, and they are apparent targets for investigation since they are used in the business value process. Resources, in other terms, are the inputs to a company's value chain. Materials that are essential, distinctive, difficult to replicate, and well-organized are also identified as sources of long-term competitive advantage (Bebczuk, & Galindo, 2008).

The second stage in gaining a long-term competitive edge is to use the media. It's a subprocess that turns the resources and talents of the first element's themes into abilities, skills, and skill sets. The capacity of a corporation refers to its ability to employ its resources. A system of business rules and regulations that control how a company's resources interact. According to previous empirical studies (Berman et al, 2002; Kungu et al, 2014), there are three types of skills: specific or individual abilities, processes, and organizational capability. According to current study, distinguishing skills may be divided into two categories: both dynamic and operational Dynamic capabilities are those that can be used to create, integrate, and change operational capabilities. Operational capabilities relate to all of the procedures that are used in the course of performing a task, such as manufacturing.

Core competencies are less important to a company than dynamic capabilities. Furthermore, a skill is less valuable and complex for an organization than competence. Competencies are a sort of integrated and coordinated cross-functional capacity. Both theoretically and experimentally, Lepetit, Lager, and Fua (2005) defined competences as individual and team advances. Persons and groups of individuals are frequently seen to have innate competences, implying that the concept of competence is based on a cumulative hierarchy. According to Savory, the cumulative hierarchy idea may be seen in numerous lines of research including the linked notions of competencies, capabilities, and dynamic capabilities. Scholars frequently distinguish between distinguishing and fundamental distinguishing skills. The aspirations system's main motor is core powerful analytical, while distinctive competence is a difficult-to-copy capability inside a company that may be used to generate long-term revenue (Lepetit et al, 2005).

The most well strategic management concepts is core competency. From a competence-based approach, ennathur, Subrahmanyam, and Vishwasrao (2012) used the term "core competency" to describe skills in a variety of industries. Core competency was characterized as an organization's continuous knowledge, particularly in terms of coordinating different creative talents and integrating multiple flow technologies. A company's current competency is a collection of abilities and procedures that allows it to give its customers a competitive edge. Employees usually scan and analyze three related concepts: company-critical resources, capabilities, and competencies. Core competences have been stressed as the fundamental source of competitive advantage in several research on competitive advantage (ennathur, et al, 2012).

Core competencies are a set of talents, skills, and sources of expertise that are shared across significant business divisions as a consequence of the organization's capabilities being unified and harmonized. According to Kungu, et al (2014), separating a core skill from a competency demands the usage of three criteria. To begin, a crucial talent must make a significant contribution to providing customers with benefits from a product or service. Second, a competitively distinctive core talent should be difficult to imitate by competitors. Third, core talent should be flexible to a wide range of markets as well as capable of developing and changing through time. Setting a goal is the third stage in the process of gaining a sustained competitive advantage. Being different or better from competitors, or being hard to imitate, is a sub process (Kungu, 2014).

Although having a diverse and immobile set of resources, skills, competences, and key competencies is necessary for establishing a competitive advantage, it is insufficient for maintaining it. Resources, capacities, competences, and core competencies that fulfill all of the VRIO requirements, according to the RBV, preserve competitive advantages. The fourth phase in the sustainable competitive advantage process is updating. The purpose is to evaluate long-term competitive advantage from a strategic and dynamic viewpoint. Long-term strategies that set a firm distinct from its rivals, such as pricing policy, strategy–structure fit, communication strategy, and cross-functional collaboration, are all examples of sustainable competitive advantage, according to Willman (2000a). According to Pennathur et al. (2012), if businesses truly want to gain a lasting competitive

advantage, they must be able to weather the upheaval environment while also developing a new competitive edge. The pursuit of a long-term competitive edge is a never-ending process. Before their current competitive advantage deteriorates, companies should build a new one. Building competitive advantage as a continuum through reciprocal interactions allows businesses to create a continuous corrugated track (Pennathur, et al 2012).

### **3.5. Strategies For Competitive Advantage**

Companies have been experimenting with various techniques to get a competitive advantage for years. Some people fail, while others succeed. Many research and real fields have been committed to understanding the history of business strategies in order to better effectively implement new strategies that would meet the observed shift over history. Hahn, & Powers. (2010) examine three alternative historical change models and how they aid research on dynamic capacities in their working paper Historical Change and the Competitive Advantage of Organizations (Hahn, & Powers, 2010).

According to them, the innovation diffusion framework is a strategic management approach that seeks to explain how organizations obtain and maintain competitive advantages in their competitive settings under changing and uncertain situations. Chiou, & White, (2005) described organizational strategic routines as the organizational strategic routines through which families and enterprises create new resource configurations when markets arise. Furthermore, if we want to create a framework that includes precise procedures for employees to take in order to get a competitive edge, we must first define what we want to achieve. There is a need to concentrate on markets with a more moderate changing environment, because high-speed marketplaces just require a few fundamental routines to stay afloat, and weighing it down with all the framework would only slow it down in such a fast-paced business. As a result, we'll concentrate on markets that are just slightly shifting. In high-velocity marketplaces, on the other hand, dynamic skills rely heavily on fresh knowledge developed for unique scenarios. Routines are purposely basic, but not wholly unstructured, to allow for emergent adaptability (Swaminathan, 2009).

The idea that organizational creativity is a competitive advantage for businesses is supported by a review of the literature on the subject. Furthermore, the majority of papers, journals, and books focus on the complex network of information flow and knowledge generation as aspects that aid in the nourishment of creativity in an organization. Organizations' ability to develop new knowledge is viewed as the key source of competitive advantage already today and increasingly so in the future. Access to a diverse range of information, according to research from a number of fields, fosters creativity and knowledge development. Given that creativity is still a relatively new study topic, we will need to determine the many aspects that influence the growth of said creativity in an organization (Yener, &Ibáñez, 2004).

### **3.6. Measuring Competitive Advantage**

We will need a measurement approach to rely on for reliable data in order to support our conclusions via this investigation. Competitive advantage is the most important criterion we want to see improve in performance in this thesis, and no comprehensive evaluation works better than the Balanced Scorecard. Harvard professors Robert Kaplan and David Norton developed the scorecard. Is a framework for performance measurement that incorporates a more holistic set of matrices, including non-financial and strategic performance measures in addition to the already widely used traditional financial metrics (Lee, Cho, Cheng & Kim, 2013).

The balanced scorecard advises that we look at the company from four different angles and design measurements, gather data, and analyze it from each of these points of view: 1) The Financial Situation 2) The Viewpoint of the Customer 3). A Look at Business Processes 4).Perspective on Learning and Growth. These viewpoints will be utilized to assess competitive advantage and monitor success following the execution of the newly proposed strategy (Lepetit,et al ,2005).

### **3.7. Strategy and Competitive Advantage**

Winning company strategies are built on a foundation of long-term competitive advantage. A competitive advantage exists when a company has a competitive edge over its competitors in terms of attracting clients and combating competitive pressures. Making the best product, providing customer service, accomplishing lower costs than competitors, needing a more handy geographical location, developing a

product that outperforms competitors, attempting to make more dependable and long-lasting goods, and providing purchasers with more value for their money just are a few instances of competitive advantages. To obtain a competitive advantage, a business must seek to provide greater value to customers, which might be a good product at a fair price or a better product worth paying more for (Willman, 2000a).

Combining an organization's company objectives with its resources available is what a combined strategy includes. Throughout the strategy development process, managers are tasked with aligning the organization's business with resource allocation. If they are part of the grand plan, comprehensive aims, or a 'strategy' to keep the firm afloat, the broad objectives of the organization are handled in this allocation problem. A strategy is a collection of key objectives, goals, or objectives, as well as the basic policies or strategies for accomplishing these objectives, presented in such a way as to indicate the type of business the firm is or will be in (Kungu, et al, 2014).

Increased competition in the banking business harms the industry's attractiveness and diminishes the profitability of its participants. It puts pressure on banks to be proactive and develop effective strategies that allow them to respond quickly to expected and real changes in the competitive environment. As a result, banks concentrate on acquiring a competitive edge in order to adapt to and compete successfully in the market. Banks can focus on areas that provide them an edge over rivals and create a competitive advantage by defining their core competencies. Core competencies, according to Hahn, & Powers. (2010), are more strong and harder to replicate since they relate to the management of links inside an organization's value chain as well as supply and distribution chain connections (Hahn, & Powers, 2010).

According to Allen, & Helms, (2006), management is primarily concerned with the organization's and its people' continued growth. The environment's expectations and wants are continuously changing, and management is all about modifying the organization to meet those needs and demands. Competition is usually one of the external factors on a business. An organization's combined strategy entails combining its corporate goals with its available resources. Administrators are concerned with harmonizing the organization's business with resource allocation throughout the creation of strategy. The broad goals of an organization are addressed

at this phase, whether they are part of the grand plan, overarching objectives, or a 'strategy' to keep the company afloat. A strategy is a set of main aims, purposes, or goals, as well as the core policies or tactics for achieving these goals, expressed in such a way as to identify the sort of business the organization is or will be in (Allen, & Helms, 2006).

➤ **Cost-differentiation Strategy**

The cost leadership method, according to Porter (2000), demands the distribution of standardized goods or services to a wide target or mass market. A successful industry cost leader will be the lowest-cost producer in the sector and supply mass-market goods and services of comparable quality to direct rivals. Cost leadership may be achieved by economies of scale, exceptionally high production, and amazingly effective distribution systems. Price strategy may be operationalized as low input costs, economics of scale, expertise, product/process design, and cheap pricing. Low input costs are obtained by locating operations near low-cost labor and materials; economy of scale need large-scale operations and efficiency is the result of expertise. Goods design promotes efficiency by utilizing low-cost standard components, whereas cheap price is facilitated by having things that are functionally comparable to competitors. The corporation may make moderate price reductions to account for the somewhat worse quality. Because of the low-cost strategy, the profit margin should be higher than the industry average (Porter, 2000).

Profitability and, ultimately, greater corporate success are directly tied to cost leadership and differentiation. Researchers observed significant relationships among Porter generic division shows and performance as a consequence of this study. Some studies have shown evidence for a single-strategy performance advantage, whereas others have suggested pursuing a strategy that combines both cost and differentiation competitive tactics. Allen and Helms (2006) revealed that hospitals employ generic procedures and propose that the best way to achieve good service business performance is to apply a focused cost leadership strategy. Similarly, Bebczuk, & Galindo, (2008) discovered that the hybrid targeted differentiation method was optimal for specialist markets in their investigation on the UK wine business. In a study of Greek manufacturing, Chiou, & White, (2005) discovered that hybrid methods were preferred to pure strategies. Financial firms use differentiation

techniques in a variety of areas, including distribution, technology, classification, pricing, product development, branding, quality of service, and relationship banking.

Kenya has performed a number of studies on the adoption of competing tactics by local businesses. Gleason et al. (2003) examined competing strategies in real estate using Porter's framework, while Lepetit et al. (2005) analyzed the competitive strategy utilized by members of the independent petroleum traders association. Competitive methods yielded superior results in both tests. Real Estates' strategies are based on Porter's Generic Strategy categories, and because Real Estates cater to a wide variety of income levels, all three generic strategies have been demonstrated to be highly linked to performance. The more of these strategies were applied, the better the real estate's performance got, finally leading to greater outcomes. Swaminathan and Moorman (2009) looked at the strategies utilized by Kenyan insurance companies and found that the majority of them lacked well defined competitive strategies. On Mwalimu Sacco society limited, Hahn and Powers (2010) explored variables influencing the efficacy of guarantorship in debt recovery. Muturi (2000) assessed tactics by enterprises confronting altered competitive situations. Both research discovered that companies use common tactics to improve their performance (Hahn, & Powers, 2010).

Financial firms, particularly financial institutions, use competitive strategies to lend unsecured private loans at alluringly low rates, and provide exclusive services like letters of credit to distributors and other produce-based loans to farmers, according to various other studies on Kenyan businesses. In response to the problems faced by the 1997 deregulation of the Kenyan cooperative movement, Lepetit (2005) undertook a research on Mwalimu Sacco financial services business competitive strategies. In terms of membership, the author discovered that the Sacco firm's competitive activities gave it a competitive advantage over other Sacco companies around the country. As a result, the objective of this study was to determine how commercial banks listed on the Nairobi Stock Exchange gain a competitive advantage. (Lepetit ,2005).

#### ➤ **Product Differentiation Strategy**

Product differentiation strategy may be a competitive advantage strategy used by organizations to manufacture items that cater to unique client requests. When it

comes to satisfying specific customer needs, quality has become a critical differentiating factor among products. As a result, customers are willing to spend more for items that are suited to their individual size, taste, style, requirement, or expression. As a result, the study's main focus is on product differentiation as a means of gaining a competitive edge. Cost leadership, distinctiveness, and a mix of the unique methods are viable and lucrative, according to Kungu, Desta, and Ngui (2014). However, the extra performance advantages of businesses that use a combination approach are not significantly different from those of businesses that only use a differentiation strategy. Furthermore, organizations who use a well-coordinated competitive strategy (mixture, cost focus, or distinctiveness) realize considerable performance improvements (Kungu, Desta, & Ngui, 2014).

#### ➤ **Diversification Strategies**

The activities and goals of the financial industry in general, and the banking sector in particular, have undergone a tremendous metamorphosis during the previous three decades all over the world. Banks have been forced to diversify their activities as a result of deregulation, disintermediation, the advent of modern technology, and the merger wave in the banking sector. As a result, banks are expanding outside their traditional business operations to include insurance, investment, and other non-banking businesses . Diversification allows a bank to remove regional unfairness, new product, size and scope economies, take use of modern technology, spread risk, and mobilize additional capital. Diversification has allowed commercial banks to earn fees from investment banking, commercial banking, insurance firms, securities trading, and other unorthodox financial services. Banks diversify for a variety of reasons, including synergy (or economic) desire, management inspiration, value maximization motivation, better market power motivation, capital strength, and risk diversification objectives. There are two types of diversification determinants. External variables include economies of scale and scope, bank competition dynamics, global presence of financial conglomerates, and banking disintermediation. Internal drivers include the need to reduce risk, the drop in interest margins, the cost of manufacturing, the cheap cost of capital, and technological advancements, among others (Lee, et al 2013).

In the banking industry, the various diversification techniques may be described under four key areas. The first is Direct Cross-Border Sales, which refers to the exchange of financial services across countries where banks do not have a physical presence. Direct cross-border financial services sales provide a little contribution to sales promotion integration. Telephone banking, traditional postal marketing, and, in particular, online banking fall within this group. The formation of branches or subsidiaries in the target country is the second strategy. The third tactic involves mergers and acquisitions. These are frequently followed by significant changes in the organizational and legal structures of the relevant businesses. A number of cross-industry mergers involving banks have also been seen, in addition to mergers and acquisitions inside the banking sector. Large banks, in particular, diversify their business lines in order to achieve wide market coverage in financial services (one-stop financing). Mergers and acquisitions in the banking industry target not just capital investment businesses (e.g. fund companies), but also insurance companies. Finally, Cooperation and Strategic Alliances can be used to implement a diversification plan. The fact that there is just a minority shareholding is crucial in this case (Kungu, et al ,2014).

According to the literature on banking diversification, there are four types of diversification: geographical, source of revenue, product/services, and economic sectors. The literature on bank diversification is presented in the next section.

#### ➤ **Strategic Alliances**

In their study, several experts have described the term "strategic partnership." An alliance is a contract between two or more parties to promote shared interests or causes in the pursuit of a common objective. A strategic alliance, according to Porter (2000), is a voluntary arrangement between firms that entails the trade, sharing, or co-development of goods, technology, or services. An agreement between companies to conduct business jointly in ways that go beyond conventional company-to-company interactions but do not involve a merger or complete partnership. Of all the formulations, the Chiou and White (2005) idea of strategic partnership is the most often utilized. Partnerships are cross-cooperative arrangements that exist on a continuum, with informal collaborative efforts (e.g., an implied, non-contractual agreement between a bank and an insurance agency to recommend clients to each

other) at one extreme, mergers at the other, and a variety of in-between options (Porter,2000). To take advantage of potential expansion opportunities, modern businesses engage in a range of actions, including expanding internally, providing licenses, building strategic alliances, forming new joint ventures, and buying minority shares from other businesses. Strategic alliances, rather than mergers and acquisitions or the formation of joint ventures, are a more flexible and manageable way for inter-organizational collaboration to exploit development opportunities. As a result, in recent years, a growing number of companies have formed strategic alliances. Different sorts of strategic partnerships can be classified in a variety of ways. Transfer of technology and development, licensing, licensing, cooperative research and development, joint ventures, and marketing partnerships are the five forms of alliances identified by Bebczuk, & Galindo, (2008). Strategic alliances are classified by Chiou et al. (2005) based on their tactical goals Lee et al. (2013) divide strategic alliances into resource alliances, technological alliances, and marketing alliances based on the alliance's purpose.

Evidence reveals that complementary company level strategic alliances, particularly vertical alliances, have the best chance of generating a long-term competitive advantage. To achieve a competitive edge, an increasing number of businesses are forming partnerships. Competitive benefits can be gained by forming strategic alliances in response to competition and to decrease uncertainty. On the other hand, these benefits are more fleeting than those achieved through complementing (vertical and horizontal) strategic alliances. The fundamental reason for this is because complementary alliances are more focused on producing value than competition-reducing and due to uncertainties alliances, which are more likely to be formed in reaction to competitors' actions rather than to attack competitors (Lee et al, 2013).

Many researchers have focused their research on the income effect of strategic partnership announcements, although the majority of them have stayed focused on US capital market corporations. By analyzing the value rise impact of 89 non-equity strategic alliances from the US technology and information industry, Hahn, & Powers (2010) demonstrate that alliance declarations result in positive excess returns for business partners on the declaration day. For a period of time previous to the proclaimed date, they also display indicators of announcement information leaking. From the aspect of strategic alliance characteristics, Hahn and Powers (2010) focus

largely on firms declaring marketing agreements in the US market and uncover a positive correlation between business value and alliance declaration (Hahn, & Powers. (2010).

Some academics are particularly interested in examining the influence of partnership announcements on financial services business performance. By analyzing a sample of financial institution announcements in Japan, Strategic alliance contracts, according to Chiou (2005), contribute to a positive growth in organization value in the Japanese financial services sector. Berman et al. (2002) discovered similar evidence that strategic partnership announcements had a beneficial impact on the market. More intriguingly, they imply that statements made by financial services businesses that are later acquired by alliance partners have a favorable impact on the market. Amici et al. (2012) concentrate on the market impact of European and American banking corporations on strategic alliances and joint ventures. They also imply that joint ventures produce more value when non-banking financial partners are involved, in addition to the outcome of a favorable association between announcements and firm value (Amici et al., 2012).

#### ➤ **Joint Ventures**

Joint venture in the form of strategic alliance occurs when two or more enterprises create a legally separate organizations to combine their collaborative talents and resources in order to obtain competitive advantages in the market. Joint ventures aid in the formation of long-term relationships and the transfer of tacit knowledge. Because joint ventures cannot be formalized, tacit knowledge is gained via experiences like those that occur when individuals from different companies collaborate in a joint venture. Expertise and expertise in a certain field help to create a long-term competitive advantage. For many businesses, tacit knowledge is a significant source of competitive advantage (Powers, & Hahn, 2004).

#### ➤ **Mergers and Acquisitions**

Mergers' potential advantages and scale economies have also been investigated in several research. Willman, (2000a) investigates the possibility for bank mergers with non-bank financial service businesses to provide diversification advantages. Simulated mergers between banks and non-bank financial advisory organizations in

the United States show that expanding banks into insurance and securities trading lessens the risk of bank holding companies going bankrupt. Expected merger activity in the banking industry in the United States of America is positively associated to management ratings, bank size, competitive environment, and geographic location of banks, but negatively correlated to market concentration. Previous studies examining the impact of bank mergers and acquisitions on performance have tended to follow two fundamental empirical trends. methods. The first group compares pre- and post-M&A performance using financial and accounting data, whereas the second group uses an event-study method. Changes in the prices of certain financial market assets (typically share prices of the relevant organizations) around the time of the merger announcement are examined in this example (Willman, 2000a).



## 4. METHODOLOGY AND THE FINDINGS

In this chapter the methodology part will be presented which includes the population and sample of the thesis, the model, the measurement scales, and the data collection method and the other part of this chapter will concentrate on the analyzes and the results of this thesis.

### 4.1. Population and Sample

The study is applied in the banking sector in Iraq in the Rasheed Bank of Iraq. The questionnaire is applied to collect data about the subject of the study. the population of the study consists of all the workers in all the levels in the Rasheed Bank of Iraq. The sample is determined according to Yamane's Sample Calculation Formula (Sekaran & Roger, 2016).

$$n = \frac{N}{(1+Ne^2)} \quad (4.1)$$

n: Sample Size

N:Population Size: (900 workers according to the bank annual report)

Level of Precision/Sampling of Error (0.05)

According to the formula the number of sample is about 276 employees.

### 4.2. Method of Collecting Data

For this study, the convenience random sampling method was employed for sampling and the sample size was estimated using Yamane's Sample Calculation Formula. The researcher met with the respondents face to face and gave them 276 questionnaires and after a few days took the questionnaires back , ten of them have eliminated because of the lack of information and 266 questionnaires have analyzed.

### 4.3. Study Technique

We will depend in this study on the quantitative method through distributing the questionnaire. Green human resource management practices' scale has taken from the study of Guiyao Tang, Yang Chen, Yuan Jiang, Pascal Paill and Jin Jia (2017) with five dimensions green recruitment and selection contain three question items (we attract green job candidates who use green criteria to select organizations, we use green employer branding to attract green employees, and our bank recruits employees who have green awareness), green training contain three question items (like, we develop training programs in environment management to increase environmental awareness, skills and expertise of employees we have integrated training to create the emotional involvement of employees in environment management), green performance management contain three question items (we use green performance indicators in our performance management system and appraisals, our bank sets green targets, goals and responsibilities for managers and employees), green pay and reward contain four question items (like, we make green benefits available rather than giving out pre-paid cards to purchase green products In our bank, there are financial or tax incentives) and green involvement contain six question items (In our bank, there are a number of formal or informal communication channels to spread green culture in our bank, In our bank, employees are involved in quality improvement and problem-solving on green issues). Corporate competitive advantage scale has taken from the study of Olívia Carolina de Resende Ribeiro and, Pedro José Steiner Neto (2021) with 8 question items (like, the company has better management skills than its competitors have, the company's profitability is better and the company's growth exceeds that of its competitors).

Scales were measured using likert scale, where 1 = absolutely i disagree and 5= absolutely i agree . The analyzes that will be used in the study are :

- Demographic analyzes
- mean, Std. Deviation, Skewness and Kurtosis analyzes
- Factor Loading and Cronbach's Reliability analyzes
- Mean, Std. Deviation and Correlations between factors
- Regression analyze

## Variables Of The Study

### Independent Variables

- Green recruitment and selection (GRS)
- Green training(GT)
- Green performance management (GPM)
- Green pay and reward (GPR)
- Green involvement (GI)

### Dependent Variable

Corporate competitive advantage

## 4.4. Findings

### ➤ Demographic Analysis

**Table 4.1:** Descriptive Analysis Results

Variable	Classification	Frequency	Percent %
Gender	Male	82	30.8
	Female	184	69.2
	total	266	100.0
Education level	under bachelor degree	20	7.5
	bachelor degree	128	49
	master	74	28
	PHD	44	16.5
	Total	266	100.0
Age	21-30 year	58	21.8
	31-40 years	72	27.1
	41-50 years	60	22.6
	51-60 years	57	21.4
	61 and more	19	7.1
	total	266	100.0
Experience	Less than 5 years	60	22.6
	5-10 years	75	28.2
	11-15 years	63	23.7
	16-20 years	54	20.3
	More than 20 years	14	5.3
	Total	266	100.0
Specialization	Management	20	7.5
	Accounting and finance	71	26.7
	Human resource management	131	49.2
	Economic	22	8.25
	Others	22	8.25
	Total	266	100.0

The demographic characteristics of the sample showed that approximately 31% (82 from the respondents ) are male and about 69 % (184 from the respondents) are female we can see that the big percent of the respondents are female maybe that's belongs to the nature of the bank operations . For the education level about 50% from the respondents have a bachelor degree and about 28 % have a master degree. The age variable showed that approximately 71% from the participants are young their age between 21 and 50 years old. The question about experience showed that about 28 % from the respondents have between 5 to 10 years of experience and about 44% have experience between 10 and 20 years . Furthermore, about 50 % from the respondents in the sample work in the human resource management department and about 27% work in the accounting and finance department.

➤ **Skewness And Kurtosis Analysis**

**Table 4.2:** Skewness and Kurtosis Analysis Results

<b>Green recruitment and selection (GRS)</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
GRS 1	3.1353	1.25161	.044	-.144
GRS 2	3.1917	1.28742	-.095	-.117
GRS 3	2.9361	1.19419	.164	-.044
<b>Green training(GT)</b>				
GT 1	3.0226	1.30292	.051	-.199
GT 2	3.3910	1.34493	-.113	-.497
GT 3	3.0677	1.37193	.116	-.338
<b>Green performance management (GPM)</b>				
GPM 1	3.0451	1.33099	.033	-.287
GPM 2	3.3609	1.35334	-.089	-.511
GPM 3	3.0752	1.35771	.063	-.284
<b>Green pay and reward (GPR)</b>				
GPR 1	3.1466	1.43182	.035	-.551
GPR 2	3.1278	1.33410	-.034	-.284
GPR 3	3.3158	1.34231	-.102	-.397
GPR 4	3.0263	1.33008	.145	-.256
<b>Green involvement (GI)</b>				
GI 1	3.0789	1.26094	-.150	-.982
GI 2	3.1128	1.34672	-.067	-.149
GI 3	2.8496	1.37083	.052	-.288
GI 4	2.9887	1.40211	.268	-.403
GI 5	3.1767	1.33275	.068	-.315
GI 6	3.1992	1.44123	-.018	-.502

**Table 4.2:** (Cont.) Skewness and Kurtosis Analysis Results

<b>Green recruitment and selection (GRS)</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
Corporate Competitive Advantage(CCA)				
CCA 1	2.8571	1.21402	.328	-.980
CCA 2	2.9737	1.31868	.158	-.195
CCA 3	3.3120	1.36962	.008	-.552
CCA 4	2.9624	1.37309	.253	-.282
CCA 5	3.0752	1.42550	.174	-.541
CCA 6	3.1015	1.39034	.080	-.406
CCA 7	3.1241	1.31881	.078	-.224
CCA 8	3.1466	1.52375	.002	-.590

The results showed in the table 2 above reflect the mean , standard deviation, skewness and Kurtosis values. +1 and -1 are the limits for skewness and Kurtosis ( West et al,1995). Greater than 1 means skewed to the right, less than -1 means skewed to the left and therefore deviates significantly from normal. For kurtosis, greater than 1 means peaked (leptokurtic), less than -1 means too flat (platykurtic) and therefore deviates significantly from a normal distribution. By looking to the results above we can say that the distribution is normal there is no skewness or kurtosis.

➤ **Factor Loading**

**Table 4.3:** Factor Loading Analysis Results

<b>Green recruitment and selection (GRS)</b>	<b>Factor Loading</b>	<b>Eigen-value</b>	<b>KMO</b>	<b>Cronbach's Reliability Coefficients</b>
GRS 1	.628	52.674	0.542	0.619
GRS 2	.567			
GRS 3	.788			
Green training(GT)		50.090	0.534	0.593
GT 1	.824			
GT 2	.893			
GT 3	.832			
Green performance management (GPM)		54.240	0.586	0.574
GPM 1	.843			
GPM 2	.875			
GPM 3	.825			
Green pay and reward (GPR)				

**Table 4.3:** (Cont.) Factor Loading Analysis Results

<b>Green recruitment and selection (GRS)</b>	<b>Factor Loading</b>	<b>Eigen-value</b>	<b>KMO</b>	<b>Cronbach's Reliability Coefficients</b>
GPR 1	.705	68.435	0.583	0.542
GPR 2	.555			
GPR 3	.491			
GPR 4	.622			
Green involvement (GI)		63.947	0.598	0.601
GI 1	.726			
GI 2	.747			
GI 3	.627			
GI 4	.751			
GI 5	.719			
GI 6	.738	57.048	0.812	0.808
Corporate Competitive Advantage(CCA)				
CCA 1	.853			
CCA 2	.779			
CCA 3	.819			
CCA 4	.805			
CCA 5	.792			
CCA 6	.668			
CCA 7	.704			
CCA 8	.638			

The 25 items were subjected to an exploratory factor analysis using SPSS. When dimensionality is managed to improve the reliability of a scale, exploratory factor analysis finds unsuitable items and examines the presence of links between constructs by looking for correlations among items and variables. In this thesis, all of the factor loading values are larger than 0.5, which is sufficient for the analysis (Tran, & Formann, 2009).

An initial analysis was done to derive eigenvalues for each factor in the data which has to be more than one . The Kaiser-Meyer Olkin Measure, also has done and the sufficient results have to be more than 0.5 for all parameters,. As seen in table 3, six components had eigenvalues greater than one, Kaiser-Meyer Olkin test values more than 0.5 and the Cronbach's Reliability Coefficients are more than 0.5 also which supports the sample adequacy and reliability.

➤ **Correlation Analysis**

**Table 4.4:** Correlation Analysis Results

	GRS	GTT	GPM	GPR	GI	CCA
GRS	1	.498(**)	.426(**)	.350(**)	.363(**)	.439(**)
GTT	.498(**)	1	.616(**)	.570(**)	.478(**)	.647(**)
GPM	.426(**)	.616(**)	1	.601(**)	.500(**)	.678(**)
GPR	.350(**)	.570(**)	.601(**)	1	.412(**)	.433(**)
GI	.363(**)	.478(**)	.500(**)	.412(**)	1	.438(**)
CCA	.439(**)	.647(**)	.678(**)	.433(**)	.438(**)	1

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

The correlation values showed in the table 4 indicate that all the dimensions of green human resource management (green recruitment and selection ,green training , green performance management, green pay and reward and green involvement ) are positively and significantly at 0.01 correlated with corporate competitive advantage . The values represented in table 4 indicate that the correlation between corporate competitive advantage and green performance management is the strongest at value of .678 and then the correlation between corporate competitive advantage and green training at value of .647.

➤ **Regression analysis**

**Table 4.5:** Regression Analysis Results

Dependent Variables	Independent Variables	$\beta$	t	P Değeri	$R^2$	F
Corporate Competitive Advantage(CCA)	(Constant)		3.348	.001	.556	65.139
	Green recruitment and selection (GRS)	.083	1.707	.009		
	Green training(GT)	.355	6.027	.000		
	Green performance management (GPM)	.455	7.695	.000		
	Green pay and reward (GPR)	-.092	-1.679	.094		
	Green involvement (GI)	.048	.965	.035		

Based on the results in the table five we can see that green recruitment and selection ,green training ,green performance management and green involvement have a positive and significant impact on the corporate competitive advantage at level of 0.05, and also we can notice that the results in the table 5 above it indicate that there

is no impact of green pay and reward on the corporate competitive advantage at level of 0.05.

**Table 4.6:** Based on These Results it Can Be Conclude the Follows

<b>Relationship</b>	<b>p</b>	<b>Result</b>
Green recruitment and selection Corporate competitive advantage	< 0.05	H1 Supported
Green training- Corporate competitive advantage	< 0.05	H2 Supported
Green performance management - Corporate competitive advantage	< 0.05	H3 Supported
Green pay and reward - Corporate competitive advantage	> 0.05	H3 not Supported
Green involvement - Corporate competitive advantage	< 0.05	H4 Supported

## 5. CONCLUSION AND RECOMMENDATION

### 5.1 Conclusion

The present study aims to investigate the impact of the green human resources management practices (GHRM) on the competitive advantage in the Rasheed Bank of Iraq. Furthermore, the study attempts to investigate the relationship between the green human resource management and the competitive advantage of the organization; in terms of the Green selection and recruitment (S&R), training and development (T&D) and rewards system (RS).

Data was gathered by distributing a questionnaire to the Rasheed Bank of Iraq. The study discovered that the use of green human resource management practices, except green reward and pay, has a positive relationship with the Rasheed Bank of Iraq's competitive advantage, with the highest correlation being with green performance management and the lowest correlation being with green pay and reward that's mean:

- when the organization attract green job candidates and use green employer branding to attract green employees the organization will have the competitive advantage of low cost compared to other competitors and the quality of the products or services offered by the company will better than other competitors' products or services.
- When the organization develop training programs in environment management to increase environmental awareness, skills and expertise of employees and when the organization depends on green knowledge management the organization will have better management skills than its competitors have and its profitability will better.
- When organization sets green targets, goals and responsibilities for managers and employees and the managers are set objectives on achieving green outcomes included in appraisals the organization will be a pioneer in some

important fields and occupies an important position and organization 's image will be better than the other competitors are.

- The participants don't believe that when organization has recognition-based rewards in environment management for staff like public recognition, awards, paid vacations, time off, gift certificates the quality of the products or services offered by it will not be better than other competitors' products or services and the organization will not be more capable of R&D and innovation than its competitors are.
- When organization has a clear developmental vision to guide the employees' actions in environment management and there is a mutual learning climate among employees for green behavior and awareness in their organization the organization will be a pioneer in some important fields and occupies an important position and the organization 's image will be better than the other competitors are.

This thesis' conclusion, on the other hand, is congruent with the findings of the investigation (Mehta, et al., 2015; Masri et al., 2017). However, the study discovered that banks do not implement green pay and incentive systems since they are pursuing a cost-cutting strategy. Employee green awareness helps a company accomplish its sustainability and corporate strategic green goals. One reason for these findings is that in fast-paced corporate activities, employees are being forced to focus more and more on core daily operations, leaving additional activities like "compensation and reward" to be presumed less relevant. This finding supports earlier research that says that both financial and non-financial incentives inspire workers to engage and contribute to the organization's long-term viability.

## **5.2 Recommendation**

Environmental consciousness should be considered in every human resource function, from employee recruiting to training, from performance evaluation to reward, for enhanced environmental effectiveness, sustainable competitive advantage, and environmental management. Green human resources management (GHRM), which allows for increased employee awareness and dedication to environmental sustainability, has become a fascinating topic in this regard.

Since the banking sector is the most vital in every country In order to improve the application of green human resource management techniques, Iraqi financial institutions are encouraged to raise the budget for pay and reward programs.

Further studies must be done to emphasis the results of the relation between green human resource management and corporate competence advantage and to find out if there is a relation between the green human resource management and the sustainability of the organization.

### **5.3 Limitations**

There are many limitations in this thesis:

At first this thesis applied in one commercial bank and this will be not sufficient to generalize the results of this study because there is many types of banks and it is necessary to take other banks in other empirical studies and other organizations from different industries to generalize the results in the banking sector.

Secondly, this thesis applied only in Baghdad in Iraq other regions and countries should be taken to generalize the results.

The results of this thesis is limited to the type and size of sample that has been chosen.

This thesis doesn't take the demographic factors like gender and age into consider and doesn't link them to the studied variables in the thesis (green human resource management and competitive advantage).

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## **RESUME**

Accountant, administrator and expert in all fields of administration, economics and accounting. I have the possibility of financial accounts to the smallest detail.

### **QUALIFICATIONS:**

- Master of Business Administration student- Istanbul Gedik University- Turkey
- Bachelor's degree in Business Administration, Department of Business Administration\ Al-Turath University

### **WORK NOW:**

Currently a manager at the ASCO company, responsible for the staff and projects completion.

### **LANGUAGES:**

Arabic language (native)

English language

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