

The Role of Green Human Resources Management Practices In Enhancing Sustainable Competitive Advantage: An Applied Study In Al-Karwanji Group Of Companies

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ABSTRACT:- This research aims to determine the level of the main variables in the researched company and test the role of green human resources management practices in enhancing sustainable competitive advantage in the Karwanji group of companies. In order to achieve this, green human resources management practices were adopted, namely (green recruitment and selection, and green training and development). Green performance management and evaluation, green compensation and incentives system. While the dimensions of sustainable competitive advantage were adopted, which are (core capabilities, creative culture, and information technology). The Al-Karwanji Group of Companies was chosen to test this study, and it is one of the well-established Iraqi industrial companies that provides a range of different products to a wide segment of society, which contributes to serving society, developing and thriving the Iraqi economy, and achieving the well-being of society. The descriptive, exploratory, and analytical method was also adopted in the completion of this research through the use of a questionnaire according to the five-point Lickert scale, in addition to the use of personal interviews and field visits as tools to help in collecting it, as a stratified purposive sample was selected that amounted to (160) individuals from the administrative leaders and workers in a group of companies. Al-Karwanji. One of the most important findings of the research is that green human resources management practices have an effective and moral impact in enhancing sustainable competitive advantage at the level of the Karwanji group of companies studied.

Key words: Green human resource management practices, Sustainable competitive advantage, and the Karunji Group of Companies.

I. INTRODUCTION

Recent years have witnessed increasing interest in the issue of green human resources management practices as an important and vital concept in the theoretical and applied fields. Global competition has become an effective requirement to obtain the sustainable competitive advantage necessary for success, in addition to the fact that many organizations have begun to adopt green practices in all areas. Its operations and activities, as well as the rise of the concept of green human resources management to the forefront in the modern era, Adopting and developing green human resources management in organizations achieves many benefits and achieves a sustainable competitive advantage and quick response to changes. In the surrounding environment, as social, economic, political and technological developments changed the way events and phenomena are viewed, and as a result of these accumulations, the trend began to search for topics in business management that are more specific and in-depth, and from here came the idea of research. In the modern era, risks of all kinds exceed the speed of designing solutions, and organizations now need a rapid and strong response to address them, and to be equipped with good, integrated and flexible capabilities, and to manage them better through preparation, proactive planning, and innovation approaches in order to help them reduce or Mitigating disaster and crisis risks, so long-term business survival depends largely on ensuring the availability of green practices in an unstable global business environment, here lies the importance of green human resource management practices in achieving sustainable competitive advantage. From here emerged the main research idea of finding study variables that are characterized by modernity, in addition to the great need for them in Iraqi organizations in order to advance the prevailing reality and add a kind of modernity in an attempt to keep pace with global development. In order to achieve this, the Al-Karwanji Group of Companies was chosen as a field for applying the research. The reason for this is that the researched company represents one of the tributaries of the private Iraqi industrial sector, which provides very large job opportunities, in addition to achieving revenues and profits that contribute to the growth and progress of the country, in addition to the fact that the variables of the study The current one is closely compatible with the proposed field. Field visits to the company under study demonstrated that it has a desire to adopt sustainable principles in its manufacturing operations and strives seriously to provide environmentally friendly quality products. In order to achieve this, it is necessary to take into account the provision of financial resources, the definition of clear and easy-to-apply standards for the

variables of the study, and the increase of culture and awareness of workers by training them on green industrial programs so that they are more prepared to implement the requirements of green human resources management and sustainable competitive advantage.

II. RESEARCH METHODOLOGY

2.1. RESEARCH PROBLEM

Business organizations today seek to implement and adopt global environmental trends that stipulate the necessity of preserving the environment by providing quality products that are environmentally friendly and in a sustainable manner, in a way that guarantees the rights of current and future generations. This requires the formation of green work teams capable of implementing the requirements of green human resources management practices, these matters created challenges for organizations and made them struggle with how to work in accordance with the requirements of the environment, which prompted them to search for effective solutions that would enable them to address this problem. At the forefront of the solutions are green human resource management practices because of their effective role in reducing the negative environmental impacts of manufacturing operations and improving the economic performance of organizations by improving the management of environmentally harmful waste, focusing on designing sustainable products, and using renewable energy sources in manufacturing processes, as well as its contribution to enhancing sustainable competitive advantage. Al-Karwanji companies have some problems related to intense competition and high costs for some technologies, equipment, training, awareness, research and development, as well as the application of quality and environmental standards. Through field visits to the company under study, its problem was formulated as follows: "Do Al-Karwanji companies adopt green human resources management practices positively in enhancing sustainable competitive advantage?" To answer this question, it is necessary to raise research questions that are consistent with the variables of the study in order to achieve its purpose, as follows:

1. What is the level of management of Al-Karwanji Companies according to the research variables (green human resources management practices and sustainable competitive advantage)?
2. What is the level of relationship between green human resource management practices and sustainable competitive advantage at Al-Karwanji Companies?
3. What is the level of impact of green human resource management practices in achieving sustainable competitive advantage in Kronji companies?

2.2. RESEARCH IMPORTANCE

The importance of this research lies in achieving the following:

1. The importance of the research is demonstrated theoretically by the importance of green human resource management practices as it is a modern topic that has an impact on the industrial sector towards addressing negative impacts on the environment.
2. Informing the company about green human resources management practices and how to apply them in its production operations, which will reduce production costs and improve the quality of its products and its reputation with customers.
3. Trying to make green human resources management practices a priority in the company's administrative and technical processes by attracting and developing human resources with an environmental culture and awareness that helps enhance and achieve sustainable competitive advantage at the company's internal and external levels.
4. Helping the company in developing long-term strategic plans to implement green human resources management practices and ensuring the achievement of sustainable competitive advantage in an environmentally friendly manner in order to attract, educate, train and develop human resources in a way that enhances their positive dealings with the environment and natural resources.

2.3. RESEARCH OBJECTIVES

This research aims to achieve a set of the following objectives:

1. The research seeks to know how to achieve sustainable competitive advantage through the proper application of green human resources management practices. It is necessary to identify the problems facing the company under study with regard to green human resources management practices, and how to direct them towards achieving sustainable competitive advantage.
2. Diagnose the problems that prevent the application of green human resources practices in the company in a way that makes the individual's performance compatible with the environmental trends stipulated in global environmental regulations.
3. Putting the company under study in front of modern methods of production and operations that help it achieve sustainability in its production operations.
4. Determine the level of impact of green human resources management practices on sustainable competitive advantage at the level of the Karwanji Group of Companies.

2.4. RESEARCH HYPOTHESES

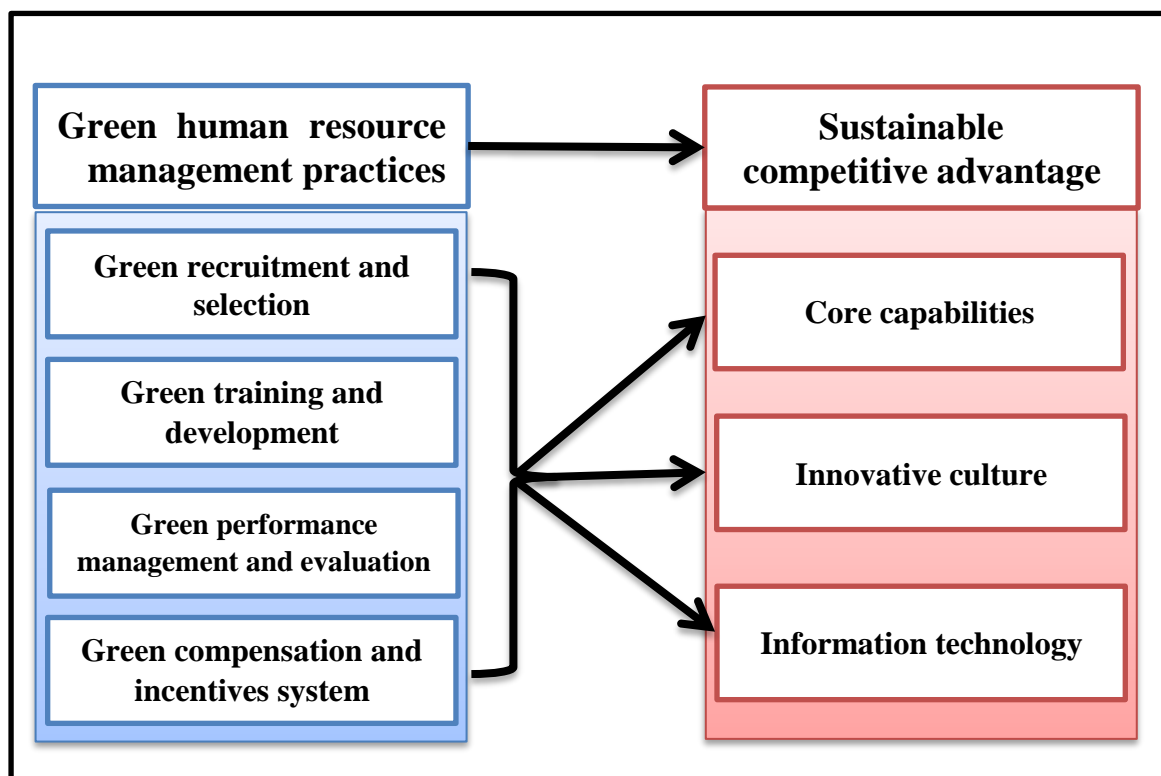
Hypotheses are built on the theoretical basis of previous studies, that is, on the basis of schools of administrative thought that seek to explain the motives for the administration's choice of administrative policies and methods. Based on the proposed problem and the research objectives, a set of main and subsidiary hypotheses were formulated and developed in a way that clarifies the research problem and helps in answering all its questions. It is as follows:

The main research hypothesis: "There is a positive impact of green human resource management practices on sustainable competitive advantage", and the following sub-hypotheses emerge from it:

1. The first sub-hypothesis: "There is a positive impact of the green recruitment and selection dimension on sustainable competitive advantage".
2. The second sub-hypothesis: "There is a positive impact of the green training and development dimension on sustainable competitive advantage".
3. The third sub-hypothesis: "There is a positive impact of the green performance management and evaluation dimension on sustainable competitive advantage".
4. The fourth sub-hypothesis: "There is a positive impact of the green compensation and incentive system dimension on sustainable competitive advantage".

2.5. RESEARCH MODEL

The research model provides an expressive picture of the idea of the subject of the study, and clarifies the nature of the relationships and directions of influence between its variables. It was designed according to what came from a survey of the intellectual products of solid scientific literature related to the research variables. After conducting an extensive review of recent studies in this field, the research model was developed. To reflect the nature of the influence relationships between the main and subsidiary variables, to support the research problem, achieve its objectives, and illustrate its hypotheses. In order to understand the model in more detail, it can be viewed as consisting of two interacting parts, as shown in Figure (1).



III. LITERATURE REVIEW

3. 1. GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

3.1.1. Concept of Green human resource management practices

This term (GHRM) has become used to indicate the extent to which human resource management policies and practices contribute towards protecting the environment and preserving its natural resources, taking into account two basic elements: environmentally friendly practices and preserving knowledge capital (Haldorai et al., 2022). The term (GHRM) is a combination of environmental management and human resources, and

therefore it addresses the comprehensive issue of environmental management by combining the organization's human resource management practices, and focusing on "strategic alignment" by linking human resources policies, procedures and systems in accordance with the capabilities of employees. To achieve sustainable organizational efforts (Hettiarachchi, 2020). Currently, (GHRM) has become a major business practice for important organizations as (HR) plays an active role in moving towards using HR practices to promote sustainable use of resources within the organizational business and generally promotes the cause of environmental sustainability (Joyce & Vijai, 2020). Green HRM practices are a comprehensive measure to predict environmental management mechanisms, as many sustainable organizations and agencies use (GHRM) practices to determine the level of organizational sustainability (Shafaei et al, 2020). The available literature has found that environmentally friendly or green human resources management practices positively affect the organization's financial performance and good image, and researchers believe that green human resources management practices are the tools that should be used to formulate training and employment designs to enhance green or environmentally friendly behavior among employees (Iftikhar et al, 2021). (GHRM) refers to activities and frameworks that direct workers to the green movement for the benefit of the individual, society, the natural environment, and business, as without personality and its integration with scientific techniques, it is difficult to transform into green organizations (Stojanoska, 2016). It is an emerging concept that influences employee behavior in the green workplace. Organizations that implement green policies have higher sales and brand awareness with desirable planned results; Since workers are the agents who implement green organizational policies, it is most important for organizations to promote worker behavior that contributes to achieving green goals (Almemari et al., 2021). The concept of green human resources management refers to the human resources aspect related to environmental management, which includes practices that are consistent with the environmental goals of the organization (Ansar et al., 2020). (GHRM) has been defined as a set of human resource management practices adopted to achieve organizational green goals that form part of organizations' social responsibility initiatives. Green human resource management practices may include taking into account the candidate's green values during the recruitment and selection process, conducting green awareness and skills training, and considering In the green behavior of employees when offering promotions and compensation and conducting performance evaluations (Shen et al, 2016). It is also defined as a process that aims to promote and support environmentally friendly behavior and activities for employees through developing green policies, strategies, and practices that start from recruiting environmentally friendly candidates to training current employees, evaluating their performance, helping them participate in green activities, and rewarding them for their achievements in protecting the environment. Thus, this leads to Practices to transform ordinary organizations into green organizations and achieve sustainability (Mahadi, 2018). As you know, (GHRM) is a more advanced management that is concerned with the organization's public and private environments, and focuses on the human element that is characterized by distinguished talent and innovation, and the desire to care for the environment to reduce the amount of losses resulting from organizations' waste and environmental pollution (Mousa & Othman, 2020).

3.1.2. Dimensions or practices of green human resource management

3.1.2.1. Green recruitment and selection

Environmental sustainability has become an important dimension in the recruitment, selection and hiring process. Green recruitment and selection is the process of attracting and selecting new talent that understands the sustainable process and ecosystem, and ensuring that this talent is informed and familiar with green practices that will support effective environmental management (Bangwal & Tiwari, 2015). Organizations today are competing to work in a green environment, so they sought to create green employment by adopting a set of communication methods to obtain human resources that have environmental knowledge and awareness (Haldorai et al., 2022). Organizations that adopt green recruitment advertise job vacancies via the Internet, and this method is relied upon because it is an easy, cheap and very fast method, as what arouses the interest of job applicants is the nature of the relationship between the individual's perception and the green orientation of the organization, and after conducting interviews and comparison between candidates. The selection process takes place (Bput, 2017). Green recruitment and selection refers to organizations' focus on recruiting employees with environmental orientations who are willing to participate in environmental management activities in order to embody their environmental strategy. The recruitment process must also integrate sustainable development issues, monitor the long-term efficiency requirements of the organization and provide employees with sufficient information regarding its policies. Moreover, the recruitment process must include the green aspect (Yusliza et al., 2019).

3.1.2.2. Green training and development

Green training is a powerful tool for successful sustainability efforts, as its strength depends on achieving various objectives at several levels to provide information about the organization's green policies, procedures and initiatives such as vision/mission statements to generate environmental awareness by engaging

employees in green “best practices” related to recycling, Waste management, energy efficiency, proper use of resources, and reducing environmental damage by empowering employees by developing their abilities to identify environmental problems and providing appropriate solutions (Jerónim et al., 2019). Through green training and development, green skills will be improved, employees will feel more psychologically satisfied, and employees will find their work more meaningful in light of this satisfaction. This, in turn, increases loyalty towards the organization, and enhances employees’ understanding of the company’s environmental policies and goals, which increases their sense of connection, responsibility and commitment towards green practices and the environment (Ansar et al.,2020). Green training and development works to acquire the required skills and knowledge about greening for both employees and managers to raise the level of their environmental performance by learning the best green practices (Aykan, 2017). Therefore, the training, education and development process should include programmes, workshops, seminars, courses and presentations that help workers acquire knowledge in green management skills, and the content of training education should be developed to increase competencies and skills in the field of environmental management (Hosain & Rahman, 2016).

3.1.2.3. Green performance management and evaluation

Measuring and evaluating the performance of employees' green practices is crucial in the system to determine the effectiveness of environmental management practices towards the overall environmental performance of the organization (Yusliza et al., 2019). Green performance evaluation means the process through which it can be confirmed that the employees’ performance is green performance, whether individually or collectively (Paillé, 2022). evaluation is defined as the process that drives employees to evaluate and enhance their performance to achieve organizational goals and objectives. Through this process, organizations also seek to integrate approved environmental policies with performance management and work to conduct comparison and auditing operations to identify and address deviations and support continuous improvement processes in environmental results. The process of managing and evaluating green performance focuses on issues such as environmental incidents, responsibilities, and environmental, political communication Green information system and audits (Ahmad,2015). One of the most important methods adopted in organizations for the success of performance management systems in the organization is through the organization linking performance evaluation to job descriptions, according to which green goals are set to protect the environment. For example, performance evaluation systems can cover topics such as environmental incidents, communication of environmental concerns and politics. Reducing carbon emissions, and human resources systems can also be introduced Such as electronic human resources, with the aim of helping management and individuals track carbon within their assigned work (Mandip, 2012).

3.1.2.4. Green compensation and incentives system

The green wages and rewards system represents an essential function of green human resources management. The wages and rewards system refers to a set of rewarding measures in order to attract, retain and motivate employees. The incentive system can be used as an important tool to support environmental activities and programs in organizations, depending on a strategic approach to management and reward. Many modern organizations have begun to work on developing incentive systems to encourage green behavior among employees, If green compensation (monetary and non-monetary) is consistent with human resource management practices, a green culture can be encouraged among individuals within the organization (Ahmad, 2015). The compensation system is one of the main drivers contributing to imposing change towards environmental performance and environmental culture in the organization. Rewards and compensation are considered among the main tools for human resources management because of their impact in linking the interests of employees and the interests of the organization to each other. These activities do not depend only on their effects in supporting environmental management, but their effects also extend to supporting and developing innovations that have positive repercussions and effects on the environment (Razab & Osman, 2015). The green incentive system is defined as “a package of benefits that are included in the incentive system (monetary and non-monetary) for workers who contribute to implementing environmental management programs and achieving the goals of the green organization, through which it is possible to stimulate and raise the level of commitment of working individuals to environmental issues (Anusingh & Shikha, 2015). The reward system must be designed to motivate, encourage, and enhance pro-environmental behavior and practices by including green standards in compensation. Managers can increase the possibility of employees adopting or adhering to environmental initiatives. These standards can enhance their commitment to the organization. Green compensation and benefits can take several forms. It can be monetary or non-monetary (Jerónim et al., 2019).

3.2. SUSTAINABLE COMPETITIVE ADVANTAGE

3.2.1. Concept of Sustainable competitive advantage

The concept of competitive advantage has emerged as a hot issue in the field of sustainable competitive strategies, and much controversy has been raised regarding sustainable competitive advantage. Sustainable competitive advantage means that an organization can produce goods or services that appear to customers to be more valuable than those produced by other competitors. It is also known as skill or A distinctive technology or resource that allows an organization to produce values and benefits that are also known to the public beyond what competitors offer (Hakkak, 2015). The concept of competitive advantage is usually linked to the economic thinker (Porter), who considered that competitive advantage is linked to the organization and not to the country, as it can be said about an organization that it has achieved a competitive advantage when it is able to achieve added value for its customers. The concept of sustainable competitive advantage formed a major issue in the field of strategic management, marketing, and organization theory in the last half of the twentieth century (Salimi et al., 2020). Sustainable competitive advantage is a set of characteristics that are unique to the organization, meaning that it possesses a set of capabilities, competencies, knowledge, etc. that the organization possesses and through which it can provide greater values and greater satisfaction to customers than what competitors offer, and enables it to achieve superiority over competitors in the products it provides. This enables it to achieve sustainable competitive advantage. Competitive advantage arises as soon as the organization discovers new methods that are more effective than those used by competitors, That is, once the organization begins the innovation process because the essence of the advantage is creativity. Sustainable competitive advantage is defined as implementing a value creation strategy that is not implemented simultaneously by any current or potential competitors. The organization's sustainable competitive advantage is also an important tool for companies in competing in the market, which puts them in a better competitive position relative to other local and regional organizations working in the same field through the optimal use of competencies and capabilities (Feng et al., 2020). Sustainable competitive advantage is achieved through the process of cooperation between stakeholders to improve sustainability because competitive advantage is linked to environmental strategies, because customers in most parts of the world are increasingly interested in reducing the harmful effects on the ecosystem associated with traditional manufacturing systems (Kahupi et al., 2021). Or it is the implementation of a value creation strategy that is not being implemented simultaneously by any existing or potential competitors and when these other organizations are unable to replicate the benefits of it (Sriwidadi, 2016). It is also known as the framework through which organizations' capital is better used by fully seizing current business opportunities, in addition to capturing and investing other resources to ensure sustainability and change their competitive position in the future (Zawawi & Abd Wahab, 2019). As you know, sustainable competitive advantage is an indicator of an organization's ability to achieve a leadership position, gain a greater market share than its competitors, retain current customers and attract more customers (Nasef et al., 2022). It is defined as the ability to provide superior value in the market for a long period of time in order to achieve sustainable development (Al-Rikabiet al., 2022).

3.2.2. Dimensions of Sustainable competitive advantage

3.2.2.1. Core capabilities

Core capabilities include describing collective learning in the organization, especially how to coordinate diverse production skills and integrate multiple types of technologies. The idea of core capabilities expanded to focus managers on the basics and encourage them to identify things that were not essential (Abu Faiz, 2014). This is based on the main elements of the organization and the basic resources that are reflected in the comprehensive advantages of the organization, such as intelligence, technology, product, management, and culture in the market, and what is the basis on which the organization achieves maximum value for customers in the long term (Guo, 2017). Core capabilities are defined as the activities that an organization performs well compared to its competitors, which adds unique value to its customers. Core capabilities are developed by combining the organization's resources to be a source of sustainable competitive advantage (Kabue & Kilika, 2016). Core capabilities are also defined as the cognitive, emotional, and social skills that learners need to ensure success and sustainable competitive advantage in the present or near future of their educational and professional lives (Kim, 2019).

3.2.2.2. Innovative culture

The concept of innovative culture is a positive social trend towards an organization that helps and supports entrepreneurial activity. As Batman (1997) sees, economies that witnessed growth or prosperity in the late twentieth century share a business culture, which is a culture that can It is described as an innovative culture. Innovative culture is defined as one of new ideas, innovation and expected risk, and it contributes to encouraging tolerance for some errors or failure, enhancing learning and stimulating the administrative process to continue innovation and consider change that leads towards opportunities (Hitt., 2010). Just as innovative culture can be considered a system of shared values and beliefs that shape the structural arrangements of the

organization and the procedures of its members to issue behavioral standards, the culture of the organization affects its employees' expectations of each other as well as their expectations for interaction with external stakeholders. In addition, they anticipate new and innovative ideas, encourage risk-taking and tolerance for failure, promote learning and prioritize products and processes, manage creativity and believe that continuous changes are the vector of opportunities. Innovative culture is a combination of personal values, management skills, experiences, and behaviors that distinguish the entrepreneur in terms of entrepreneurial spirit, risk-taking, innovative ability, and managing the project's relationships with the economic environment (Sarhid, 2023).

3.2.2.3. Information technology

Today's rapid environmental, regulatory and technological changes have created a complex competitive environment for organizations, and organizations need to be able to respond in dynamic environments, use appropriate mechanisms to increase opportunities and reduce threats, and use their capabilities as much as possible and information technology to deal with these pressures and threats (Hajimohammadi et al., 2019). Information technology can be defined as the use of computers, telecommunications, and system applications to store, retrieve, transmit, transmit, and process data of economic importance as drivers and enablers of the business process. Information technology has historically played an important role in business efficiency and sustainable competitive advantage. Their extensive use, especially of communication networks and the Internet, provides a fast, safe and convenient way to obtain them. and sharing and storing knowledge by increasing collaboration and reducing costs. Information technology not only enables efficient business operations but also changes the way competitive advantage is achieved in the business environment (Bazrkar, 2020).

IV. RESULTS AND DISCUSSIONS

4.1. DESCRIPTIVE ANALYSIS OF RESEARCH VARIABLES

4.1.1. Descriptive analysis of the dimensions green human resource management practices

In general, Table (1) shows a summary of the results of the descriptive analysis regarding the dimensions of the green human resources management practices variable. It is clear that this variable achieved an overall arithmetic mean of (3.516), with a standard deviation of (0.772), and the coefficient of variation reached (21.960), which He confirms that the green human resources management practices variable received a good level of evaluation based on the responses of the study sample members. In order to arrange the relative importance of the dimensions of the green human resources management practices sub-variable in the field at the level of the surveyed company, the results showed that the green performance management and evaluation dimension came in first place, and then green training and development came in second place, while the green recruitment and selection dimension came in third place, and finally it came After the green compensation and incentives system, it ranks fourth.

Table (1): Indicators of descriptive analysis of the dimensions of green human resource management practices variable.

Dimensions of green human resource management	Arithmetic Mean	Standard Deviation	Variation Coefficient	Relative Importance
Green recruitment and selection	3.520	0.925	26.280	Third
Green training and development	3.426	0.811	23.670	Second
Green performance management and evaluation	3.698	0.794	21.470	First
Green compensation and incentives system	3.421	0.902	26.370	Fourth
green human resource management practices	3.516	0.772	21.960	

4.1.2. Descriptive analysis of the dimensions Organizational Brilliance

In general, Table (2) shows a summary of the results of the descriptive analysis on the dimensions of the sustainable competitive advantage variable. It is clear that this variable achieved an overall arithmetic mean of (3.188), a standard deviation of (0.719), and a coefficient of variation of (22.550), which confirms that The sustainable competitive advantage variable received an average rating based on the responses of the study sample members. In order to arrange the relative importance of the dimensions of the sub-variable of sustainable competitive advantage in the field at the level of the researched company, the results showed that the Innovative culture dimension came in first place, then the core capabilities dimension came in second place, and finally the information technology dimension came in third place.

Table (2): Indicators of descriptive analysis of the dimensions of sustainable competitive advantage variable.

Dimensions of sustainable competitive advantage	Arithmetic Mean	Standard Deviation	Variation Coefficient	Relative Importance
Core capabilities	3.296	0.913	27.700	Second
Innovative culture	3.345	0.891	26.640	First
information technology	2.843	0.946	33.270	Third
sustainable competitive advantage	3.188	0.719	22.550	

4.2.TEST AND ANALYZE RESEARCH HYPOTHESES

The impact of green human resource management practices on sustainable competitive advantage will be investigated, and these hypotheses will be tested through a simple linear regression analysis model. Table (3) shows the results of analyzing the impact of green human resource management practices on sustainable competitive advantage. The extracted (F) value reached (319.940), and this indicates that there is a positive moral effect of green human resource management practices on sustainable competitive advantage. As it appears from the extracted (t) value of (17.887), the effect of the parameter (β) is real, as increasing the effect by one unit will lead to an increase in sustainable competitive advantage by (%73). Green human resources management practices were able to explain (%61) of the changes that occur in sustainable competitive advantage. This proves the validity of the first main hypothesis, which states that (there is a positive impact of green human resource management practices on sustainable competitive advantage). As the results of Table (3) show the impact of the dimensions of green human resource management practices on sustainable competitive advantage, the extracted (F) value reached (180.995, 212.212, 167.016, 239.253) respectively, and the results also showed that the extracted (t) values... It achieved (13.453, 14.568, 12.923, 15.468) respectively, The results also indicate that the effect of the parameter (β) of the dimensions in general is real, as increasing the effect by one unit will lead to an increase in sustainable competitive advantage by (%53, %63, %61, %59), respectively. This indicates the presence of There is a significant effect of the dimensions of green human resource management practices on sustainable competitive advantage. In light of this result, we accept the alternative sub-hypotheses emanating from the main hypothesis of the research.

Table (3): Results of analyzing the impact of green human resource management practices on sustainable competitive advantage

Dimensions of green human resource management	Dependent Variable	Constant Limit Value (α)	The marginal slope coefficient (β)	The coefficient of determination (R ²)	(F) computed value	(t) computed value
Green recruitment and selection	sustainable competitive advantage	1.296	0.537	0.475	180.995	13.453
Green training and development		1.001	0.638	0.515	212.212	14.568
Green performance management and evaluation		0.921	0.613	0.455	167.016	12.923
Green compensation and incentives system		1.168	0.590	0.554	239.253	15.468
green human resource management		0.612	0.733	0.616	319.940	17.887
Tabular (F) value= 3.984 Tabular (t) value = 1.984 Sample volume =160 Sig = 0.000						

V. CONCLUSIONS AND RECOMMENDATIONS

5.1. CONCLUSIONS

1. It was found that the company has an organized training and rehabilitation program for its workers with the aim of making them environmentally aware, and this is what the researcher noticed during field visits to the company’s site, as he noticed that there are monthly courses, most of which are external and at various levels,

for the purpose of raising the efficiency of the workers and increasing their environmental and production awareness.

2. The researched company uses modern technologies that contribute to reducing harmful emissions to the environment as a result of production processes, in addition to treating pollutants before they are released to the environment in an environmentally sound manner, which strengthens its position economically, environmentally and socially.

3. The researched company pursues strategies in its production operations that are compatible with environmental management strategies that reduce spoilage and reduce the pollutants resulting from it, which qualified it to obtain the ISO 14001 certificate.

4. The results showed the surveyed company's interest in the needs of employees, methods of motivating them, their commitment, and job satisfaction by providing fair wages to employees, providing promotion opportunities for them, and encouraging employees to express their opinions and participate in decision-making, as well as supervisors' interest in educating and developing employees' capabilities.

5. There is a very high compatibility of the specifications of the products that the researched company offers to the markets with international environmental specifications and standards, which helps in enhancing its sustainable competitive advantage and indicates its harmony with contemporary industrial trends towards the environment and sustainability.

6. The results showed that there is a positive moral effect of green human resources management practices on sustainable competitive advantage at the level of the surveyed company. This shows the importance of the four green human resources management practices and the extent of their positive impact in enhancing sustainable competitive advantage and making them compatible with environmental standards. This effect is logical and demonstrates the role they play. Green human resource management practices in producing products with less negative impact on the environment Through proper utilization of resources and energy and appropriate handling of machines and equipment during production operations.

5.2. RECOMMENDATIONS

1. The researched company should increase attention and awareness of the variables of the study represented by (green human resources management practices and sustainable competitive advantage) by conducting mandatory training courses to educate administrative leaders and workers in order to clarify the nature of the actual reality of these variables and discuss the obstacles that hinder their implementation in the researched company, including... It ensures that they acquire theoretical knowledge about the details of each concept in a way that is reflected in their daily performance.

2. Paying more attention to attracting environmentally oriented human resources, as well as expanding the adoption of green human resources management practices that contribute to protecting the environment from negative practices that affect its sustainability, as well as enhancing the design and packaging techniques for its products in an environmentally friendly manner that adopts international standards.

3. Continuous review of the environmental standards that the company works on in accordance with the ISO 14001 program to evaluate the environmental performance of employees in particular and the company in general on a regular basis (daily, weekly, monthly) by setting clear standards for evaluating performance on a regular basis carried out by a specialized team from within the company.

4. The management of the researched company must be informed of the experiences of sustainable companies that have successful practical experiences in preserving the environment, the economy and society for the purpose of benefiting from them and following the steps for their success and in accordance with the Iraqi industrial environment by sending a group of experienced and skilled company workers to companies. An international company that offers products similar to the products of the researched company, so that these companies are known for their environmental commitment in order to benefit from their experience in this field.

5. It is necessary for the management of the researched company to develop pioneering strategies that focus on creativity and innovation by providing modern devices and equipment that contribute to improving the quality of work in addition to increasing productivity.

6. The management of the researched company is interested in establishing knowledge relations and cooperative partnerships with Arab or foreign companies to enhance the expertise of its staff and exchange benefits with regard to attracting knowledgeable human resources and importing high-quality technology.

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