

Sustainable Human Resource Management: Recognition and Ranking of Green Performance Management Components (State Company for Electrical and Electronic Industries of Baghdad)

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إدارة الموارد البشرية المستدامة: التعرف على مكونات إدارة الأداء الخضراء وتصنيفاتها

في (الشركة العامة للصناعات الكهربائية والإلكترونية في بغداد - العراق)

المدرس. عمار جبار كاظم آل شميل / الجامعة المستنصرية / كلية العلوم السياحية

الأستاذ المساعد الدكتور. علي صفري / جامعة أصفهان، أصفهان، إيران / كلية العلوم الإدارية والاقتصادية

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Abstract:

Purpose: This research aims to recognition and ranking the components of green performance management in the state-owned company of Iraqi Electrical and Electronic Industries, Baghdad, Iraq.

Design/methodology/approach: This study employed a mixed-method approach, incorporating inductive theme analysis (qualitative phase) and survey research (quantitative phase). In the qualitative phase, semi-structured interviews conducted with 12 academic professors and managers with adequate knowledge about the company. Atlas software used for data analysis. In the quantitative phase, a stratified random sampling method used to select a sample size of ١٩٧ managers, supervisors, and senior experts. A researcher-made questionnaire was used for data collection, and the validity and reliability of the tool were assessed through face validity, Cronbach's alpha ($\alpha > 0.7$), respectively. **Findings:** The results identified four components of green performance management: setting green performance goals (organizational and social goals), monitoring and coaching green performance (knowledge and performance development), evaluating green performance (timeframe, indicators, and strategies), and reviewing and revising green performance (feedback and behaviors). The evaluation component ranked highest with an average of 4.37, while the review and revision component ranked lowest with an average of 3.97. These findings suggest that the company should focus on improving its green performance management practices, particularly in terms of reviewing and revising existing strategies and feedback mechanisms. **Originality/value**

– Sustainable Human Resource Management (SHRM) in Iraqi Industry lies in the potential for organizations to create a more sustainable and productive workplace. By integrating environmental and social concerns into HR practices, Iraqi organizations can foster employee engagement, increase productivity, and reduce the environmental impact of their operations. The implementation of SHRM can also contribute to the long-term viability of these organizations and help to address the unique challenges faced by Iraqi industry.

Keywords: Performance management, Green performance management, Electrical and electronic industries, Iraq.

المستخلص:

الغرض: يهدف هذا البحث إلى التعرف على تصنيفات ومكونات إدارة الأداء الأخضر للموارد البشرية في الشركة العامة للصناعات الكهربائية والإلكترونية العراقية، بغداد، العراق **التصميم / المنهجية / النهج:** استخدم في هذا البحث نهجًا مختلطًا يجمع بين التحليل الاستقرائي للموضوع (المرحلة النوعية) وبحوث المسح الشامل التطبيقية (المرحلة الكمية). في المرحلة النوعية، أجريت مقابلات شبه منظمة مع (١٢) أستاذًا أكاديميًا ومديرًا يتمتعون بمعرفة كافية بالشركة في مجال إدارة الموارد البشرية، حيث تم استخدام برنامج Atlas لتحليل البيانات. وفي المرحلة الكمية، تم استخدام أسلوب العينة العشوائية الطبقية لاختيار حجم العينة من (١٩٧) مدير ومشرف ومسؤول، وتم استخدام استبانة من إعداد الباحث لجمع البيانات، وتم تقييم صلاحية الأداة المستخدمة في جمع البيانات وموثوقيتها من خلال معامل ألفا كرونباخ ($\alpha > 0.7$) على التوالي. **النتائج:** أظهرت وحددت النتائج أربعة مكونات أساسية لإدارة الأداء الأخضر للموارد البشرية: تحديد أهداف الأداء الأخضر (الأهداف التنظيمية والاجتماعية)، ومراقبة الأداء الأخضر (تطوير المعرفة والأداء)، وتقييم الأداء الأخضر (الإطار الزمني والمؤشرات والاستراتيجيات)، ومراجعة الأداء الأخضر وتقويمه (الملاحظات والسلوكيات). احتل مكون التقييم المرتبة الأعلى بمتوسط (٤,٣٧)، بينما احتل مكون المراجعة والتقييم المرتبة الأدنى بمتوسط (٣,٩٧). كما اشارت نتائج هذا البحث إلى أن الشركة يجب أن تركز على تحسين ممارسات إدارة الأداء الأخضر للموارد البشرية، وخاصة فيما يتعلق بمراجعة وتقويم الاستراتيجيات وآليات المراقبة الحالية. **الأصالة / القيمة:** تكمن إدارة الموارد البشرية المستدامة في الصناعة العراقية في قدرة المنظمات على خلق بيئة عمل أكثر استدامة وإنتاجية، وذلك من خلال دمج الاهتمامات البيئية والاجتماعية في ممارسات الموارد البشرية الخضراء، يمكن للمنظمات العراقية تعزيز مشاركة الموظفين وزيادة الإنتاجية والحد من التأثير البيئي لعملياتها الانتاجية. كما يمكن أن يساهم تنفيذ وتطبيق إدارة الموارد البشرية المستدامة في استدامة هذه المنظمات على المدى الطويل والمساعدة في معالجة التحديات الفريدة التي تواجهها الصناعة العراقية.

الكلمات المفتاحية: إدارة الأداء، إدارة الأداء الأخضر، الصناعات الكهربائية والإلكترونية، العراق.

Introduction

Green HRM has the potential to deliver significant benefits beyond image enhancement and brand reputation, including increased productivity, compliance, and organizational sustainability (Coello et al., 2024). Human resource managers play a crucial role in this regard, promoting awareness of environmental issues among employees, encouraging responsible resource usage, and guiding organizations towards a more sustainable future (Tamimi et al., 2024). Green HRM plays a key role in environmental management and organizational commitment to sustainability by ensuring that internal processes and strategies are align with sustainable goals (Abolzahab and Saeed, 2024). While corporate environmental strategy should be reflected, in functional strategies, the relationship between human resource policies and practices and environmental strategy has not been extensively explored (Markington et al., 2011). General practices of Green HRM that support the sustainable use of resources, prevent harm, and mitigate environmental concerns include recruitment and selection, reward systems, and human resource development such as performance evaluation, training, and career development. Research by Kareem & Hussein (2013) found that Green HRM practices positively affect achieving environmental goals (Renwick et al., 2018). However, the link between these practices and environmental strategy remains understudied. Despite the growing recognition of the importance of "green behavior" in promotion decisions (Yung et al., 2019), and the need for career advancement in green professions, researchers have focused primarily on transitions within an organization or industry. Researchers emphasize that human resources are a company's most valuable assets as they enable employees to develop unique, rare, valuable, and irreplaceable capabilities, providing the company with a competitive advantage (AlKetbi & Rice, 2024). Effective human resource management entails designing and implementing procedures and policies that encourage employees to be motivated and productive, contributing to the company's success (Sahan and Jafar, 2024). The primary issue addressed in this research is the lack of comprehensive understanding of green performance management components in human resources within the State Company for Electrical and

Electronic Industries, a company that has faced criticism for its contribution to environmental pollution. This research seeks to identify and prioritize the components of green performance management in human resources, contributing to the company's efforts to reduce environmental pollution and fulfill its social responsibility. The findings of this research will provide valuable insights into green performance management practices in human resources, enabling the company to align its policies and procedures with its environmental strategy and mitigate environmental concerns.

Theoretical Foundation and Research Context Green HRM is defined as the use of HRM policies, philosophies, and practices to promote sustainable resource utilization and prevent environmental damage (Zuga, 2020). Green performance management, on the other hand, is a set of organizational processes that align performance with environmental criteria, measured through various scales and metrics used by national and international institutions. Green HRM is an HRM aspect that focuses on preventing pollution in operational processes. The objective of Green HRM is to foster, motivate, and maintain green behavior among employees. This includes integrating environmental management goals into HR processes such as recruitment, selection, training, development, performance management and evaluation, and reward systems (Assamani and Shaurong, 2018). Several studies have identified various organizational and environmental factors that influence green practices. Examples of environmental factors include regulatory pressure, customer pressure, and environmental uncertainty. Organizational factors include; organizational size, green transformational leadership, and environmental orientation. Green transformational leadership is a type of leadership behavior that emphasizes providing a clear vision, motivating and inspiring employees, and supporting their developmental needs to achieve environmental goals (Tweedie, 2019). Companies with high levels of Green HRM performance are early adopters of new environmentally friendly technologies and practices, including in their HR and supply chain operations, which ensures an integrated and comprehensive approach to sustainability (Ahmad et al., 2019). Green HR performance is essential to adjust to rapid changes, as it fosters an environment that encourages innovative and proactive sustainability activities. Synchronizing human resources in adopting green practices strengthens marketing communications, integrating green practices into the company's brand identity. Green performance management of human resources ensures that green activities are coordinated and mutually supportive (Lin et al., 2024). In a research titled "Community Sustainability through Green Human Resource Management Practices: A Proposed Model," Anson (2024) demonstrated that Green HRM practices positively influence community sustainability by promoting environmental practices. Green HRM practices are suggested to have a direct link to community sustainability, and an indirect link through the mediating effects of environmental practices. This research shows the significance of Green HRM practices in achieving community sustainability, highlighting the potential role of HRM policies in fostering environmentally responsible behavior. In a study titled "Green HRM and Environmental Performance: The Mediating Role of Green Innovation," Rana and Arya (2024) found that Green HRM significantly predicts environmental performance in the Indian manufacturing industry, with partial mediation. This study highlights that Green HRM activities encourage employees to participate in innovation, developing green products and new green operational processes, improving the environmental performance of companies. In a study titled "Green Human Resource Management Practices and Green Behavior of Employees," Virasamy et al. (2024) found that a significant three-way interaction between green training and development, green participation and involvement, and green behavior of employees influenced employees' green behavior. The study also revealed that a significant three-way interaction between employees' green performance management, green reward evaluation, and green behavior of employees was observed, emphasizing the interconnectedness of HRM practices in promoting green behavior. In the research "Green human resource management for organizational citizenship behavior towards the environment and environmental performance in the university campus," Noshin et al. (2019) highlighted the slow environmental performance of universities and the need for a shift towards behavioral changes in employees instead of relying solely on technological upgrades. Drawing on the ability-motivation-opportunity theory, the study examined the impact of green human resource management methods, green competence building methods, green motivation methods, and green participation methods of human resources on organizational citizenship behavior towards the university environment, and its subsequent effect on environmental performance. The study found that green human resource management practices in universities could positively affect environmental performance, underscoring the importance of environmental friendly behavior of academic staff in improving campus sustainability. This research highlights the role of HRM in promoting green behavior, expanding the literature on green practices in the higher education sector. Jing et al. (2019) in their research "Exploratory findings on the interaction between green human resource management and advanced green production in the

light of ability-motivation-opportunity theory" identified four key factors influencing the adoption of green human resource management, including stakeholder pressure, comparative advantage, top management commitment, and green intellectual capital. Human capital and structural capital, two dimensions of green intellectual capital, were heavily discussed by managers and HR professionals, while the role of green relational capital in the adoption of green human resource management was not observed. The originality of this research is its focus on green human resource management practices in an environmentally sensitive sector, providing fresh perspectives on green practices for academics and professionals in the manufacturing sector. Research method The research adopted a mixed methods approach with a qualitative exploratory-applicative phase followed by a quantitative phase. The qualitative phase was conducted in the Government Company for Electrical and Electronic Industries in Baghdad, Iraq. The sample included managers with knowledge of the company's human resource management and environmental aspects, selected based on their work experience, human resource expertise, and interest in participating in the research. Direct interviews were conducted at the participants' workplaces. Various methods of data collection were utilized at different stages of the research. This research approach allowed for a comprehensive understanding of green performance management components in human resources, combining qualitative exploratory techniques to identify key factors and quantitative analysis to measure the impact of these factors. Secondary data was collected from library studies and documentary sources such as books, treatises, theses, articles, and research plans to establish the theoretical framework and literature review. For primary data collection in the qualitative phase, primary research model design and interviews were conducted using semi-structured questions based on the four-step model of performance management. The duration and demographic characteristics of the interviews are presented in Table 1.

Table (1) demographic characteristics of interviewees and interview duration in minutes

No	Organizational position	Rank	Education	Work experience	Sex	ID (Min)
1.	HRM	Manager	PhD	25		Man
2.	HRM	Expert	Master	13		Man
3.	HRM	Supervisor	Master	18		Woman
4.	PM	Manager	PhD	27		Man
5.	PM	Supervisor	Master	16		Man
6.	HSM	Expert	Master	20		Woman
7.	MP	Supervisor	Master	23		Man
8.	MP	Expert	Master	12		Man
9.	MP	Supervisor	Master	10		Man
10	PEM	Expert	Master	15		Man
11	TDM	Manager	Master	23		Man
12	POM	Manager	Master	21		Man

Abbreviations:

Human resource management: HRM

Performance management: PM

Health and safety management: HSM

Management of Production: MP

Production and environment management: PEM

Training and development management: TDM

Planning and organizing management: POM

Interview duration (min): ID

from 1750 managers, supervisors, and senior experts at the government company for electrical and electronic industries in Baghdad. A questionnaire, based on the qualitative phase, with 90 questions on a Likert scale was distributed to a sample of 500 individuals, with 450 questionnaires used for analysis after excluding incomplete ones. Stratified random sampling was used for distribution. The questionnaire's formal validity was established through review by 12 experts in human resource management and performance management from the company. Table (2) calculation of Cronbach's alpha coefficients related to the reliability of the questionnaire

No.	Variables	Cronbach's alpha coefficients
1	Components of Green Functional Objectives of Human Resources	0.88
2	Components of Green Performance Monitoring and Coaching Process	0.85
3	Green HR Performance Evaluation Process	0.89
4	Green HR Performance Review and Revision Process	0.87

Quantitative Phase: A survey method was used to collect and analyze data. The sample was derived The reliability of the questionnaire was assessed using Cronbach's alpha, with a coefficient higher than 0.7 indicating acceptable reliability for each criterion, indicating that the questionnaire is reliable and possesses adequate internal consistency. Findings

The research findings in 4 categories include the following dimensions:

1. Components of Green Functional Objectives of Human Resources:

This dimension consists of two components, green organizational goals and green social goals, which are given below. Green Organizational Goals (within the organization): Training and fostering green attitudes and thinking, improving individual environmental skills, creating and strengthening green organizational culture, and encouraging innovative environmental ideas and methods. Green Social Goals (outside the organization): Supporting the creation of environmental associations and institutions, and contributing to environmental sustainability efforts beyond the organization's boundaries. These components provide a framework for understanding the objectives and factors that shape green human resources management practices Table 3.

Goals of green performance management in human resources

Main theme	Sub-theme	Optional codes	Primary codes	Descriptive phrases
Green Organizational Goals	Training to create a green attitude and thinking	Systematic training program	Investigating and determining educational needs in environmental issues	Providing Environmental Skills through Systematic Green HR Training
		Education of green thinking	Cultivating Green Thinking through Education Goals	Communicating and training employees and managers and minimizing the

					responsibility of the company
					Organizations should create an environment that encourages employees to take ownership of their own professional development, allowing them to select the skills and training they need from available options. This approach promotes self-directed learning and fosters a sense of personal responsibility for growth and development.
Improving personal environmental skills		Continuous activities of environmental skills of employees	Targeted Evaluation of Employees' Environmental Skills		
Creating and strengthening green organizational culture		Improving the skills of green human resources	Remaining Up-to-Date Improve Environmental Skills		Development Activities as Drivers of Employee Improvement
		Cooperation of green human resources in an organized manner	Collaborative Strengthening of Green HR Organizational Culture		Nurturing Environmental Awareness for Increased Social Responsibility
Developing and Presenting Innovative Environmental Solutions		Established Green Standard Procedures and Policies	Developing Standard Environmental Procedures and Policies for a Stronger Green Organizational Culture		Fostering Resource Preservation and Green Thinking in Green HR Culture
		Brainstorming of green human resources	Using the brainstorming method to solve environmental problems		Focusing on Environmental Protection to Reduce Pollution
Supporting the Creation of Environmental		Getting encouragement from green ideas of human resources	Encouraging Employee Creativity in Environmental Solutions		Presenting and Supporting Creative Environmental Solutions from Human Resources
Social Green n		Establishing Environmental Legal Framework	Facilitating the Legitimization of Environmental		Providing Tools for Collaboration and Exchange of

Associations and Institutions	Non-Governmental Organizations (NGOs)	Opinions on Environmental Issues
Compilation of the rights charter of green workers	Developing a Charter of Employee Rights for Social Organizations	Creating an Ethical Charter as a Commitment to Green Human Resources
Playing an effective role in the sustainability of the environment	Preventing pathology towards the environment	Valuing Innovative Ideas on Environmental Issues
Share on environmental sustainability issues	Engaging Human Resources in Environmental Sustainability Discussions	Recognizing Employee Contributions Through Appreciation
		Valuing Innovative Ideas on Environmental Issues

Source(s): Authors' own creation

١) Components of Green Performance Monitoring and Coaching Process

Table 3 identified themes that described the components of the process of monitoring and coaching green performance, which are influenced by the following factors:

Developing Green Knowledge: This involves enhancing employees' understanding of green management processes, fostering green skills and talents, transferring green knowledge, and nurturing a green innovation attitude. Developing Green Performance: This includes providing feedback on employees' green performance levels, encouraging green behaviors, developing green occupational needs and strengths, and aligning environmental concerns with green performance Table (3) Green Performance Monitoring and Coaching Process

Main theme	Sub-theme	Optional codes	Primary codes	Descriptive phrases
Developing Green Knowledge	Education and creation of green attitude and	thinking Systematic training program	Investigating and determining educational needs in environmental issues	Having a systematic training program to provide environmental skills of green human resources
		Education and creation of green thinking	Having related goals to education and creating green thinking	Establishing communication and training employees and managers and minimizing the responsibility of the company
	Improving personal environmental skills	Continuous activities of environmental skills of employees	Finding the environmental skills of employees in this company in a targeted way.	Individuals have the primary responsibility for their professional development, and organizations should support this by providing a variety of options, allowing employees to choose based on their individual career goals and preferences.

Developing Green Performance	Improving the skills of green human resources	Being up-to-date in this company, improving personal skills in relation to the environment	Development activities help employees improve their skills and update their current knowledge and thus contribute more effectively to the success of the organization.
		Collaborating with green human resources to strengthen the green organizational culture of human resources in an organized manner	Awareness programs and information sessions on environmental factors and green policies promote social responsibility among employees, instilling a sense of duty and commitment towards environmental sustainability and responsible workplace practices.
		Has green standard procedures and policies	Creating an organizational culture based on preserving resources and paying attention to green thinking among green human resources
		Creating and strengthening green organizational culture	
	Presenting creative environmental ideas and methods	Brainstorming of green human resources	Using the brainstorming method to solve environmental problems Paying Attention to the environment and eliminating factors that cause environmental pollution has been the focus of the company's green human resources.
		Getting encouragement from green ideas of human resources	Encouraging employees to present creative environmental ideas and methods A presentation of creative environmental ideas and methods on behalf of human resources while providing continuous management and organizational support.
	Help in creating environmental	associations and institutions Creating and developing legality of the environment	Helping to create and develop the legitimacy of non-governmental organizations in the field of environmental protection Organizations should provide employees, associations, and other stakeholders with appropriate tools and channels to share their perspectives and exchange opinions in all aspects of environmental lawmaking
		Elaboration of the charter of rights of green employees The	existence and development of the charter of employees' rights for the growth of social organizations in An ethical charter is an essential pledge for maintaining and improving the morale and cohesion of green employees, especially regarding their satisfaction with the company's services and its

Playing an effective role in environmental sustainability		the field of commitment to environmental protection of sustainability.
	Preventing pathology towards the environment	environmental rights
	Appreciating the new ideas of human resources about the pathology of the environment	Employee recognition, whether informal or formal, is essential for maintaining a positive work environment and motivating employees. Even something as simple as a 'thank you' can be just as effective in boosting employee morale and engagement as more formal forms of recognition.
	Sharing in environmental sustainability issues	Encouraging the company's human resources to share in environmental sustainability issues
		Participation of green human resources in making decisions about environmental issues

Source(s): Authors' own creation

Green HR Performance Evaluation Process

Table 4 illustrates the components of the green performance evaluation process for human resources, including the evaluation timeframe (short-term and long-term), evaluation indicators (individual and organizational), and evaluators (those responsible for green policies and procedures). Individual factors encompass the measures taken for sustainability, quality of work related to green initiatives, resource usage, creativity in addressing environmental challenges, and knowledge of green practices Table (4) Green HR Performance Evaluation Process

Sub-theme	Optional codes	Primary codes	Descriptive phrases
Green performance evaluation time frame	Green evaluation period	Conducting a short-term evaluation of green performance	Short-term intervals for evaluating different activities
	short term	periodic green evaluations of human resources	Adhering to a sufficient time interval between periodical evaluations
	long term	Different evaluation intervals based on the type of activities	Providing green employees with sufficient opportunity to upgrade and correct non-standard or environmentally incompatible procedures
		The type and nature of activities	Having a long-term assessment of all employees in terms of green abilities, green facilities, green powers, and green experiences
Green performance	Green individual factors	Take green actions	Carrying out a long-term green performance evaluation period
		Natural and man-made environment	Environmental actions of employees in the workplace and actions of employees on the natural and man-made environment to reduce or

			eliminate negative and harmful effects
	The quality of green work	Evaluation of employees based on the ratio of attention to environmental issues	Complying with all environmental standards while performing the duties of green workers
	The amount of creativity in green challenges	Increasing the level of green creative motivation in employees	The level of green creative motivation, the conditions and occurrence of green creative behaviors in human resources employees.
	The amount of individual green cells	Suggesting the use of the company's green products	To be aware of the use of green products to protect the environment
	Feedback from customers about the organization's green behavior	The presence of customers with green organizational citizenship behaviors	Buying green products continuously shows customer satisfaction and the culture of adhering to the organization's social responsibility
	The amount of achieved green goals of the organization	Achieving set green goals	Setting green goals can increase the credibility of the company's products and satisfaction with the amount of green goals achieved
Evaluators	Bringing into existence the fields of playing a green role	Bringing green facilities and providing grounds for playing the green role of human resources	Providing friendly raw materials to produce green products for your green human resources
	The clarity of the definition of green assessment goals	Designing green performance evaluation goals of employees according to environmental goals	Clarity and transparency of the green performance evaluation goals of the employees are designed according to the environmental goals
	Making strategic decisions and developing green plans	Evaluation of internal and external environment	Developing green plans and implementing green strategy decisions through plans, budgets and procedures
	Identification and definition of green evaluation indicators and criteria	Green environmental standards	Examining and evaluating the external environment (opportunities and threats) and the internal environment (strengths and weaknesses) to determine the strategic green factors based on the determined plans.
		Being aware of green evaluation indicators and criteria and green environmental standards	One of the advantages of defining green evaluation indicators and criteria is creating a fair system along with labor justice.

Policy making and green policies	Different responsibilities of human resources towards the environment	Determining the green policy and policies of different responsibilities of employees towards the environment.	Green policies and policies provide principles that guide the actions and innovation of human resources towards the environment.
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Source(s): Authors' own creation

Green HR Performance Review and Revision Process

Table 5 highlights the components of the review and review process of green human resources performance, including feedback on individual behaviors (operationalizing green ideas, occurrence of green behaviors, and attention to organizational model), financial feedback (such as bonuses and purchase of goods), and non-financial feedback (such as letters of appreciation and job promotion) Table (5) Green HR Performance Review and Revision Process

Main theme	Sub-theme	Optional codes	Primary codes	Descriptive phrases
Providing feedback on green individual behaviors	Operationalizing green creative ideas and methods in the minds of human resources	Mental abilities of human resources	Using the mental abilities of human resources to create a green idea or a new concept	Full and effective use of mental powers or mental ability of green human resources to operate green environmental creative ideas
		An idea or idea or a green product	The ability to cultivate or create a new idea or idea or green product	Having the power to create a purposeful change in green social power or green economy in relation to the environment
	The incidence of green behaviors	Reducing the consumption of non-renewable resources	Emergence of green behavior through reducing consumption of non-renewable resources and environmental pollution by green human resources	The use of renewable energy also increases access to sustainable and reliable energy sources for rural and less developed areas
		Green products of human resources	Designing green products with the aim of reducing waste and negative effects on the environment during the life cycle and after consumption by customers	Improving the health of people in the community and reducing diseases, green products to the community
	Attention to the green model of the organization	Committed leadership	Leadership committed to green management towards the environment	Changing the green model of the organization through the presence of leadership committed to green management in relation to the environment

Providing green feedback	Providing green financial feedback	Organization of green structures and processes	Having organized structure and green processes	Attention to the organization of green structures and processes in order to improve the environment
		Cash payments Payment of salary and additional bonus	Payment of bonuses and additional benefits based on the level of attention to environmental issues	Financial compensation, including wages, bonuses, and additional benefits, should be proportional to an employee's level of awareness and attention to environmental issues in order to promote green human resources practices.
	Non-cash payments	Payment of salary and additional benefits	The satisfaction of green human resources from receiving an additional salary	The satisfaction of green human resources from the salary that is the result of green performance and attention to environmental issues and is proportional to their ability, knowledge and role in green environmental performance.
		Online shopping payment	Tax exemptions with smart debit cards	Tax exemptions with smart bank cards based on attention to environmental issues from green human resources
	Providing green non-financial feedback	Non-cash benefits	Providing continuous non-cash benefits with regard to environmental issues	Continuous non-cash benefits with regard to environmental issues, including the use of housing, cars and food
		Encouragement and congratulations	Reaching the green human resources to the criteria of green performance in relation to the environment	Encouraging and congratulating when green human resources reach the milestones and green performance criteria in relation to the environment
		Presenting a letter of appreciation		Providing letters of thanks and appreciation to green human resources based on the level of green performance and attention to environmental issues
		Letters of thanks and appreciation	Presenting letters of thanks and appreciation to green human resources	

Job promotion	Long stay in an organizational post	Job promotion of the human resources of the affordable company, paying attention to environmental issues	A long stay in an organizational position and the promotion of the company's human resources are affordable to pay attention to environmental issues
	Difficulty in job promotion	Limitation of organizational posts in environmental field	The difficulty of promoting the career of green human resources due to the limitation of organizational positions in the field of environment

Source(s): Authors' own creation

Friedman's test was used to rank the components of green performance management of human resources in the state-owned company for electrical and electronic industries in Baghdad-Iraq. The results of this test are presented in Tables 6-7. Table (6) Ranking Assessment of the Components of Green HR Performance Management in a Government Company for Electrical and Electronic Industries in Baghdad – Ira

Sample	X ²	Df	Sig
450	89.753	7	0.000

Since the significance level of the test is less than 0.5, we reject the null hypothesis and conclude that the Friedman test is appropriate for ranking the components of green performance management of human resources in the government company for electrical and electronic industries in Baghdad-Iraq. Table (7) Friedman Ranking Results of the Components of the Green HR Performance Management Model in a Government Company for Electrical and Electronic Industries in Baghdad – Iraq

No.	Component	Rank
1	Components of Green Functional Objectives of Human Resources	4.37
2	Components of Green Performance Monitoring and Coaching Process	4.23
3	Green HR Performance Evaluation Process	4.17
4	Green HR Performance Review and Revision Process	3.97

Table 7 shows that respondents have ranked the components of green performance management of human resources equally in the state-owned company for electrical and electronic industries in Baghdad-Iraq. The evaluation component of green human resources performance, with an average ranking of 4.37, is considered the highest priority, while the review and review process for green human resources performance, with an average ranking of 3.97 is considered the lowest priority. Discussion and Conclusion The findings of this section, regarding the setting of green performance goals for human resources, align with the research of Hongian et al. (2019), which highlighted the importance of goal-setting in green HR management to acquire, develop, motivate, and retain employees who demonstrate sustainable practices. Performance management, originally based on goal-setting and results, aims to enhance productivity through the alignment of individual and organizational goals. However, in a more contemporary approach, performance management draws upon strategic and strategic management ideas, focusing on collaboration with external organizations and consideration of external societal needs. Meflih (2020) in their research identified performance goal-setting as the first step in a cyclical process that drives performance management. Mohammadi et al. (2019) further highlight that performance goals define the roles, responsibilities, and performance standards expected of employees, enabling them to align with the organization's goals. This process allows employees to better understand the organization's goals, strategies, and expectations, as well as to develop personalized objectives based on their roles and responsibilities within the organization. Two themes were identified in this model: the development of green knowledge and the development of green performance. All components were accepted in the quantitative section. The results align with the research of Noushin et al., highlighting the importance of coaching in guiding employees towards organizational goals. Redman et al. (2021) further emphasized the critical role of managers in providing feedback to employees, fostering trust, and developing leadership skills in order to create a positive work environment

that supports continuous improvement and learning. This model identified two themes: the development of green knowledge and the development of green performance, with all components accepted in the quantitative section. The results of this section align with the research of Noushin et al., emphasizing the importance of coaching in guiding employees towards organizational goals. Redman et al. (2021) further stress the importance of managers in establishing trust with employees, focusing on continuous improvement, problem-solving, and constructive feedback to create a work environment that encourages learning and development. Interviewees emphasized the significance of environmental sustainability in organizational goals, which includes constructive partnerships with environmental organizations, compliance with laws and standards, and a reduction in negative environmental impacts. In terms of green social goals, interviewees noted the importance of fostering social responsibility among employees, sustainable development, and long-term decision-making with environmental concerns at the forefront. Interviewees emphasized the importance of knowledge development in green performance management, focusing on creative ideas and cognitive abilities, as well as the role of mentoring as a tool for employee training and development. In relation to green performance development, interviewees noted the importance of long-term mentoring to align with the desired green performance model, the role of managers and leaders in providing guidance and professional development support, and the benefits of using employee performance results for personal development programs, including salary and benefits improvement, job evaluation, training needs analysis, career development planning, and personal development planning. Interviewees emphasized the importance of evaluating green performance based on HR management indicators, focusing on employee compensation, culture, team effort, creativity, customer feedback, disciplinary systems, and leadership. They also highlighted the benefits of a well-designed performance management system, including improving performance evaluation, employee development, and attraction and retention of qualified employees. The performance evaluation tool used by the organization under study incorporates HR management indicators, including organizational policy development, disciplinary systems, employee training, communication, and neuroscience techniques. Interviewees emphasized the importance of providing feedback to improve individual green performance, ensuring alignment with standards and objectives, and fostering a connection between employee growth and organizational success. They also highlighted the role of employees in creating targeted changes in the green social or green economy, as well as the impact of green products on community health. They further emphasized the importance of providing both financial and non-financial feedback, including proportionate salaries, benefits, and non-cash incentives, with an emphasis on environmental issues and adherence to organizational policies and standards. To assess the current status of green HR performance management in the government company for electrical and electronic industries of Baghdad - Iraq, qualitative content analysis was performed on interviews with experts and human resource performance management officials. The results were coded according to the features of a green HR performance management system proposed by Lloyd and Andrew (2019). The company currently conducts two types of performance evaluations: one related to the planning deputy and another related to the HR field. Performance evaluation takes into account behavior, performance, training courses, appreciation letters, special activities, and tasks related to behavior, performance, development, and education.

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