

The Role of Green Human Resource Management Practices in Human Resource Flexibility: An Analytical Study of the Opinions of a Sample of Workers in Private Hospitals in the Middle Euphrates Region

Elham Neema Khadem
elham.khadem@qu.edu.iq

Zainab Ahmed Fadhil
man.stp24.8@qu.edu.iq

University of Al-Qadisiyah

Article history:

Received: 28/4/2025

Accepted: 27/5/2025

Available online: 15 /9 /2025

Corresponding Author : Zainab Ahmed Fadhil

Abstract : The current research seeks to identify the role of green human resource management practices as an independent variable across its dimensions (green selection and recruitment, green participation, green training, green performance management, green compensation and rewards) in human resource flexibility as a dependent variable. It was applied in private hospitals in the Middle Euphrates region. The research sample included (261) employees in private hospitals(Director, Assistant Director, Head of Department, Head of Division). In order to achieve the research objective, the questionnaire was used to collect data related to the research variables. The descriptive analytical approach was adopted in the research and then analyzed by adopting some statistical methods such as (arithmetic mean, standard deviation, linear correlation coefficient, simple and multiple regression coefficient). The results were reached using statistical programs such as (SPSS.V.29) and (Amos.V.26) to analyze the data to reach conclusions, the most prominent of which was the existence of a statistically significant correlation between green human resource management practices and human resource flexibility.

Keywords: Green HR Management Practices, HR Flexibility

INTRODUCTION: As organisations have implemented more environmentally conscious strategies and programmes regarding the significance of integrating environmental management with human resource management, there has been an increase in interest in the concept of green human resource management. Employees must be the foundation of the emergence in order to enable green environmental sciences. Supporting environmental awareness has become a fundamental mechanism for organisations to proactively address environmental issues, and green HRM practices have a significant and effective impact on supporting and implementing environmental laws, adhering to environmental management standards, and increasing the likelihood that the world will move towards green management. Governments and non-governmental organisations have issued new laws and regulations that prevent or lessen damage to natural resources as a result of the global consensus that has developed over the past 20 years regarding the necessity of effective environmental management due to the negative effects of the environment. In order to provide qualified and competent human resources for the organization's present and future needs, the human resources department carries out a number of crucial responsibilities and operations that help the organisation achieve its objectives effectively. Because of their successful role in employee efficiency, human resource flexibility, and the growth of their health programmes, health institutions are among the most significant organisations that want to adopt green HRM and collaborate with it to provide the greatest performance. Private hospitals were the ideal setting for the research in order to accomplish this administrative impact. The Middle Euphrates region's civil society has seen significant changes in organisational structure and the supply of a new generation of workers as a result of advancements in management. The study was focused on two hypotheses, including the presence of relationships and influences between green HRM practices and HR flexibility, in order to ensure that its structure was clear and that its goals were met.

PART ONE RESEARCH METHODOLOGY

1) THE RESEARCH PROBLEM

Growing environmental and social issues are causing significant changes in the healthcare industry, especially in private institutions. A key instrument for improving human resource flexibility in this situation is the implementation of green HRM practices. In the Middle Euphrates area, where these hospitals are essential to the delivery of healthcare services, this subject is especially significant. To ensure the implementation of the concepts of social, environmental, and human sustainability alongside economic sustainability, the concept of green human resource management was developed in light of these discussions. Its goal is to enable functional flexibility, behavioural flexibility, and skill flexibility all at the same time. "What is the role of green human resource management practices in human resource flexibility in private hospitals in the Middle Euphrates region?" is the issue that this study aims to answer. The following follow-up questions are derived from this one:

A- What is the reality of green human resource management practices in the private hospitals studied?

B- What is the reality of human resource flexibility in the private hospitals studied?

C- What is the level of impact of green human resource management practices on human resource flexibility?

2) THE RESEARCH IMPORTANCE

A-Examining a number of earlier research on the subject of human resource flexibility and green HRM practices at private hospitals in the Middle Euphrates area highlights the study's theoretical significance. Additionally, this study offered a set of strategies for achieving human resource flexibility for the sample under investigation. Given the dearth of earlier research that has provided such dimensions, it also provides implications for them.

B-This study serves as a starting point from which researchers can conduct further studies and develop future research in the field of the study sample.

C-The results of the current study can guide private hospital administrations toward achieving sustainable management strategies.

D- The current study helps develop policies that support environmental and social sustainability in the healthcare sector.

E- Adding a new empirical study to the Arabic library in general and the Iraqi library in particular.

3) RESEARCH OBJECTIVES

Using new data from the Iraqi context, this study is the first empirical To the best of the researcher's knowledge investigation at the local and regional levels to look at the combined impact of human resource flexibility and green HRM practices. This emphasizes the necessity of experimenting with novel concepts to meet the current changes in the nation and ascertain their applicability in the Iraqi healthcare system. This study's main goal is to draw attention to how important human resource flexibility and green HRM practices are to giving businesses a sustainable image and promoting environmental responsibility. From this objective, several sub-objectives are derived:

A-To shed light on the concepts specific to the study variables, namely green human resource management practices and human resource flexibility.

B-To explore green human resource management practices in the private hospitals surveyed from the perspective of employees.

C-To verify the relationship between the combined effect of green human resource management practices and human resource flexibility.

D-To determine the capacity of the private hospitals surveyed in terms of green human resource management practices, human resource flexibility, and their investment.

4) THE RESEARCH MODEL AND ITS HYPOTHESES

A- Green human resource management practices: This includes five dimensions (green recruitment and selection, green participation, green training, green performance management, green compensation and rewards). The scales (Shah, 2019) and (Tang et al., 2017) were adopted.

B- Human resource flexibility: This includes three dimensions (functional flexibility, skill flexibility, and behavioral flexibility). The scales (Aung, 2024) were adopted.

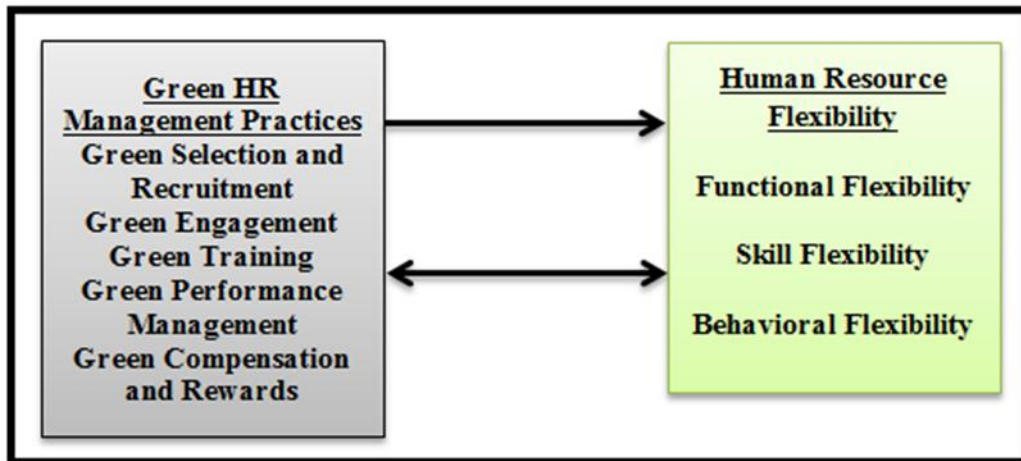


Figure (1)

The Hypothetical Model of the Research

Source : Prepared by The Researcher

III. RESEARCH SAMPLE

The study community was represented by the workers in the private hospitals in the Middle Euphrates region, the subject of the study, whose number was (300) individuals, The study sample amounted to (285) individuals (Director, Assistant Director, Head of Department, Head of Division), to whom the questionnaire was distributed, and (261) forms were retrieved from it. Thus, the number of forms valid for study and analysis amounted to (261) forms.

1-Spatial boundaries: The spatial boundaries of the study are represented by private hospitals in the Middle Euphrates region (Karbala, Najaf, Babylon, Diwaniyah, and Muthanna).

2-Human boundaries: The human boundaries of the current study are represented by the staff working in private hospitals in the Middle Euphrates region (director, assistant director, department head, and branch head), numbering (261)

3- Temporal boundaries: The study extended from October 2024 to May 2025.

1-Constructive Reliability And Structural Validity Of The Measurement Tool

Reliability testing is one of the most important foundations upon which measurement tools are based, and it is given utmost importance so that research results achieve a high level of confidence and appreciation. It represents the degree to which individual differences can be measured consistently and homogeneously when responding to a specific scale. A scale is considered stable when it measures what it was designed for. To verify the reliability of the measurement tool, the study relied on the most common method, Cronbach's alpha, whose value is considered reliable whenever it exceeds 0.70 in behavioral research. The structural validity coefficient was also used to determine the reliability of the measurement tool for variables and sub-dimensions based on the responses of sample members (Tavakol & Dennick, 2011:25). Table 1 shows that the Cronbach's alpha coefficient values for the primary research variables and their sub-dimensions varied from 0.719 to 0.951. Since these values are higher than the typical Cronbach's alpha values, they are regarded as appropriate, trustworthy, and having a high degree of stability in descriptive investigations. Additionally, the retrieved stability coefficients in the computation were followed by the structural validity coefficient values, which varied from 0.848 to 0.975 and all had high percentages. Because of their great stability and reliability, the study scales were thus deemed suitable for dissemination to the sample.

Table (1) shows the stability and structural validity coefficients of the study variables and dimensions.

N	Variables and Dimensions	Cronbach's alpha	structural validity
1	Green Selection and Recruitment	0.719	0.848
	Green Participation	0.744	0.863
	Green Training	0.739	0.859
	Green Performance Management	0.718	0.847
	Green Compensation and Rewards	0.859	0.927
	Green Human Resource Management Practices	0.836	0.915
	Functional Flexibility	0.812	0.901

2	Behavioral Flexibility	0.788	0.888
	Skill Flexibility	0.849	0.922
	Human Resource Flexibility	0.951	0.975

PART TWO: THE THEORETICAL SIDE

First: Concept Of Green Human Resource Management Practices

A recent development in management theory, green human resource management (GHRM) connects environmental and human resource management practices. When discussing how human resource management policies and practices contribute to an organization's environmental goal to preserve and maintain its natural resources, the phrase "green HR" is frequently used (Prasad, 2013: 118). He described it as procedures that promote green projects by raising staff members' knowledge of and dedication to environmental sustainability challenges. According to Fayyazi et al. (2015), green HRM also refers to the integration of an organization's environmental management with the goals of human resource management activities, including hiring, recruiting, performance management, training and development, assessment, and incentives. According to Dutta, green HRM (2012: 144) sees it, as consisting of two components: environmentally friendly human resource management functions and the preservation of knowledge capital. It aims to create a workforce capable of understanding and valuing the green culture within the organization. Green human resource management practices can be clearly understood, starting from the employee's organizational entry point and continuing through the employee's exit point. They can be environmentally, economically, and operationally relevant at the same time (Pabian, 2015: 9).

Green human resource management can be embodied in the human resources function in the form of policies that can be communicated to leaders and managers throughout the organization. Employees are the primary contributors to implementing the organization's environmental agendas, and the level of inclusion of these policies is likely to influence the desired green behaviors of employees (Leidner et al., 2019: 2). Green human resource management is defined as the activities, policies, practices, and systems involved in the development, implementation, and ongoing maintenance of systems aimed at creating green employees and organizations. The human resource management aspect is transforming regular employees into green adopters to achieve inter-organizational goals (Peng et al., 2020: 1106). (Kaur et al., 2022:3) believes that it is the integration of environmental awareness into the entire human resources management process, from recruitment, training, rewards, and developing a green workforce that understands and appreciates environmentally friendly values, practices, and initiatives.

Battu (2018: 75) and Lakshmi (2018) focused on implementing environmentally friendly human resource initiatives that result in greater efficiency, lower costs, and improved employee engagement and retention. These initiatives encompass a wide range of functions, such as planning, recruitment, selection, employee management, and employee relations, which create a greener workplace environment and enhance the value of both employees and the organization. Green human resource management can be applied. Green human resource management emerged from organizations that engaged in practices related to environmental protection and maintaining ecological balance to ensure environmental sustainability. The human resource function becomes a driver of environmental sustainability within the organization through its practices and policies that align with sustainability goals (Pham et al., 2021: 2).

As organizations refine their business strategies and initiatives toward an environmental agenda, human resources must shift their responsibilities and expand the scope of their duties by integrating environmental management to modify how they implement core human resource functions (Usman & Mat, 2021: 209). From the perspective of Sapna & Gupta (2021:73), human resources may be able to assess and influence employee behavior, motivation, knowledge, and attitudes related to sustainability. To effectively implement and implement environmentally friendly policies, companies can leverage human resource management (HRM). For green HR to successfully encourage green workplace behavior among employees, an organization must have effective recruitment strategies that seek out potential employees who share its environmental values and beliefs; development, performance, and reward practices that take into account each employee's environmental performance; and effective training programs that encourage environmental attitudes, skills, and knowledge (Baliyan, 2021:2).

From the above, it can be said that green human resource management is a concept that includes the integration of sustainability principles and environmental awareness into human resource management strategies in organizations. It also represents the integration of environmental dimensions into human resource management, which includes employing environmentally aware individuals, developing their skills through appropriate training, and evaluating their performance based on sustainable standards. It is a method for investment and sustainable development by focusing on human capital and managing environmental plans to achieve both economic and environmental goals.

Second: The Importance of Green Human Resource Management Practices

As indicated by (359: Hutomo et al., 2020), many organisations understand that certain of the green activities allocated to them are vital since they are client requests and make them more ecologically friendly. Creating environmentally friendly companies, boosting employee involvement in environmental innovation, cutting down on environmental waste, improving operational effectiveness, and cutting expenses are all made possible by green HRM (Ibrahim et al., 2015: 72). Additionally, it creates a sustainable business culture by establishing guidelines and standards that motivate staff to follow conservation mandates. (Mishra & Kiranma, 2014: 27). Through its practice, green human resource management can make employees more aware of and concerned about natural resources (Bellali & Semlali, 2018: 118).

Not only is green HRM important at the organisational level, but it is also important for individuals who have a personal life in addition to their work life. As a result, encouraging eco-friendly behaviour in all facets of life is essential. Greening will therefore help people become good citizens who make a big contribution to environmental sustainability and help their organisations manage their environmental impact successfully (Pham et al., 2021: 3). (Bon et al., 2018: 167) emphasised its significance as follows:

- 1-Practices that help organizations achieve financial savings and thus achieve better profits.
- 2-Benefiting from natural systems and providing a better environment, as people can enjoy healthier lives.
- 3-Green human resource management initiatives help increase efficiency and reduce costs without losing talent.
- 4-Green human resource management contributes to promoting the sustainable use of materials and energy, recycling, and better waste management.
- 5-Working to highlight and improve the public image.

Both Hasan (2019:126; Khan (2020:4)) highlighted the importance of green human resource management as follows:

- 1- Promoting environmental sustainability as a primary priority for organizations. Sustainability is an ethical concept that protects the environment, limits the exploitation of resources, and changes the direction of investment.
- 2-Appling human resource management tools to green management, from economic, social, and human benefits in real life to employee well-being.
- 3- Green practices promote environmental conservation and ecological balance. However, organizations recognize that environmental stewardship benefits organizational development and employee well-being.

Based on the above, it can be said that the importance of green human resource management has become a necessity in today's world, where awareness of the importance of environmental sustainability is growing. Green practices are a tool for enhancing organizations' social responsibility and adapting to the growing demands for more sustainable work environments. The green approach also represents an essential part of modern recruitment strategies, and organizations are expected to implement sustainable programs that encourage innovation and productivity.

Third: Dimensions Of Green Human Resource Management Practices

1-Green Selection and Recruitment

Green recruitment is the process of recruiting new talent with knowledge of sustainable processes and ecosystems and familiarity with the concepts of sustainable environmental conservation (Aranganathan 18:18, 20). Green recruitment ensures that new talent is familiar with green practices and ecosystems, which will support an effective environment within the organization in the race to attract the most creative and innovative employees (Mandago, 2019:26). Increasing recruitment capabilities and recruiting quality employees are critical challenges in the talent war (Deepika & Karpagam, 2016:427). This is emphasized in the context of human resource management. Recruitment refers to the process of asking different potential candidates to apply for a specific vacancy in an organization, while selection is the process of selecting the most qualified and suitable candidates from a list of applicants (Jamal et al., 2021).

2-Green Participation

Green participation and empowerment are defined as a system in which employees are given opportunities to participate in environmental management initiatives and become an integral part of various pollution prevention and waste management practices (Jyoti, 2019: 246). Jamal et al. (2021: 5) indicated that employees should be given opportunities to participate in environmental management through green participation, including formulating a clear green vision, building a green learning environment and various communication channels, offering green activities, and encouraging green participation as a whole.

Engaging and empowering employees to undertake green initiatives at work is an inevitable part of greening an organization's human resources (Shaban, 2019: 89). By engaging employees in green initiatives, organizations provide opportunities for employees. Decision-making becomes much simpler when people are given green opportunities, and the end result is a competitive workforce with high green values that benefits forward-thinking organizations (Amrutha & Geetha, 2020: 26). Environmentally literate employees better understand the need for environmental initiatives and the importance of taking care of the environment (Haddock-Millar et al, 2016).

3-Green Training

Green training is considered one of the most important green human resource management practices. It hones employees' knowledge and skills about environmental issues and provides them with experience through green training programs and courses that raise environmental awareness and create the capacity for environmental innovation (Amrutha & Geetha, 2020: 26). It works to increase employees' awareness of green issues, develop their practical skills and knowledge, analyze training needs in light of environmental knowledge, and develop employees' skills in green aspects related to the organization's environment (Aziza et al., 2023: 97). The concept of green training and development includes providing employees with work approaches that can ensure optimal use of resources, reduce waste, conserve energy, and prevent environmental degradation. The concept helps organizational management and human resource professionals provide an opportunity to engage employees in environmental problem-solving skills (Masri & Jaaron, 2017: 476). Green training enhances pro-environmental behavioral responses within the organization and helps employees recognize the importance of the ecosystem, making them more environmentally aware and more committed to protecting it, detecting and preventing sources of pollution (Ciocirlan, 2018: 42). It is also defined as a system of activities that motivates employees to acquire environmental protection skills and pay attention to environmental issues to achieve environmental goals. It is considered part of the organization's knowledge management program, which helps employees practice green practices (Sabokro et al., 2021: 3).

4-Green Performance Management

Green performance evaluation includes topics such as assuming environmental responsibility, reporting to officials any shortcomings in implementing environmental policies, or detecting current or potential environmental problems (Arulrajah et al., 2015). Organizational management must measure employee compliance with environmental standards and take disciplinary action against those who violate environmental rules and activities aimed at protecting the environment and making the organization green. Job descriptions can also be linked to employee performance, and employee green performance can be evaluated through them. Management must encourage employees to adopt green behaviors, provide them with opportunities to participate in green initiatives, or require them to present green ideas and innovative solutions that align with the organization's green goals. Evaluation is based on the extent to which these are achieved (Aziza et al., 2023: 97).

The organization can achieve this by using green performance in its performance management and environmental assessment system, defining green objectives and responsibilities for managers and employees, and analyzing the performance management system and its alignment with environmental management objectives (Ullah, 2017: 16). Green human resources management must integrate environmental indicators into the evaluation process and provide regular feedback to employees on the extent to which environmental goals are achieved. Feedback helps employees enhance their knowledge and skills, and shares the results of the evaluation process with employees on their progress towards environmental goals to encourage employees towards continuous improvement (Opath & Hewapathirana, 2019: 2).

5-Green Compensation and Rewards

Rewards and compensation are among the primary human resource management processes through which employees are rewarded for their performance. These human resource management practices are the most powerful method for linking individual and organizational interest (Ibrahim et al., 2015: 72). Incentives and rewards significantly influence employee engagement at work and motivate them to exert maximum effort to achieve organizational goals. In the context of green human resource management, rewards and compensation can be considered potential tools for supporting environmental activities in organizations, according to a strategic approach to rewards and management (Aziza et al., 2023: 97).

Green human resource management, rewards, and compensation are also tools that support environmental activities in organizations, according to a strategic approach to rewards and management. Modern organizations are developing reward systems to encourage environmentally friendly initiatives by their employees (Ullah, 2017: 16). Employees who are aware of and dedicated to environmental laws receive pay, benefits, and incentives. They receive non-monetary incentives that motivate them to perform flawlessly and are eager to start environmental projects. A variety of incentives are available, including paid time off, gifts, daily recognition, participation in green activities, and many more (Opath & Hewapathirana, 2019: 2).

Fourth: Concept Of Human Resources Flexibility

Flexibility, as a concept, expresses flexibility, tolerance, and easy adaptation to changing situations. Flexibility is the ability to expand an organization's work as much as possible, aiming to make employees effective and efficient by enhancing their capabilities, as well as meeting demand that can change in terms of flexibility, quantity, and quality shortly and effectively (Dimitropoulos et al., 2013: 28). Flexibility is the ability to prepare for unexpected changes within an organization (Davidescu et al., 2020: 2)

Flexibility is defined as the ability of organizations to adapt to environmental and operational changes. It requires the ability to respond quickly to the environment and has a significant impact on organizational performance. The term "human resource flexibility," taken from human resource management literature, is linked to human resource management capabilities and enhancing the organization's ability to adapt efficiently and timely to changing demands imposed by the environment or within the organization (Arabi & Daneshparvar, 2008: 56). The concept of flexible human resource management was first introduced by (Sanchez, 1995). Human resource management flexibility is based on resource theory and core capabilities theory, and is achieved when organizations adapt to the changing environment, by enhancing the flexibility of employees in jobs, skills and behaviors according to organizational needs, and through a series of human resource management strategies to influence the psychology of employees and direct their behavior, to achieve alignment between personal and organizational goals together (Beltrán-Martín et al., 2008: 1009). Human resource management flexibility is an internal characteristic of the organization and a source of competitive advantages that lead to high performance (Veise et al., 2014: 1789). It is a management practice that directly and indirectly impacts the skills, behaviors, and learning abilities of employees, and requires flexible management (Do et al., 2016:658). Tuan (2016:89) demonstrates that human resource flexibility demonstrates the extent to which human resource management contributes to enhancing and building the capabilities and skills of employees in advance, as well as motivating them to adapt to different roles and work contexts, as well as making fundamental changes in operational activities to proactively respond to environmental changes. Xu (2013:922) defined it as one of the important tools used by organizations to achieve effective and positive interaction and harmony in the work environment and to instill trust among employees. Human resource flexibility also improves and increases organizational productivity and plays a prominent role in achieving competitive advantage and enhancing organizational performance. Pradhan et al. (2017:283) pointed out that it is the ability to focus on and restructure human resources by granting employees greater flexibility. This is achieved through renewal, development, and the removal and exclusion of unimportant elements that are in line with the organization's needs. This is achieved by refining and developing their skills, which will positively impact the organization's efficiency and effectiveness and create a competitive advantage. Therefore, human resource flexibility can be considered a multidimensional construct that includes: resource flexibility and coordination flexibility. Resource flexibility refers to the degree to which an organization's resources can be applied to different uses and also reflects the effective applicability of the resource in diverse contexts. Coordination flexibility, on the other hand, refers to an organization's ability to acquire and use resources at the appropriate time to pursue its strategic objectives (Karman et al., 2019:325).

HR flexibility focuses on the nature of talented workers, which is evident from the changing nature of their personality domain, such as their experiences, behaviors, and learning (Davidescu et al., 2020:2). It refers to the ability to develop (re-develop), organize (re-configure), and stabilize the HR system in an organizational setting that manages HR as a complete system to compete on the basis of environmental responsiveness and innovation (Katou, 2022:174). Therefore, organizations that have a flexible HR system have the ability and capacity to easily adapt to changing environmental conditions (Charity et al., 2023:3).

In light of the above, human resource flexibility can be defined as a set of management practices, skills, knowledge, and behaviors that business organizations use to adapt to and respond quickly to environmental changes in order to effectively achieve their goals.

Fifth: Importance of Human Resource Flexibility

Human resource flexibility allows an organization to quickly adjust its capabilities to adapt to changing requirements and exploit emerging market opportunities, especially when dealing with turbulent environments (Rezaei et al., 2015: 491). Human resource flexibility helps an organization adapt to the diverse and changing needs of the external environment, identify future and multiple customer interests, and achieve competitive advantage and superior performance. Human resource flexibility is one of the important aspects of organizational flexibility (Jijena-Michel & Michel, 2011: 16). It focuses on adapting employee attributes such as knowledge, skills, and behaviors and providing organizational structures that encourage employee engagement and enable them to improve their job performance (Laidi et al., 2021: 3).

Most studies (Beltrán-Martín et al., 2008: 1011) have addressed the importance of human resource flexibility in organizations, as follows:

- A. Human resource flexibility helps improve organizations' ability to survive and develop.
- B. Human resource flexibility is considered an important source of sustainable competitive advantages, as human capital cannot be easily imitated.
- C. Human resource flexibility helps employees increase their ability to adapt to new work requirements and market needs.
- D. Human resource flexibility helps employees enhance their personal growth and cope with all future changes.

C. Human resource flexibility is considered a strategic asset for organizational development through its positive impact on creativity, innovation, and employee satisfaction.

H. Human resource flexibility allows for diversity and variation based on the personality, experiences, and behaviors of employees.

Bal & Lange (2014:1) identified the importance of human resource flexibility as follows:

A. Helping organizations enhance the participation of new employees in decision-making, in addition to improving the performance of existing employees.

B. Enabling employees to achieve the necessary flexibility in their work, thus helping their organizations achieve a balance between work and personal life demands.

Sixth: Dimensions of Human Resource Flexibility

1-Functional Flexibility

Because it allows workers to adjust to shifting jobs, duties, and responsibilities within the company, functional flexibility is a crucial component of human resource flexibility (Chen et al., 2016: 947). The ability of personnel to carry out a range of duties and responsibilities is known as functional flexibility, and it improves their capacity to adjust and react to shifting company requirements (Cascio, 2018: 587). Functional flexibility is crucial in a work environment that is changing quickly and where organisations are dealing with shifting expectations and challenges (Kalleberg & Marsden, 2019: 44). In keeping with the need for flexibility in human resource management practices to achieve organisational success in dynamic and uncertain environments, companies can better respond to market shifts, technological advancements, and competitive challenges by cultivating a workforce with functional flexibility (Aung, 2024: 8). (Chen & Li 2015:208; Alibakshi & Mahmoudi 2016:349) pointed out the importance of skill flexibility as follows:

A- Adapting to change: Skills flexibility helps individuals cope with changes in the work environment, enabling them to adapt to new requirements or different working conditions.

B- Enhancing employment opportunities: Individuals who possess a diverse set of adaptable skills are more in demand in the job market, as they can fill multiple roles.

C- Continuous learning: Skills flexibility fosters a culture of continuous learning, making individuals more open to acquiring new skills, which can lead to improved personal and professional performance.

D- Creativity and innovation: Flexible skills help individuals think creatively and solve problems in new and unconventional ways.

2-Skill Flexibility

Skill flexibility refers to two characteristics: the potential alternative uses to which an employee's skills can be applied (resource flexibility) and the rapid redeployment of individuals with different skills (coordination flexibility) (Ketkar & Sett, 2010: 1176). Pandey (2013: 5) indicated that skill flexibility is one of the most important foundations for achieving better performance, in addition to reflecting an individual's educational and cultural level and determining the extent of their ability to perform assigned duties. These skills are developed through training and by gaining experience through performance. The most important types of skills are problem-solving skills, technical skills, social skills, and resource management skills. For organizations to succeed, they must attract talented individuals who are capable of working at all levels and possess a high level of skills and capabilities that enhance the organization's value (Rezaei et al., 2015: 491). On the other hand, (Sabuhari et al., 2020: 1776) stated that the flexibility of human resource management skills plays a fundamental role in creating a competitive advantage for the organization after a broad knowledge base, and that this base creates high capabilities and potentials that help in developing more effective means to achieve the requirements and goals that the organization seeks, and work to achieve the well-being of employees and motivate them to perform their work with high quality, which leads to increased employee productivity and reduced labor turnover.

3-Behavioral Flexibility

An organization's adaptability is closely linked to the adaptability of its employees. Employees who are motivated, skilled, and knowledgeable are more likely to contribute discretionary effort, which is essential for the organization's success. This depends on the importance of aligning employee skills and motivations with the organization's goals to enhance commitment and achieve organizational objectives (Aung, 2024:9). Although shared behavioral patterns can enhance coordination, diverse perspectives are essential for effective decision-making. An organization's flexibility depends on its employees' behavioral adaptability, which includes a variety of behavioral patterns that enable improved responses to dynamic conditions (Schank & Abelson, 2013:3).

The capacity to exhibit a range of behavioural roles in various situations is reflected in behavioural flexibility. According to Jakšić and Rakočević (2012), employee behaviours are the arrangements or activities that workers take when working. An employee is seen to be acting inflexibly if he continues to follow the same method when faced

with novel situations after adopting it during many job chances. On the other hand, employees' behaviour is seen as flexible if they look for new arrangements for processes, routines, or novel circumstances (Veise et al., 2014:1790).

PART THREE: THE PRACTICAL SIDE

2-Description and Diagnosis of Study Measures and Analysis of Results

A- Green Human Resource Management Practices Variable

Table (2)'s findings show that staff members at private hospitals in the Middle Euphrates area are interested in the variable of green HRM practices. Employees feel that hiring procedures are carried out with environmental factors in mind, as evidenced by the green selection and recruiting component ranking highest. This dimension has a relative relevance of 79%, an arithmetic mean of 3.94, and a standard deviation of 0.833. This shows that workers understand how important it is to choose and hire people who care about the environment.

The green compensation and rewards dimension ranked last, achieving the lowest score with an arithmetic mean of 3.85, with a standard deviation of 0.761, and a relative importance of 77%. This indicates a need to improve compensation and reward strategies to be more aligned with environmental management practices. In light of the above, the results reflect a significant interest among employees in private hospitals in the variable of green human resource management practices. This variable achieved an arithmetic mean of 3.90, with a standard deviation of 0.771 and a relative importance of 78%. This indicates employees' awareness of the importance of integrating environmental dimensions into human resource management practices. However, compensation and reward programs should be improved to enhance incentives for environmental practices, which would contribute to achieving greater sustainability within the hospital.

Table (2) Statistical description of the green human resource management practices variable

Dimensions	Mean	S,D	relative	Availability
Green Selection and Recruitment	3.94	0.833	79%	1
Green Participation	3.88	0.912	78%	4
Green Training	3.90	0.722	78%	3
Green Performance Management	3.92	0.757	78%	2
Green Compensation and Rewards	3.85	0.761	77%	5
Green Human Resource Management Practices	3.90	0.771	78%	

B-Human Resources Flexibility Variable

The results of Table (3) explain the interest of employees in private hospitals in the Middle Euphrates region in the variable of human resources flexibility. The dimension of skills flexibility ranked first, indicating that employees feel able to adapt and acquire the necessary skills according to changing job requirements. This dimension achieved an arithmetic mean of 3.91, with a standard deviation of 0.702, and a relative importance of 78%. This reflects employees' awareness of the importance of developing their skills to enhance efficiency and productivity.

The dimension of behavioral flexibility ranked last, achieving the lowest score with an arithmetic mean of 3.86, with a standard deviation of 0.633, and a relative importance of 77%. This indicates a need to improve employee behavior in adapting to changes and pressures in the work environment. In light of the above, the results reflect a clear interest among employees in private hospitals in the variable of human resource flexibility. This variable achieved an arithmetic mean of 3.89, with a standard deviation of 0.819 and a relative importance of 78%. This indicates employees' awareness of the importance of flexibility in enhancing performance. However, training and development programs must be strengthened to improve behavioral flexibility, which contributes to building a more adaptive and effective work environment.

Table (3) Statistical description of the human resources flexibility variable

Dimensions	Mean	S,D	relative	Availability
Functional Flexibility	3.88	0.623	78%	2
Behavioral Flexibility	3.86	0.633	77%	3
Skill Flexibility	3.91	0.702	78%	1
Human Resource Flexibility	3.89	0.819	78%	

3 - Testing the Study's Hypotheses

A - The First Main Hypothesis (There is a significant correlation between green human resource management practices in all their dimensions and human resource flexibility)

Table (4) shows the simple correlation coefficient matrix (Pearson) between the dimensions of green human resource management practices and the human resource flexibility variable. To accept or reject the first main hypothesis above, the researcher tested the value of the simple correlation coefficient using the (Sig. 2-tailed) test to determine the significance of the relationship between the green human resource management practices variable and the human resource flexibility variable. Table (4) indicates the presence of a positive and significant correlation between the green human resource management practices variable and the human resource flexibility variable, as the value of the simple correlation coefficient between them reached (.880**). This value indicates the strength of the direct

relationship between the green human resource management practices variable and the human resource flexibility variable. This is supported by the significance of the correlation relationship, which appeared at a significance level of (1%) and a confidence level of (99%). Table () illustrates this relationship. This indicates that private hospitals in the Middle Euphrates region can, by promoting green selection and recruitment, green participation, green training, green performance management, and green compensation and rewards in their workplaces, influence the level of their work. The goal was transferred to achieving human resources flexibility. Based on the above, it is clear that the first main hypothesis is accepted, which states that (there is a significant correlation between green human resources management practices in all their dimensions and human resources flexibility). At a significance level of (1%), meaning that the decision result is acceptable with a confidence level of (99%).

Table (4) Correlation coefficients between green HR management practices and HR flexibility

	Green Selection and Recruitment	Green Participation	Green Training	Green Performance Management	Green Compensation and Rewards	Green Human Resource Management Practices
Functional Flexibility	.663**	.713**	.651*	.736**	.646**	.767**
Behavioral Flexibility	.677**	.663**	.608*	.671**	.585**	.721**
Skill Flexibility	.779**	.768**	.777*	.860**	.774**	.891**
Human Resource Flexibility	.787**	.795**	.753*	.837**	.741**	.880**

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

B- There is a significant impact of green HR management practices across all dimensions on human resource flexibility.

The results of the table(5) show that the green HR management practices model effectively contributed to examining the extent of the impact of the green HR practices variable as an influencing variable on human resource flexibility. The analysis indicates that increasing human resource flexibility by one unit leads to an improvement of 0.528, reflecting a positive and significant impact. The standard error was also reduced to a minimum of 0.039, enhancing the accuracy of the results. A critical value higher than 1.96 was obtained, reaching 13.539.

Furthermore, green HR management practices contributed to explaining approximately 0.774 of the squared variance in human resource flexibility, while the remaining value falls outside the scope of the study, indicating that other factors may influence human resource flexibility that were not included in this analysis.

Table (5) Results of the analysis of the impact of green human resource management practices on human resource flexibility

Path	Estimate	standard error	critical ratio	R ²	Sig
Green Human Resource Management Practices <--- Human Resource Flexibility	0.528	0.039	13.539	0.774	0.001

Conclusions and Recommendations

First: Conclusions

1-Implementing green human resource management practices increases employees' awareness of the importance of environmental sustainability and motivates them to adopt environmentally friendly behaviors at work and outside of work.

2-Green initiatives, such as reducing energy and resource consumption, recycling, and promoting a sustainable work culture, contribute to improving employee performance by creating a healthy and stimulating work environment.

3-The results indicated that employees feel proud and satisfied when working for an organization that adopts environmentally friendly practices, which increases their loyalty to the organization and reduces employee turnover.

4-The results indicated that implementing green human resource management practices enhances the hospital's reputation and image in the community as an environmentally responsible organization, which attracts more patients and talented employees.

5-The results demonstrated that by adopting sustainable practices, private hospitals contribute to achieving sustainable development goals at the local and regional levels and play an effective role in protecting the environment for future generations.

6- The results indicated that human resource flexibility enables hospitals to quickly and effectively adapt to changes in the work environment, whether changes in technology, patient needs, or government regulations.

Second: Recommendations

- 1- Hospitals must adopt a holistic human resources perspective that integrates concepts of environmental sustainability and resilience into all aspects of human resource management, from recruitment to training, development, and evaluation.
- 2-It is necessary to design and implement training programs aimed at raising employee awareness of the importance of environmental sustainability and enhancing their skills in implementing green practices, in addition to developing their skills in adapting to change and working flexibly.
- 3-Senior management in the private hospitals in the study sample should encourage employees to submit ideas and suggestions to improve the hospital's environmental performance, and provide rewards and incentives for successful environmental initiatives.
- 4-It is necessary to provide flexible work options for employees, such as telework, flexible hours, and part-time work, to enable them to achieve a work-life balance and reduce emissions from commuting.
- 5-Senior management in the private hospitals in the study sample should adopt environmentally friendly technological solutions across all operations, such as the use of smart energy management systems, reducing reliance on paper, and encouraging virtual meetings to reduce the hospital's carbon footprint.
- 6- The need to establish key performance indicators to measure and evaluate the environmental and social impact of the hospital's activities, and to track progress towards achieving sustainability goals.

REFERENCES

1. Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
2. Arabi, M., & Daneshparvar, M. (2008). Flexible patterns in human resource management. *Journal of Management Studies*, 55, 1-24.
3. Aranganathan, P. (2018). Green recruitment: A new-fangled approach to attract and retain talent. *Management & Research*, 8(2), 69-76.
4. Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green human resource management practices: A review.
5. Aung, T. T. Psychological Capital on Human Resource Flexibility and Human Resource Sustainability at Nang May Kham Co., Ltd.(Theint Theint Aung, 2024) (Doctoral dissertation, MERAL Portal).
6. Aung, T. T. Psychological Capital on Human Resource Flexibility and Human Resource Sustainability at Nang May Kham Co., Ltd.(Theint Theint Aung, 2024) (Doctoral dissertation, MERAL Portal).
7. Aziza, N., Imanullah, M. F., & Agus, A. (2023, December). Green Employee Involvement, Green Training, and Mediating Effects of Green Competencies on Corporate Environmental Performance. In 1ST Bengkulu International Conference on Economics, Management, Business and Accounting (BICEMBA 2023) (pp. 95-105). Atlantis Press.
8. Bal, P. M., & De Lange, A. H. (2015). From flexibility human resource management to employee engagement and perceived job performance across the lifespan: A multisample study. *Journal of Occupational and Organizational Psychology*, 88(1), 126-154.
9. Baliyan, R. (2021). A study on impact of green human resource management practice on organizations performance affecting increased sales and profits in IT sector in Bangalore. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(10), 6634-6640.
10. Bellali, A., & Semlali, Y. (2018). Green human resource management practice and competitive advantage. *Roalktissadia Review*, 8(2), 115-133.
11. Beltrán-Martín, I., Roca-Puig, V., Escrig-Tena, A., & Bou-Llusar, J. C. (2008). Human resource flexibility as a mediating variable between high performance work systems and performance. *Journal of Management*, 34(5), 1009-1044.
12. Beltrán-Martín, I., Roca-Puig, V., Escrig-Tena, A., & Bou-Llusar, J. C. (2008). Human resource flexibility as a mediating variable between high performance work systems and performance. *Journal of Management*, 34(5), 1009-1044.
13. Bon, A. T., Zaid, A. A., & Jaaron, A. (2018, March). Green human resource management, Green supply chain management practices and Sustainable performance. In 8th International Conference on Industrial Engineering and Operations Management (IEOM),(Bandung, Indonesia) March (pp. 6-8).
14. Cascio, W. E. (2018). Wildland fire smoke and human health. *Science of the total environment*, 624, 586-595.
15. Charity, m. I., munirat, y. H., sonna, o. H., & catherine, n. N. (2023). Human resource flexibility and performance of selected deposit money banks in nigeria. *Journal of Academic Research in Economics*, 15(3).
16. Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction. *Journal of Managerial Psychology*, 31(5), 946-959.
17. Ciocirlan, C. E. (2018). Green human resources management. In *Research handbook on employee pro-environmental behaviour* (pp. 39-60). Edward Elgar Publishing.
18. Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
19. Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
20. Deepika, R., & Karpagam, V. (2016). A study on green HRM practices in an organization. *International Journal of Applied Research*, 2(8), 426-429.

21. Dimitropoulos, A., Rietveld, P. & Van Ommeren, J.N., (2013). Consumer valuation of changes in driving range: A meta-analysis. *Transportation research part A: Policy and practice*, 55, 2745
22. Do, B. R., Yeh, P. W., & Madsen, J. (2016). Exploring the relationship among human resource flexibility, organizational innovation and adaptability culture. *Chinese Management Studies*, 10(4), 657-674.
23. Dutta S., (2012), Greening people: A strategic dimension. *ZENITH: International Journal of Business Economics & Management Research*, Vol. 2, No. 2, pp. 143-148.
24. Fayyazi, M., Shahbazmoradi, S., Afshar, Z., & Shahbazmoradi, M. (2015). Investigating the barriers of the green human resource management implementation in oil industry. *Management science letters*, 5(1), 101-108.
25. Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: a comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management*, 27(2), 192-211.
26. Hasan, A. N. M. (2019). Revisiting the impact of green human resource management practices on the sustainable environmental performance: An emerging economy perspective. *IIUC Business Review*, 123-146.
27. Hutomo, A., Marditama, T., Limakrisna, N., Sentosa, I., & Yew, J. L. K. (2020). Green human resource management, customer environmental collaboration and the enablers of green employee empowerment: enhancing an environmental performance. *Dinasti International Journal of Economics, Finance & Accounting*, 1(2), 358-372.
28. Ibrahim, H., Yusoff, Y. M., & ZIN, M. L. M. (2015). Ehrm Needed For Green Human Resource Management. *CGHRM*, 69.
29. Jakšić, M. L., & Rakočević, S. B. (2012). Proceedings of the XIII International Symposium SymOrg 2012: Innovative Management and Business Performance. University of Belgrade, Faculty of Organizational Sciences.
30. Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., & Mata, P. N. (2021). Perceived green human resource management practices and corporate sustainability: Multigroup analysis and major industries perspectives. *Sustainability*, 13(6), 3045
31. Jijena-Michel, R. D., & Michel, C. E. J. (2011). The moderating effect of human resource flexibility on the relationship between autonomy or feedback and faculty satisfaction. *Cuadernos Latinoamericanos de Administración*, 7(13), 15-24.
32. Jyoti, K. (2019). Green HRM—people management commitment to environmental sustainability. In proceedings of 10th international conference on digital strategies for organizational success.
33. Kalleberg, A. L., & Marsden, P. V. (2019). Work values in the United States: Age, period, and generational differences. *The ANNALS of the American Academy of Political and Social Science*, 682(1), 43-59.
34. Karman, A. (2019). The role of human resource flexibility and agility in achieving sustainable competitiveness. *International Journal of Sustainable Economy*, 11(4), 324-346.
35. Katou, A. A. (2022). Human resources flexibility as a mediating mechanism between high-performance work systems and organizational performance: a multilevel quasi-longitudinal study. *EuroMed Journal of Business*, 17(2), 174-192.
36. Kaur, S., Sehgal, J. K., & Grima, S. (2022). Virtual hiring: An effective green human resource management practice. *International Journal of Sustainable Development and Planning*, 17(6), 1699-1704.
37. Ketkar, S., & Sett, P. K. (2010). Environmental dynamism, human resource flexibility, and firm performance: analysis of a multi-level causal model. *The International Journal of Human Resource Management*, 21(8), 1173-1206.
38. Khan, A. H. (2020). Green Human Resource Management: Need of Modern Era. *International Journal of Research in Human Resource Management*.
39. Laidi, W., Putit, L., & Mansor, A. A. B. (2021). Flexible Human Resource Management Strategy in Small and Medium Enterprises (SMEs) under COVID-19: A Case Study from China. *Global Business & Management Research*, 13(4).
40. Lakshmi, P. V., & Battu, N. (2018). A Study on Green HRM—an Emerging Trend in HR practices. *International Journal of Management*, 9(3), 74-82.
41. Leidner, S., Baden, D., & Ashleigh, M. J. (2019). Green (environmental) HRM: Aligning ideals with appropriate practices. *Personnel Review*, 48(5), 1169-1185.
42. Mandago, R. J. (2019). Influence of green human resource management practices on environmental sustainability in service based state corporations in Kenya (Doctoral dissertation, JKUAT-COHRED).
43. Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of cleaner production*, 143, 474-489.
44. Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2019). Green human resource management practices: A review.
45. Pabian, A. 2015. Zrównoważone zarządzanie zasobami ludzkimi [Sustainable human resource management]. *Zeszyty Naukowe Politechniki Częstochowskiej Zarządzanie* 17(7):7-16. Retrieved
46. Pandey, A. (2013). The road less traveled: The moderating effects of relational coordination on the relationships among human capital, employee behaviors and performance.
47. Peng, J., Yin, K., Hou, N., Zou, Y., & Nie, Q. (2020). How to facilitate employee green behavior: The joint role of green transformational leadership and green human resource management practice. *Acta Psychologica Sinica*, 52(9), 1105.
48. Pham, T. N. M. (2021). The Relationship Between Human Resource Management Practices, Work Engagement and Employee Behavior: A Case Study in Vietnam. *The Journal of Asian Finance, Economics and Business*, 8(4), 1003-1012.
49. Pradhan, R. K., Kumari, I. G., & Kumar, U. (2017). Human resource flexibility and organisational effectiveness: mediating role of organisational citizenship behaviour. *International Journal of Human Resources Development and Management*, 17(3-4), 282-300.

50. Prasad, R. S. (2013). Green HRM-partner in sustainable competitive growth. *Journal of Management Sciences and Technology*, 1(1), 15-18.
51. Rezaei, Z., Veisesh, S., & Shiri, A. (2015). An Examination of Effect of Human Resource Flexibility on Organizational Performance: A Case Study in Petroleum, Gas, and Petrochemical Companies in Province of Ilam. *International Journal of Management Sciences*, 5(7), 490-497.
52. Rezaei, Z., Veisesh, S., & Shiri, A. (2015). An Examination of Effect of Human Resource Flexibility on Organizational Performance: A Case Study in Petroleum, Gas, and Petrochemical Companies in Province of Ilam. *International Journal of Management Sciences*, 5(7), 490-497.
53. Sabokro, M., Masud, M. M., & Kayedian, A. (2021). The effect of green human resources management on corporate social responsibility, green psychological climate and employees' green behavior. *Journal of Cleaner Production*, 313, 127963.
54. Sabuhari, R. (2021). The role of organizational culture adaptation and job satisfaction in mediating effects of human resource flexibility on employee performance. *JDM (Jurnal Dinamika Manajemen)*, 12(1), 132-145.
55. Sapna, N., & Gupta, A. (2021). Implementation of green human resource management practices: barriers and solutions. *Journal of Scientific Research*, 65(09), 71-77.
56. Schank, R. C., & Abelson, R. P. (2013). Scripts, plans, goals, and understanding: An inquiry into human knowledge structures. Psychology press.
57. Shaban, S. (2019). Reviewing the Concept of Green HRM (GHRM) and Its Application Practices (Green Staffing) with Suggested Research Agenda: A Review from Literature Background and Testing Construction Perspective. *International Business Research*, 12(5), 86-94.
58. Tuan, L. T. (2016). How HR flexibility contributes to customer value co-creation behavior. *Marketing Intelligence & Planning*, 34(5), 646-670.
59. Ullah, M. M. (2017). Integrating environmental sustainability into human resources management: A comprehensive review on green human resources management (Green HRM) Practices. *Economics and management*, 6(1), 14-19.
60. Usman, M., & Mat, N. (2021). Green Human Resource Management: Implication towards environmental performance in developing countries. *International Journal of Economics, Management and Accounting*, 29(1), 207-221.
61. Veise, S., Gholami, A., Hassanaki, L., & Pardejani, H. (2014). The effects of human resource flexibility on human resources development. *Management Science Letters*, 4(8), 1789-1796.
62. Veise, S., Gholami, A., Hassanaki, L., & Pardejani, H. (2014). The effects of human resource flexibility on human resources development. *Management Science Letters*, 4(8), 1789-1796.
63. Xu, L. (2013, June). Mixture models of human resource management flexibility and firm performance. In *Proceedings of the International Conference on Education Technology and Management Science*.