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The role of strategic vision in supporting the greening of human resources: A descriptive and analytical study of the opinions of a sample of teachers at Al-Hadba'a University College

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Abstract

The purpose of this study is to define the concept of strategic vision and its role in supporting the greening of human resources (HR). The study includes two main variables, the first (independent variable), strategic vision. This variable includes three subdimensions (future orientation, communication skills, and broad acceptance). The second main variable (dependent variable) is the greening of HR, including two sub-dimensions (green recruitment and green training). The population of the study consisted of teachers of Al-Hadba'a University College. A random simple sample was selected, 40 distributed questionnaires, and 34 collected questionnaires. The study is based on a descriptive method of analysis using the statistical software package SPSS (V24). Given this background, the following question was identified as the scope of the research question: (What role does strategic vision play in supporting the greening of HR?). A set of hypotheses have been forward. The most important conclusions of the study are:

1. Significant correlation existence between the strategic vision and the greening of human resources has been validated.
2. A significant impact of the strategic vision in the preparation of human resources has been validated.

The study concludes with some necessary recommendations for relevant organizations. The most important of these is to consider the components of a strategic vision to promote and support the greening of human resources in business organizations and to develop a series of recommendations for future research related to the variables of the current study.

Keywords: Strategic vision, greening of human resources, future orientation, green employment

1. Introduction

Dealing with greening and sustainability issues and their challenges requires first a strong and courageous visionary leadership to accept these challenges, and secondly a human resources leader and leadership teams that have a vision and an insight into how to accomplish the perceptions of moving from the current situation to the desired future situation through new approaches, perhaps the most important of which is the application of greening human resources. This requires working according to a new perspective (vision) and a new system through which it can provide documentation of green human resources functions, formulating strategies related to greening these human resources, enhancing services to support and achieve goals, and everything related to their implementation.

In a complex and highly changing environment, human resources must be the first to seize the strategic leadership of all human resource strategies. Thus, the cornerstone for the application of effective green human resource management is the presence of a vision, perception and a clear sense of direction towards the application. The green jobs of human resources should be a model for other departments on how to manage a department efficiently. To do so, it is the responsibility of the human resources department to manage the business through partnership in developing an action plan that fits the business reality with the vision of human resources.

The Research Methodology

Statement of the Problem

1. Is there a role for the strategic vision in supporting the greening of human resources in the organization?
2. Is the interaction between the strategic vision and human resources management in the organization reflected on the greening of human resource?

Study Hypotheses

1. Significant statistical correlation among the strategic vision according to its components (future orientation, communication strength, broad acceptance) and the greening of human resources according to its strategies (green recruitment, green training).
2. There is a significant impact of the strategic vision on the greening of human resources.

Aims of the study

1. Attempting to understand one of the main axes that support the existence, success and survival of the organization, which is the topic of strategic vision.
2. Showing the role of strategic vision in supporting the greening of human resources.
3. Trying to find a type of interaction between strategic vision and the greening of human resources in order to reach a sustainable organization.

Significance of the study

1. It deals with one of the main sensitive topics in the survival and sustainability of the organization with regard to its human resources, and with one of the new axes in the field of human resources, which is its greening within the framework of the green environment in the organization, which today has become the basis for the survival, success and sustainability of any organization.
2. Giving an idea to the departments of organizations to pay attention to various administrative aspects that have not been valued during the past periods, specifically with regard to the greening of human resources and its role in the sustainability of the organization, which is related to the greening of these resources.

Theoretical Framework

Strategic Vision

1. The Concept: The main goal of greening is to help decision-makers obtain the greening of organizational human resources and effective strategies employed to achieve competitive advantage and to contribute directly to sustainable development (Alhiary, 2021:221) ^[3]. Currently; one of the contemporary administration trends known as strategic vision which includes basic concepts in which the aims can be expressed in precise and clear terms that define the future of the organization (Kamariotou and Kitsios, 2019: 3) ^[19]. Here, the strategic vision turns into an applied reality through a strategic plan based on dividing time for aims and distributing them in implementation processes that are flexible and able to adapt to changes (Robinson and Fiset, 2020: 103) ^[9]. Salem (2005: 71). It is pointed out that formulating a comprehensive vision for the organization is the first essential step in the strategic management process. Each organization must have its own ideas and ways of thinking that are different from other organizations, and clarify its purpose of existence. A clear strategic vision is

the cornerstone of developing and implementing effective strategy, because managers cannot lead and make strategic decisions if they lack a concept of the future direction of their activities. This includes many aspects such as the customer needs that need to be met and the market position that needs to be achieved relative to competitors. When a concrete vision can be established regarding the market position that you want and the paths that must be followed, the vision will be able to direct the decision-making process, and define the features of the organization's strategy, all of which contributes to achieving real administrative value. The meaning of the word vision, according to Webster's dictionary, refers to "the ability to see things that can only be seen through mental imaging, perception, and comparison". As for the concept of vision according to the strategic direction, it represents "an integrated and effective statement that explains what the business and activities will be like or what they should be after several years, therefore, the vision is the main pillar of the strategic direction" (Wilson, 1992, 8) ^[22]. Harrison and John (1998:52) ^[11] confirm that the vision is the real future of any organization, which must be realistic because it determines the strategic direction of the organization by searching for answers to a number of questions, including: What is the future of the organization? What will the organization be? What should it be in the future? These questions indicate the direction that the organization aspires to follow in the future. Al-Nuaimi (2003: 4) ^[5] emphasized that the vision "does not mean the aim, but rather a guiding point that indicates the movement of organizations in a specific direction". Seholes and Johnson (1997: 13) ^[17] defined the strategic vision as the state of the desired future for the organization, and it represents the motive that managers focus their attention on and encourages the members of the organization around it as well. Mirkhan (2003: 54) ^[23] defines the strategic vision as thinking and mental perception of the future state of the organization's direction, and it is framed in the light of senior management's beliefs, values, and behavior in a manner that is consistent with future environment variables. Abdul Qader (2006: 19) ^[1] defined it as how the interaction and interdependence between the relevant parties (stakeholders), and what is the method that achieves competitive advantages through this interaction.

2. Components of the strategic vision

Despite the different points of view on the components of strategic vision, the most important components can be identified as follows (Ali, 2007, 67):

A. Future Orientation: Strickland, and Thompson (1999:28) have identified the future orientation through a clear and worthy strategic vision, which is a prerequisite for effective strategic leadership. Managers cannot work effectively as leaders or strategy makers without a future constructive concept for business.

B. The power of Communication: Dawai (2005: 85) ^[8] has indicated that vision means the need to create a broad and continuous communication process in the work of managers in order to merge with the culture of the organization. Rahima (2008, 22) ^[24] explains that this characteristic is almost relative, due to changes in the external environment and the conditions of uncertainty that may prevent the continuation of the vision. Thus, the matter requires the

formulation of a new vision that is compatible with the changes that have taken place.

C. Broad Acceptance: The vision has no meaning if it does not reach the workers in the organization who must understand this vision, and that the usual assumption is the acceptance of this vision in a large way by the members of the organization (Lynch, 2000: 444) ^[21]. Harvey (1998: 65) ^[12] has also indicated that obtaining this vision means accepting it by the minds and hearts of the workers, and it cannot be said that those are not the individuals at the top, but rather the individuals subordinate to the small positions.

3. Characteristics of the Strategic Vision

The characteristics that the strategic vision should possess as indicated by Ginter *et al.* (1998, 154) ^[10] include:

- To be flexible, because the future is an uncertain situation, so an effective vision must remain open to change in order to accommodate future changes, strategic capabilities over time, and a sense of common interest.
- The vision should have an inspiring effect, and should influence the behavior as well.
- To be clear, challenging, and differentiated, beyond doubt.
- The vision must be stable, challenging, and change as necessary when reality requires it.
- The vision must become a tool of control, because it is important to give feeling and guide individuals.
- The vision should call for better efforts for employees and customers. Since the vision is related to aspirations and excellence, it must be realized that the employees are the first to be urged to achieve this distinction.

A vision means preparing for the future

Based on this, we find among the components and characteristics of the strategic vision that it carries with it many hints, which indicate the importance of having pioneering and new entrances through which you can imagine achieving things in new creative ways, and be proactive in achieving excellence in its ability to achieve principles, policies and practices that keep pace with the challenges and complexities imposed by the environment. Human resource governance can be considered as one of these important entry points in supporting the strategic vision.

4. Implementation of the strategic vision

Al-Barwari (2005: 24) ^[2] indicates that the formulation of the strategic vision is a difficult task, and that its implementation is more difficult, but the vision must be pursued if it has any impact on the organization. Formulating the vision, communicating it to the stakeholders and implementing are regarded as tasks of the strategic leader. Some organizations believe that formulating the vision is the only task, but if they do not have a plan for how to implement it, then formulating the vision is a wasted effort and negatively affects the organization. Before implementing the vision, managers must communicate the strategic vision to all stakeholders, especially stakeholders within the organization. It is essential that the vision is well laid out so that it can be easily understood by the stakeholders. If the strategic vision encourages individuals, it must be communicated to all

members of the organization. In large organizations, the vision can be communicated to all stakeholders through multiple means (in writing, speeches, interviews, etc.). The vision must be realistic. Managers must not only say they trust the vision, but they must show that they act upon it through their decisions and actions. When the vision is communicated to all stakeholders, it can continue to be applied. Ali (2007: 59) ^[4] indicates that the strategic vision is part of the strategic management process, which includes organizations' values and ambition, often without specific data about the strategies used to obtain it, as the organization's vision provides a point of contact between many internal and external beneficiaries. The researcher believes that the implementation of the strategic vision requires a clear document of the organization's vision and mission, all employees of the organization participate in formulating the organization's vision and mission, and those concerned are committed to the vision and mission.

Second: Greening Human Resources

1. The concept of greening human resources

Ismail (2021:538) ^[15] has indicated that creating green thinking among employees in organizations is the role of managers and human resource experts who must transform employees into people committed to environmental issues. In order to achieve the environmental goals, it is necessary to:

- a. Include environmental issues and how to address them in various traditional human resource strategies and policies.
- b. Necessarily redesign human resources to be sensitive to the laws and policies of not being wasteful and appropriate consumption of resources.
- c. Apply the green concept as a must in organizational strategies, starting from the sub-organization of management, up to human resource management strategies. Hussain (2018, 251) explained that the greening of human resources is the implementation of environmentally friendly human resources initiatives, which leads to more efficiency, reduced costs, and improved employee participation and retention. This, in turn, helps organizations reduce their carbon footprint such as electronic filing, car sharing, job sharing, teleconferencing, virtual interviews, recycling, commissioning, online training, and energy efficient office space. It is defined by Jabbour *et al.* (2010,1055) ^[16] as the "greening" of the functional dimensions of human resource management such as job description, recruitment, analysis, training, selection, performance appraisal and rewards as being the green human resource management. Khan (2015:03) ^[18] indicated that greening or the term "green" has different meanings, but in all cases, it is related to the natural environment. In the context of human resource management in the workplace it includes four tasks:
 - a) Protecting natural resources by preserving their original form and protecting them from damage, loss or negative change.
 - b) Preserving the natural environment: by reusing resources "what comes from the earth must return to the earth" and "what comes from industry must return to industry".
 - c) Reducing environmental pollution: by recycling and proper disposal of resources.
 - d) **Greening people:** By creating awareness regarding the concept of Green Go and spreading that in the surrounding environment.

2. Objectives of Greening Human Resources

The basic and most obvious rationale for implementing human resource greening is the following:

- a) Creating a "green workforce" that understands, values, and practices green initiatives and maintains its green objectives throughout the human resource management process to recruit, train, compensate, develop, and enhance human resources.
- b) Suitable human capital must be established to obtain competitive advantages related to sustainability such as green products or increasing economic efficiency. Therefore, in order to improve economic performance, human resource greening may generating competitive advantages related to environmental sustainability.
- c) Enhancing the overall motivation of employees, attracting talented candidates, and retaining the most valuable employees.
- d) That green reputation effectively attracts the most talented potential employees.
- e) Improving economic performance by contributing to competitive advantages related to human resource management such as auxiliary human capital, employee participation, and skill stock.

2. Dimensions of greening human resources

a. Green Employment

Organizations are currently tending to search for candidates with an environmentally friendly mentality, and organizations emphasize is an innovative idea through protecting the environment and caring for it as an important strategy for employment. Victor and Letam (2021,110) define Green Employment as the process of attracting and employing candidates who possess skills and green values. Gupta and Gupta (2013: 32) describe Green Employment as a process of employment free of paper with the lowest environmental effect. Requests are invited through online methods such as e -mail or online applications, and interviews are made over the phone or video to reduce any environmental impact on travel. Encouraging small practices at work, such as extinguishing lights and equipment if they are not used, closing desktop devices, instead of trips holding conferences remotely, and seeking to use an office without papers to create a full world of difference and an exciting place to work in.

(1) Employment steps for organizations interested in green employment

Table 1: The most important employment steps for organizations interested in green employment (Gupta & Gupta, 2013, 33-34):

No.	Steps	Content
1.	Ensure the decision scale for candidate selection	Human resources managers must ensure that their main criteria which is the environmental friendliness for selecting jobs must be consider from large number of qualified job applicants. Otherwise, in order to support green hiring initiatives, it will be impossible to convince top managers. To do this, HR staff can initiate focus groups in industry forums to identify the "green" factors that are important to people looking for a new job.
2.	Benchmarking	The HR manager with the help of various sources like browsing the web, should identify the best environmental practices for other organizations. Therefore, in order to see the success and progress the company has achieved by using this competitive analysis and to determine the future direction of action.
3.	Organization's website	Organizations should disclose on its career website their green efforts and the results of those efforts. Organizations must disclose recycling statistics and indicate whether they are carbon neutral, win environmental awards, or work to reduce greenhouse gases. The narratives or environmentally conscious employee's video profiles of the organizations should also include in the website.
4.	The organization becomes the center of attention	If the organization has a good environmental record, it's important that people know this. The organization's impressive environmental record appears in business magazines, industry publications and trade as well as newspapers and television. Brief press releases of the companies should be issued from time to time on environmentally focused initiatives to enhance their social impact.
5.	Employment ads	Candidates are likely to read organizations advertise in newspapers and magazines, who are sensitive to the environment. Organization may have won some of the eye-catching facts and prestigious environmental awards, which should be highlighted in recruitment advertisements.
6.	Job description	The HR manager has to ensure in the job description to include combating negative environmental repercussions responsibilities, the allowances are accrued and are made. This is critical issues because if job seekers do not see in the company being green built into "every job", they may see the organization's "green hiring" as merely a public relations effort.
7.	Interviews	During the interview, managers should be provided with comprehensive green fact sheets outlining the organization's green credentials. It should provide candidates with a side-by-side comparison of how the organization's environmental record is superior to other competing organizations they might consider. This helps the candidate understand the organization's edge compared to competitors.
8.	Sources	In order to improve an organization's environmental image one of the best ways is to hire plenty of green employees through word of mouth, who can spread the company's green initiatives. Company's recruitment team has its responsibility to identify sources from which to source quality green candidates.
9.	Referrals	Company ambassadors are ultimately the employees, and everything they say and do can have a profound impact. Recruitment process also affected. Let the word spread from the company existing employees, which will help with product sales and recruitment. Enlist support of the existing employees can be from Employers, talk to the right people in the environmental community specifically about "greening" the company, and look for potential candidates to name you.
10.	Possession of awards	The key component in building a recruitment brand is always an excellence winning awards. Winning prestigious, one of the key components of the company's strategy, should be high-profile environmental awards.
11.	Advisory group	Human resources managers in order to gauge the quality of the company's messaging on environmental issues, should be consult with six to eight employees who are active in environmental activities. Based on the company's "green" record, in order to ensure the quality of information and influence more applicants must be considered from employees.
12.	Product image	If the applicant is environmentally conscious, they want to ensure that the products they produce and bring to the market are environmentally friendly and will not disrupt the fragile ecological balance. Therefore, in order to emphasize that the product is environmentally friendly, means putting pressure on advertising and marketing

		of a product. Packaging must be the company's designated green color.
13.	Value data	The company must ensure that the company's goals, vision, mission, and values include elements of the environment.
14.	Annual report	Many applicants no surprise to take the time to read a company's annual report. Ensure the annual report of the company should include sections that highlight facts and your environmental record that you are hiring green employees.
15.	Employee benefits	For an environmental issue the employee's benefits and who make any effort should be looked from The HR manager.
16.	Bonus criteria	Another dimension for all employees can be added by the HR manager in the formal performance appraisal system. Which can be used later as a critical component of bonuses, promotions, and salary increases.
17.	Developing staffing metrics and rewards	If candidates know the rewards in terms of the hiring decision align with environmentally-based hiring metrics this led to successful of the green hiring booth. Metrics should include how well candidates perceive the organization's strong environmental record. Also, how many candidates turn down offers because of a poor record? Meanwhile, how often cite the company's strong environmental record by potential employees as one of the main reasons for this. Offer accepted. Finally, in order to determine whether environmental factors contributed to their exit the HR manager can organize exit interviews with your top performers.

The table was prepared by the researchers based on Gupta & Gupta (2013:33-34)

B. Green Training

Providing environmental training to members of the organization is an important function of green human resource management in order to develop their required skills and knowledge. Al-Saadi (2006: 181) [6] states that training is a process of changing the behavior of workers towards achieving the goals of the organization, is related to the current work skills, and is a directed activity that helps workers to obtain the skills, capabilities and knowledge that they need for their success at work. David (2011: 240) explained that the results obtained from research indicate that business schools at the university level do a poor job in educating students concerning environmental issues. Poor decisions made by business students with limited knowledge of environmental issues. Therefore, environmental issues should be addressed by business schools in their curricula. Failure to do so may result in graduates making inappropriate business decisions in relation to the natural environment. Moreover, the failure to provide adequate coverage of natural environment issues and decisions in their training may make these students less attractive to employers. The results with most important positive outcomes of green training can be summarized as follows (Mamin, 2017:1415):

1. Helps workers reduce waste from production processes.
2. Energy conservation, optimal use of resources, and reduction of environmental degradation causes.
3. Providing opportunities to involve workers in solving environmental problems.
4. Green reward management.

As for initiatives based on greening human resources to implement sustainability as a bottom-up process, Dangelico

(2015: 741) [7] recommends:

1. Creating an enabling business environment with high levels of environmental awareness and orientation.
2. To improve compliance and environmental awareness should provide employees with appropriate training.
3. Implementation of awards systems to praise and reward employee efforts and environmental achievements.
4. Adequate support should be provided from senior managers to employees in facing environmental challenges.

The Third Part

The Field Framework of the Study

Description and Diagnosis of the Study Variables

First: Description and diagnosis of the components of the strategic vision

1. Description and Diagnosis of Future Orientation

This component, as shown in Table (2), has obtained an arithmetic mean of (3.948) with a standard deviation of (0.948). The question (X2) contributed to enriching this pattern, and this question obtained an arithmetic mean of (4.441) with a standard deviation of (0.504). The question (X2) contributed to enriching this pattern, and this question obtained an arithmetic mean (4.441) with a standard deviation (0.504). This question indicates (our organization follows the occurrence of changes in the external environment and rethinks their implications for the activities of the organization), while the question ((X3) got the lowest arithmetic mean value (3.265) with a standard deviation (1.024). The question refers to (our organization continuously diagnoses strategic issues that have an impact on the future of the organization).

Table 2: The arithmetic mean, frequency, and standard deviation of the future orientation component

Standard deviation	Arithmetic mean	Strongly don't agree		Don't agree		Somewhat agree		Agree		Strongly agree	Qs
		Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency
0.5040	4.4412							55.88	19	44.12	15
0.743	4.4120			2.94	1	2.94	1	47.06	16	44.12	15
1.024	3.265	5.88	2	17.65	6	26.47	9	44.12	15	5.88	2
1.147	3.676	2.94	1	14.71	5	23.53	8	29.41	10	29.41	10
	948.3 948.0	The sum of the standard deviation and mean									

Researchers are prepared the table.

2. Description and diagnosis of the power of communication: This component obtained the arithmetic mean (3.656) with a standard deviation (0.992) and contributed to enriching this question (X7), as it obtained the arithmetic mean (4.176) with a standard deviation (0.869). This indicates that (our organization adopts a creative thinking style in solving problems that impede the

process of implementing activities). The question (X5) got the lowest arithmetic mean of (2.794) with a standard deviation (1.008). This question indicates that (our organization believes that the culture of the organization allows for continuous coordination in the work of managers in a way that ensures the achievement of the goals of its senior management).

Table 3: The arithmetic mean, frequency, and standard deviation of the communication strength component

Standard deviation	Arithmetic mean	Strongly don't agree		Don't agree		Somewhat agree		Agree		Strongly agree		Qs
		Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	
1.008	2.794			55.88	19	14.71	5	23.53	8	5.88	8	X5
0.778	4.000			5.88	2	11.76	4	58.82	20	23.53	8	X6
0.869	4.176			2.94	1	20.59	7	32.35	11	44.12	15	X7
	656.3 992.0	The sum of the standard deviation and mean										

Researchers are prepared the table.

3. Description and Diagnosis of Broad Acceptance

This component obtained an arithmetic mean of (4.095) with a standard deviation of (0.103), as the question (X11) contributed to enriching it with an arithmetic mean of (4.412) and a standard deviation of (0.701). This question indicates that (the manager explains to the workers his vision of how to address many of the issues and problems

facing the organization). As for the question (X10), it obtained the lowest arithmetic mean of (3.735) and a standard deviation of (1.082), indicating that (in our organization there are complete perceptions of the strategic vision for the future of the organization among all employees in the organization).

Table 4: The arithmetic mean, frequency, and standard deviation of the broad acceptance component

Standard Deviation	Arithmetic mean	Strongly don't agree		Don't agree		Somewhat agree		Agree		Strongly agree		Qs
		Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	
0.808	4.206			5.88	2	5.88	2	50.00	17	38.24	13	X8
1.000	4.029			11.76	4	11.76	4	38.24	13	38.24	13	X9
1.082	3.735	5.88	2	8.82	2	11.76	4	52.94	18	20.59	7	X10
0.701	4.412					11.76	4	35.29	12	52.29	18	X11
	095.4 103.0	The sum of the standard deviation and mean										

Researchers are prepared the table.

Second: Description and diagnosis of the greening of human resources

1. Description and diagnosis of the green staffing strategy: This strategy obtained an arithmetic mean of (3.806) with a standard deviation of (1.007), and the question (X15) contributed to enriching this strategy. This question obtained an arithmetic mean of (4.088) and a standard deviation of (0.900), which indicates (the human resources department in our organization has visions and

perceptions about green practices (and uses standards) for job candidates). Whereas, the question (X16) obtained the lowest arithmetic mean of (3.206) with a standard deviation of (1.250), which includes (as our organization operates in renewable energy, there are benefits to human resources such as increasing employee motivation/increasing engagement/reducing turnover at work/and improving health for the workforce).

Table 5: The arithmetic mean, frequency, and standard deviation of the green employment strategy

Standard Deviation	Arithmetic mean	Strongly don't agree		Don't agree		Somewhat agree		Agree		Strongly agree		Qs
		Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	
1.193	3.824	5.88	2	11.76	4	8.82	3	41.18	14	32.35	11	X12
1.105	3.853			17.65	6	14.71	5	32.35	11	35.29	12	X13
0.983	4.059			8.82	3	17.65	6	32.35	11	41.18	14	X14
0.900	4.088			8.82	3	8.82	3	47.06	16	35.29	12	X15
1.250	3.206	8.82	3	23.53	8	23.53	8	26.47	9	17.65	6	X16
0.978	3.952	2.94	1	11.76	4	23.53	8	47.06	16	14.71	5	X17
	806.3 007.1	The sum of the standard deviation and mean										

The table is prepared by the researchers.

2. Description and diagnosis of green training

This strategy obtained the arithmetic mean (3.176) and a standard deviation (1.210), as the question (X20) contributed to enriching this strategy with an arithmetic mean of (3.706) and a standard deviation (1.268). This question refers to (the processes of developing the

competencies of workers in our organization based on environmental foundations), while the question (X22) obtained the lowest arithmetic mean with a value of (2.941) and a standard deviation of (127.1), as the question indicated that (our organization is working on training on safety aspects of environmental management).

Table 6: The arithmetic mean, frequency, and standard deviation of the green training strategy

Standard Deviation	Arithmetic mean	Strongly don't agree		Don't agree		Somewhat agree		Agree		Strongly agree		Qs
		Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	
1.087	3.029	5.88	2	32.35	11	20.59	7	35.29	12	5.88	2	X18
1.071	3.059	5.88	2	26.47	9	32.35	11	26.47	9	8.82	3	X19
1.268	3.706	2.94	1	20.59	7	14.71	5	29.41	10	29.41	10	X20
1.147	3.324	8.82	3	14.71	5	23.53	8	41.18	14	11.76	4	X21
1.127	2.941	8.82	3	32.35	11	20.59	7	32.35	11	5.88	2	X22
0.953	3.000	5.88	2	26.47	9	29.41	10	38.24	13			X23
	1.210 3.176	The sum of the standard deviation and mean										

The table is prepared by the researchers.

Second: Testing the study hypotheses

1. Testing the first hypothesis

This hypothesis states that there is a significant correlation

between the strategic vision and green human resource management. Table (7) indicates the results of the correlation analysis between the two variables.

Table 7: Represents the results of the correlation analysis between the two variables total indicator Green

Total indicator	Green Training	Green Employment	HRMG
			Strategic vision
0.790	0.666	0.930	Future orientation
0.657	0.596	0.442	Communication Strength
0.426	0.429	0.550	Broad Acceptance
0.629			Total indicator

The prepared table by the researchers based on the computer, N=34 D.F (3.30)

It is clear from the above table that there is a significant correlation at the level of the overall indicator between the strategic vision and (HRMG) with a value of (0.629). This indicates the strength of the relationship between the two variables and that when senior management adopts a specific component of the strategic vision, this component has a natural relationship that directs the organization towards creativity. At the level of each component of the strategic vision, the future orientation component was associated with a relationship with green employment with a value of (0.790), and this component was associated with a strong significant relationship with green training with a value of (0.930). Therefore, these two variables are a close to one another and have strong correlation.

The strength of communication was associated by a relationship with HRMG with a value of (0.657), and the communication strength component was associated with a

significant relationship with green employment, with a value of (0.443), which is a significant relationship. With regard to the third component (broad acceptance), it was associated with a relationship with HRMG by a value of (0.426), where this component was associated with a significant relationship with green employment by a value of (0.550). This component was associated with green training with a significant relationship by a value of (0.429). It can be observed from the analysis that there is a correlation for all components of strategic vision (HRMG), for both strategies with varying strength.

2. Testing the Second Hypothesis

The second hypothesis states the strategic vision and the HRMG have a significant effect. Table (8) indicates the results of the regression analysis between the two variables above.

Table 8: Regression analysis between strategic vision components and HRMG

F value		R ²	Strategic vision				Independent variable
Tabularity	Calculated		B3: Broad acceptance	B2: Communication strength	B1: Future orientation	B0	
2.92	6.33	0.395	0.391	0.372	0.579	1.036	HRMG
			*(2.84)	*(2.73)	*(4.12)	*(3.68)	

Computer, N=34 D.F (3.30)

As for the level of influence of the components of the strategic vision in green employment, Table (9) indicates the

results of the regression analysis between the two variables.

Table 9: Regression analysis between the components of the strategic vision and green employment

F value		R ²	Strategic vision				Independent variable
Tabularity	Calculated		B3: Broad acceptance	B2: Communication strength	B1: Future orientation	B0	
2.92	11.12	0.475	0.215	0.588	0.639	1.900	Green employment
			(0.30)	*(2.80)	*(3.11)	*(0.40)	

The table was prepared by the researchers based on the computer, N=34 D.F (3.30)

From the above table, we notice that the components of the strategic vision have lost (47.15%) of the organizations' adoption of green employment, and this is supported by the calculated (F) value of (11.12) which is higher than its tabular value (2.92). As for the level of influence of each strategic vision component on green employment, it is noticed that the two components of future orientation and the strength of communication had a significant impact on

green employment, as the calculated t values were (3.11) and (2.80), respectively, which are significant values. On the other hand, the component (broad acceptance) had no significant effect on green employment, as the calculated t value was (0.302), which is less than its tabular value. With regard to the impact of the components of the strategic vision on green training, Table (10) indicates the results of the regression analysis between the two variables.

Table 10: Regression analysis between the components of the strategic vision and green training

F Value		R ²	Strategic vision				Independent variable
Tabular value	Calculated		B3: Broad acceptance	B2: Strength of communication	B1: Future orientation	B0	Dependent Variable
2.92	9.37	0.384	0.631 *(2.92)	0.532 *(2.81)	0.921 *(3.163)	0.118 *(0.91)	Green employment

The table was prepared by the researchers based on the computer, N=34 D.F(3.30)

It is clear by looking at the table that there is a significant effect of the three components in the green training. These components lost (38.4%) of the change in the green training, supported by the calculated (F) value of (9.37) which is higher than its tabular value of (2.92). At the level of each component of the strategic vision, it was observed that the three components had a significant impact, as the calculated value of (t) for future orientation, communication strength, and broad acceptance reached (3.163), (2.81), and (2.92), respectively, all of which are significant values.

Based on the above results, the second hypothesis is validated.

The Fourth Part: Conclusions and Recommendations

First: Conclusions

1. The implementation of the strategic vision (future direction, strong communication, broad acceptance) is important in greening human resources.
2. The respondents confirm the interest of the studied organizations in the strategic vision in greening human resources.
3. There are significant correlations between the strategic vision and the greening of human resources indicated by the results, which was reflected by the correlation coefficient of (0.692) in a significant level (0.05).
4. Strong correlation showed by the results between the dimensions of the strategic vision (future orientation, strength of communication, broad acceptance) and the greening of human resources, and this is supported by the correlation coefficients of (0.790, 0.426) at a significant level (0.05).
5. Statistical analysis results showed that there is a significant effect between the strategic vision in the greening of human resources, and the effect is attributed to the value of (F) calculated, which has a value of (6.33), which is greater than its tabular value (2.92) within a significant level (0.05).
6. Statistical analysis results showed that the dimensions of the strategic vision (future orientation, communication strength, broad acceptance) in the greening of human resources have a significant effect. The highest effect of the future orientation dimension (0.579) was indicated in the greening of human resources, and this effect is supported by the calculated (F) value of (6.33), which is greater than the tabular value (2.92) at a significant level (0.05).

Second: Recommendations

1. In order to enhance the greening of human resources must take attention to applying the three-component strategic vision in business organizations.
2. In consistency with the results reached in the study, which showed the relationships of influence and correlation between the main and sub-variables of the study, and in view of the presence of many significant

relationships, the researcher suggests in order to leads to achieving great distinction both in the strategic vision or in greening that the researched organization must pay more attention to these relationships, with the aim of reaching the goals of the organization, and investing opportunities.

3. The need for the researched organization to apply the principle of benchmarking, by making every effort to reach the greening of its employees and then reach sustainability in order to proceed with entering the international rankings of universities, including the Matrix classification.
4. The need to encourage a culture of open communication that supports the future direction through a clear and understandable vision for the employees in a way that supports and enhances the processes and activities related to greening in the field of human resources in order to reach human sustainability.
5. The need to take into account the dimensions of greening, which include (green employment, green training).

Third: Future Directions

1. The role of quality circles in greening human resources.
2. The impact of the carbon footprint in accessing the sustainability of human resources.
3. The effect of flexible job description in human resource management.

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