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Identification of Environmental Strategies for Managing Human Resources in Islamic Azad University

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Abstract

Given the importance of education and institutionalization of the relevant discussions in scientific centers and universities, this article was to identify environmental strategies for managing human resources in the Islamic Azad University, Iran. This is an applied research in terms of purpose, a correlation study in terms of descriptive nature, and a survey in terms of method. The statistical population included experts of human resource management from the Islamic Azad universities. The researcher-made questionnaire consisted of 31 questions in the spectrum of very high to very low was used to collect data. The methods proposed by (Hui Law & Chen, 2017) were used to determine the content validity. Validity of the measurement tool was checked referring to the experts' opinions. The questionnaire was given to the experts to match the questions to the variables using three options of "necessary", "useful but not necessary" and "not necessary". An acceptable lavage coefficient of 0.42 was obtained for 20 experts. In addition, more than 70% of the respondents selected the option "appropriate" as the lavage option for all items, and the lavage coefficient of above 0.42 was obtained for all the items, and finally, their validity was confirmed. The Content Validity Index (CVI) was calculated to be 0.99 in most cases. Cronbach's alpha coefficient of the variables was higher than 0.7, indicating the internal consistency of the items and confirmation of reliability. In this article, 31 environmental strategies were presented for managing human resources as 4 general loops of recruitment and employment, education and development, and green maintenance and utilization.

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Introduction

Since the 1990s, the environmental management system has been recognized as one of the largest security systems in the world and one of the most effective tools for achieving sustainable development (Cheema & Javed, 2017). Since Human Resource Management (HRM) plays an important role in shaping organizational culture, structure, strategy, and development, it is crucial for achieving organizational sustainable development (Mirsapasi, 2014). Integrating environmental management into HRM is known as Green Human Resource Management (GHRM) which aims to help organizations improve environmental performance by increasing employee participation and committing to the environment (Sarkis et al., 2019). Studies on greening organizations through setting relationships between HRM and environmental management began in the 1990s. It can be said that (Wangner, 2013) in his book *Green people, human resources and environmental management* raised the issue. As similar studies increased, the need to implement green plans in organizations became more apparent.

GHRM refers to all the activities for development, implementation, and continuous maintenance of a system that seeks to green the employees of an organization. It provokes employees' awareness, information, and interaction among the employees about the environment and environmental factors. It also triggers social responsibility and guides the employees to fulfill their tasks and commitments to the environment through green policies. These activities not only lead to efficiency, effectiveness, low costs, cooperation among employees, and sustainability but also bring about a competitive advantage for organizations. (Javadin et al., 2016), states that the concept of GHRM stems from the fact that organizations must be consistently and continuously integrated with the internal decisions and activities.

The term sustainable development was first mentioned in the Brentland report issued by the United Nations. According to the studies conducted so far, it is clear that green human resource management emphasizes a practical definition of human resources and human resource activities while highlighting issues about the environment and matters around employees (Ghaderi Rahaghi, 2021).

Due to the numerous environmental problems around the world and climate changes affecting humankind and daily life, it is worthwhile to explore sustainable development and the importance of concerning the environment from various aspects. In this regard, scientific and research centers undertake a serious mission. The importance of education and institutionalization of the relevant discussions requires scientific centers and universities to take action and research to find the way to deal with environmental issues and comprehensive development of green activities in organizations as an influential part of human society. Green human resource is a topic related to and a subset of sustainable development and environmentally friendly management, which has been considered by researchers, international institutions, and other organizations since the beginning of the century (shayan nia & mirataollahi olya, 2021).

According to whatever mentioned, the purpose of this paper is to identify the environmental strategies for managing human resources in the Islamic Azad University, Iran.

Empirical background of the study

(Hassani & Kohansal, 2018), conducted a study entitled "*Investigating the effect of macroeconomic variables on the environmental performance index*". The results revealed positive and significant impacts of senior management commitment to environmental management, staff environmental training, staff group working, staff participation, environmental rewards to employees, and environmental programs on organizational performance. However, the impact of employee environmental communications and collaborations on the organization's performance was not significant.

(Rajabpour, 2017), in a study entitled " *The effect of human resource management on the development of environmental management*" found that human resource functions have a positive and significant effect on the adoption of environmental management.

(Farokhi et al., 2020), in a study entitled " *Presenting the framework of green human resource management in the steel industry*" found out that GHRM affects individual, organizational, and group consequences and due to the need to internalization, the environmental attitudes of employees and managers who work for Mobarakeh Steel Company need to be changed and their knowledge on the environment has to be increased through education.

(Shams et al., 2019) conducted a study entitled "Practical measures of green human resource management in NGOs in developing countries" and indicated that human resource management entails a lot of potential to improve the environmental performance of organizations. They also suggested that human resource stakeholders can implement a sustainable environment for the organization and provide opportunities for employees to engage in the environmental efforts made by the management department with a good understanding of the issue and influencing employee motivation by GHRM practices.

(Fayyazi, 2018), in a study entitled "*Exploration of barriers to implement green human resource management in the oil industry*" acknowledged that there is a growing need to integrate environmental management with humans. Their results showed that lack of comprehensive planning to implement GHRM and ambiguity of green value are of the highest level of importance while employee resilience is of the least importance.

(Renwic et al., 2016)), in a study entitled "*Green human resourse management: a review and research agenda*" examined the effect of macroeconomic variables on the environmental performance index and concluded that attention to the economic, social, cultural, and political dimensions of community development and coordination among them is the most fundamental pillar of planning in the road to achieve sustainable development.

(Sarkis et al., 2019) in the study entitled "*Stakeholder pressure and adoption of environmental practices:the mediating effect of training*" integrated the literature of environmental management and human resource management. They explained the issue through three stages of developing green abilities, motivating green employees, and creating green opportunities. They emphasized the elements such as recruitment, education and development, performance management, reward and payment system, employee participation, empowerment, and cultural atmosphere.

(Yang Joong et al., 2019) in the study entitled "*The effect of green human resource management on hotel employees eco-friendly Management* " showed that the use of environmental management system has a positive and significant impact on the indicators of HRM

(employee satisfaction and maintenance) and the use of environmental management has a significant relationship with HRM.

(Arulrajah et al., 2015) in a study entitled "*Green Human Resource Management Practices: A Review*" sought experimental evidence to determine the relationship between green human resource factors (environmental factors and organizational-environmental performance). They studied employee perception through the factors of senior management commitment to environmental management, employee environmental interaction, employee environmental education, environmental teams, employee involvement, employee environmental rewards, and green planning that were found by reviewing the literature. The impact of the factors on environmental performance in manufacturing organizations with ISO14001 certification was also examined.

(Pulakos & Oí Leary, 2020), in a study entitled " *Why is Performance Management Broken*" stated that the use of GHRM practices is positively related to the financial benefits of programs and financial performance of the organization. Further, since GHRM is part of the broader social responsibility program, human resource managers are expected to raise awareness among people who are somehow involved in improving the environmental performance of the organization.

(Aali shirmard et al., 2020), conducted a study entitled " *Designing and Validating the Optimal Model of Extracurricular Curriculum for Junior High School Students with a Social Harms Prevention Approach* ". The framework of this research was based on the theory of capability-motivation-opportunity which states all human resource actions that improve the human capital of the corporate will ultimately lead to better performance of the organization. The results from a statistical sample of 273 employees of four textile factories in Pakistan show that GHRM affects a sustainable environment using the mediating role of corporate social responsibility.

(Nabavi Jafari et al., 2020), conducted a study entitled " *Introduction of a model for identifying indicators of education development (tuition and content services, health-individual education, etc.) in Working Children*" to examine the impact of green human resource management on employees' environmentally friendly behaviors and environmental performance of the organization. They argued that the environmental activities of any organization - whether a product or service company - depend on the employees' environmental behavior. In addition, green management of human resources has a positive and significant effect on the organizational commitment of employees and their environmental behaviors and performance.

Conceptual model of the study

Dimensions of the model are extracted from the book "*Strategic management of human resources*" (Wangner, 2013), The book introduces four dimensions of recruitment and supply, maintenance and retention, education and development, and utilization for managing human resources. The components of the model (the second level of the model) were adjusted based on the contents of some articles, especially the article "*Presenting a framework for green human resources management*" written by (Mohammadnejad Shurkaei et al., 2019). Reviewing about 40 domestic and foreign papers, the third level of the model is presented in (Figure 1).

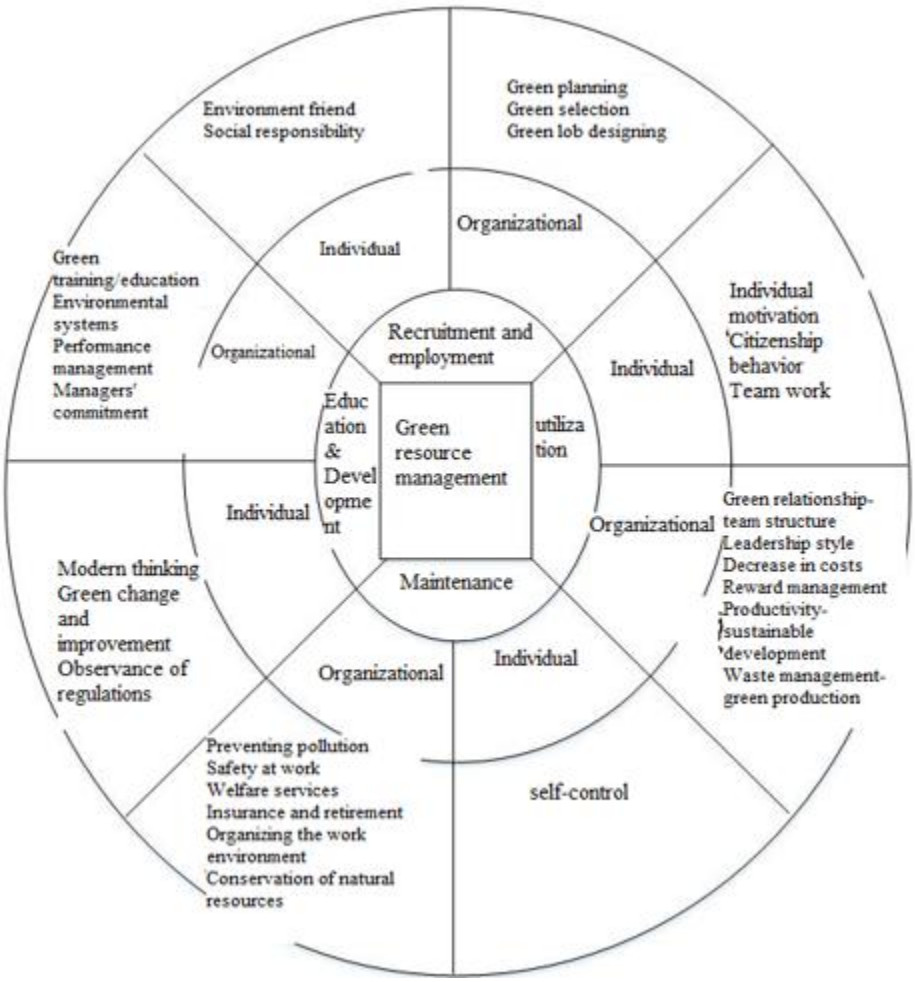

Figure 1. Conceptual model

Material and methods

This is an applied research in terms of purpose, a correlation study in terms of descriptive nature, and a survey in terms of method. The statistical population included experts of human resource management in the Islamic Azad universities of Iran. The researcher-made questionnaire consisted of 31 questions in the spectrum of very high to very low was used to gather data. The methods proposed by (Hui Law & Chen, 2017), were used to determine the content validity. Validity of the measurement tool was checked referring to the experts' opinions. This questionnaire was given to the experts to match the questions to the variables using the options "necessary", "useful but not necessary" and "not necessary". In the next step, the lavage coefficient of each question is calculated using the following formula (1):

$$VR = \frac{\left(ne - \frac{N}{2}\right)}{\frac{N}{2}} \quad (1)$$

where *CVR* represents the content validity of each item (question), *N* represents the total number of experts or judges (that is 20), and *ne* represents the number of positive comments from 10 experts for each item. The obtained coefficients are compared with the table of lavage content validity to check the content validity of the instrument. For 20 experts, an acceptable lavage coefficient of 0.42 from 20 experts.

In addition, group works and studies on green human resource management were examined via content analysis. The lavage coefficient was calculated for all items of the questionnaire (Table 1). More than 70% of the respondents selected the "appropriate" option and the lavage coefficient of all items was obtained to be above 0.42. Thus, their validity was confirmed.

Table 1. Calculation of CVR for questionnaire items

Item	1	2	3	4	5	6	7	8	9	10	11	12
CVR	0.822	0.766	0.881	0.744	0.71	0.832	0.754	0.841	0.73	0.735	0.831	0.633
Item	13	14	15	16	17	18	19	20	21	22	23	24
CVR	0.536	0.877	0.781	0.872	0.833	0.751	0.82	0.782	0.735	0.866	0.833	0.761
Item	25	26	27	28	29	30	31					
CVR	0.8	0.831	0.866	0.765	0.733	0.843	0.712					

Content Validity Index (CVI) is the average CVR values of the retained items in the validated model, test, or instrument. It represents the comprehensiveness of judgments about validity or applicability of the final model, test, or instrument. As the final CVI increases, it tends to 0.99 using the following formula (2). The opposite is also established (Table 2).

$$CVI = \frac{\sum_{n}^{1} CVR}{Retained\ \ numbers} \qquad (2)$$

Table 2. Numerical mean values of judgments and results of accepting or rejecting the questions

Row	Indicator	Definition and a brief explanation of the indicator	CVR	Numerical mean values of judgments	Accepted or rejected
1	Green job design	To create jobs that help the environment or to design an environmentally friendly job process	1	1.8	Accepted
2	Green HR planning	To predict and target environmentally friendly behaviors for employees	1	1.6	Accepted
3	Green recruitment and selection	To recruit and appoint individuals who are interested in the environment and who are potentially interested in the area	1	1.6	Accepted
4	Green change and improvement	To change work behaviors and processes to protect the natural environment and to promote environmentally friendly behaviors	0.75	1.5	Accepted
5	Green education and improvement (awareness)	Introducing and educating people about being green and a friend for environment	0.75	1.6	Accepted

6	Green performance management	Evaluation based on environmental management indicators and attention to environmental results	0.75	1.6	Accepted
7	Safety at work	People's health, health conditions, and work environment	1	1.7	Accepted
8	Green reward management	To give reward for green activities	1	2	Accepted
9	Insurance and retirement	Social security and support for people's health	1	1.8	Accepted
10	Green welfare services	Use of less polluting welfare services such as green public transportation, green trips, etc.	1	1.6	Accepted
11	Green leadership	Managers' behavior and support and their attention to environmental issues	0.75	1.8	Accepted
12	Green communications	Electronic correspondence with the least resource consumption and decrease in ambiguities	1	1.8	Accepted
13	Green structure (flexible)	Structures to encourage innovation, and initiative actions to train people	1	1.6	Accepted
14	Efficiency	Optimal activity, high efficiency, and green productivity	1	1.8	Accepted
15	Team work (participation)	Increased participation and teamwork for effective employment	1	1.5	Accepted
16	Citizenship behavior	Positive behaviors beyond regulations	0.75	1.5	Accepted
17	Green production	Optimal production with the least pollution and environmental degradation, and clean production	0.75	1.8	Accepted
18	Environmental systems	To follow environmental standards such as ISO 14001	1	1.7	Accepted
19	Prevention of environmental pollution	Decrease of pollution of any kind (noise, visual, water, etc.).	1	1.6	Accepted
20	Decrease in costs and resource consumption	To save energy, create efficiency, use optimally, and find alternative ways for energy consumption	0.75	1.6	Accepted
21	Waste management (recycling)	To reuse waste and rubbish and to prevent abandonment of waste in nature	1	1.8	Accepted
22	Observance of regulations	Compliance with environmental standards and laws	1	1.8	Accepted
23	Sustainable development	Long-term vision in activities and attention to the sustainability of results	1	1.7	Accepted
24	Organizing the work environment	Attention to physical conditions of the work, layout, and furniture of office and organization	0.75	1.6	Accepted
25	Conservation of natural resources	To save and consume properly and conserve resources for the future	0.75	1.8	Accepted
26	Social responsibility	Caring about the environment and society, and cooperating with other sections of society for the sustainability of nature	1	1.5	Accepted

27	Environment friend	Individuals do value and love the natural environment	1	1.5	Accepted
28	Modern thinking	Individuals are mentally prepared for new changes	0.75	1.8	Accepted
29	Self-control	Individuals do not wait for the superior command and have the ability to recognize	1	1.6	Accepted
30	Individual motivation	The person's inner motivations are high and s/he cares about the environment	1	1.7	Accepted
31	Managers' commitment and support	Managers personally and clearly support the green process	0.75	1.8	Accepted

According to (Table 3), Cronbach's alpha coefficient of the variables is higher than 0.7, indicating the items internal consistency and confirmed reliability.

Table 3. Cronbach's alpha coefficient for the reliability of the variables

Row	Variables	Cronbach's alpha
1	Recruitment and employment	0.89
2	Education and development	0.88
3	Maintenance	0.91
4	Utilization	0.88

Using Confirmatory Factor Analysis (CFA) via LISREL, the data was analyzed.

Results

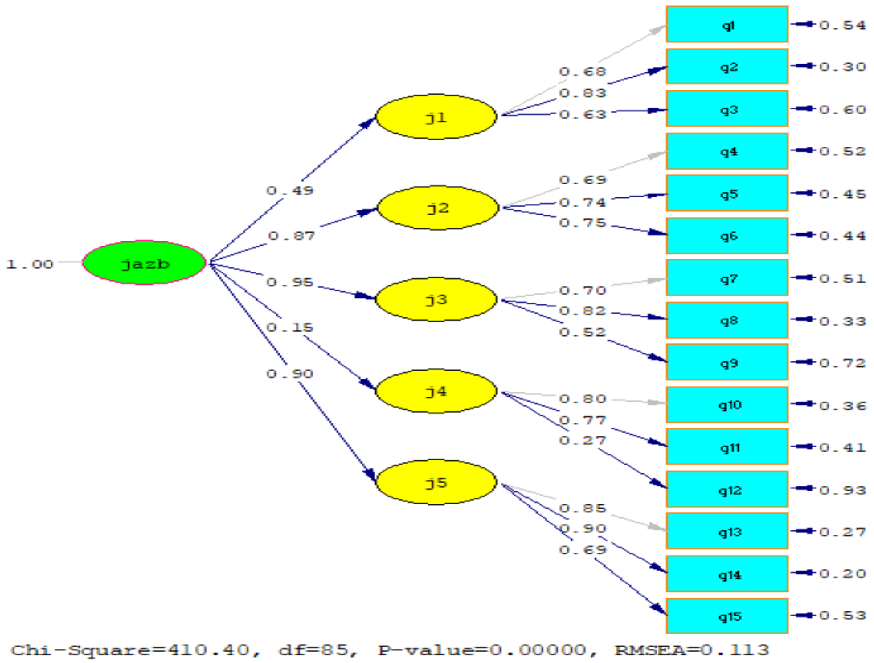

Figure 2. Factor analysis of significance coefficients of recruitment and employment components

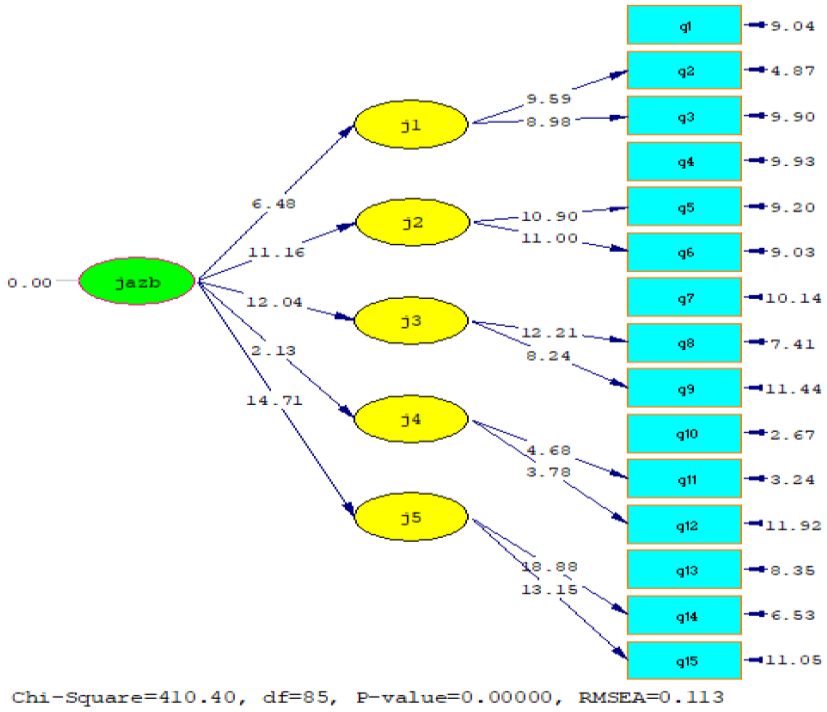

Figure 3. Factor analysis of impact factors of recruitment and employment components

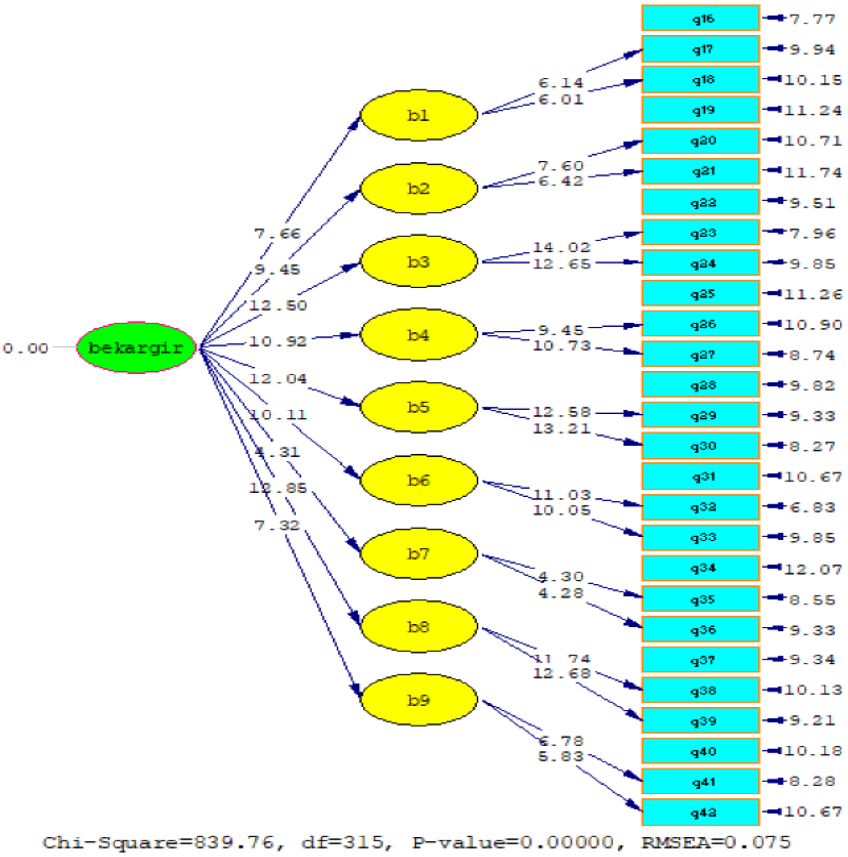

Figure 4. Factor analysis of significance coefficients of utilization

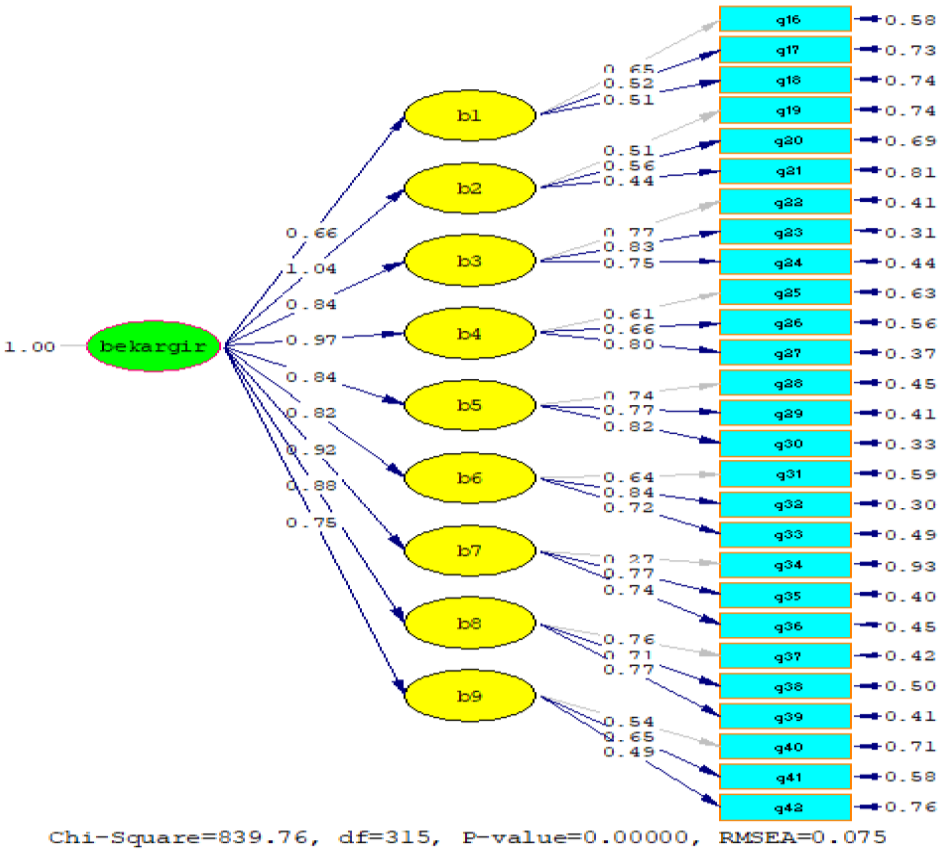

Figure 5. Factor analysis of impact factors of utilization

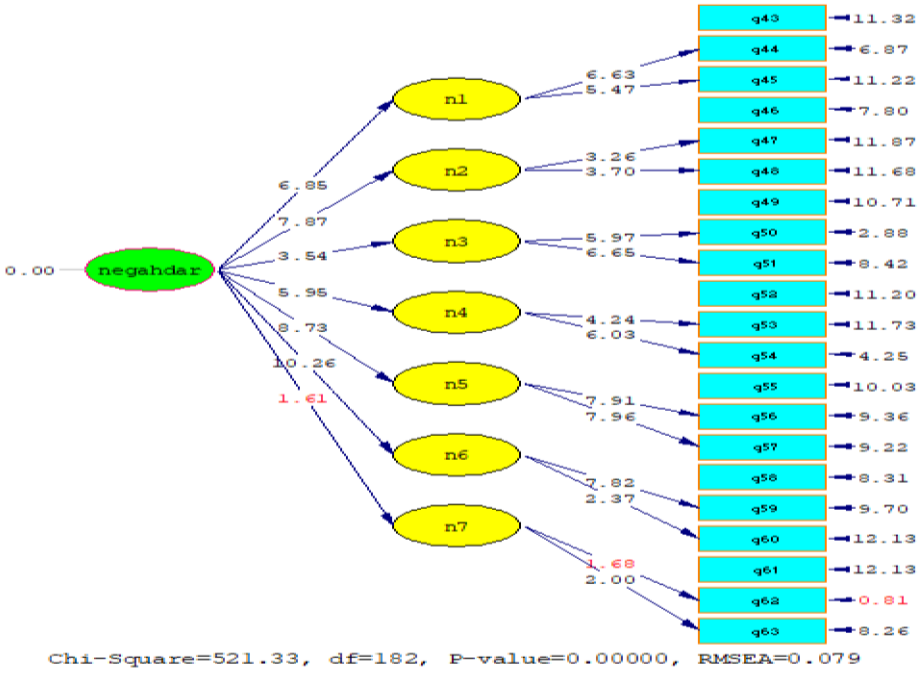

Figure 6. Factor analysis of significance coefficients of maintenance

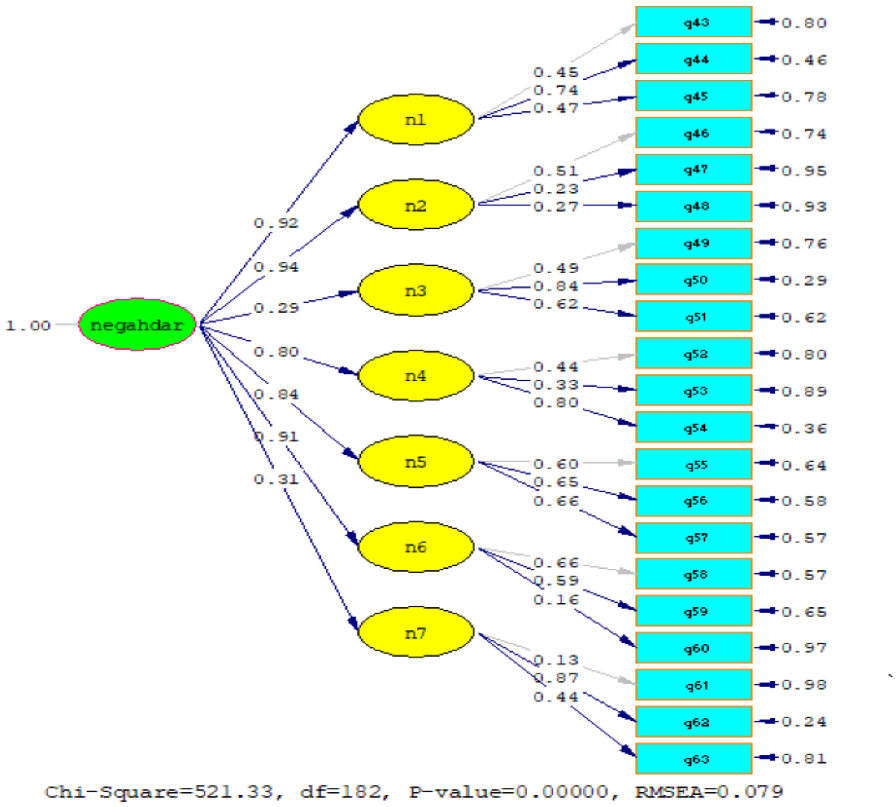

Figure 7. Factor analysis of impact factors of maintenance

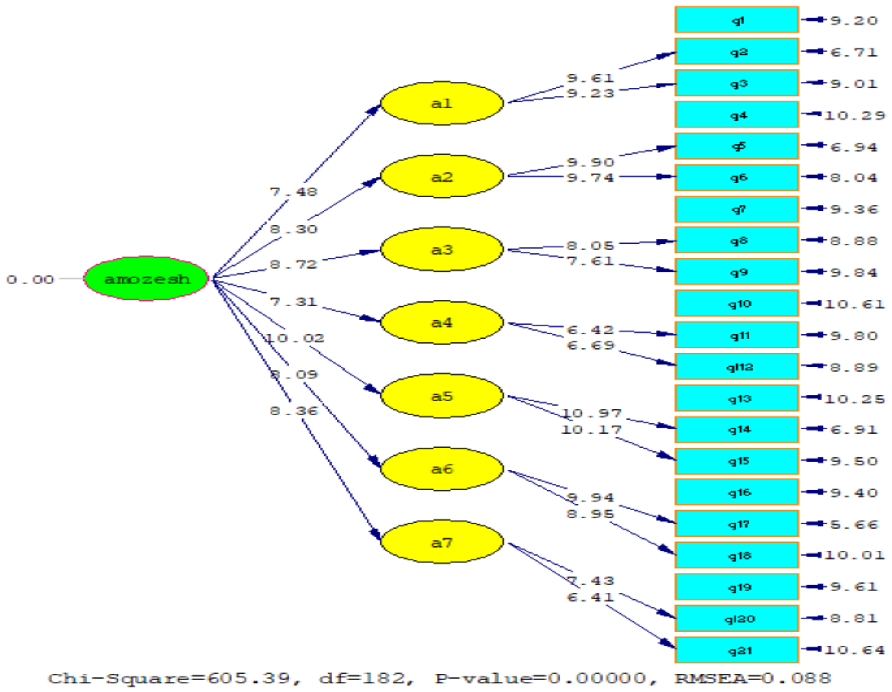

Figure 8. Factor analysis of significance coefficients of education

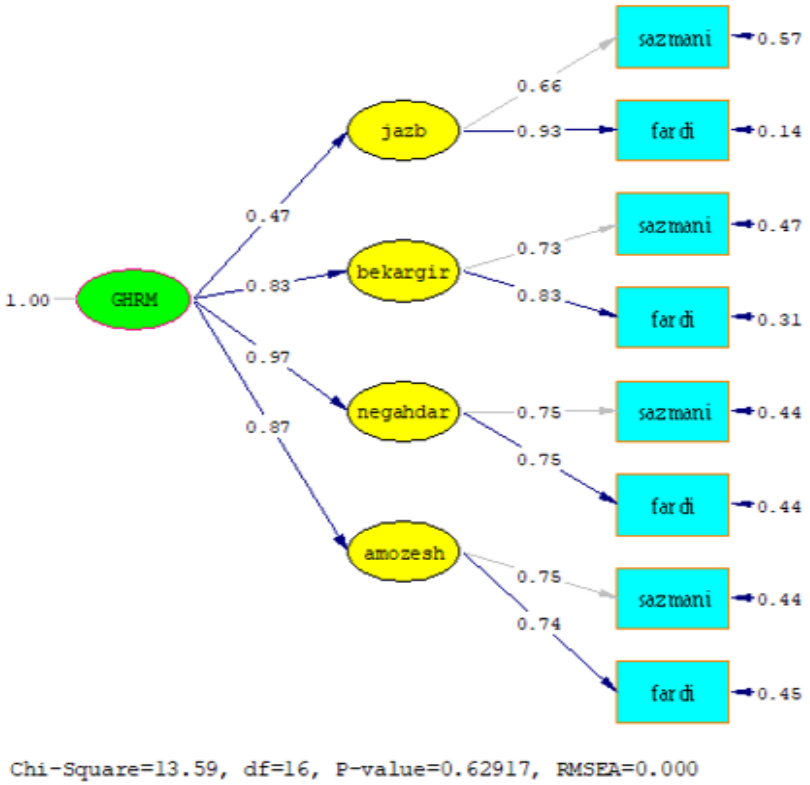

Figure 9. Factor analysis of impact factors of education

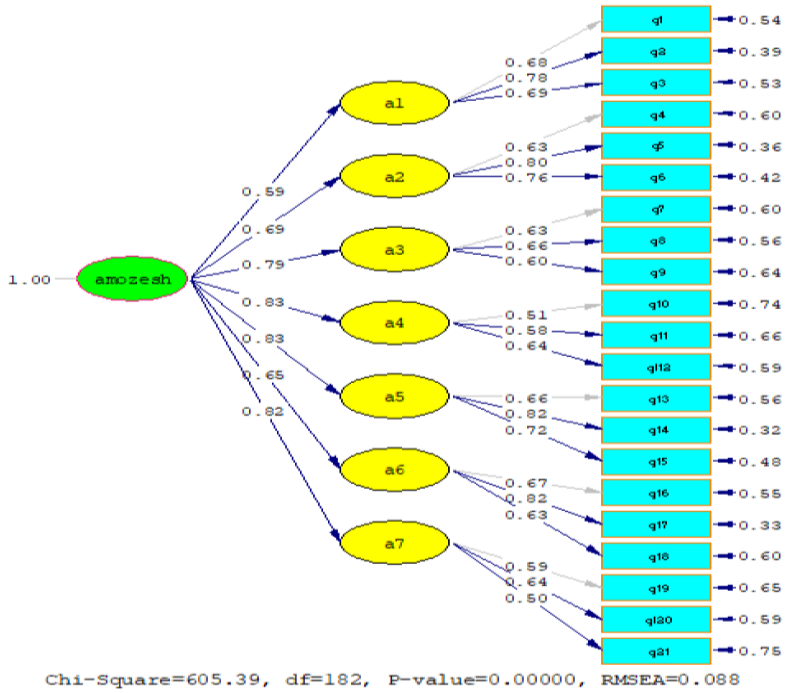

Figure 10. Significance coefficients of the proposed model obtained from second-order factor analysis

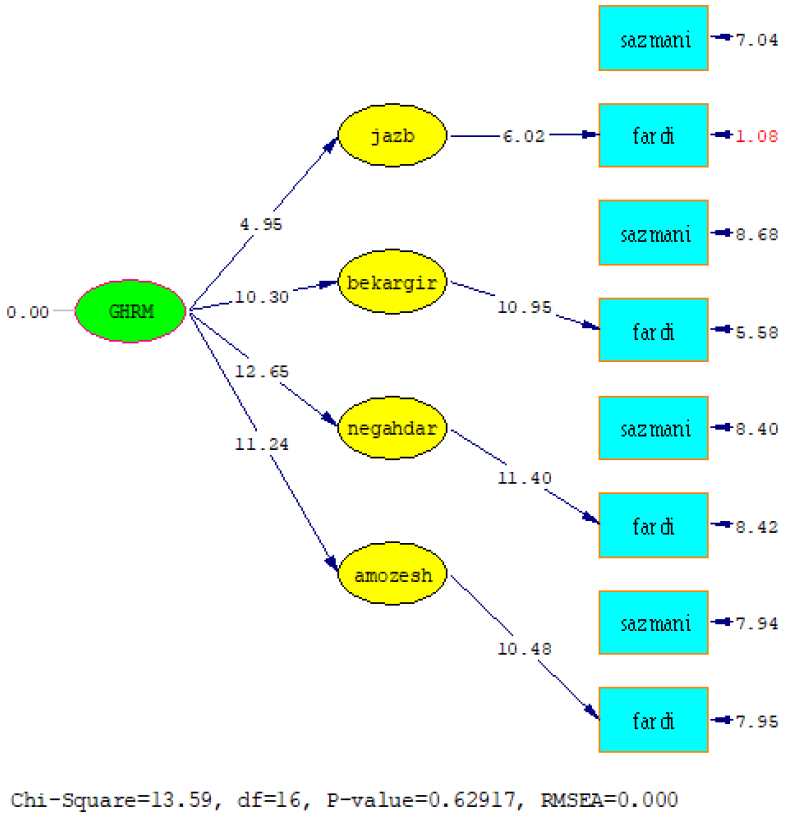

Figure 11. Impact factors of the proposed model obtained from second-order factor analysis

Table 4. Second-order factor analysis of GHRM

Concept	dimensions	β	T	Sub-dimensions	β	T	component	β	t
Green human resources management	Recruitment and employment	0.78	6.31	Organizational	0.66	-	Green Planning	0.25	6.06
							Green selection	0.40	6.93
							Job designing	0.71	6.81
				individual	0.93	6.02	Environmentally friendly behavior	0.72	6.52
							Social responsibility	0.65	5.09
	Utilization	0.80	8.09	Organizational	0.73	-	Green communication	0.48	5.08
							Leadership style	0.28	5.57
							Cost reduction	0.30	7.66
							Reward managem	0.52	7.74

							ent		
							Productivity - sustainable development	0.61	6.40
							Waste management - Green Production	0.39	9.24
				Individual	0.83	10.95	Individual motivation	0.65	9.52
							Citizenship behavior	0.71	7.66
							Teamwork	0.60	8.98
	Maintenance	0.75	6.19	Organizational	0.75	-	Preventing pollution	0.46	6.29
							Safety at work	0.68	5.74
							Welfare services	0.53	4.98
							Insurance and retirement	0.49	3.43
							Organizing workplace	0.24	4.02
							Preservation of natural resources	0.28	5.14
				Individual	0.75	11.40	Self-control	0.13	2.72
	Education and development	0.23	2.85	Organizational	0.75	-	Green education	0.33	6.23
							Environmental systems	0.40	6.06
							Performance management	0.39	6.72
							Managers' commitment	0.44	6.90
				Individual	0.74	10.48	Modern thinking	0.53	6.91
							Green change and improvement	0.47	3.07

							Observing the regulations	0.37	5.97
Chi-Square=605.39 DF=182 P-VALUE=0.00 RMSEA=0.088									
Checking the combined reliability of GHRM									
$P_c = \frac{(0.78+0.80+0.75+0.23)^2}{(0.78+0.80+0.75+0.23)^2+(0.22+0.2+0.25+0.77)^1} = 0.89$									

After solving the leader-follower problem for investment between bank (3) and its customers according to Markowitz model, using mathematical model by GAMS software and FireFly algorithm by Matlab sofware, the results show that the objective function of the firefly algorithm has a better and more appropriate response. Comparison of results mathematical model by software Gams and results FireFly algorithm by Matlab Software is presented in (Table 9).

Table 9. Comparing the results obtained from mathematical model and FireFly algorithm in solving the leader- follower model problem for investment between bank (3) and its customers according to Markowitz model

NO	Variable	Variable response with FireFly algorithm	Variable response with Mathematical model
1	$E_{(RP_L)}$	0.5283	0.528
2	W_1	0.4739	0.473
3	W_2	0.0285	0.0284
4	W_3	0	0
5	W_4	0.4976	0.497
6	δ^2_L	0.0053	0.0053
7	$E_{(RP_F)}$	0.1427	0.145
8	V_1	0.08	0.08
9	V_2	0.0178	0.022
10	V_3	0.3260	0.335
11	V_4	0	0
12	V_5	0	0
13	V_6	0	0
14	V_7	0.5762	0.562
15	V_8	0	0
16	δ^2_F	0.0070	0.0073
17	$\delta^2_T = \delta^2_L + \delta^2_F$	0.0123	0.0126

According to (Table 4) and (Figures 2-11), the estimated parameters for all paths are at a significant level, confirming the required validity of the construct. The second-order factor analysis fit indices also prove that the collected data has the required fit. Therefore, the results from estimating the research model are valid and reliable. The combined reliability of GHRM was calculated to be 0.89. Given that the reliability value is higher than 0.6, the construct GHRM has acceptable reliability.

Conclusions

In this article, environmental strategies of HRM in Islamic Azad University of Iran were presented in the form of 4 general loops of recruitment and employment, education and development, green maintenance, and utilization. The recruitment loop designs jobs and develop social responsibility to strengthen green planning. Social responsibility is reinforced by the environmentally friendly variable. Reinforced green planning can also increase selection rates and ultimately recruitment. Moreover, in the case of strengthened recruitment, both the selection rate and the job design will be affected. The loop of education and development reinforces modern thinking; hence, compliance with the rules and green education is increased. On the other hand, the auxiliary variable of compliance with regulations might lead to green change and improvement. This process, in turn, strengthens performance management which affects environmental systems and ultimately brings about green change and improvement. Performance management can also improve the rate of green education which in turn will strengthen development and education. This leads to green changes and improvement as well as enhanced green education. The maintenance loop prevents pollution by protecting natural resources and the environment. Pollution prevention along with self-control and organizing the workplace might enhance safety at work. On the other hand, the auxiliary variables of insurance and retirement and welfare services will increase the maintenance rate with the help of the auxiliary variable of safety at work which leads to the reorganization of the workplace. Ultimately, the loop of utilization aims at increasing productivity through teamwork, green communication, cost reduction, personal motivation, and citizenship behavior. The enhanced productivity amplifies the utilization rate, too. Furthermore, green leadership reinforces citizenship behavior, team structure enhances sustainable development, and enhanced sustainable development reduces costs. Cost reduction is also affected by waste management. The variable of utilization also strengthens the auxiliary variable of the team structure and increases the utilization rate. In the designed system, the mentioned factors are of the increasing type, and since real-world systems have both increasing and decreasing factors, the auxiliary variables of redundant bureaucracies, ignorance, and managers' low willingness to GHRM, low motivation, and inappropriate education are added to GHRM system to depict a more realistic picture of the designed system. Therefore, in the decreasing loop of utilization, it is assumed that low motivation can cause managers to be less willing to GHRM; thus, inadequate education or training will happen. Lack of a flexible structure in an organization arouses redundant bureaucracy, resulting in a reduced rate of GHRM. In addition, inadequate education causes low awareness of managers and hence reduced rate of GHRM.

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