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Designing a Career path Model According to the Impact of Green Human Resources in the General Department of Cooperation, Labor and Social Welfare of Fars Province

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Abstract

The current research is based on a mixed study and with a sequential-exploratory approach with the aim of designing a career path model with regard to the impact of green human resources in the General Department of Cooperation, Labor and Social Welfare of Fars Province. The statistical population of the research includes academic experts and experts in the field of human resources management in the General Directorate of Cooperation, Labor and Social Welfare of Fars Province. Data analysis in the qualitative part was analyzed by Delphi method and Maxqda software, and the results led to the production of a questionnaire for the quantitative part. This questionnaire includes two components of career path in seven dimensions, green human resources in seven dimensions and 54 questions. The statistical population of the present research in the quantitative part is 190 employees of the General Administration of Cooperative, Labor and Social Welfare of Fars province, who were selected from among the 375 employees by one-stage cluster random method. It is necessary to explain that in order to collect the information of the questionnaire, two online and manual methods were used to collect the required information. used. that the variable of green human resources (independent variable) has a positive and significant effect on career path work.

Keywords: *Career path, Green human resources, Cooperative general administration, Work and social welfare*

Introduction

Today, organizations are facing many challenges in the field of the increasing impact of technology, the limitation of financial resources, the limitation of energy, the impact on the tastes and motivations of customers, the increasing emergence of competing organizations (Ghoribzadeh et al., 2021). In such a situation, organizations in They are trying to find the factors that will provide the basis for their survival and promotion as a competitive advantage. In the search for these competitive advantages, they

have found that an important factor that can be the source of creating a competitive advantage is the organization's areas of excellence in Comparison with competitors is provided by human power (Shams and Khaljian, 2014). A human force that is committed to the organization and its values, and is also satisfied with their job and does not have any stress due to their job conditions. The ideals of every nation are raised, and due to the important role they play in the development of countries and form the infrastructure of sustainable development,

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more than other organizations, the importance of attracting capable human resources, and after attracting them, their issues and concerns. Realize and take basic measures in this direction. The existential philosophy of cooperative departments and institutions is to achieve the goals and meet the needs of the society (Maeini Kia et al., 2020).

In today's world, the ability, economic strength and prosperity of any country depends on the optimal use of its facilities, industries and especially its human resources, qualified and skilled human resources, valuable agents and endless capital for the growth and development of organizations and countries and is the biggest capital of a country and the main factor of its progress. If in the past work, capital and land were considered the main factors of production, today the effects of technology, manpower and increasing productivity are the main factors of growth and development. are considered progress (Jaafari et al., 2018). Therefore, it is very important to pay attention to the career path of human resources, while the term career path is generally used for all professions and jobs, over time, this term has had several implicit meanings, the most common use of which is progress in work. In some cases, career path refers to a job or profession and requires high levels of education and training. In other cases, the term career path refers to any long-term commitment that involves extensive psychological investment in a It means a profession or an organization (Ghalavandi et al., 2012).

Therefore, in the last few years, theoretical and experimental research has been conducted in line with green human resource management. The term green human resource management is currently changing in the field of business and its importance has multiplied with the passage of time. In this regard, green human resource management as a strong tool that assumes the role of human factors requires better and more recognition (Kim et al., 2019). Environmental management systems design

and provide structures through which the results of various businesses cause less damage to the environment (Wagner, 2013). Green human resources management is responsible for creating awareness, informing and interacting among the organization's employees regarding the environment and environmental factors, and with green policies and policies, it creates social responsibility among them and guides them in such a way that they fulfill their duties and obligations. to act towards the environment (Zayed et al., 2019).

In addition to leading to efficiency and effectiveness, reducing costs, creating cooperation among employees and sustainability, these activities also create a competitive advantage for the organization (Song et al., 2019). In the traditional views of management, economic and physical capitals were considered; But, today, it has become clear that for development in the 21st century, we need more social capital than economic and physical capital. Because, without this capital, optimal use of other capitals is not possible. Social capital, which is generally defined as the potential and actual resources available in relationships between agents, is increasingly considered an important predictor of individual and organizational performance (Amirkhani et al. 2013). Therefore, the current research considers four subsystems of green recruiting and hiring, green training and development, green performance evaluation, and green service compensation as green human resource management measures.

According to the above-mentioned contents and the review of the researches and investigations conducted in this regard, little and very limited attention is paid to the topics of information and interaction between the organization's employees regarding the environment and environmental factors with green policies and policies and the causes of creating social responsibility between them. Also, lack of commitment to environmental results and lack of evaluation of employees' interests, values, and skills in line with human resource management and social

responsibility in the country compared to other developed countries of the world and the countries of the Middle East are facing serious challenges and obstacles. because of the lack of adoption of strategies to maintain and promote valuable human resources and effective use of their capacities in the current turbulent knowledge environment and voluntary activities to improve the environmental situation. It seems that the lack of full implementation of career guidelines and green human resource management as well as social responsibility in these organizations has caused such challenges. Therefore, in order to overcome the aforementioned challenges, the existence of green career paths and human resources in line with social responsibility can increase voluntary activities to improve the environmental situation, the interaction between the organization's employees regarding the environment and environmental factors with green policies and policies. increase and increase the causes of creating social responsibility among them as well as commitment to environmental results and evaluation of interests, values and skills of employees in line with human resource management and social responsibility.

By reviewing the literature and the background of the research, it can be seen that previous research on the relationship between spiritual leadership and organizational citizenship behavior (Ebrahimpour et al., 2013; Abbaspour et al., 2013; Yaqoubi, 2014; Jafari and Maleki, 2015; Shahbazi and Nazim , 2015; Moradzadeh et al., 2016) are concentrated. Also, in few researches, the moderating role of variables such as organizational spirituality (Moradzadeh et al., 2019), psychological empowerment and positive moral atmosphere (Jaafari and Maleki, 2015) has been studied, and the moderating role of emotional intelligence on the relationship between spiritual leadership and citizenship behavior. Organization has been neglected, which is considered as a research gap. Therefore, in this research, the relationship

between spiritual leadership and organizational citizenship behavior has been explained by considering the role of emotional intelligence in the public library of Kohgiluyeh and Boyer Ahmad provinces.

Theoretical foundations of research **Career path - career path**

Human resources are one of the most valuable assets of any organization. Societies that have achieved progress, development and excellence have the ability to flourish the forces and talents hidden in people, especially organizations that have realized the role of human resources in productivity (Mirmohammadi Sadrabadi, 2013). Today, organizations are facing many challenges in the field of the increasing impact of technology, financial resource limitations, energy limitations, the impact on customers' tastes, and the increasing emergence of competing organizations (Ghoribzadeh et al., 2021).

In such a situation, organizations are trying to find factors that will provide them with the means to survive and improve as a competitive advantage. In the search for these competitive advantages, they have found that an important factor that can be the source of creating a competitive advantage. Human resources provide the areas of superiority of the organization compared to competitors (Shams and Khaljian, 2014). A human force that is committed to the organization and its values, and is also satisfied with their job and does not have any stress due to their job conditions. The ideals of every nation are raised, and due to the important role they play in the development of countries and form the infrastructure of sustainable development, more than other organizations, the importance of attracting capable human resources, and after attracting them, their issues and concerns Realize and take basic measures in this direction. The existential philosophy of cooperative departments and institutions is to achieve the goals and meet the needs of the society (Maeini Kia et al., 2020).

Since human resources play a very important role in the realization of organizational goals, organizational behavior researchers have decided to pay more attention to the variables related to human resources and their needs and concerns, the issue of career path and ethics. The work of employees is one of these cases, which are very influential in the effectiveness, efficiency and performance of the organization (Akbari and Raheli, 2020).

The human resource management process is a constant process and tries to provide the right people at the right time to occupy the right positions. Human resource management is based on the timely supply and maintenance of human resources to achieve the goals of the organization, today, forward-looking, comprehensiveness and coherence of management plans, the ever-increasing necessity and planning of human resources affects other human resources management and In line with the development of the organization's strategic plan and according to the organization's design and structure, it enables career path planning. An increasing number of organizational leaders have gradually realized that the quality of human resources is the cause of major differences in short-term and long-term performance. To achieve organizational goals and missions by combining the job needs of individuals and the demands of the organization. In today's business environment, organizations play an important role in career development path systems. The concept of career path planning is not a new concept, but with the passage of time and the existence of new paradigms and analyzes in human resource management systems, the use of career path systems has become of special importance (Guichard et al., 2012).

An organization needs talented workforce to have a successful competition. Having such a force begins with the selection of outstanding people (Sacket and Lyons, 2008). To develop the talent of this force, providing training and counseling (Aguines and Kreiger, 2009). It is beneficial and using the right process to select the people who

need to be promoted can lead to talent being pushed to the upper levels of the organization, that is, where decisions have the most impact. On the contrary, if the promotion process is not correct, it is possible that people are prone to resign or lose their motivation (Davis et al., 2011). Career path is mostly used in the meaning of progress and promotion, but here, career path can be defined as follows: the word career path is defined as a path or a race path. In labor market research or behavioral sciences, the career path usually refers to a linear path towards a destination or reaching different ideals (Noh, 2010). career path; A job or profession that is considered for a certain period of a person's life with opportunities for advancement (Oxford Encyclopedia, 2012).

Career path refers to a set of jobs and jobs that people undertake during their working life. Career path is an order of work life path that is combined with personal attitudes and motivations that employees choose in their work roles (Qalipour, 2019). Career path is the arrangement and path of work life that is combined with the attitudes and motivations of the person and chosen by the employees in their work roles. A career path includes a set of jobs that a person undertakes during his life path and includes training people in work roles, goals and hopes, wishes, feelings and ambiguity are used according to these roles, a career path from a One side is the result of the structural opportunities available to a person, and the other side is the result of human ability and his goal (Babaei Rahimabadi, 2013).

Therefore, it is very important to pay attention to the career path of human resources, while the term career path is generally used for all professions and jobs, over time, this term has had several implicit meanings, the most common use of which is progress in work. In some cases, career path refers to a job or profession and requires high levels of education and training. In other cases, the term career path refers to any long-term commitment that involves extensive psychological investment in a It means a

profession or an organization (Ghalavandi et al., 2012).

People whose career development path is in harmony with their needs try to improve their knowledge and skills during their career; Therefore, with the increasing feeling of identification and dependence on the organization that provided them with this position, their organizational commitment will increase (Arizi et al., 2010). The concept of career path can be considered from objective, subjective and organizational perspectives (Solvin, 1999):

Objective interpretation: The focus is on career development path models and they are not necessarily hierarchies in which employees move from one position to another or from one professional level to other levels.

Mental career path: connects past and future to understand the present. Despite many efforts to operationalize and measure various variables related to the career path, most researches have focused on the aspect of the objective career path and less attention has been paid to the subjective career path.

Organizational career path: It is the processes through which the organization revives itself. From an organizational point of view, the problem of career development is determined by defining how individual career decisions are influenced.

At the same time, understanding the career path in an organization requires examining two important processes of career path planning (how people plan their own career path goals) and career path management (how organizations design and implement employee career development plans. (Sturges et al., 2005).

- Green human resources

In addition to the positive function of organizations, they can have a negative function for the society. Just as organizations by creating synergy can surpass individual people in society in creating positive consequences, they also have a more colorful role in creating negative consequences. Based on this and with the importance of environmental issues in recent decades, the

role of organizations in its sustainability or destruction has been given more attention. For this reason, in the last two decades, environmental issues have been paid attention to in organization and management researches. Emergence of concepts such as green management, green marketing, green accounting and green management of human resources; It is the result of the attention of researchers in this field to environmental issues. The colorful role of humans in organizations requires more attention to green activities in the field of human resources management. In fact, human resource researchers should explain the role of human resource management in environmental sustainability. Meanwhile, human resource management researchers are few and rare in this field.

Enterprise greening and environmental sustainability have become the agenda of decision-makers in the 21st century, and as a result, new alternatives to traditional human resource management have been created. Arguably, human resources are a power point for facilitating green and sustainable initiatives, where environmental sustainability may be at the center of urgent green human resource management research studies (Jabur et al., 2019). The studies of Renvik et al. (2012) confirm the claim that human resource management is considered a young topic in human resource studies and the need for more research in this field is felt. A look at the country's domestic research also shows that researchers in this field do not pay attention to the green issue in human resource management, so that the concept of green human resource management is vague for most researchers and human resource specialists. For this reason, in this section, we are looking for an answer to the question of what is the green management of human resources and how can organizational management play its part in sustainability by using it (Renvik et al., 2012).

Jabur (2019) has defined the functional dimensions of human resource management such as: job description, recruitment, selection, training, performance evaluation

and rewards as green human resource management in his theories of greening (Norton et al., 2015). Carrying out various actions by organizations in order to preserve the environment, including paying attention to the issue of green human resource management in order to fulfill the social responsibilities of organizations. Green human resource management and its actions are an essential factor in forward thinking in the field of business all over the world. The term "green human resource management" is a new concept for professionals and academics in the field of human resource management. be (Apata, 2013). Yousleys et al. (2015) state that the concept of green human resource management is still not completely clear and needs to be developed. Green human resource management refers to all the actions that are carried out in the transformation, follow-up and continuity of a system so that the human resources of an organization have awareness in their professional and private lives. Green human resource management means carrying out strategies to be aware of green practices in order to promote and pursue sustainable business activities, which helps organizations in guiding a friendly environment (Aibaghi Esfahani et al., 2017).

Therefore, green human resource management includes two necessary procedures: applying human resource management to guide the environment and cultivate knowledge capital, in fact, green human resource management is the application of policies to promote the sustainable use of resources within organizations and environmental sustainability (Marharta) and Adhikari, 2013). Green human resource management is directly responsible for creating a work environment that understands, implements, and honors green practices, as well as green goals in the human resource process, including hiring, training, compensation, development, and promotion of human capital. protects (Mattapati, 2013). Sheikh (2010) in his research confirms that green human resources play an essential role in the

organization to support environmental issues, which leads to higher efficiency, lower costs, and employee participation and retention. Green human resource management depends on identifiable and unique green decision-making and behavioral patterns of human resource managers (Jackson et al., 2011).

In the research literature, four conceptual models related to the concept of green human resource management have been presented, which are described briefly:

A): In the first attempts to present a conceptual model, (Dailty, 2001). They tried to establish a logical connection between the activities of the environmental management system and the ISO 14001 standard with human factors. In this model, the interaction between human factors including the support of senior managers, training, employee empowerment, teamwork and rewards; And environmental management includes policy making, planning, implementation, monitoring and corrective measures and management review.

B): In 2008, the conceptual model of Jabour and Santoz was presented in relation between environmental management and human resource management dimensions. According to this model, the environmental management system (EMS) is a tool that is used in the organization and requires the support of human resource management. The dimensions of recruitment and selection, training, performance evaluation and reward are mainly used in the conditions of implementation and maintenance of the environmental management system. Based on this, the recruitment and screening process guarantees the presence of forces committed to environmental issues in the organization. In the stage of implementing EM in the organization, the training activity of human resources is very effective. In the following, the performance evaluation process by measuring the performance of responsible individuals and teams helps the effectiveness of EMS, and finally, rewards for successful individuals and teams help to continue this cycle. Along with these processes, organizational learning, organizational

culture, and teamwork EMS steps are (Jabur, 2008).

c): Renwick (2013) after studying reports, articles, books, and case studies between 1988 and 2008, presented a process model of green human resource management activities. To describe the green activities of human resource management, they used the theory of ability to motivate opportunity (AMO) as the basis of human resource management activities. Based on this model, green human resources management can intervene in the three areas of creating green opportunities, motivating green employees, and developing green abilities.

- In creating green opportunities, the organization seeks to create a supportive and cooperative atmosphere to comply with environmental issues. Here, the role of unions as promoters of green culture among employees is also considered.

- The motivation of green employees refers to activities that create motivation to comply with green issues in the organization. Here, more emphasis is placed on management mechanisms such as performance management, goal setting, allocation of benefits, determination of rewards and punishments.

- Further, the development of green capabilities emphasizes on strengthening the management of green human resources by bringing in people with environmental concerns and training existing employees (Renvik, 2013).

D): In the last efforts, in 2012, Dabus was inspired by the strategic management model (Sachler, 1987). Sabz Jabour human resources model and human resources sustainability model founded a new model. The distinguishing feature of this model is the attempt to combine the strategic management of human resources with environmental issues. In addition to addressing the challenges of human resources to coordinate with the four processes of environmental sustainability, this model has addressed the vertical and horizontal coordination of human resources activities with the activities

of the organization and the locality in which it operates.

Research Background

In a research entitled the relationship between career path adaptability and job performance of social security organization employees with the mediating role of organizational justice, using the correlational and applied descriptive method, in this research the statistical population of the employees working in the social security organization was investigated. According to Morgan's table, a sample of 169 people was selected from them. The result of the research showed that the effect of the adaptability of the career path on the job performance of the average employees was evaluated, and as the adaptability of the employees increases, the performance of the employees and their productivity will also increase.

Pournibdi et al. (2019) examined the "relationship of green human resource management measures on the environmental performance of the Red Crescent with the mediating role of green culture enabling factors" Green human resource management refers to activities that include the development, implementation and continuous maintenance of a system which lead to the greening of the organization's employees. Human resource issues cannot be limited to only one specialized area, as a result, the decisions and performance of personnel affairs officials at all organizational levels and consequently affect the overall performance of the organization. Human resource management has been confirmed on environmental performance on culture factors and the impact of green culture enabling factors on environmental performance and these positive effects have been incremental.

Farhadinejad, Karmi and Abdi (2019), studied the effect of green transformational leadership on green behaviors in the workplace: the environmental attitude of employees. Previous studies show that when leaders implement green transformational leadership, they are positively responsible.

The purpose of this research is to investigate the effect of green transformational leadership on the green behavior of employees with the mediating role of environmental attitude in the Environmental Protection Organization of Ilam Province in 2017. Simple random sampling was chosen as a statistical sample. The results show that green transformational leadership had a positive and significant effect on environmental attitude and green behavior. The mediating role of environmental attitude in the relationship between green transformational leadership and green behavior was confirmed.

Sheikh Esmaili and Hezbawi (2015) in a research presented the model of factors affecting career orientations. In terms of methodology, the research is of applied survey type and is based on exploratory methods. The data was collected by a researcher-made questionnaire. The results showed that functional or technical competence has the greatest impact and sheer challenge, and diversity has the least impact on the type of career orientations.

Melind and Allen (2020) in a research titled examining job adaptability with employee performance and maintenance factors was conducted in a sample of 121 employees in an automotive industry in South Africa. The results of the research showed that in the component of job concern in job adaptability Other components significantly describe the participants' level of job satisfaction with their experience of job opportunities, work-life balance, better performance of employees, development and training opportunities, and job characteristics provided by the company.

Kord et al. (2020) in a research entitled "Using the level of occupational concerns, occupational adaptability and social support" examined the sample of this study was 235 people, and the results of the study showed that decision-making and self-awareness are negatively related to occupational concerns in communication and decision-making mediated the relationship between goal setting and job anxiety

Hirschi (2020) investigated in a research entitled "The growth of job adaptability and its effect on the development of job performance and the experience of life satisfaction". In this research, 36 men and 64 women participated, and the results of the research showed that the increase of job adaptability over time, the background is to increase job performance and experience life satisfaction.

Dell and Searle (2020) in a research entitled "The relationship between development leadership and career path adaptability of Australian university employees with the mediating role of career path optimism" with the statistical population of Australian university employees randomly selected 24 people and reached this conclusion. that the development leadership and optimism of the career path is effective on the adaptability of the career path of employees.

The Theoretical Framework of the Research

Considering the culture, the structures of the statistical community, the closeness observed in this regard, which mainly refers to the organizational culture and the national culture of the studied regions and the organizational structure of the studied institution, the use of these theories could be used as a roadmap for our research. to enrich Therefore, the use of the following theories in this research has made this research richer and more valid. which are described according to the variables in the subject of theories.

Jabur (2015) has defined the functional aspects of human resource management such as: job description, recruitment, selection, training, performance evaluation and rewards as green human resource management in the theories of self-greening (Norton et al., 2015). Carrying out various actions by organizations in order to preserve the environment, including paying attention to the issue of green human resource management in order to fulfill the social responsibilities of organizations. Green human resource management and its actions

are an essential factor in forward thinking in the field of business all over the world. The term "green human resource management" is a new concept for professionals and academics in the field of human resource management. be (Apata, 2013). Today, private organizations in environments that require green accountability, try to increase their market share and strengthen their accountability with a variety of green methods and techniques, and public organizations also try to reap the benefits of They should benefit from public trust and satisfaction as well as intergenerational justice and increase their acceptability and legitimacy. Green management is possible for the realization and convergence of green values and a wide range of economic, social, political and legal motivations only by benefiting from green human resource management (Enert and Harry, 2012). In the field of green management, human resource management measures have been proposed under the title of green human resource management and are used today (Arulaja et al., 2015).

In the current research, the career path variable and its dimensions (career planning,

creating job opportunities, effective participation in work, self-identification, social support, interpersonal attractions and tweeters) are considered as dependent variables. . Based on this, the career variable and its dimensions are considered based on the model (Wills and Tremblay, 2010). On the other hand, the variable of green human resources and its dimensions (green analysis and design, green hiring, green selection, green performance evaluation, green manpower training, green rewards, and green health and safety) is considered as an independent variable. Based on this, green human resources and its dimensions are considered based on the model (Renvik, 2013). The results of the internal research of Golproro Nadi (2013), Gharibzadeh et al. (2018), Zahid et al. (2017) and Jafari et al. are consistent and they achieved similar results in their research. Also, the results of this research are aligned with the results of research abroad such as Andson (2004). However, less researches have dealt with the relationship between career path work and green human resources, so this issue is addressed in this research.

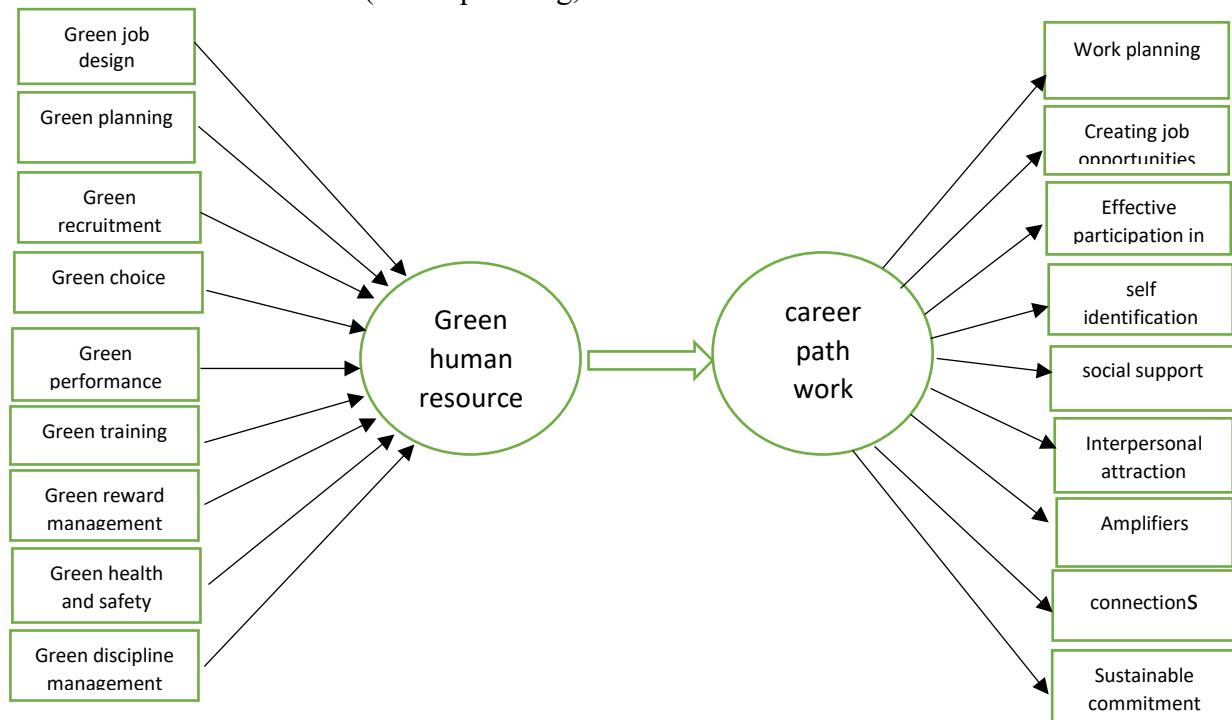


Chart (1). *Conceptual model of the research (created by the researcher)*

Methodology

The method of this research is a combination (including qualitative and quantitative study) of Delphi with a sequential-exploratory and survey approach. In this way, to identify the dimensions and indicators of career path and green human resources, Delphi qualitative research method was used and quantitative research methods were used to test the model. In the

sequential-exploratory combined design, qualitative data were first collected and analyzed, then quantitative data were collected and analyzed in the second stage. Finally, both qualitative and quantitative analyzes were interpreted together. In the diagram below, the steps of the sequential-exploratory combination plan, whose philosophical foundation goes back to the paradigm of pragmatism, are given:

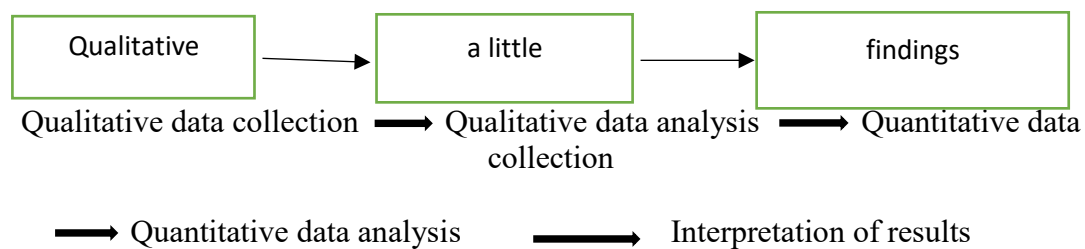


Chart (2). *Sequential-exploratory combined design*

At each stage of the research, different methods were used in order to collect information, analyze and conclude the results. In this research, library resources including books, magazines, publications of educational and research centers, theses and articles, internet, etc. were used. Of course, most of the above sources were the basis for preparing the theory and literature section of the subject as well as content analysis. The other part of the research was carried out in the field, and the means of collecting information at this stage are semi-structured interviews and a researcher-made questionnaire for the variables of career path and green human resources in the General Directorate of Cooperation, Labor and Social Welfare of Fars Province. In this research, a combination of both quantitative and qualitative approaches was used.

Qualitative part: authentic models related to the field of career path and green human resources were examined and content analyzed. And based on semi-structured interviews, the experience of academic staff members who have expertise and teaching in the field of leadership, or have held executive management positions in the past or present, or executive and responsibility, in the

General Department of Cooperation, Labor and Social Welfare of the province. Fars emerged in relation to the work components of the career path and green human resources. To extract the components, thematic analysis technique was used with the aim of understanding the main meaning of the analyzed texts regarding the mentioned variables, including the interviews of the faculty members, and the qualitative analysis method and the Delphi panel method and content analysis were used to extract the basic components. Then, the key dimensions and concepts related to them were extracted according to their importance and impact on its performance and applicability. These dimensions and concepts were exposed to experts. This was done through individual interviews and in the form of semi-open interviews of the experts of the studied community. In the next step, these concepts were placed in the main and subcategories that form the same dimensions, components and indicators of the model. With the consensus among experts (15 people were selected through targeted sampling with the approach of selecting key people and theoretical saturation criteria) through the

Delphi panel, the conceptual model was completed.

Quantitative part: Based on the obtained indicators, the research questionnaire was made by the researcher. This questionnaire includes 54 questions (25 questions about human resources and 29 questions about career paths) as well as some demographic questions. This questionnaire was distributed among the employees of the General Department of Cooperative, Labor and Social Welfare of the province (190 people were randomly selected as a sample of the research) and was measured using the structural equation model. According to the above explanations, this The research, while using the theoretical foundations and theories available in the research literature, which is derived from basic research, has developed a career path theory with regard to the impact of green human resources by designing a model. In the descriptive research, the researcher is devoted to systematic and systematic description of the current situation and has studied its features and characteristics and investigated the relationship between the variables. In the current research, while designing and determining the research model during the Delphi process (survey of experts), the researcher has described the existing situation in a way, and on the other hand, the relationship between the variables of career path (dependent variable), green human resources (independent variable) also checked Also, since the researcher studied the above-mentioned variables in the relevant statistical population, it can be said that the research is a kind of "correlation" because in this research, the correlation was examined to see if there is a correlation between the research variables. He assumed a relationship or correlation and whether there is a meaningful relationship between these variables or not, so this relationship was investigated through appropriate statistical tests and with the help of statistical software.

Research Findings

Qualitative part:

In the first stage, based on interviews and their analysis in Maxqda software, seven components of spiritual leadership, six components of organizational citizenship behavior, and four components of emotional intelligence were identified.

- The first step: in order to understand the general content, all the written data related to the interviews were reviewed and then the text of each interview was typed separately and implemented in MAXQDA software.

- The second step: extraction of important sentences from the text of the interviews takes place in this step, for this purpose, important concepts were highlighted in the text and each separate semantic unit was identified.

- Third step: In this step, formulated meanings were created. For this purpose, first the units highlighted in the previous step were compressed. Based on the highlighted units, in the first place, the career path should be towards the price and method, and not to get a better sentence than to give fish to someone is to teach him to fish.

- The fourth step: In this step, the same components counted in the previous step, according to the nature of the surface acting dimension and the deep acting dimension, are placed in single sets and have a suitable title that can cover all the components of a set. , was considered for that collection. In the "career path" variable, the components are: career planning, job opportunity, participation, self-identification, social support, attractions and boosters, and in the "green human resources" variable, the components are: green design, green employment, Green selection, green performance evaluation, green training, green rewards, and green health and safety were named, each of which has several sub-components.

- Fifth step: In this step, the emerging components and sub-components were briefly described. For example, the "career career planning" component was described and named as sub-components: career plan,

career strategy, goals, change of goals, multiple options for career.

- Sixth step: In this step, the daily activities of the research and personal experiences of the researcher in dealing with the research participants were recorded, for example, the "planning of work" component in the code of interviews 2, 5, 6, 8, 11, 12, 15. It was

identified that its participants were good and average in terms of speaking ability and good and low in terms of willingness to participate.

- Seventh step: The results of the research were explained to some of the participants and they were asked to give their opinions about it.

Table 1.

The above-mentioned steps were used in a similar way to calculate other components and sub-components of the job path, green human resources, and the results are given in the table.

Abundance (15) people Number	Subcomponent	Component	Variable
8	The work program is underway	Career planning	
4	The strategy is working		
6	Goals		
11	Changing goals		
9	There are many options for work		
5	Development of skills	Creating jobopportunities	
6	Awareness of the future		
10	Possible opportunities		
9	work experiences		
7	self-leadership	Effective participation in work	
5	Expertise		
8	Hours of work		
4	profession tasks	self-identification	career path work
6	non-working hours		
9	Informing my boss about my duties	social support	
12	work results		
5	Notification of my achievements		
13	My dreams and career goals	Attractions	
7	Self-responsible		
5	Ask for guidance from the supervisor	Amplifiers	
14	Ask for guidance from experienced people inside		
5	Ask for guidance from experienced people inside		
9	Accepting the manager's ideas	Green job design	
6	Criticize the manager's weaknesses		
7	Appearance in front of the manager	Green recruitment	Green human resources
13	Dressing like my boss		
5	Disclosure of personal information before the manager		
11	Showing interest in my boss's interest	Green choice	
10	I am interested in the personal life of my manager		
8	Environmental duties and responsibilities	Green choice	
13	Environmental requirements		
12	Multitasking teams	Green choice	
8	Environmental competency plan		
5	Designing and establishing environmental jobs	Green choice	
14	Environmental criteria in employment advertisements		
9	Environmental concerns in employment	Green choice	
14	Environmental strategies		
5	Environmental values in advertisements	Green choice	
11	Attention to environmental interests of volunteers		
8	Environmental interview questions	Green choice	
7	Selection of applicants with environmental activities		

Abundance (15) people Number	Subcomponent	Component	Variable
6	Choosing people who are aware of environmental issues		
12	Environmental audit management system	Green assessment	
9	Assessment of environmental goals		
11	Green criteria in performance evaluation		
7	Environmental standards		
9	Periodic feedback of environmental goals		
14	Educational needs in environmental issues	Green education	
5	Conditions for teaching environmental issues		
9	Systematic training program for environmental skills		
8	workflow		
10	Environmental Performance Rewards	green bonus	
5	Material and spiritual reward for environmental performance		
12	Rewards for acquiring green skills		
14	Incentives for environmental actions		
5	Environmental measures to reduce occupational diseases	Green health and safety	
13	Environmental measures to reduce environmental hazards		
6	Confidence in the safety of the green work environment		
14	Facilitate formulation of strategies		

Extracted components from career path work, green human resources

Quantitative part:

In this section, structural equation model method using AMOS software has been used to examine and analyze research hypotheses. First, the research data and analysis of the data collected by the questionnaire from the sample were described and then each hypothesis was tested separately. First, the normality of the data was confirmed (Table 3) and the direct effect, indirect effect,

explanatory coefficient and model summary of other variables on the dependent variable of separation were determined. The first and second times were drawn. And at the end, the variables of the research were fitted and the final pattern of the research structure was drawn and the results of structural equation analysis and hypothesis testing were announced.

Table 2.

The results of the Kolmogorov Smirnov test to check the normality of the distribution of the variables (researcher's findings)

Test result	The significance level	Z statistic	Dimensions
Confirmation of H0	053.	064.	career path work
Confirmation of H0	200	057.	Green manpower

Table 3.

Exploratory factor analysis

The set of coefficients of the given wheel factors			The set of coefficients of the wheel factors is not given			Factor	Variable
Cumulative percentage of explained variance	Percentage of explained variance	special value	Cumulative percentage of explained variance	Percentage of explained variance	special value		
12.326	12.326	3.575	18.757	18.757	5.440	First	
24.518	12.192	3.536	30.177	11.420	3.312	Second	career path work
36.198	11.680	3.387	38.746	8.569	2.485	Third	
42.923	6.724	1.950	45.017	6.271	1.819	Fourth	
48.919	5.997	1.739	50.562	5.545	1.608	the fifth	
53.950	5.031	1.459	54.847	4.285	1.243	the sixth	
58.875	4.925	1.428	58.875	4.029	1.168	the seventh	
15.638	15.638	4.691	17.682	17.682	5.305	First	Green manpower
26.408	10.771	3.231	28.114	10.431	3.129	Second	
33.328	6.920	2.076	35.066	6.953	2.086	Third	
39.584	6.255	1.877	41.703	6.637	1.991	Fourth	
45.790	6.206	1.862	47.486	5.783	1.735	the fifth	
51.588	5.797	1.739	52.453	4.967	1.490	the sixth	
57.070	5.482	1.645	57.070	4.618	1.385	the seventh	

The results of the exploratory factor analysis indicators of the research questionnaire

According to the content of the questionnaire and with the existence of 54 items, the items related to each of the factors have been specified according to the variables. In the career path variable, the first factor (career planning), the second factor (creation of job opportunities), the third factor (effective participation in work), the fourth factor (self-identification), the fifth factor (social support), the sixth factor

(interpersonal attractions) and the seventh factor (enhancers) in green manpower, the first factor (green job analysis and design), the second factor (green recruitment), the third factor (green selection), the fourth factor (green performance evaluation), the fifth factor (green manpower training), the sixth factor (green reward management) and the seventh factor (green health and safety management) were named.

Table 4.

Items related to each of the extracted factors in the final questionnaire (54 items)

Related items	Factor
2,3,6,13,16,26,29	On career planning
4,8,14,18,20,27	Creating job opportunities
1,5,12,15,28	Effective participation in work
21, 22, 25	self-identification
7, 17, 19	social support
9, 10, 11	Interpersonal attractions
23, 24	Amplifiers
14,19,20,22,25,26	Analysis and design of green jobs
5,13,15,18,24,27,28	Green recruitment
17, 23, 30	Green choice
3,4,10,11	Green performance evaluation
6,8,12	Green manpower training
7, 29, 18	Green reward management
1,2,9,21	Green health and safety management

Explanation of the Research Model

After testing the second-order factor analysis model, it is necessary to provide a structural model that indicates the relationship between the variables of the research. By using the structural model, it is possible to investigate the hypotheses of the research. The figure shows the structural model of the research. In the next part, the

results of fitting the structural model are reported. According to the standard value of the fitting indices, the fitting of the structural model of the research has been confirmed. To check the hypotheses of the research, it is necessary to show the value of t (critical ratio) of each path. In the table below, the value of t and path coefficients are mentioned.

Table 5.

The results of structural equation analysis, hypothesis testing

The result of the hypothesis confirmation	meaningful	Critical ratio	estimate	theories
	0.005	2.767	0.210	career path work Green human resources

In the table, the path coefficient (beta coefficient) indicates the intensity and type of relationship between two hidden variables. It is a number between -1 and +1, which if equal to zero, indicates the absence of a linear relationship between two hidden variables, and this coefficient indicates the correlation between two hidden variables. Looking at the table, it is clear that the value of this coefficient is greater than zero and close to one for all research hypotheses.

Therefore, it can be concluded that there is a strong correlation between the variables.

The T value or the critical ratio obtained for all hypotheses is greater than 1.96, and the significance value is also less than 0.05, and it can be concluded that the hypothesis research has been approved. As can be seen in the table, the value of the calculated critical ratio (2.767) of green human resources (independent variable) is greater than 1.96, and the significant value is less than 0.01, and it can be concluded that the variable of green human resources has a significant positive effect on He has a career at work.

Table 6.

The fit of the research subject variables

CFI	IFI	GFI	RMSEA	CMIN/df	Structure
0.953	0.954	0.957	0.079	2.238	career path work
0.907	0.913	0.925	0.126	3.992	Green human resources

Considering that the most important indices of fit are CMIN/df or chi-square and RMSEA of absolute fit, which indicate the degree of similarity between the hypothetical model and the observed model, and their value should be $CMIN/df < 3$ and $RMSEA < 0.08$ and the index GFI, IFI, and CFI of adaptive fit whose range is between 0 and 1 like Pearson and their value should be above 9%. Therefore, as can be seen in the table, in the CMIN/df index and the RMSEA index, only the work variable of the career path and the work variables of the career path, green

human resources in other indicators, confirm the fit of the first and second order factor analysis model. slow The researcher compiles the structural equation model to show specific relationships between hidden variables; In other words, the considered structural equation model can be compiled and tested to determine to what extent the presupposed relationships are supported by sample variance and covariance data. Relationships between variables are shown with the help of structural equations. In these equations, structural coefficients are defined

to show the intensity (statistical significance) and direction (positive or negative) of the relationship. In addition, every structural equation includes a disturbance term or measurement error. The measurement error

shows a share of the hidden dependent variable that is not explained or predicted by the hidden independent variable in the equation. In the figure below, the structural model of the research is depicted.

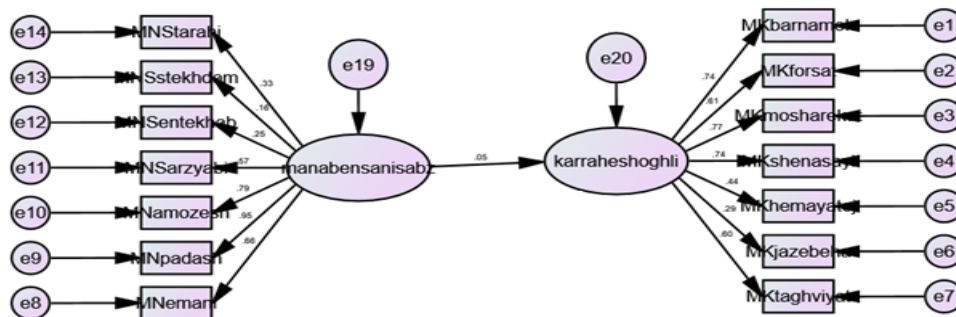


Chart 3. Second order factor analysis - research model

Conclusion and Recommendations

1- Conclusion from the first sub-hypothesis: there is a significant relationship between career path work and green human resources. Green human resources has a direct and significant impact with the career path work in the general department of labor cooperative and social welfare of the province. According to the hypotheses of the research, it was found that green human resources have a relationship with career path work and the type of this relationship is also causal. That is, green human resources has a positive and significant effect on career path work with a beta coefficient of 0.181. Also, the calculated critical value of 2.767 and significance less than 0.05 confirm this hypothesis. Although no research was found based on the relationship between green human resources and career path work, it can be stated that the results of this research are in line with the internal research results of Golproro Nadi (2013), Gharibzadeh et al. (2018), Zahid et al. (2017) and Jafari et al. are in agreement that they achieved similar results in their research. Also, the results of this research are in line with the results of research abroad such as Anderson's (2004). Related and similar researches are consistent with the research results in the present hypothesis. Therefore, all aspects of green human resources have a positive and significant effect on the career path.

In order to conceptualize the whole model, the research results obtained with the research results, these findings with the results of the studies reviewed by Aziz Mohammadlou et al. (2016), Rahimi et al. It is in an extension. From the obtained result, it can be stated that today the environmental performance of companies and compliance with environmental laws is considered as an important competitive advantage. Therefore, the compatibility of innovation with environmental considerations is of great importance. For this reason, the concept of green innovation is of great importance in improving environmental performance; Because green innovations in production processes can lead to the improvement of recycling processes, saving natural resources, energy and reducing environmental pollution, which should be considered by managers of innovative companies, especially knowledge-based companies.

This research was conducted with the aim of designing a career path model with regard to the impact of green human resources in the General Department of Cooperation, Labor and Social Welfare of Fars province through a mixed study. The findings showed that the career path model in the General Department of Cooperative, Labor and Social Welfare of Fars province consists of four main stages; Career planning, career management, career development and career consequences are

formed. In the meantime, career planning includes the dimensions of career targeting and drivers of career planning.

In this regard, Baghdadi and Gianchini (2019) also mentioned in their research developmental, informational and relational mechanisms as the most important measures of organizational career management for the success of an objective career. Heslin et al. (2019) also mentioned personality traits, self-regulation programs, career-enhancing behaviors as drivers of career planning, and objective and subjective consequences as the output of the career development path.

In their research, de Olivera et al. (2019) have mentioned career management measures (career development, internal mobility) and leadership career support as the interactive effects of leadership and organizational career management support on job satisfaction and intention to leave the job. .

In their research, Kang et al. (2012) also considered career management as including: career evaluation, career development, career training, career satisfaction and competency.

Finally, it should be mentioned that in this research, an attempt was made to design a career path model for the General Department of Cooperative, Labor and Social Welfare of Fars Province, based on the opinions of experts, however, it seems that it is necessary to design a model based on Quantitative methodology is validated and cause and effect relationships between categories are also evaluated. In this regard, researchers are suggested to validate the career path model of the General Department of Cooperatives, Labor and Social Welfare of Fars province based on interpretative-structural method in future research.

According to the research results, the following suggestions are recommended:

1- Considering that the relationship between social, political, environmental, and economic roles has increased in this century, it is suggested that organizations, despite the new challenges and dynamics, implement social responsibility at the

organization level, including mechanisms. Or take effective strategies to deal with these challenges

- 2- Due to the fact that with trainings related to career path work and green human resources in training courses, it is possible to improve the components of these variables in employees. Therefore, it is suggested that, like holding specialized training courses and joint job training, while emphasizing and requiring the presence of all employees from all hierarchical levels in this training course, it is possible to hold green human resources courses and career path work on a continuous basis. provided long-term
- 3- It is suggested to inform and interact among the organization's employees regarding the environment and environmental factors with green policies and policies in a serious manner and long-term planning.
- 4- The causes of creating social responsibility among employees as well as commitment to environmental results and evaluation of interests, values and skills of employees in line with human resource management and social responsibility among economic and industrial organizations will become more colorful.
- 5- Adopting strategies to maintain and improve valuable human resources and effectively use their capacities in the current turbulent knowledge environment and voluntary activities to improve the environmental situation.

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