



Green Resource Management and Its Impact on the Organizational Sustainability Considering the Mediating Role of Environmental Performance and Empowerment

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Abstract

Introduction: The present study aimed to explore the impact of green human resource management on corporate sustainability, with a focus on the function of environmental performance as a moderator and the perspective of sports organizations employees' empowerment in Fars province.

Methods: This research is applied in terms of purpose and correlational descriptive survey in terms of the data collection method. The statistical population consisted of 4047 employees working at sports organizations in Fars province, and the sample size was 395 utilizing the stratified sampling method, optimal allocation, and Cochran's formula. The standard questionnaires of organizational resources management by Sakhavalkar and Tadani (2013), corporate sustainability by Karkolian et al., (2015), environmental performance by Madersgloo and Altanlar (2011), and Spritzer's staff empowerment (1995) were employed to conduct the current study.

Results: Sports management authorities approved the face and content validities of the questionnaire prepared for this investigation. In addition, the Cronbach's alpha method was used to calculate its reliability which were 96%, 46%, 68%, and 64% for green resource management, corporate sustainability, environmental performance, and empowerment, respectively. The data were statistically analyzed using structural equation modeling. Green human resource standards affect the sustainability, according to the findings, with a path coefficient of 0.364. Environmental performance and empowerment were found to have a mediating function concerning green human resources and sustainability, with path coefficients of 0.476 and 0.434, respectively.

Conclusion: Considering green human resources by relying on environmental performance and employee empowerment is one method of ensuring the sustainable development of sports organizations.

Keywords: Structural equation modeling, Environmental indicators, Human resources development.

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Introduction

Today, the role of human resources, as the main assets of the organization in the path of growth and development, has been proven; due to the importance of human resources in the development of organizations and industries, it is necessary to carry out various programs to increase this capital. Recruiting the employees and human capital will

save the organizations and industries from crises and create golden business opportunities for them. Therefore, empowerment is a very important tool for the development of green human resources (1). Another variable that is considered to increase sustainability in the organization is the motivation of the human factor. Motivated manpower who performs his/her duties is the most important

factor in the development and sustainability of the organization and employee motivation is provided by increasing the level of morale and job satisfaction of employees. However, in order to do so, it is necessary to pay attention to satisfying their needs in the workplace, and only organizations can provide the satisfaction of the high needs of their employees that have created a suitable psychological atmosphere within the organization. Its dimensions are attention to green human resource management (2). The key to achieving a sustainable organization is to have a culture of service and customer orientation, which is a strong belief in employees who approve of the structure and strategy of the organization. When an organization has a strong service culture, three things will happen: 1) employees are familiar with the demands of senior managers in responding to situations, 2) employees believe that the expected response is the best and most appropriate, and they know that in return for showing the values of the organization, they are appreciated. Green human resources play an important role in perpetuating a strong service culture that begins with hiring and selecting the applicants who share the organization's beliefs and grow in the same service culture. It is green human resources that provide training, performance and performance management programs to enhance the core values of the organization and reward the employees who actually embody these values to ultimately make the organization productive (3). Given the important role of green human resource management in a sports organization, human resource management can be considered necessary to preserve the environment in organizations. Green human resource management can improve the productivity and sustainability of the organization by improving environmental performance, including hiring and retaining environmental support staff, and providing environmental training and environmentally friendly partnerships (4). The conclusion is that the application of green human resource management in organizations is a vital issue and includes any organization, including sports organizations, which should be considered as a management priority. Sport and the environment are closely linked. In the last few years, the issue of sports and the environment has been widely discussed and sports have been mentioned as a tool to achieve the principles of sustainable development. Therefore, considering the importance of the subject, the aim of this research is to deal with the role of environmental performance and empowerment in sports organizations in Fars province. Sports organizations in Fars province are

among the sectors that can identify the effects of their behaviors on the environment and take measures to reduce the negative effects of these behaviors on natural ecosystems. According to the services provided by sports organizations in Fars province, resource management policies should create green people in different parts of the organization to improve energy efficiency in these organizations through green human resources and create insights for managers and policy makers to create a sustainable organization. The questions posed were:

1. To what extent has green human resource management been considered in sports organizations in Fars province?
2. What is the position of green human resources management in the major goals of sports organizations in Fars province?

Therefore, the impact of weightlifting on the role of environmental performance and empowerment of sports organizations in Fars province is significant. We also made an attempt to determine whether green human resource management has a significant effect on organizational sustainability and also which variables of environmental performance and empowerment have a mediating role in relation to green human resource management on organizational sustainability and whether the proposal is suitable. The proposed research model was as follows (Figure 1).

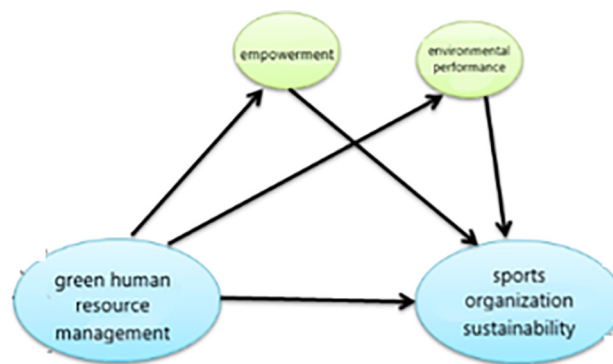


Figure 1: The model proposed by the study

Methods

The research method is applied in terms of purpose and correlational in terms of collection of descriptive information. In addition, given that the structural equation modeling method will be used to test the model, among the correlation studies, this research is of the correlation matrix analysis or covariance type. Also, to evaluate the suitability of the proposed model, the following tests were performed: to measure the convergent validity of the extracted mean variance (AVE), we determined

the criterion for weak, medium and strong values of the structural fit of the model using the coefficient of determination; also, for the predictive power of the model, Predictive quality (Q2) was used to examine the overall research model using the GOF criterion. The statistical population of the study included all employees of sports organizations in Fars province (general departments of sports and youth, managers of sports clubs, president, vice president and secretary of sports boards and employees of physical education departments of universities). In this study, stratified sampling method was used using Cochran's formula and the total sample size was determined to be 395. Based on the ratio of each class from each group, the number was selected as follows and a questionnaire was distributed (Table 1).

The data were collected using the following questionnaires:

1-Standard organizational resource management by Sakhavalkar and Tadani (2013)

2- organizational sustainability questionnaire by Carcoliano et al. (2015)

3- environmental performance questionnaire by

Pile et al. (2014)

4- staff empowerment questionnaire by Spritzer (1995)

Content and formal validities of the questionnaires designed for the present study were confirmed by sports management professors, and their reliability was calculated to be 0.86, 0.78, 0.98, and 0.80, respectively, using Cronbach's alpha, which resulted in a final validity of 0.88 for all questionnaires.

Descriptive statistics including tables, mean, and standard deviation tests and inferential statistics (Cronbach's alpha to test variable reliability, and Kolmogorov-Smirnov test to determine data distribution normality) were used in the present study. Data analysis was conducted using SPSS v.22, and exploratory factor analysis, path analysis, and the goodness-of-fit index were used in the inferential and analytical sections of the study to find an answer to the research questions. Besides, a systematic equation model test (SEM) was used to examine research questions using Smart-Pls software v.3. In this research, the checklist of ethical considerations was fully observed.

Table 1: The study participants and sample size

Organization	Number	Ratio	Sample size
Male and female staff of the general directorate of youth and sports	341	0.084	33
Sports club managers in the province	1200	0.297	117
Physical education department staff at universities	106	0.026	11
Presidents, vice presidents, and secretaries of sports boards and their committees	2400	0.593	234
Total	4047	1	395

Table 2: Demographic characteristics of participants

Variable	Dimensions	Frequency	%	Variable	Dimensions	Frequency	%
Gender	Male	298	%75.67	Education	High school graduate or less	55	%13.92
	Female	97	%24.33		Associate's degree	109	%27.59
Age	Less than 25	35	%8.86	Work history	Bachelor's degree	123	%31.14
	25-29	49	%12.41		Master's degree	100	%25.32
	30-34	64	%16.20		Doctoral degree	8	%2.03
	35-39	71	%17.97	Under 10 years	197	%49.87	
	40-44	77	%19.49	10-20 years	154	%38.99	
45-49	67	%16.96	Marital status	Over 10 years	44	%11.14	
50-54	20	%5.06		Single	138	%34.94	
over 55	12	%3.04		Married	257	%65.06	

Table 3: Descriptive statistics

Variable	Mean	Standard deviation	Correlation test with the organizational sustainability.	
			Correlation coefficient	Significance level
Organizational sustainability	3.731	0.446	-	-
Green human resource management	3.468	0.379	0.43**	0.023
Environmental performance	3.924	0.683	0.65**	0.001
Empowerment	3.989	0.547	0.60**	0.001

Results

Table 2 indicates the frequency distribution of individual information.

Table 2 indicates the mean and standard deviations between the main research variables.

As Table 3 demonstrates, empowerment had the highest mean (3.989) among research variables according to the participants. Besides, the lowest mean is attributed to green human resources (3.468). All variables have a significant relationship with the dependent variable.

The conceptual model is as follows (Figure 2).

Model Fitness

The following Table 4 indicates the results of this test using the path coefficient test.

Test results indicated that since that the direct path coefficient of green human resource management was 0.364, the relationship was significant. Besides, the direct path coefficient of green human resource management to organizational sustainability was 0.364 and the path coefficient through the mediating variable of environmental performance was 0.476, so

the variable of environmental performance influenced the relationship between green human resource management and organizational sustainability because the direct path coefficient is smaller than the path coefficient through the mediating variable. Also, the direct path coefficient of green human resource management to organizational sustainability was 0.434 and the direct path coefficient was smaller than that through the mediating variable, so the empowerment mediating variable impacted the relationship between green human resource management and organizational sustainability.

Model fitness should also be confirmed so that the model is approved. There are several ways to estimate general model fitness using the observed data. These tests answer the question of how the model fits the research data. The following Table 5 demonstrates these variables plus the coefficients obtained from the study.

Discussion

The aim of this study was to investigate the effect of green human resource management on the

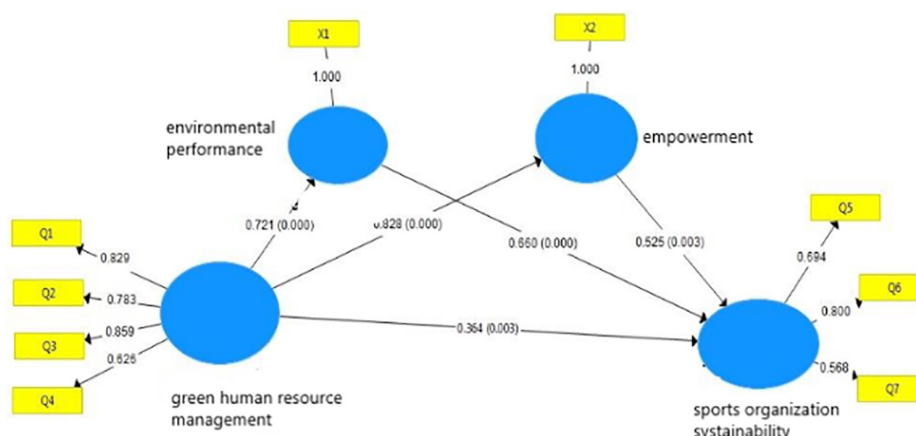


Figure 2: Structural equation model analysis test on the model proposed by the study

Table 4: Test results

Path	Path coefficient	P-value	Result at 5% error level
Green human resource management → organizational sustainability	0.364	0.003***	Significant relationship
Green human resource management → environmental performance → organizational sustainability	Through mediating variable	0.721*0.660=0.476	The mediating variable is influential
Green human resources management → empowerment → organizational sustainability	Through mediating variable	0.828*0.525=0.434	The mediating variable is influential

***Significant at the 0.05 error level

Table 5: Fitness variables for the research model

Variable	Composite reliability	Mean extracted variance	Determination coefficient	Q2	GOF
Green human resource management	0.854	0.524	0.506	0.16	0.28
Sports organization sustainability	0.880	0.525			
Environmental performance	0.858	0.604			
Empowerment	0.834	0.504			

sustainability of sports organizations in Fars province as a case study. The test result showed that the value of the direct path coefficient of green human resource management on organizational stability was 0.364 and the path coefficient through the mediating variable of environmental performance was 0.476, so because the direct path coefficient was less than the path coefficient through the mediating variable, the mediating variable of environmental performance affects the relationship between green human resource management and organizational sustainability, which is consistent with the results of the studies (5, 6). The result of the second test showed that the value of the direct path coefficient of green human resource management on organizational stability was 0.364 and the path coefficient through the empowerment mediator variable was 0.434, so because the direct path coefficient was less than the path coefficient through the mediator variable, then the variable empowerment mediator affected the relationship between green human resource management and organizational sustainability. This result is consistent with those of the studies (7, 8). The result of the general test also showed that the value of the direct path coefficient of green human resource management on organizational sustainability was 0.364 and this relationship was significant. This result is consistent with those of (5, 9). The overall results of the research showed that the activities performed by the case study organization were mostly in line with green human resource management standards. The results also revealed that green human resource management had an impact on sustainable organizational development. Moreover, the results of examining the effect of mediating variables showed that the two mediating variables of environmental performance and empowerment affected the relationship between green human resource management and sustainable organizational development; each of these three variables directly explained the changes related to sustainable organizational development. This is consistent with the results of the studies (8-12). On the other hand, awareness of green human resource standards was at a good level.

Conclusion

Based on the results of statistical analysis based on structural equation technique, it can be seen that green human resource standards have a significant effect on sustainability in the organization under study. Of course, in the stage of awareness of the new and important issue of green human resource management, full attention should be paid to the

familiarity of the organization's employees with this category. These methods include the tasks assigned to individuals in order to conserve environmental resources and the optimal use of office supplies such as paper and disposable plastic containers and the like. The result is that the employees of this organization must first use these methods in practice, so that they can be a role model for other people and even other organizations. Also, although it has envisaged specific measures to protect the environment, some of which have been implemented. That is, although there is little awareness of green human resource management, but some of the actions of the organization and part of the budget allocated to the organization are consistent with environmental protection measures and green management, and some measures must be taken. These activities include the use of new energy sources such as solar energy in the organization to provide energy, the use of well-structured buildings to use sunlight and other similar cases. The results of any research can lead to practical suggestions or for future research. Since the present study tried to make the theoretical foundations and frameworks of hypotheses scientific and reliable, it is recommended that managers should pay special attention to these dimensions in order to achieve sustainable organizational development. The results of this study showed that international studies and experiences all indicate and confirm that sustainable and comprehensive development must necessarily go beyond the context of human resources and the precondition for success, consolidation and continuation of any development and transformation, and investment in development. Humanity is its main pillar and core. It has also confirmed the application of human resources to guide the environment and development of knowledge capital for sustainable development. Considering the impact of human resources as an important organizational element in promoting organizational productivity and achieving sustainable organizational development, practical solutions to improve the efficiency of green human resources, including the use of effective measures to analyze and design green jobs in the organization, professional development according to green human resource planning, institutionalization of change and innovation with the help of green human resources training, and the establishment of performance management with a green performance appraisal approach. Finally, given the significant impact of empowerment, managers are recommended to reinforce senses of job meaning, competence in the job, choice, effectiveness, and partnership with

others in the employees. Considering the significant impact of organizational sustainability, managers of organizations should pay attention to individual, social and organizational aspects. Due to the significant impact of environmental performance, managers should work on the issues of observing and strengthening the environmental performance of employees, such as recycling, energy saving, and environmental health awareness of activities.

Doing any research has limitations, some of which are related to environmental factors and some to the research process and the researcher. The important point is that the existence of restrictions should not affect the results of the research or prevent the performance of appropriate research. The researcher should try to reduce the role of constraints or provide solutions to deal with them. The most important limitations of the present study and the strategies that the researcher used to reduce the effects of these limitations were restrictions on access to comprehensive databases due to the sensitivity of the devices to provide information to the organization in the sports departments of military organizations excluded from the statistical population, and restrictions on the cooperation of individuals or related organizations due to coronary heart disease.

Conflict of Interest: None declared.

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