

Investigating of the Impact of Green Human Resource Management on Organizational Commitment and Green Creativity in Isfahan Mobarakeh Steel Company

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Abstract

The purpose of this study is to evaluate the impact of green human resource management on organizational commitment and green creativity of an industrial complex. In this study, a cross-sectional study based on a questionnaire was conducted to collect data from a sample of 168 people who are employees of Mobarakeh Steel Company in Isfahan. The content validity of the questionnaires was confirmed using the opinion of experts and the construct validity was confirmed using factor analysis. The reliability of the questionnaires was also confirmed by Cronbach's alpha method. Structural equation modeling was used to test the research hypotheses. According to the research findings, green human resource management has a significant effect on green organizational commitment ($\beta = 0.64$) and green creativity ($\beta = 0.55$).

Keywords: Green Human Resource Management, Green Creativity, Green Organizational Commitment, Job Performance

INTRODUCTION

The concept of green has attracted the attention of both researchers and industrialists over the past few decades. In previous studies, studies have been conducted in this regard, green human resource management as one of the important management paradigms in organizations to improve organizational performance in today's turbulent environment with the ability to motivate employees and develop an organizational culture that practice Morality in it is considered a behavioral norm trying to predict environmental changes.

These studies have identified several influential factors that affect green human resource management and job performance. According to studies and observations of employees and managers in some organizations in Iran, it seems that green human resource management sometimes affects factors such as green creativity and green organizational commitment and these factors can They have an impact on job performance in this regard, while in previous studies, this issue has been less addressed and is considered as a research gap, so the present study tries to increase the effectiveness and

effectiveness of the mentioned factors. To measure job performance.

In academia, researchers have shifted from "focusing on green business" to "greening" operational areas in organizations, which requires green purchasing (Zhang et al., 2018), green supply chain management (Kazankoglu et al., 2018; Zayed et al., 2018), Green Innovation (Lee et al., 2018), Green Financing (Anji, 2018), Green Management (Mustafa et al., 2018), Green Information Technologies (Perzichudzan et al., 2018) and Human Resource Management Green (HRM) (Renwick et al., 2013; Zayed et al., 2018).

The 21st century is known as the century of emerging markets with cultural diversity that have spread around the world (Saing, 2018). Green human resource management has become a necessity today for various reasons. First, a large number of diverse environmental events have been reported. Second, industries use natural resources to produce goods or products that often lead to industrial waste and environmental pollution. Third, pollution, ecological imbalances, and

global warming are considered by-products as wasteful use of natural resources that serve raw materials. Previous research has shown that the way in which human resource management can be greened is usually explored through a chain that includes all forms of human resource management - job analysis, recruitment and selection, education, performance, and Evaluations, and Rewards (Renwick et al., 2013). According to Renwick et al. (2015), the most recent emerging studies have examined green human resource systems and the behavior of individual employees with the help of multilevel dynamics and new theoretical orientations. These articles have also helped to increase the quality of research related to green human resource management in several ways, for example by examining green human resource practices, broader contextual issues and the impact of green human resource management on performance.

Performance is the stage of success in completing a specific task (Simanjontek 2011). In other words, organizational performance is a stage of performance success that people achieve from the organization. Organizational performance in an organization is strongly influenced by three main factors: organizational support, managerial or skill efficiency, and the performance of each person working in that organization, so that each unit in an organization has several departments that have several Individuals are employed in each department (Simanjontek 2011). Considering the importance of green human resource management and job performance in today's organizations and creating green creativity and green commitment in organizations from the past until now, while emphasizing the importance of performance and human resource management, research on influential factors and impact factors Most of them are done.

Creating and cultivating creativity usually has "stages" that are not only formulated as a scientific and formulated method, but also as a guide that can be useful for people of all ages. Most of them believe that creativity is something beyond responding to the production of various ideas (to a problem) (Basador, 2003).

Also, organizational commitment became a variable that has a significant impact on organizational excellence. Tolentino (2003) in his research showed that commitment with work performance and performance is emotionally and significantly correlated with the excellence of academic staff. In a study, it was found that employees 'perceptions of the degree of

distributive and procedural justice in the organization had an effect on their performance, but there was no strong correlation between employees' perceptions of the extent of interaction justice and employee performance in the organization.

According to the above, the purpose of this study is to investigate the impact of green human resource management on organizational commitment and green creativity in Mobarakeh Steel in Isfahan.

RESEARCH METHODOLOGY

In studies related to structural equations, to calculate the sample size, the relation $5q \leq n \leq 15q$ is usually used. In the above formula, q is the number of questions in the questionnaire and n is the sample size. Considering that the number of questions in the questionnaire is 23 questions, based on this, 180 questionnaires were distributed, of which 168 questionnaires had correct information and were used to analyze the data.

The data collection tool is a questionnaire that consists of three parts; The first part includes the introduction of the research goal; In the second part, the questions related to the measurement of variables are given and in the third part, the demographic characteristics are stated.

Questions related to green human resource management including 8 questions (questions 1 to 8 of the questionnaire), Jabor (2011) and Yang and Mahdi Yousef (2016).

Questions related to green creativity including 4 questions (questions 9 to 12 of the questionnaire), Maltri and Alasdair (2009).

Green organizational commitment questions including 5 questions (questions 13 to 17 of the questionnaire), Allen and Meyer (1990).

Job performance questions including 6 questions (questions 18 to 23 of the questionnaire), Patterson (1970).

The face validity of the questionnaire was confirmed by holding several sessions and using the opinion of the supervisor and experts of Mobarakeh Steel Company and factor analysis was used to evaluate the validity of the structure. Table 1 shows the values of the factor loads related to the variables. As can be seen, factor loads have appropriate values (values greater than 0.3).

Table 1: Results of confirmatory factor analysis

Variable	Items	Factor loads	Significance level
Green human resource management	Q1	0.70	0.001
	Q2	0.76	0.001
	Q3	0.79	0.001
	Q4	0.70	0.001
	Q5	0.59	0.001
	Q6	0.52	0.001
	Q7	0.47	0.001
	Q8	0.68	0.001
Green Creativity	Q9	0.48	0.001
	Q10	0.71	0.001
	Q11	0.56	0.001
	Q12	0.36	0.001
Green organizational commitment	Q13	0.78	0.001
	Q14	0.39	0.001
	Q15	0.61	0.001
	Q16	0.66	0.001
	Q17	0.52	0.001
Job Performance	Q18	0.49	0.001
	Q19	0.61	0.001
	Q20	0.49	0.001
	Q21	0.58	0.001
	Q22	0.61	0.001
	Q23	0.51	0.001

Cronbach's alpha was used to calculate the reliability. The values obtained can be seen in Table 2. Due to the fact that the reliability of each criterion is higher than 70%, so the reliability of the questionnaire is confirmed.

Table 2: Cronbach's alpha values related to the reliability of the questionnaire

Variable	Cronbach's alpha
Green human resource management	0.835
Green Creativity	0.702
Green organizational commitment	0.774
Job Performance	0.702

Descriptive and inferential statistics are used to analyze the data. Structural equation modeling is also used to investigate causal relationships. The software used are SPSS 20 and AMOS 20. A summary of the statistical methods used is shown in Table 3. As can be seen, in

the descriptive statistics section, frequency and mean are used, and in the inferential statistics section, several different tests are used. Confirmatory factor analysis is used to evaluate the construct validity of the questionnaire. Structural equation modeling is used to test the research hypotheses.

Table 3: Methods of data analysis

Item	Method used	Application	Statistical software
Descriptive Statistics	Abundance average	Description of the statistical sample of the research	SPSS
Inferential statistics	Confirmatory factor analysis	Checking the construct validity of the questionnaire	AMOS
	Structural equation modeling	Investigating the causal relationship between variables and examining research hypotheses	AMOS

RESULTS

Hypothesis 1: Green human resource management has a significant effect on green organizational commitment in Isfahan Mobarakeh Steel.

Table 4 shows the test results of the first hypothesis. Given that the critical value is greater than 1.96, this hypothesis is confirmed.

Table 4: Test result of the first hypothesis

Direction	Beta coefficient	Critical value	P	Result
Green human resource management has a significant effect on green organizational commitment in Isfahan Mobarakeh Steel.	0.64	1.96	0.001	Confirmation

Hypothesis 2: Green human resource management has a significant effect on green creativity in Isfahan Mobarakeh Steel.

Table 5 shows the test results of the second hypothesis. Given that the critical value is greater than 1.96, this hypothesis is also confirmed.

Table 5: Test result of the second hypothesis

Direction	Beta coefficient	Critical value	P	Result
Green human resource management has a significant effect on green creativity in Isfahan Mobarakeh Steel.	0.55	3.04	0.002	Confirmation

Considering that the observance of environmental issues has already been studied by several researchers, we will examine these cases with the results of the present study:

In a study conducted by Kim and colleagues in 2019. In fact, this study examines how to improve the environmentally friendly behavior of employees and the environmental performance of hotels through green human resource management, showed that human resource management, green organizational commitment of employees, environmentally friendly behavior and environmental performance of hotels increases.

This study shows that senior hotel managers and human resource managers should implement green human resource management policies. Also in another study, Yang et al. In 2019 showed that green human capital and green communication capital affect green human resource management. Interestingly, green structural capital did not have a significant relationship

with green human resource management. Previously, the two et al. (2018) proved in a study that all three variables of job stress, job control, and perceived organizational support affect job performance.

According to a 2017 Mishra study that examines the status quo and challenges facing green human resource management practices in India. It concludes that there is more scope for organizations to use the full potential of GHRM practices to encourage environmentally

friendly behavior. Also, the support of managers and mutual learning (in a disciplinary manner) between departments is important to facilitate green behaviors among employees.

Zhou et al. (2017) showed that dream leadership is directly related to employee innovation in Chinese organizations and is indirectly related to knowledge sharing among employees. In addition, the employees "goal learning" orientation strengthens the relationship between dream leadership and employee knowledge sharing, given that employees' "goal avoidance" orientation weakens the relationship between dream leadership and employee knowledge sharing. Slowly Kianto et al. (2017) also showed in a study that intellectual capital is a positive mediator between knowledge-based human resource management and innovation performance and points to the vital role of human capital in this regard. Knowledge-based human resource management factors affect structural and communication capital, and in particular human capital. Human capital also affects the performance of innovation by improving structural and communication capital.

Saridakis (2016) also showed in a study that longitudinal performance studies of human resource management show a general correlation. In addition to this integrated set, high performance reciprocally reinforces the strong impact on firm performance relative to individual human resource management practices, and this effect is statistically constant between operational performance and financial performance.

CONCLUSION

According to the results obtained from the test of the first hypothesis, since the critical value is more than 1.96. Green human resource management has a positive and significant effect on green organizational commitment in Isfahan Mobarakeh Steel. Also, the results obtained from the test of the second hypothesis, since the critical value is more than 1.96. Green human resource management has a positive and significant effect on green creativity in Isfahan Mobarakeh Steel.

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