

Analyzing the Role of Green Human Resource Management Practices on Employee Empowerment in Higher Education, A Case Study of Erbil Polytechnic University

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Abstract

Purpose—Green human resource management (GHRM), understood as a current research movement, plays a significant role in the development of organizational sustainable strategies. Though, there is still a research gap in the systematization and integration of the available GHRM in relation to facts to suggest detailed future directions. Thus, the purpose of this paper is to demonstrate the impact of the GHRM on employee empowerment in EPU.

Design/methodology/approach—The researchers used a questionnaire as a method of data collection, where 128 questions were distributed at EPU. Then, the SPSS program is used to analyze the collected data.

Findings—From the findings, the researchers discovered that GHRM highly affects employee empowerment through creating a green employee environment at the studied organization. Moreover, the respondents have shown that GHRM is the main factor for their empowerment, as the application of GHRM will bring cheerfulness and calmness to the organizations' staff, and employees will be sensing meaningful feelings toward their organizations' goals and objectives.

Originality/value—Such paper is very significant for researchers to research in GHRM by categorizing research gaps and providing comprehensive recommendations. GHRM is almost a modern area of study; this paves a way for future studies, in particular proposals of developments that relate to green acting and behavior within organizations.

KEYWORDS: Green Human Resource Management, Green Management of Organizational Culture, Green Employee Environment, Green Employee Empowerment.

INTRODUCTION

The growing interest in green human resource management (GHRM), sustainable organizational culture, and green employee empowerment reflects a broader global concern about environmental challenges, and businesses are not exempt from addressing these issues. The detrimental effects of pollution and waste have led to the creation of international treaties, national regulations, and corporate policies aimed at mitigating these impacts. While treaties and regulations are mandatory, voluntary practices also play a crucial role in minimizing the harmful effects on society and the environment. The Erbil Polytechnic University (EPU) has been exploring economically viable approaches to reduce the environmental footprint of its employees, reflecting a broader shift towards sustainable practices. The unique political and social context of the Kurdistan Region of Iraq has influenced the founding and development of institutions like EPU. Following the events of 2003, including the invasion of Iraq and the subsequent political and economic restructuring, the region attracted numerous multinational corporations, governments, and NGOs. These organizations contributed to reconstruction efforts, and EPU emerged as part of these broader developments. The displacement caused by conflict, both within Iraq and in neighboring countries like Syria, prompted the Kurdistan Regional Government (KRG), Iraq's administration, and NGOs to respond swiftly. In this context, EPU and other institutions have sought to incorporate green management practices alongside financial and social strategies. Effective implementation of green human resource management and the integration of sustainable practices within organizational culture requires clear processes and strong leadership. The emphasis on GHRM, sustainable organizational culture, and green employee empowerment is increasingly prominent in both developed and developing nations. This focus aligns with broader trends, such as the rise of green cities, sustainable food practices, and ethical considerations in education and business. The green movement has motivated businesses to adopt environmentally friendly practices, integrating sustainability into their core strategies. By combining innovative approaches with a

commitment to reducing ecological footprints, organizations are expected to create a positive work environment that empowers employees while fostering a deeper connection between individuals and the environment. The concept of sustainable development, particularly in relation to employee empowerment, is gaining momentum as businesses recognize the importance of aligning their growth objectives with environmental responsibility.

Research Purpose

The research purpose is to the presence of the model of Green HRM practices in EPU. The main purpose is to assess the GHRM Practices in the organization Green Management of Organizational Culture and to identify the viewpoint of the organization regarding drivers, barriers, and expected benefits of GHRM practices. To establish a better connection among the environment and employees, and to help the EPU in understanding how they can improve their green employee empowerment, green employee environment working through human Resources.

Research Problems

Global issues have increased the environmental troubles, according to the EPU's perspective, the researcher sought to identify the aspects that could affect the implementation of Green Human Resource Management, as well as explore the predicted benefits of Green Employee Empowerment. Green Human Resource Management is not present in organizations, and thus, Green Management of Organizational Culture is necessary to understand the results process and whether this type of Green Human Resource Management can be objectively illustrative. This conceptualization can equally concur with researchers and practitioners to have a better understanding of the conceit. Numerous unanswered concerns remain as a major Green Management of Organizational Culture, element in this field of Green Employee empowerment, Cheerfulness and peacefulness of the workforce, and Meaningful sense of employees.

The Research Questions

To what extent does GHRM affect Green Employee Empowerment in the EPU?

To what extent does green management of organizational culture play as a moderated role between GHRM and green employee empowerment?

To what extent does a green employee environment affect green employee empowerment?

The Research Objectives

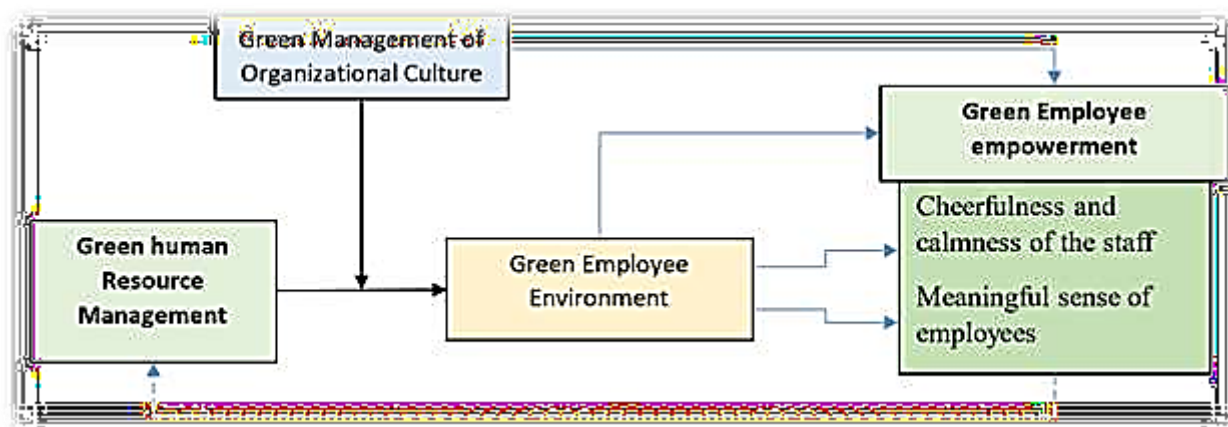
To find out the impact of GHRM on Green Employee Empowerment in the EPU.

To investigate the moderated role of green management of organizational culture in affecting green employee empowerment.

To find out the role of green employee environment in impacting green employee empowerment.

Research Significant

The Most Crucial Statement it has been misunderstood because of the unclear definition and other theoretical concerns of GHRM. Research on GHRM, green management of organizational culture, green employee empowerment, green Employee environment, cheerfulness and peacefulness of the staff meaningful sense of employees is hampered by a lack of attention to the employees themselves.



Research Model

Research Hypothesis

Hypotheses assist researchers in making assumptions before proceeding with the research elaboration. Based on the research hypothesis, the structure of the research work can be done. In that context the hypothesis of this paper is mentioned below:

The above-mentioned hypothesis can be assessed by the researcher to maintain the objective of the research and to fulfill the objective of the study.

H1: There is a statistically significant relationship between green human resource management and green empowerment, such as the cheerfulness and calmness of the staff and the meaningful sense of employees from the point of view of the study sample.

H2: There is a statistically significant relationship between green empowerment, in terms of their dimensions with green human resource management, green management of organizational culture, and green employee environment.

H3: Green management of organizational culture plays a major role in providing the various aspects and concepts for organizing to the decision makers because a green employee environment, and green empowerment have a huge managing impact on the corporation.

LITERATURE REVIEW

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) refers to integrating HR practices with environmental objectives to enhance sustainable organizational performance. The fundamental aim of GHRM practices is to minimize environmental harm and promote sustainable development through employee-oriented green strategies (Arulrajah et al., 2015). These practices include green recruitment, training, performance evaluation, and reward systems designed to cultivate pro- environmental behavior among employees. GHRM transforms employees into green agents who adopt roles such as preservationists and conservationists, significantly contributing to organizational sustainability. Research emphasizes the importance of aligning HR processes with an organization's environmental goals and integrating them into a corporate strategy to achieve better environmental and business outcomes (Bombiak, 2019). For instance, green training equips employees with the knowledge to implement eco-friendly practices, while green rewards motivate them to uphold environmental values. The systemic implementation of GHRM demands collaboration across organizational functions to embed green values effectively. As organizations increasingly recognize the business case for environmental management, the integration of GHRM strategies within broader performance management systems has become a focal point (Haddock-Millar et al., 2016). This approach ensures that environmental objectives are not only prioritized but also measurable and actionable.

Green Organizational Culture

A green organizational culture is integral to achieving sustainability. It fosters cognitive, emotional, and behavioral tendencies among employees that align with environmental goals, thus addressing both technical and human aspects of sustainability (Arshad, 2021). Encouraging pro- environmental behavior at work reduces environmental challenges while building a strong culture of sustainability. Adopting a green organizational culture enables companies to make decisions that positively impact their internal and external environments. Such a culture enhances organizational efficiency, employee creativity, and cohesion, fostering a workplace that values green initiatives (Rawashdeh, 2018). Moreover, incorporating environmental concerns into a company's strategy provides a competitive advantage by creating capabilities that are difficult for competitors to imitate (Dusica et al., 2020). The dimensions of a green organizational culture include the depth of greening, the degree of its adoption, and its spread across the organization (Ranasinghi, 2020). These factors reflect the extent to which ecological values influence organizational systems, behaviors, and innovations. For example, symbolic events and resistance to change significantly impact the depth of greening, while managerial perceptions shape the degree of greening (Tepe, 2015; Solangi et al., 2019). Green organizational culture also aligns with the Triple Bottom Line (TBL) approach, balancing environmental, economic, and social objectives. Evidence shows that businesses adopting TBL practices, such as eco-tourism and green innovation, achieve higher financial performance, customer satisfaction, and employee well-being while reducing waste and resource consumption (Gürlek & Tuna, 2017; Boley & Uysal, 2013). Green Employee Environment-Creating a green employee environment involves more than

just offering job opportunities—it encompasses fostering decent work conditions characterized by equity, dignity, and security (Thabti, 2014). These jobs contribute to sustainable development by promoting fair globalization and improving working conditions through eco-friendly practices. Green jobs emphasize eliminating workplace pollution, reducing greenhouse gas emissions, and ensuring occupational health and safety. They enable employees to work in environments free from environmental hazards while upholding their rights and encouraging active participation in decision-making (Larbi, 2021). Additionally, these jobs often include comprehensive social insurance, ensuring financial security for employees in both formal and informal sectors (Zarqun, 2018). The adoption of green workplace practices is critical in addressing challenges posed by globalization, such as atypical employment contracts and remote work. Organizations implementing green strategies mitigate these issues by offering stable and sustainable job opportunities, thereby enhancing employee well-being and productivity (Freshi, 2018).

Green Employee Empowerment

Employee empowerment is a cornerstone of organizational sustainability and performance. By involving employees in decision-making and granting them autonomy in their roles, organizations foster a sense of ownership and responsibility toward environmental initiatives (Yusoff, 2016). Empowered employees are more likely to participate in green projects, contributing to the development of green intellectual capital and the organization's overall success (Ojo & Raman, 2019). Research demonstrates a positive relationship between green employee empowerment and organizational performance. Empowered employees are more proactive in adopting eco-friendly practices and promoting sustainability within their teams. Green teams, often formed to address environmental challenges, exemplify how employee collaboration can lead to innovative solutions and improved environmental performance (Naz, 2017; Luu Tuan, 2017). Furthermore, green employee empowerment enhances motivation by aligning individual goals with organizational environmental objectives. Employees who feel valued and involved in green initiatives are more likely to remain committed to the organization, boosting morale and productivity (Ranasinghe & Welmilla, 2018). This alignment also supports the organization's social responsibility goals, emphasizing the importance of integrating environmental considerations into all aspects of operations.

Linking GHRM to Employee Empowerment

The interplay between GHRM practices and employee empowerment is pivotal for achieving environmental and organizational objectives. GHRM provides the framework and tools for employees to engage in green practices, while empowerment ensures their active participation and commitment. This synergy creates a culture of shared responsibility, where employees and management work collaboratively toward sustainability goals (Haddock-Millar et al., 2016). Studies suggest that organizations adopting GHRM practices experience higher levels of employee empowerment, as green policies often require active employee involvement. For example, green training programs educate employees on sustainable practices, empowering them to implement these practices effectively in their roles. Similarly, green rewards and recognition systems motivate employees to innovate and adopt eco-friendly solutions (Arulrajah et al., 2015). By fostering an environment that values sustainability, organizations can leverage the combined benefits of GHRM and empowerment to drive performance and competitive advantage. This approach not only enhances environmental outcomes but also strengthens employee engagement and organizational resilience in the face of environmental challenges. The literature highlights the critical role of GHRM and green organizational culture in promoting sustainability and achieving environmental goals. These practices create a foundation for green employee environments and empowerment, enabling organizations to integrate sustainability into their core operations. The interplay between GHRM and employee empowerment underscores the importance of collaborative efforts in fostering a culture of sustainability and innovation. As organizations increasingly prioritize environmental objectives, the adoption of green practices will continue to play a pivotal role in shaping sustainable and resilient workplaces.

METHODOLOGY

Design of Research

The purpose of this study, which uses a quantitative research design, is to find out how Green Human Resource Management (GHRM) practices affect employee empowerment at Erbil Polytechnic University (EPU), a higher education institution. To assess the direction and intensity of the correlations among GHRM, green organizational culture, green employee environment, and green employee empowerment, the study uses a descriptive and correlational methodology.

Research Sample and Population

Employees of Erbil Polytechnic University made up the study's population. Employees from various departments who were anticipated to possess pertinent knowledge or experience about GHRM practices and sustainability activities inside the institution were targeted using a purposive sample technique. A total of 128 questionnaires were sent out, and 127 valid answers were gathered and examined. This high response rate shows how interested and knowledgeable the participants were in the subject.

Data Collecting Tool

A structured questionnaire was the main tool utilized to collect data. Closed-ended questions on a five-point Likert scale, from "strongly disagree" to "strongly agree," were part of the survey. The following variables were intended to be measured by the survey:

Green employee empowerment, green organizational culture, green human resource management (GHRM) practices, and psychological components of empowerment (such as happiness, serenity, and meaningfulness). With a few minor contextual adjustments for the Kurdistan region and the higher education industry, the instrument was created using verified constructs from earlier studies in the fields of organizational behavior and sustainable human resource management.

Reliability and Validity

Academic specialists in sustainability and human resource management examined the questionnaire to guarantee its content validity. To improve the items' phrasing and clarity, a pilot test was carried out. Cronbach's alpha was used to evaluate internal consistency, and it showed satisfactory reliability across constructs, indicating that the instrument was appropriate for additional statistical research.

Methods of Data Analysis

The Statistical Package for the Social Sciences (SPSS) was used to examine the data that was gathered. Among the methods used for analysis were

Descriptive statistics to compile the demographic information and general patterns. To ascertain the direction and degree of correlations between variables, Pearson's correlation analysis is utilized.

To evaluate the prediction ability of independent variables (such as green culture and GHRM) on the dependent variable (green employee empowerment), multiple regression analysis is used.

ANOVA tests to assess regression models' overall significance.

Coding and Operational Definitions

The variables were coded as follows for convenience of analysis:

Green organizational culture = (D); green human resource management = (A); green employee environment = (B); green employee empowerment = (C); and psychological empowerment indicators (meaningfulness, tranquility, and cheerfulness) = (C12).

According to the findings chapter, these codes were applied consistently throughout the regression and correlation studies.

Ethical Issues

In terms of voluntary participation, confidentiality, and informed consent, the study complied with ethical guidelines. Every respondent received information about the study's objectives, a guarantee of confidentiality, and the choice to discontinue participation at any time. The Erbil Polytechnic University academic committee gave its ethical approval.

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For better and easier analysis of data, we coded the variables as below:

Green Human Resources Management = (A) Green Employee Empowerment = (C) Green Organizational Culture = (D)

Green Employee Environment =(B) Green Organizational = (H)

Cheerfulness and calmness of employee, meaningful sense of employee = (C12)

The table below displays the correlations between variables of the study; respectively, the High correlation between (A) Green Human Resources Management and (B) Green Employee Environment) is 0.582, and (A) Green Human Resources Management and (H) Green Organization is equal 0.158, The result also shows that there is a High positive correlation in the second row between (C) Green Employee Empowerment and (C12) is equal to 0.903 but the relationship between other variables is weak.

Table (1) Correlations between all the variables. Correlation Analysis (Table 1)

High Correlation Findings:

Correlations		A	C	D	H	B	C12
A	Pearson Correlation	1	-.054	-.106	.158	.582**	.059
	Sig. (2-tailed)		.545	.235	.076	.000	.513
	N	127	127	127	127	127	127
C	Pearson Correlation	-.054	1	.228**	.252**	-.120	.903**
	Sig. (2-tailed)	.545		.010	.004	.181	.000
	N	127	127	127	127	127	127
D	Pearson Correlation	-.106	.228**	1	.222*	.026	.032
	Sig. (2-tailed)	.235	.010		.012	.768	.724
	N	127	127	127	127	127	127
H	Pearson Correlation	.158	.252**	.222*	1	.052	.277**
	Sig. (2-tailed)	.076	.004	.012		.562	.002
	N	127	127	127	127	127	127
B	Pearson Correlation	.582**	-.120	.026	.052	1	-.038
	Sig. (2-tailed)	.000	.181	.768	.562		.669
	N	127	127	127	127	127	127
C 12	Pearson Correlation	.059	.903**	.032	.277**	-.038	1
	Sig. (2-tailed)	.513	.000	.724	.002	.669	
	N	127	127	127	127	127	127

Green Human Resources Management (A) and Green Employee Environment (B): A significant positive correlation (0.582, $p < 0.001$) suggests that GHRM is closely linked to a positive employee environment. Green Employee Empowerment (C) and Cheerfulness/Calmness (C12): The highest correlation in the table, at 0.903 ($p < 0.001$), shows that employee empowerment is strongly associated with employee morale, indicating that empowerment efforts align with higher employee well-being. Low or Non-Significant Correlations:

GHRM with Green Employee Empowerment (C), Green Organizational Culture (D), and Green Organization (H) all exhibit weak or non-significant correlations, suggesting that while GHRM contributes positively to the environment, it may not directly enhance empowerment, culture, or organizational structure.

Regression Analysis

GHRM and Green Employee Environment (Table 2 and 3):

Table (2) Regression analyze of (A) Green Human Resources Management and (B) Green Employee Environment

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	R square
1	Regression	14.239	1	14.239	63.883	.000 ^b	0.338
	Residual	27.861	125	.223			
	Total	42.099	126				
Dependent Variable: Green Employee Environment							
Predictors: (Constant), Green Human Resources Management							

The results from ANOVA table indicate that the overall model is statistically significant ($F = 63.88$, $p\text{-value} = 0.000$), which means the two regression coefficients that differed significantly from zero.

In Model summary we look and depend on R-Square in case of regression. The R-Square indicates that 33.8% of the variation of a Green Employee Environment variable is explained by the Green Human Resources Management variable(s) in a regression model.

Table (3) relationship between the Green Human Resources Management variables and the Green Employee Environment variable

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		Green Employee Environment	Std. Error	Beta		
1	(Constant)	.724	.181		3.997	.000
	Green Human Resources Management	.681	.085	.582	7.993	.000
Dependent Variable: Green Employee Environment						

Here intercept value equal to 0.724, and estimated coefficient (b_1) have a positive value which mean that they have linear relationship between Green Employee Environment variable(y) and Green Human Resources Management variables.

We look to the columns with the cal-t and p-value about testing whether the coefficients (Constant and Green Human Resources Management) are significant.

The analysis shows that b_1 (0.000) significantly predict value of Green Human Resources Management (Beta =0.582, t= 7.993, p<.05), however b_0 (0.724) did significantly predict value (Beta = 0.724, t = 3.997, p < .05). The positive Beta (0.582) suggests that GHRM positively predicts improvements in the employee environment.

GHRM and Green Employee Empowerment (Table 4 and 5):

Table (4) ANOVA for (A) Green Human Resources Management and (C) Green Employee Empowerment

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	R square
1	Regression	.143	1	.143	.369	.545 ^b	0.295
	Residual	48.481	125	.388			
	Total	48.624	126				

Dependent Variable: Green Employee Empowerment	
Predictors: (Constant), Green Human Resources Management	

The results from the ANOVA table indicate that the overall model is statistically not significant (F = 0.369, p-value = 0.545), which means the two regression coefficients that differed not significantly from zero.

In the model summary, we look and depend on R-square in the case of regression. the R-Square indicates that 29.5% of the variation of a Green Employee Empowerment variable is explained by the Green Human Resources Management variable(s) in a regression model.

Table (5) Relationship between the (A) Green Human Resources Management variables and the (C) Green Employee Empowerment variable

Coefficients ^a				
		Unstandardized Coefficients	Standardized Coefficients	

Model		Green Employee Environment	Std. Error	Beta	t	Sig.
1	(Constant)	2.173	.239		9.087	.000
	Green Human Resources Management	-.068	.112	-.054	-.607	.545
Dependent Variable: C						

These estimates tell you about the relationship between the Green Human Resources Management variables and the Green Employee Empowerment variable.

Here intercept value equal to 2.173 and estimated coefficient (b_1) have a Negative value which mean that they have linear relationship between Green Employee Empowerment variable(y) and Green Human Resources Management variables.

We look to the columns with the cal-t and p-value about testing whether the coefficients (Constant and green human resources management) are significant. The Beta coefficient (-0.054) is negative and non-significant, indicating a weak relationship between GHRM and empowerment.

Green Organizational Culture and Green Employee Empowerment (Table 6 and 7):

Table (6): Green Organizational Culture on Green Employee Empowerment

ANOVA ^a							
Model		Sum of Squares	df	Mean Square	F	Sig.	R square
1	Regression	2.525	1	2.525	6.847	.010 ^b	0.52
	Residual	46.099	125	.369			
	Total	48.624	126				
a. Dependent Variable: Green Employee Empowerment							
b. Predictors: (Constant), Green Organizational Culture							

The results from the ANOVA table indicate that the overall model is statistically significant ($F = 6.847$, p -value = 0.010), which means the two regression coefficients differed significantly from zero.

In the model summary, we look at and depend on R-square in the case of regression. R-square considers the number of variables involved in your analysis, because the R-square value can go down if the new variable doesn't add to the explanatory power of the model. The R-square indicates that 52% of the variation of a Green Employee Empowerment variable is explained by the Green Organizational Culture variable(s) in a regression model.

Table (7): Relationship between the (D) Green Organizational Culture and the (C) Green Employee Empowerment variable

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Green Employee Environment	Std. Error	Beta		
1	(Constan)	1.406	.245		5.744	.000
	Green Organizational Culture	.315	.121	.228	2.617	.010
a. Dependent Variable: Green Employee Empowerment						

Here intercept value equal to 1.406 and estimated coefficient (b_1) have a positive value which mean that they have linear relationship between Green Employee Empowerment variable(y) and Green

Organizational Culture variables.

We look to the columns with the cal-t and p-value about testing whether the coefficients (constant and green organizational culture) are significant.

ANOVA and model significance are statistically significant ($F = 6.847$, $p < 0.01$), with an R-square of 52%, meaning that Green Organizational Culture explains 52% of the variance in Green Employee Empowerment. Also, the positive beta (0.228) suggests that a strong green organizational culture positively influences employee empowerment, implying that organizational values and culture strongly impact empowerment levels.

3.3 Additional Regression Analyses

Green Organizational Culture and Green Human Resources Management (Table 8):

Table (8) NOVA for Green Organizational Culture and Green Human Resources Management

ANOVA ^a							
Model		Sum of Squares	Df	Mean Square	F	Sig.	R square
1	Regression	.346	1	.346	1.424	.235 ^b	11.12
	Residual	30.391	125	.243			
	Total	30.737	126				
a. Dependent Variable: Green Human Resources Management							
b. Predictors: (Constant), Green Organizational Culture							

The results from ANOVA table indicate that the overall model is statistically not significant ($F = 1.424$, $p\text{-value} = 0.235$), which means the two regression coefficients that differed not significantly from zero. So, the model suggesting no strong relationship between Organizational Culture and GHRM.

In the model summary, we look at and depend on R-square in the case of regression. R-square takes into account the number of variables involved in your analysis, because the R-square value can go down if the new variable doesn't add to the explanatory power of the model. The R-square indicates that 11.12% of the variation of a green employee empowerment variable is explained by the green employee empowerment variable(s) in a regression model.

Table (9): Relationship between the (D) Green organizational culture and the (B) Green Employee environment variable

Coefficients ^a					
Model	Unstandardized Coefficients			Standardized Coefficients	
	Green Employee Environment	Std. Error	Beta		
1 (Constant)	2.302	.199			11.580 .000
Green Organizational Culture	-.117	.098	-.106		-1.193 .235
a. Dependent Variable:					

These estimates tell you about the relationship between the Green Organizational Culture variables and the Green Human Resources Management variable.

Here, the intercept value is equal to 2.302, and the estimated coefficients (b_1) have a negative value, which means that they have a linear relationship between the Green Organizational Culture variable (y) and Green Human Resources Management variables.

We look to the columns with the cal-t and p-value about testing whether the coefficients (constant) are significant, but the p-value about the Green Organizational Culture variable is equal to 0.235

> 0.05 are not significant. With a negative Beta (-0.106), this model indicates that GHRM is not directly

driven by the green organizational culture in this dataset.

a. Summary of the Analyzed Data

Role of GHRM in Employee Environment:

The positive relationship between GHRM and the employee environment suggests that green HR practices are essential in creating a positive and sustainable workplace setting. When HR policies focus on sustainability, employee wellness, and green initiatives, the overall environment improves, reflecting a healthier, more environmentally conscious workspace.

Weak Link between GHRM and Employee Empowerment:

The lack of significant correlation or impact from GHRM on Employee Empowerment suggests that while GHRM can enhance the environment, it may not be sufficient to empower employees on its own. Employee empowerment may need more support through organizational culture or direct empowerment initiatives beyond green HR policies.

Impact of Organizational Culture on Empowerment:

The strong positive influence of green organizational culture on employee empowerment underscores the importance of a supportive and environmentally aware culture. This finding indicates that when an organization's culture aligns with green values, employees feel more empowered and motivated to contribute, likely because their values align with the organization's goals.

Minimal Interaction between Culture and GHRM:

The weak relationship between organizational culture and GHRM suggests that while both can coexist, they may not be directly influencing each other. This may imply that for optimal employee outcomes, HR practices and cultural initiatives may need to be intentionally aligned.

CONCLUSION

Basically, HRM is considered as the dynamic asset for any organization that plays a vital role in managing firms. Nowadays, corporates focus on being green in their businesses. Green HRM can fill out many gaps theoretically and empirically. This is to boost employee empowerment through creating a meaningful sense of employees and employee cheerfulness. This can be implemented and accomplished through practicing a green employee environment. Organizations have a parcel of extension to pursue after Green HRM rehearses in work life. Enthusiastic cooperation of employees to go towards greening has to increase. Ventures keep the main focus on the natural plan and rouse workers for greening conduct.

Recommendations

Enhance GHRM Strategies to Further Improve the Employee Environment: Invest in health-focused and sustainability-driven HR practices that consistently support a positive environment.

Promote a Strong Green Organizational Culture for Employee Empowerment: Encourage a supportive green culture through open communication, participative decision-making, and value-based rewards. Increase Coordination between HRM and Organizational Culture Initiatives by Aligning HRM with the organizational culture can create a synergistic effect on employee empowerment and overall satisfaction, and create a shared understanding of green initiatives by regularly communicating the goals and progress of GHRM and cultural programs.

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