The role of evidence-based human resource management practices in employees' green behaviors - an applied study of the opinions of a sample of workers in the Kufa Cement Factory

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Abstract : This research aims to know the role that evidence-based human resources management practices play in promoting green behaviors of employees. To achieve the research objectives, the relationship and influence between the dimensions of evidence-based human resources management practices (leadership, motivation, organizational processes, team dynamics, Turnover rate, satisfaction, training, and performance evaluation) in the dimensions of employees' green behaviors (sustainable work, conservation behaviors, avoiding harm, influencing others, taking initiative). The methodology dealt with a group of paragraphs, the most important of which is the research problem, the content of which is that there have been increasing interests and developments recently in the sustainable human resources system. In light of this, a hypothetical diagram was built that embodies the relationship between the variables in question, and a set of main and sub-hypotheses emerged from it. In order to achieve the aforementioned research goal and answer the research questions and test the validity of its hypotheses, the study relied mainly on (the questionnaire), which is the main tool for collecting data and information, and by adopting the descriptive approach. Because of that, a random sample was chosen, representing the research community working in the Kufa Cement Factory in the Kufa Governorate. Al-Najaf Al-Ashraf, (300) questionnaires were actually distributed, and the valid questionnaires for analysis were (279) questionnaires after excluding the invalid and abnormal questionnaires. After evaluating and testing the credibility and stability of the research measurement tools, data analysis and hypotheses testing were conducted using advanced statistical tools and analysis using statistical programs (SPSS. Ver. 26.) and (AMOS. V. 25). Several conclusions were revealed, the most important of which is the presence of a statistically significant effect between... Between evidence-based human resource management practices and employees' green behaviors, this explains that increased interest in evidence-based human resources management practices leads to enhancing employees' green behaviors. The study recommended several recommendations, the most important of which is urging the management of the Kufa Cement Plant to pay attention to employee participation, as it has a role in promoting green behaviors for employees by providing a safe and comfortable work environment that allows them to express their opinions and suggestions and listen to their problems.

Keywords: evidence-based human resource management practices, green behaviors of employees. Kufa Cement Factory

Introduction: Human resources are the most important and important assets of contemporary organizations as they represent a unique competitive advantage that cannot be imitated or cloned. This is the main reason for the cognitive transformations of the nomenclature and components of their management over different stages of time until they reach strategic human resources management. Which represents the modern intellectual methodology that and seeks to develop its constructive and procedural approaches with the aim of increasing the benefit from investment in these assets.

It represents a topic Management practices Evidence-Based Human Resources "Evidence-Based Human Resources (EBHR). The contemporary approach to strategic human resources management, as it reflects a new movement towards using realistic evidence to guide the making of investment decisions in the aforementioned resources in the right direction, reducing wrong practices, hasty decisions, and chasing fads in order to reach real work that improves business results. In this era of globalization, preventing organizations from undermining and degrading the environment has become a major challenge, especially when considering that organizations Among the major contributors to environmental degradation. As a result, scientists have recently begun to focus on understanding the determinants Key to green behavior For employees(EGB), an emerging field in sustainable development and organizational behavior. This study expands the emerging discussion on EGB by investigating how to inculcate green behavior In mentalities staff Under what conditions this can best be achieved. Organizations and individuals realize

the seriousness of the environmental problem and call for the establishment of a sustainable way of working. Green employee behavior is considered a type of pro-environmental action in the workplace and is very important for the organization to achieve its goal of environmental sustainability. To promote green behavior of employees, it is necessary to understand the factors that influence such pro-environmental actions and how these influences may be affected. Organizations are increasingly adopting green HRM policies to encourage environmentally friendly behaviors.

that sustainability of human resources With its three dimensions (employee selection, employee participation, and employee empowerment), it has a direct impact on the green behaviors of employees, and in order to achieve green behaviors of employees, a basic practice must be adopted when the organization selects the appropriate people with the necessary skills, knowledge, and characteristics from among those who possess it. Qualifications The appropriate job to suit the work environment and culture of the organization, by finding the right person for a specific job that meets requirements The position, as well as the participation of individuals working in the organization to achieve a specific goal, as well as participation in the decision-making process related to development and sustainability that will affect it, and finally Empowering and encouraging individuals And motivate them to make decisions at the organization's management level.

The first section: the scientific methodology of research

First: **The field problem of the research** The research problem is to answer the main question: (Do evidence-based human resources management practices have an impact on the green behaviors of employees by mediating human resources sustainability?).

Which necessitated the researcher setting some important sub-questions in the current research problem, which as a whole embody the main features of the research problem, as follows:

1. What are the conceptual and intellectual foundations of the three research variables represented by (evidence-based human resource management practices, human resource sustainability, and green employee behaviors)?

2. What is the level of interest in the research variables (evidence-based human resource management practices, human resources sustainability, green behaviors of employees) in the Kufa Cement Factory? Which of these variables received the most attention according to the answers of the research sample members?

3. What is the nature of the relationship and the impact of the dimensions of evidence-based human resource management practices on the green behaviors of employees from the point of view of the research sample individuals in the Kufa Cement Factory?

4. What is the nature of the relationship and the impact of the dimensions of evidence-based human resource management practices on the sustainability of human resources from the point of view of the research sample individuals in the Kufa Cement Factory?

5. What is the nature of the relationship and the impact of the dimensions of human resources sustainability on the green behaviors of employees from the point of view of the research sample individuals in the Kufa Cement Factory?

6. What is the level of impact of evidence-based human resource management practices on employees' green behaviors through human resources sustainability?

Second: - Research objectives:

1- Revealing the reality of evidence-based human resources management practices in the Kufa Cement Factory.

2- Identify the green behavioral practices of workers in the research laboratory.

3- Revealing the nature of the relationship between evidence-based human resources management practices and green behaviors of employees.

Third: The scientific importance of the research

Lie unless Fake Scientific for The current research is a result of presenting and addressing topics of importance, which touch on the need of organizations at the civil and governmental levels to improve the services provided in a situation in which there are many problems related to the human resource, and an attempt to address a new approach, which is Practices Evidence-based human resources management by centering human resources sustainability and the extent to which this reflects on raising and improving employees' green behaviors across its various dimensions..

1- The importance of the current research is crystallized through its introduction of a new approach, which is:PracticesEvidence-based human resource management And its measurement, according to a reviewaA researcher noted that there are few studies And research Foreign Which she took and measured. In addition to its scarcity in Arab and local studies, as far as the researcher knows

2- An attempt to untangle the intellectual and cognitive entanglement of the overlapping and contradictory concepts, and clarify the most prominent approaches and trends that dealt with the three variables with their sub-dimensions,

and review the most important standards used in measuring the three research variables. Are they quantitative? Or Qualitatively.

3-Contribution Current search In Rafd And enrichment Iraqi Library By presenting a model of three variables that came to fill the knowledge gap in research variables resulting from the scarcity of research that linked the variables of current research combined in the field of business administration science, organizational behavior studies, and human resources.

Fourth: - Default search form:

To achieve the research objectives, it is necessary to build a hypothetical scheme to diagnose the independent variable, which includes (leadership, motivation, organizational processes, team dynamics, turnover rate, satisfaction, training, and performance evaluation) (Bezzina et al., 2017 And the dependent variable, which includes, according to (Ismail & Taha, 2020; Ones & Dilchert, 2012; (Norton et al.) (sustainable work, conservation behaviors, avoiding harm, influencing others, taking initiative). As shown in Figure No. (1), which It includes two types of basic variables:
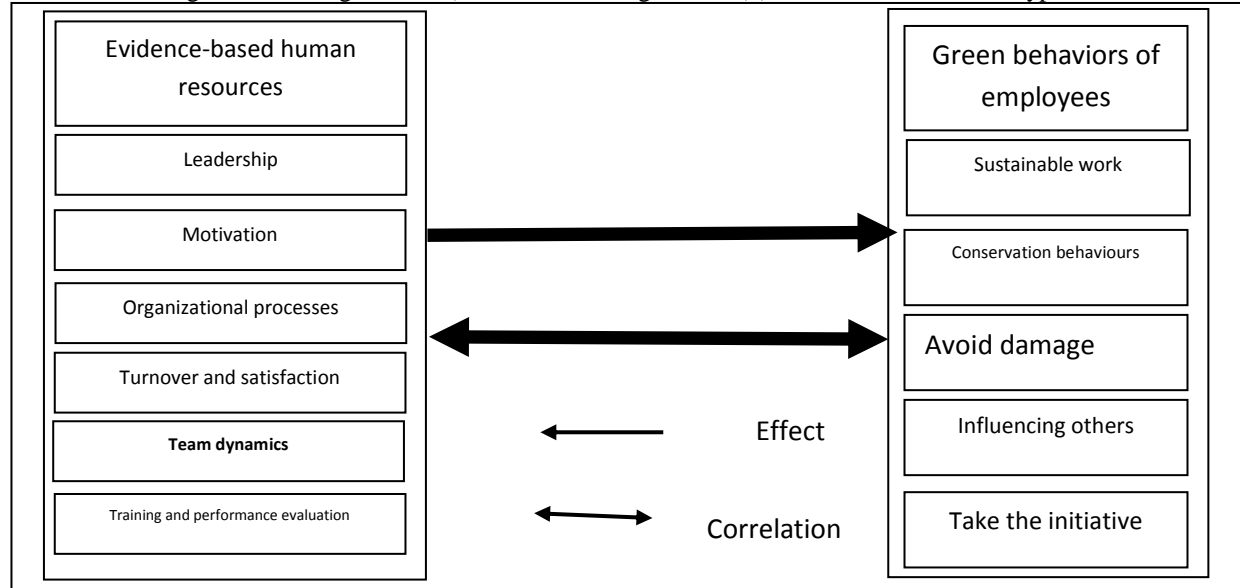

Figure (1) The hypothetical research model prepared by the researchers

Fifth: - Research hypotheses

The first main hypothesis: There is a correlation between evidence-based human resource management practices and the dimensions of green behaviors of employees.

The following sub-hypotheses emerge from it:

1 -There is a significant correlation between leadership and the dimensions of employees' green behaviors.

2 -There is a significant correlation between motivation and the dimensions of employees' green behaviors.

3 -There is a significant correlation between organizational processes and the dimensions of employees' green behaviors.

4 -There is a significant correlation between team dynamics and the dimensions of employees' green behaviors

5 -There is a significant correlation between the turnover rate, satisfaction, and the dimensions of employees' green behaviors

6 -There is a significant correlation between training, performance evaluation, and dimensions of green behaviors for employees

The second main hypothesis: There is a significant effect of evidence-based human resources management practices on the dimensions of employees' green behaviors.

The following sub-hypotheses emerge from it:

1 -There is a significant relationship of influence of leadership on the green behaviors of employees.

2 -There is a significant influence relationship between motivation and employees' green behaviors.

3 -There is a significant relationship of influence of organizational processes on the dimensions of employees' green behaviors.

4 -There is a significant relationship of influence of team dynamics on the dimensions of employees' green behaviors.

5 -There is a significant relationship of influence between turnover rate and satisfaction in the dimensions of employees' green behaviors.

6 -There is a significant relationship of influence for training and performance evaluation on the dimensions of employees' green behaviors.

Sixth: - Research population and sample:

The research community included all workers in the Kufa Cement Factory, numbering (1000) workers.

In order to determine the appropriate sample size, the following equation was used (Steven K. Thompson, 2012:59).

$$n = \frac{N \times p(1 - p)}{[[N - 1 \times (d^2 \div z^2)] + p(1 - p)]}$$

N=

z=   equals 1.96
d=   The error rate is 0.05
p=   The ratio of availability of the property and neutrality equals 0.50

Based on it, it appeared that the optimal sample size was (279) employees, so (300) questionnaires were distributed randomly, and after (280) questionnaires were retrieved, it was found that the number of questionnaires suitable for statistical analysis reached (279) questionnaires, which is the required number.

Seventh: - Statistical tools:

A number of ready-made statistical methods were used and employed. Methods and models that are consistent with research directions, including:

- Tools of honesty and consistency, which are as follows:

1. Normal distribution test: "To determine the extent of normality of the data in order to determine the appropriate analytical tools for testing hypotheses".

2. Confirmatory factor analysis: "to confirm the construct validity of the measures and ensure their suitability to their theoretical premises -".Cronbach Alpha: "To verify the stability of the scales and their accuracy in measuring variables in the field without complexity or interference".

- Descriptive statistical tools, which are as follows:

- The arithmetic mean: "To determine the level of the answer to the paragraphs and to know the level of the variables in the field".

- Standard deviation: "To know the level of dispersion of the sample's answers around the arithmetic mean".

- Relative coefficient of variation: to determine the homogeneity of sample responses.

- Relative importance: To determine the intensity of answers and their level of relative importance in the field.

- Analytical statistical tools, including the following:

1. Pearson correlation coefficient: It is used to determine the strength and type of relationship between two variables.

2. -Structural Equation Modeling: It is used to measure the level of simple and multiple direct influence relationships between variables.

Some computer programs were used to implement the above tools:

1- SPSS V. 25.

2- Program (Amos V. 25).

3- Microsoft Excel 2013.

The second section: The theoretical aspect

First: - The concept of evidence-based human resources management practices

There is a growing interest in evidence-based practices in biodiversity conservation and natural resource management (Keene & Pullin, 2011; Pullin & Knight, 2011; Sutherland, & Knight, 2004). This concept was first developed in medicine (Sackett, 1996 & Rosenberg; Gray, 2018 & Haynes), and has taken root in other practically oriented disciplines such as education (Walter & Nutley, 2009: 199), security work, and evaluation. Environmental risks. In evidence-based practice, rather than relying solely on personal experience or anecdote, practitioners make decisions and take actions informed by systematic and critical analyzes of both their own and prior world experiences. Practitioners also ideally document their findings and contribute their findings to the evidence base (Salafsky et al., 2019:2).

Evidence-based human resources management is a powerful tool for organizations to ensure that their employees are managed well and thus creates a strong foundation of trust and respect, as this type of management ensures that decisions are made with facts and data, supported by evidence (Briner & Rousseau, 2011:5; Brooks, 2007:422). Evidence-based human resources management eliminates guesswork and allows organizations to make informed

decisions based on the best information available. Evidence-based human resources management can be used to make decisions about hiring, training and development, performance management, and compensation (Kahneman, 2012:4).

(Jiang et al., 2012:1246) noted that it is also important to consider how this evidence-based approach can help create a positive work environment and promote a culture of mutual respect. It is also a systematic way to ensure that the right people are hired, given appropriate training and development opportunities, their performance is properly evaluated and managed, and they are compensated fairly (Beer et al., 2015:247).

Table () presents the opinions of a number of researchers on the concept of evidence-based human resources management practices.

Table (1): Opinions of a number of researchers on the concept of evidence-based human resources management practices

The researcher and the year	the definition
Parahoo,2006:12	A practice based on the results of research and studies that are characterized by accuracy, reliability, judgment, practitioner experience, and customer opinions.
Rousseau,2006:257	Translating research principles based on best evidence into organizational practice.
Pfeffer & Sutton,2006:2	Routinely inferring the best reasoning and evidence, ceaselessly seeking new knowledge and insight from within and outside the organization, and constantly updating one's assumptions, knowledge and skills.
Carless,2009:4	Adopting clear administrative decisions and organizational practices with the best available scientific evidence.
Reay et al.,2009:7	Systematic use of the best available evidence to improve management practice.
Straus,2011:13	A model of decision making that integrates the best available research evidence with the decision maker's experience and client preferences to guide practice toward more desirable outcomes.

In addition to the above, the researchers define evidence-based human resources management practices as (the process of making decisions using data and analysis of the best available evidence and adopting quantitative tools, judgment and experience to improve management practices in determining the strategic value of human resources).

Second: Dimensions of evidence-based human resources management practices

Bezzina et al., (2017:689) identified five evidence-based human resource management practices- :

1. Leadership

Leadership is the process by which one or more people select, equip, train, and influence one or more subordinates who have diverse talents, abilities, and skills. It focuses the subordinates (followers) on the organization's mission and goals, which prompts the subordinates to exert spiritual, emotional, and physical energy with enthusiasm and a concerted, coordinated effort to achieve the mission and goals. Organizational (Gandolfi & Stone, 2017:19). Determining the leadership style is crucial because it can lead the organization to be more efficient. Leadership results can enhance the organization's performance because they are viewed as vital driving forces for the organization. The success or failure of organizations and society can be attributed to the leadership style of the leader (Alshammari ,2018:117).

(Lategan & Fore, 2015:50) pointed out that leadership is a skill that differs from other skills, and is more necessary in some situations than others, and although there are different styles of leadership, it needs certain qualities in order to be effective, and leaders must be creative, They must respect others, be sensitive, and go above and beyond in order for any organization to be highly effective.

2. Motivation

The concept of motivation is used to describe what stimulates an individual's behavior and directs his activity. It is also used in general to explain what is going on inside the individual and cannot be observed directly, but can be deduced and inferred as dynamics that move and direct the individual's behavior. Motivation combines the functions of arousing and directing behavior (Pak et al., 2019:337). Johnson (1969) views motivation as a tendency or tendency to make an effort to achieve goals, while (Berliner & Gage, 1984) see motivation as a concept used to describe what activates, stimulates, or drives an individual and what directs his activity (Gill, 2018: 104). In one of its meanings, motivation means: the factors that motivate an individual and direct his behavior towards a goal (Benevene, 2020:3). It is also known as the intrinsic force that drives an individual's behavior and directs him to achieve a specific goal that he feels is needed or of material or moral importance to him (Marler, 2013:21). This driving force is stimulated by factors that stem from the individual himself (his needs, characteristics, tendencies, and interests) or from the physical or psychological environment surrounding him (things, people, topics, ideas, tools) (Bischof et al., 2021:110). Motivation is a theoretical concept used to explain initiative, direction, and persistence in behavior, especially goal-directed behavior (Fishman et al., 2020:2).

3. Organizational processes

Organizational processes enable all components of the organization to work together without any conflict to reach the goal of the organization (Bolden, 2016:144). The organization's operations refer to a set of tasks and activities that enable the organization to reach its goals efficiently, and the organization's operations are divided into two main categories: the organization's main operations and auxiliary operations (Blackstock, 2015:1107).

These processes enable all components of the organization to work together without any conflict to reach the goal, which is why these processes are called organization processes because they organize the organization (Omotayo, 2015:2). An organization's processes provide clarity to workers, and by paying attention to the different ways in which tasks are accomplished, as a result all departments within the organization can work well together (Dawson et al., 2021:377).

4. Team dynamics

The working methods and dynamics of the team may be different from one organization to another, so there are important foundations and elements that bring together the most important dynamics of the working team towards achieving one or several goals (Kor & Mesko, 2013:234). Team dynamics are the behavioral relationships between members of any team, and the extent of the team's success in achieving its goals is affected by several factors, including: (how the team interacts, how the team communicates, how the team works) (Mathieu et al., 2014:132).

(Mathieu, 2017:453) pointed out that they are the driving forces of the team, a term that refers to a system of behaviors and psychological processes that occur within the same social group, or between different groups and are called inter-team dynamics. Team dynamics describes the behavioral relationships between group members, as the dynamic between them includes how they interact, communicate, and cooperate, and the extent to which a team is able to do these things directly affects what it can achieve (Nielsen, 2013:374).

5. Turnover rate and satisfaction

Job satisfaction is defined as the emotional state of employees, and it is a reflection of the employees' experience at work and what goals they wanted to achieve and whether they achieved them in this experience. As for employee turnover, it is a term that refers to the number of employees who previously left the organization and the number of employees who come to the organization, and if this rate is This indicates a defect in the organization (Alam, 2019: 164).

The study (Tarigan et al., 2015:22) indicated that the relationship between employee satisfaction and work turnover is an inverse (negative) relationship. If employee satisfaction is high, the rate of leaving the organization decreases and thus the turnover rate decreases, but if employees do not feel appreciated and satisfied in their profession. Their chances of leaving the organization will be great, and this will lead to an increase in turnover.

6.Training and performance evaluation

Includes training in using formal processes to transfer knowledge and assist others d workers to acquire the skills necessary for them to perform their jobs well (Osemeke, 2012:81), and training also focuses on practical skills and is concerned with applying and implementing techniques and processes. Training invests in employees to enable them to perform well and enable them to make the best use of their natural abilities (Boohene et al, 2011:265). The objectives of training are to develop the skills and competencies of employees to improve their performance and in order for the organization to meet its human resource needs in the future (Gulrajani et al.,2017:5768).

(Garg et al., 2018:811) defined it as any activity intended to improve people's ability to perform a task at work by improving their skills or increasing their knowledge. Training is the process of learning new knowledge, methods, and behaviors that lead to changes in individuals' abilities to perform their work. Therefore, understanding and adopting learning is one of the basic and important matters in building effective training experiences (Armstrong & Taylor, 2016:169).

Third: - The concept of green behaviors for employees

Employees are the key to the success or failure of organizations that adopt an environmental system. The environmental behavior of employees is determined through a complex interaction of individual, situational, cultural, and structural factors. Green behaviors also focus on individual learning and the acquisition of skills through specific training and education programs that concern environmental issues. And determining the environmental performance of employees, which is closely linked to ways of living and their daily behavior, while green behaviors focus on the greening of employees, which is the result of their environmental experiences and interactions between private life and work life, and organizations need supportive activities to promote environmentally friendly behavior and optimal use of resources in the workplace (Aykan, 2017:159)

Table (2) shows a set of definitions of green behaviors of employees

	Researcher	Concept
1	(Felin et al , 2015:9)	It is the key to promoting sustainable development of society and economy

2	(Thevanes & Arulrajah, 2016:3)	The real behaviors of workers in organizations that contribute to reducing the harmful impact or increasing the constructive impacts on the natural environment
3	(Safari, et al, 2018:10)	Every behavior that a worker performs to preserve resources, improve ways to benefit from them, and not harm the environment, taking into account the right of future generations to the availability of sufficient resources and a safe environment for them.
4	(Li & Wang, 2019, p. 284)	Behavior that aims to prevent pollution, through purchasing green materials, recycling, and reducing waste production
5	Thevanes & Arulrajah, 2020;	The real behaviors of workers in organizations that contribute to reducing the harmful impact or increasing the constructive impacts on the natural environment

From the above, the researchers define green behaviors of employees as (a set of behaviors and practices that focus on greening employees in organizations for the purpose of preserving natural resources, avoiding waste, and achieving competitive advantage).

Fourth: - Dimensions of employees' green behaviors

Previous studies (2020; Ones and Dilchert, 2012; (Norton et al., 2015) used a scale consisting of five main dimensions, and these dimensions were called (the five green categories). We will review these categories or dimensions as follows:

1- **Resource conservation:** It is one of the main dimensions of green behaviors, and includes reuse and recycling (Ones et al., 2012:7). This dimension captures all those actions that are the main drivers of behaviours, i.e. reuse, recycling, re-substitution and risk reduction. While parallel individual behaviors in personal life mainly focus on waste reduction, on the professional side they focus on reasonable use of raw materials, energy conservation and waste avoidance (Mayangsari & Nawangsari, 2019:221).

2- **Working sustainably:** It is represented by the worker's interest in performing job tasks in a way that makes him enjoy positive environmental performance. These behaviors are also related to the workplace and the work itself, as workers search for new products and services, as working sustainably includes performing the individual's job duties and responsibilities so that It has a positive environmental performance (Ones et al., 2012).

3- **Harm avoidance:** Harm avoidance is related to avoiding and suspending negative environmental behaviors at work. The positive side of these behaviors include behaviors that reduce pollution or enhance the ecosystem. The downside of this category is the motivation for lack of prudence and financial gain. EGBs that avoid environmental damage tend to include altruism, feelings of responsibility toward future generations, and a general concern for the future. Personality traits except external types of individuals have a negative impact on employees' counter-work behavior (Mayangsari & Nawangsari, 2019:221).

4- **Influencing others:** Influencing others means the extent to which employees educate, engage, and motivate individuals to participate in reducing environmental impacts and participating in pro-environmental initiatives; These behaviors include a variety of stakeholders but within the definition, it only takes into account employees, but they have great potential to influence the environmental outcome by influencing multiple organizational members (Mayangsari & Nawangsari, 2019:221).

5- **asking initiative:** The last descriptive category of the Five Green is proactive and entrepreneurial that involves a certain level of personal risk or sacrifice. It includes behaviors that break the mold and go against societal expectations. The willingness to give up some benefit or suffer potentially negative consequences inherent in these behaviors serves proactive behaviors in rejecting the (unsustainable) status quo. Psychologically, individuals who take initiative can be viewed as agents of change (Frohman, 1999:32).

The third topic: - The practical aspect

First: Testing the evenness of the data distribution

"This distribution assumes the use of parametric analysis methods if the data is normally distributed and nonparametric methods if it is not subject to a normal distribution, as the normal distribution is one of the continuous probability distributions with many real-life applications. It may be used in the subject of monitoring the quality of production, and in studying the probability of survival and its It has wide uses in the field of cellular communications and is used in population studies and other fields. The Kolmogorov-Smirnov test and the Anderson Darling test are among the most common tests in determining the normality of data (Al-Rifai and Natifah, 2023: 187). "And thus this distribution acquires great importance." To verify whether the data follows a normal distribution or not, this gives the researcher the freedom to choose the appropriate methods for processing the data, and thus parametric analysis methods can be adopted if the data is subject to a normal distribution and its opposite is used nonparametric analysis methods".

For the purpose of testing the normal distribution of data, the researcher adopts two main hypotheses:

Null hypothesis: This is the hypothesis that states that the data do not follow a normal distribution.

The alternative hypothesis: This is the hypothesis that states that the data follows a normal distribution.

"In light of the size of the sample available in the current study, the researcher adopted the Kolmogorov-Smirnov test, as the evaluation criterion in this method is the P-Value. If the significance level of this indicator is more than 0.05, this indicates that The data is subject to normal distribution, otherwise the distribution is non-normal (Hassani & Silva, 2015: 590), as follows" :

Table (3) shows that the value of the test statistic reached (0.060, 0.063) respectively for the three current variables (evidence-based human resource management practices, green behaviors of employees), while the probability significance level of the test statistic reached (0.200, 0.098), respectively. These levels are more than (0.05), and therefore the distribution of the data is not significant from a moral standpoint. Here, the null hypothesis is rejected and the alternative hypothesis is accepted, which confirms that all data of the study variables fall within the moderation of the distribution. This allows the adoption of parametric analysis methods in all analysis procedures.

Table (3): Kolmogorov-Smirnov test for the three study variables

One-Sample Kolmogorov-Smirnov Test			
Variables **Parameters**		Evidence-based human resource management practices	Green behaviors of employees
N		279	279
Normal Parameters[a,b]	Mean	3.364	3.259
	Std. Deviation	.7433	.8024
Most Extreme Differences	Absolute	.060	.063
	Positive	.053	.055
	Negative	-.060	-.063
Test Statistic		.060	.063
Asymp. Sig. (2-tailed)		.200[c,d]	.098[c]

Source: "SPSS V.25 Outputs"

Second: Confirmatory factor analysis

- **Confirmatory factor analysis of the evidence-based human resources management practices variable**

"It is clear from the figure () that the variable of evidence-based human resources management practices was measured with (31) statements distributed over six sub-dimensions, each of which has an appropriate number of measurement items. When we examine the estimates of their standard saturations, we notice that they exceeded the required percentage of (0.40), as for the structural conformity indicators, the required values were exceeded after being guided by the program's suggested modification indicators, which numbered (18), and this is evident through the value of (CMIN/DF = 2.808) and the value of (CFI = 0.925).) and the value of (IFI = 0.927) and the value of (TLI = 0.908) and the value of (RMSEA = 0.078), and thus it is clear from the figure () that the structural model has achieved the necessary level of conformity and within the required limits. It is also clear from the table () that all measurement expressions have At a high level of significance, this is done by checking the value of the critical ratio (C.R.) at a level of significance (0.01). This proves the validity of the statements in the field measurement and their significance at the level of the Kufa Cement Factory in Najaf Al-Ashraf, the study sample.
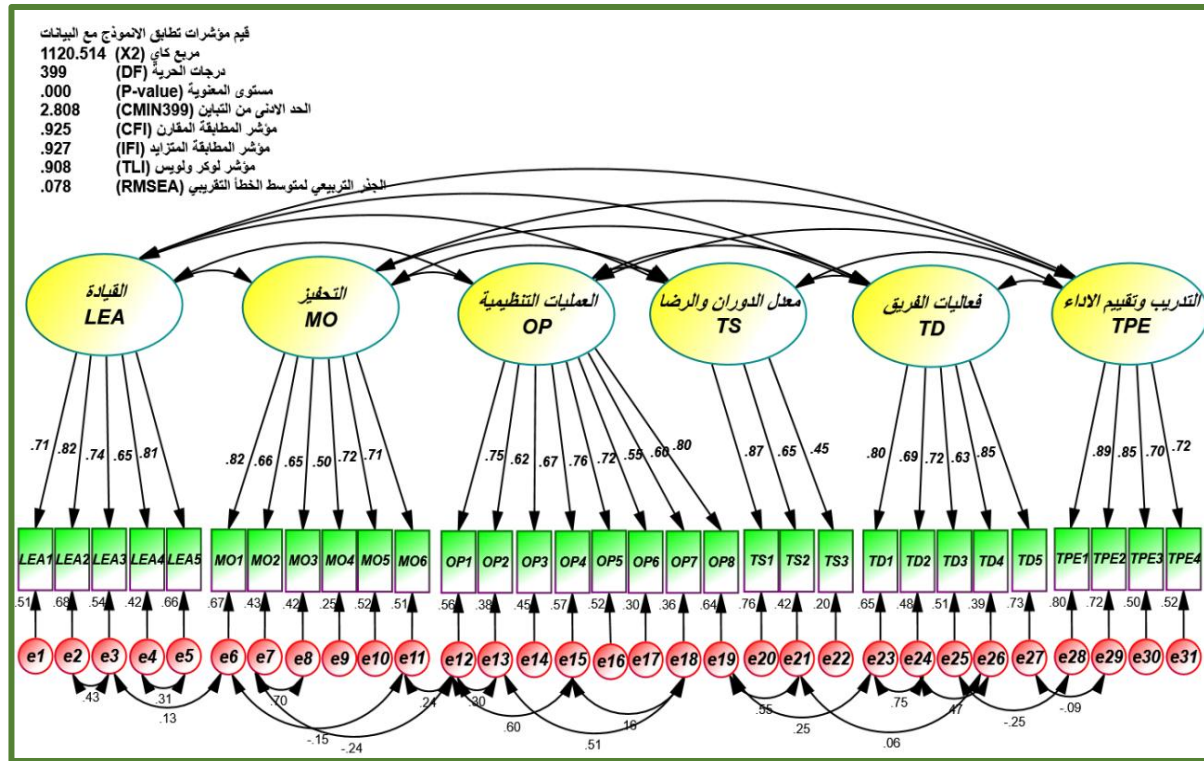
Figure (2) Confirmatory factor analysis of the evidence-based human resource management practices scale
"Source: Amos V.25 output"

Table (4): Results of the confirmatory factor analysis for the evidence-based human resources management practices variable

		Path	Estimation Standard	Estimation The non-normative	S.E	C.R	Sig
LEA5	<---	Leadership	.809	1.070	.128	8.364	***
LEA4	<---	Leadership	.648	.788	.119	6.595	***
LEA3	<---	Leadership	.736	1.000			
LEA2	<---	Leadership	.825	1.111	.100	11.072	***
LEA1	<---	Leadership	.711	1.011	.139	7.276	***
MO6	<---	Motivation	.711	1.288	.175	7.372	***
MO5	<---	Motivation	.720	1.000			
MO4	<---	Motivation	.496	.799	.158	5.049	***
MO3	<---	Motivation	.649	.812	.122	6.645	***
MO2	<---	Motivation	.657	.922	.137	6.751	***
MO1	<---	Motivation	.817	1.287	.153	8.430	***
OP1	<---	Organizational processes	.745	.865	.156	5.544	***
OP2	<---	Organizational processes	.619	.695	.141	4.934	***
OP3	<---	Organizational processes	.674	1.432	.275	5.212	***
OP4	<---	Organizational processes	.756	.954	.171	5.577	***
OP5	<---	Organizational processes	.718	1.484	.274	5.413	***
OP6	<---	Organizational processes	.548	1.000			
OP7	<---	Organizational processes	.601	.725	.150	4.837	***
OP8	<---	Organizational processes	.798	1.208	.209	5.768	***
TS3	<---	Turnover and satisfaction	.451	1.000			
TS1	<---	Turnover and satisfaction	.871	2.742	.548	5.001	***
TS2	<---	Turnover and satisfaction	.645	1.237	.277	4.468	***
TD1	<---	Team activities	.804	1.000			
TD2	<---	Team activities	.693	.651	.045	14.396	***
TD3	<---	Team activities	.716	.895	.110	8.106	***
TD4	<---	Team activities	.625	.372	.055	6.814	***
TD5	<---	Team activities	.853	.989	.096	10.335	***

TPE4	<---	Training and performance evaluation	.721	.859	.099	8.718	***
TPE3	<---	Training and performance evaluation	.704	.845	.101	8.412	***
TPE1	<---	Training and performance evaluation	.894	1.000			
TPE2	<---	Training and performance evaluation	.850	1.272	.112	11.403	***

"Source: Amos V.25 output"

Confirmatory factor analysis of employees' green behaviors

"It is clear from the figure () that the green behavior variable of employees was measured with (40) statements distributed into five sub-dimensions, each of which has an appropriate number of measurement items. When we examine the estimates of their standard saturations, we notice that they have exceeded the required percentage of (0.40). Except for the two paragraphs (SW8 and RB5) that appear in the two dimensions (Work

sustainable, and retention behaviors) respectively, as the estimate of the standard parameter for them reached (0.32, 0.33), respectively, and when examining the results of some conformity criteria (such as the Comparative Fit Index (CFI), the Incremental Fit Index (IFI), the Tucker and Lewis Index (TLI), the root Mean squared error of approximation (RMSEA)) were all below values

The standard specified above. This necessitates the researcher to use Modification Indices, which determine the proportions of shared variance suggested by the program between the measurement errors of the items".
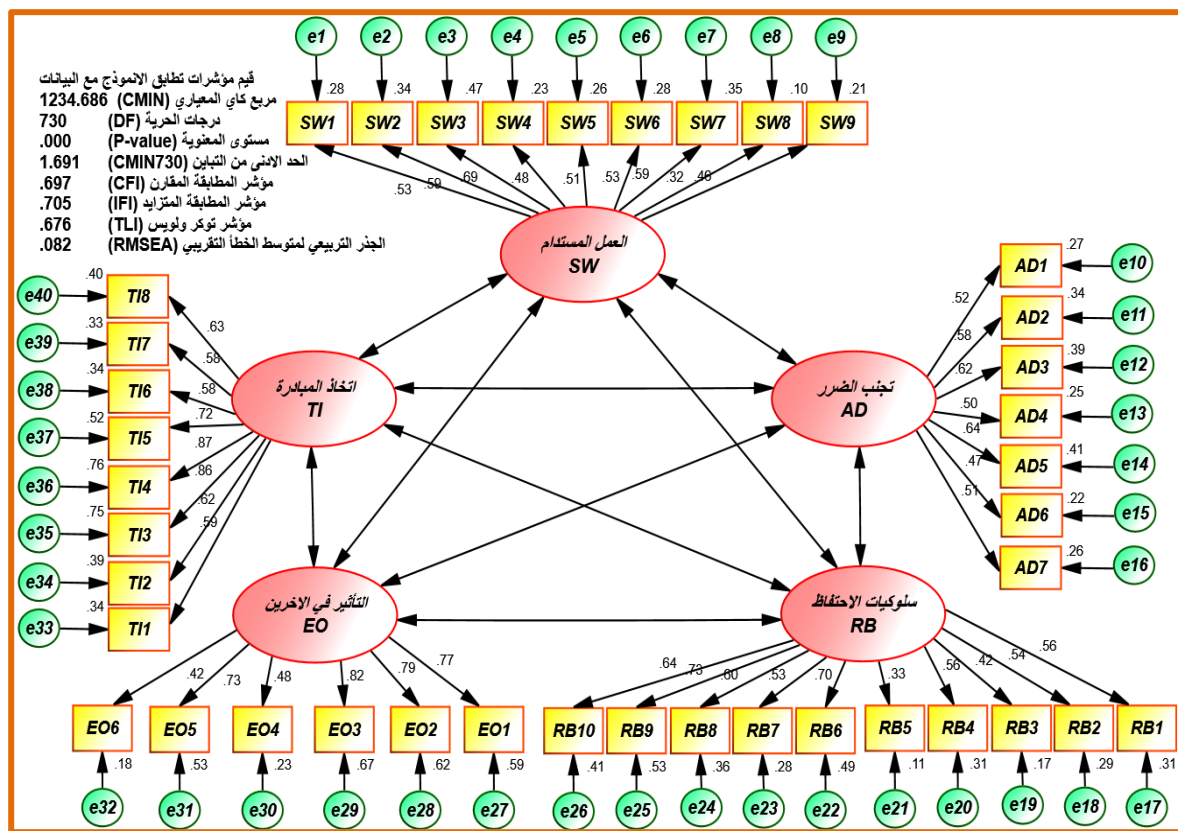

Figure (3): Confirmatory factor analysis of employees' green behaviors before modification.
"Source: Amos V.25 output"

After deleting the two paragraphs above from the scale and performing (10) modification indicators, it becomes clear from the figure () that the criteria for matching the structural form achieved were within their ranges and limits of acceptance. As for the saturation ratios, they had a high moral significance because the values of the critical ratios (Critical Ratio) achieved as shown in the table () appeared to be all significant values at the level (0.01), and this confirms the significance of these saturations and the extent of their validity. Here we guarantee that the confirmatory factor analysis model has obtained an excellent level of conformity, and this ensures that the variable of green behaviors of employees has It was measured by (38) items distributed over five basic dimensions.
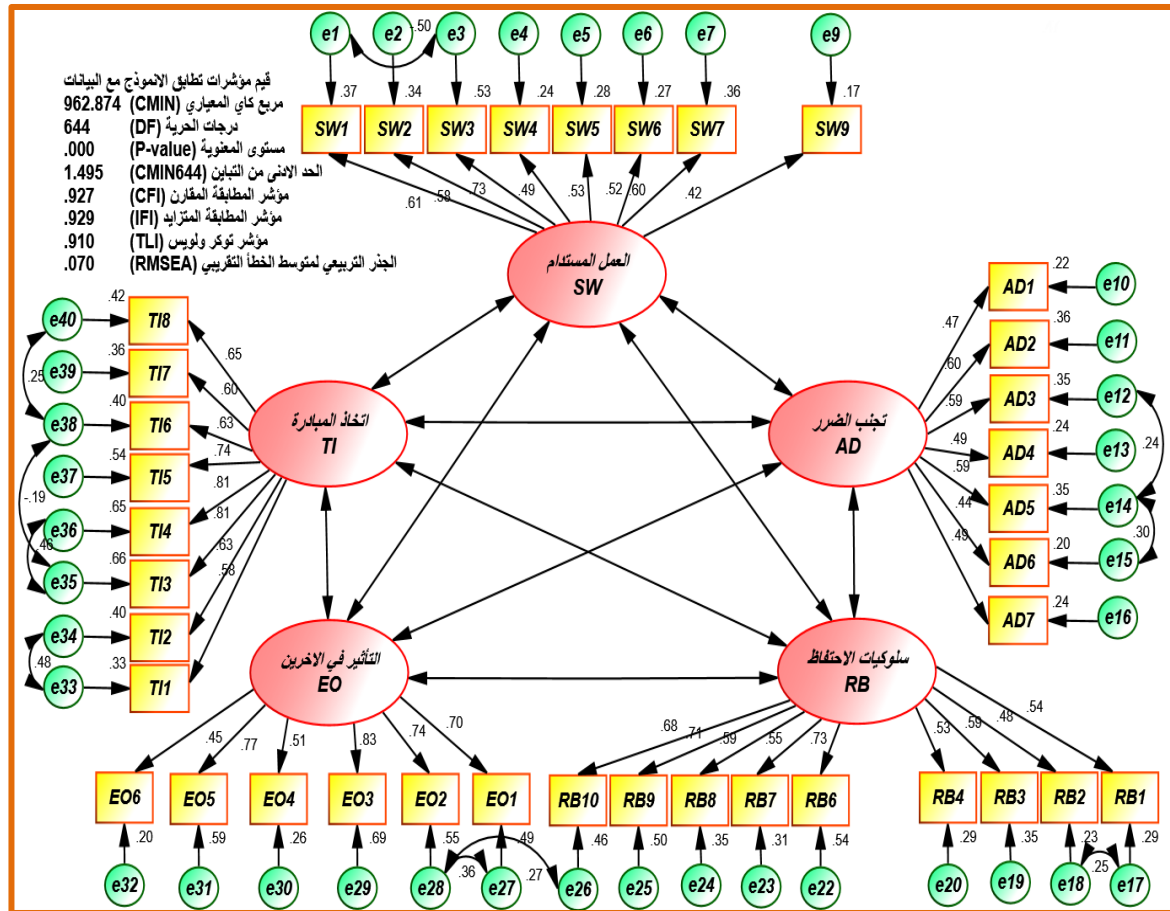
Figure (4): Confirmatory factor analysis of the employees' green behaviors variable after modification
"Source: Amos V.25 output"

" Table (5): Results of the confirmatory factor analysis of the green behavior variable of employees".

Path			Estimation Standard	Estimation The non-normative	S.E	C.R	Sig
SW1	<---	Sustainable work	.607	1.400	.304	4.600	***
SW2	<---	Sustainable work	.580	1.397	.309	4.516	***
SW3	<---	Sustainable work	.726	1.734	.338	5.128	***
SW4	<---	Sustainable work	.494	1.036	.256	4.041	***
SW5	<---	Sustainable work	.531	1.000			
SW6	<---	Sustainable work	.516	.952	.228	4.173	***
SW7	<---	Sustainable work	.600	1.257	.272	4.616	***
SW9	<---	Sustainable work	.415	1.093	.308	3.548	***
AD1	<---	Avoid damage	.471	1.000			
AD2	<---	Avoid damage	.600	1.099	.255	4.303	***
AD3	<---	Avoid damage	.595	.930	.217	4.283	***
AD4	<---	Avoid damage	.486	.703	.184	3.813	***
AD5	<---	Avoid damage	.589	1.211	.284	4.262	***
AD6	<---	Avoid damage	.442	1.140	.318	3.585	***
AD7	<---	Avoid damage	.491	1.238	.323	3.837	***
RB10	<---	Retention behaviors	.675	1.000			
RB9	<---	Retention behaviors	.707	1.440	.233	6.186	***
RB7	<---	Retention behaviors	.555	.963	.193	4.981	***
RB8	<---	Retention behaviors	.595	1.006	.190	5.308	***
RB6	<---	Retention behaviors	.734	1.086	.170	6.381	***
RB4	<---	Retention behaviors	.534	.833	.173	4.808	***

RB3	<---	Retention behaviors	.595	.918	.173	5.311	***
RB2	<---	Retention behaviors	.480	.953	.220	4.333	***
RB1	<---	Retention behaviors	.535	1.021	.212	4.807	***
EO1	<---	Influencing others	.699	1.580	.382	4.139	***
EO2	<---	Influencing others	.741	1.774	.417	4.258	***
EO3	<---	Influencing others	.830	1.938	.441	4.399	***
EO4	<---	Influencing others	.509	1.117	.313	3.571	***
EO5	<---	Influencing others	.770	1.679	.390	4.308	***
EO6	<---	Influencing others	.451	1.000			
TI6	<---	Take the initiative	.632	1.000			
TI7	<---	Take the initiative	.603	1.041	.206	5.061	***
TI8	<---	Take the initiative	.648	.700	.112	6.225	***
TI5	<---	Take the initiative	.738	1.154	.197	5.872	***
TI4	<---	Take the initiative	.805	1.149	.188	6.121	***
TI3	<---	Take the initiative	.810	1.137	.197	5.763	***
TI2	<---	Take the initiative	.629	.812	.156	5.220	***
TI1	<---	Take the initiative	.577	.816	.168	4.869	***

"Source: Amos V.25 output"

Third: Measuring the reliability and stability of standards

Reliability and stability measures are among the most important measures that guarantee the integrity of the measure and the reliability of its application in a specific environment. Researchers have identified many methods for measuring reliability, and Cronbach's alpha is one of the most famous of them, which is a quantitative method that is evaluated by subjects that will indicate the stability of the tools. This method was used in The original measure is to measure the reliability of a psychometric instrument, and its value ranges from zero to one, given that higher values indicate that the items measure the same dimension. Conversely, if the Cronbach alpha value is low (close to 0), this means that some or all of the items It does not measure the same dimension (Bujang et al., 2018: 85). In the field of evaluating the Cronbach alpha coefficient, Sekrana (2003: 311) indicated this by considering the reliability of the scale to be weak if its value is less than (60%), while the reliability is considered acceptable. If its value exceeds (70%), the reliability rate is considered high if it reaches (80%) or more. Table () shows the percentages of Cronbach's alpha coefficient and the structural validity coefficient for the study's variables and their sub-dimensions".

Table (6): Cronbach alpha test values for the study standards

Variable type	Variables and their sub-dimensions	Cronbach alpha value	Structural validity coefficient
Independent variable	Leadership	0.882	0.939
	Motivation	0.873	0.934
	Organizational processes	0.919	0.959
	Turnover and satisfaction	0.845	0.919
	Team activities	0.921	0.960
	Training and performance evaluation	0.783	0.885
	Evidence-based human resource management practices	0.936	0.967
Dependent variable	Sustainable work	0.925	0.962
	Avoid damage	0.912	0.955
	Retention behaviors	0.933	0.966
	Influencing others	0.921	0.960
	Take the initiative	0.907	0.952
	Green behaviors of employees	0.959	0.979

"Source: SPSS V.25 outputs"

" We note from table () that the values of the reliability coefficient for the variables and their sub-dimensions ranged between (0.798 - 0.959), and these are high percentages based on the accepted reliability values. We also note that the values of the structural validity coefficient that are extracted through the square root of the Cronbach alpha coefficient were acceptable. And high among the sample answers, and thus the standards are ready for final application and are characterized by the accuracy, stability and honesty necessary at the level of the field application environment".

Fourth: Description and diagnosis of variables
o **Describe and diagnose the variables of evidence-based human resources management practices**
"In order to describe and analyze the answers of the individuals in the study sample at the level of the Kufa Cement Factory in Najaf Al-Ashraf, the application site, the researcher relied on what was indicated by (Mazaraeh et al., 2012: 403), as when adopting the five-point Likert method in determining the answer alternatives for the scale In terms of the gradation (completely agree - completely disagree), there are five categories in the light of which the arithmetic mean values are interpreted, as shown in Table" :(7)

Table (7): Interpretation of the arithmetic mean values

مستوى الفئة	مدى الفئة	تسلسل الفئة
منخفض جدا	1.80 − 1	1
منخفض	2.60 − 1.81	2
معتدل	3.40 − 2.61	3
مرتفع	4.20 − 3.41	4
مرتفع جدا	5.00 − 4.21	5

Source : Mazahreh, A. , Hammad, H. & Abu-Jaber, H. (2009) " *The Attitudes of Instructors and Faculty Members about the Quality of Technical Education Programs in Community Colleges in Jordan*" Journal of Social Sciences 5 (4), P.403.

As for the variable of evidence-based human resources management practices, it obtained an overall weighted mean of (3.364) and was of a moderate level with a deviation of (0.743). This requires that the coefficient of variation reach (22.08%) and achieve relative interest (67.28%), and by nature This situation confirms the agreement of the sample on what the variable includes at a moderate level at the level of the Najaf Al-Ashraf Cement Factory, the study sample.
"It is clear from table () that the order of the sub-dimensions of evidence-based human resources management practices is as follows (organizational processes, motivation, turnover rate and satisfaction, team activities, leadership, training and performance evaluation) according to the sample answers in the Najaf Al-Ashraf Cement Factory, the study sample".

Table (8): Descriptive measures for the evidence-based human resources management practices variable

	Dimensions	Mean	S.D	C.V%	importance%	No.
1	Leadership	3.333	0.806	24.19	66.66	5
2	Motivation	3.412	0.873	25.57	68.24	2
3	Organizational processes	3.513	0.811	23.09	70.26	1
4	Turnover and satisfaction	3.38	0.824	24.38	67.6	3
5	Team activities	3.354	0.911	27.15	67.08	4
6	Training and performance evaluation	3.19	0.735	23.05	63.8	6
	The overall weighted mean for the evidence-based human resources management practices variable	3.364	0.743	22.08	67.28	-

Source: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS) programs.
The arrangement of the sub-dimensions of the evidence-based human resources management practices variable at the level of the Kufa Cement Factory in Najaf Al-Ashraf, the study sample, can be depicted in a graphical form based on their resulting relative importance, as in Figure.(5)

Figure (5): Graphical representation of the level of distancing of evidence-based human resources management practices
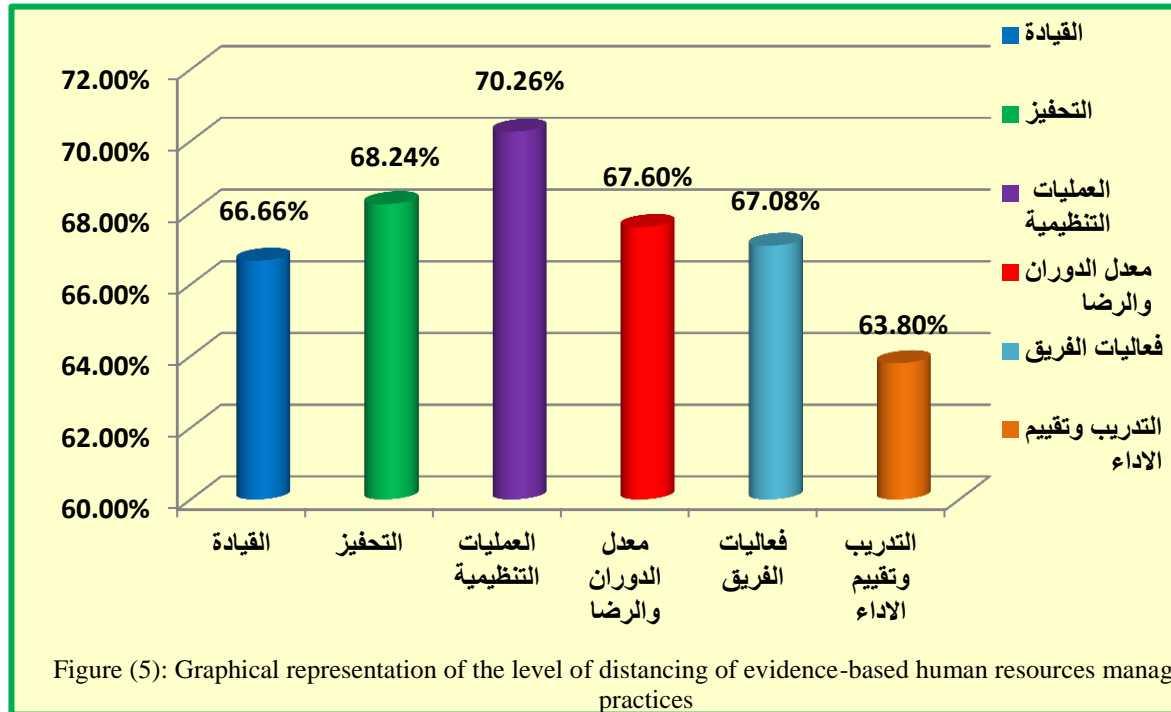
"Source: Microsoft Excel V. 2013 output"

o **Describe and diagnose the green behavior variable of employees**

"This paragraph includes an analysis and description of the dimensions of green behaviors of employees, including its dimensions and field paragraphs, in a detailed and agency manner":

"As for the green behavior variable for employees, it obtained an overall weighted mean of (3.259) and was of a moderate level with a deviation of (0.801). This requires that the coefficient of variation reach (24.59%) and achieve relative interest (65.18%). Naturally, this confirms The sample's agreement on what is included in the dimension is at a moderate level at the level of the Najaf Al-Ashraf Cement Factory, the study sample.

"It is clear from table () that the order of the sub-dimensions of employees' green behaviors was as follows (conservation behaviors, avoiding harm, influencing others, taking initiative, and sustainable work) according to the sample answers in the Najaf Al-Ashraf Cement Factory, the study sample".

Table (9): Descriptive measures of the employees' green behaviors variable

	Dimensions	Mean	S.D	C.V%	importance%	No.
1	Sustainable work	3.221	0.872	27.07	64.42	5
2	Avoid damage	3.27	0.924	28.26	65.4	2
3	Conservation behaviours	3.292	0.858	26.08	65.84	1
4	Influencing others	3.264	0.921	28.23	65.28	3
5	Take the initiative	3.25	0.766	23.56	65	4
The overall weighted mean of the employee green behavior variable		3.259	0.801	24.59	65.18	-

: Prepared by the researcher based on the outputs of Microsoft Excel (SPSS) programs.

The arrangement of the sub-dimensions of the green behavior variable for workers at the Najaf Al-Ashraf Cement Factory level, the study sample, can be depicted in a graphical form based on their resulting relative importance, as in Figure.(6)
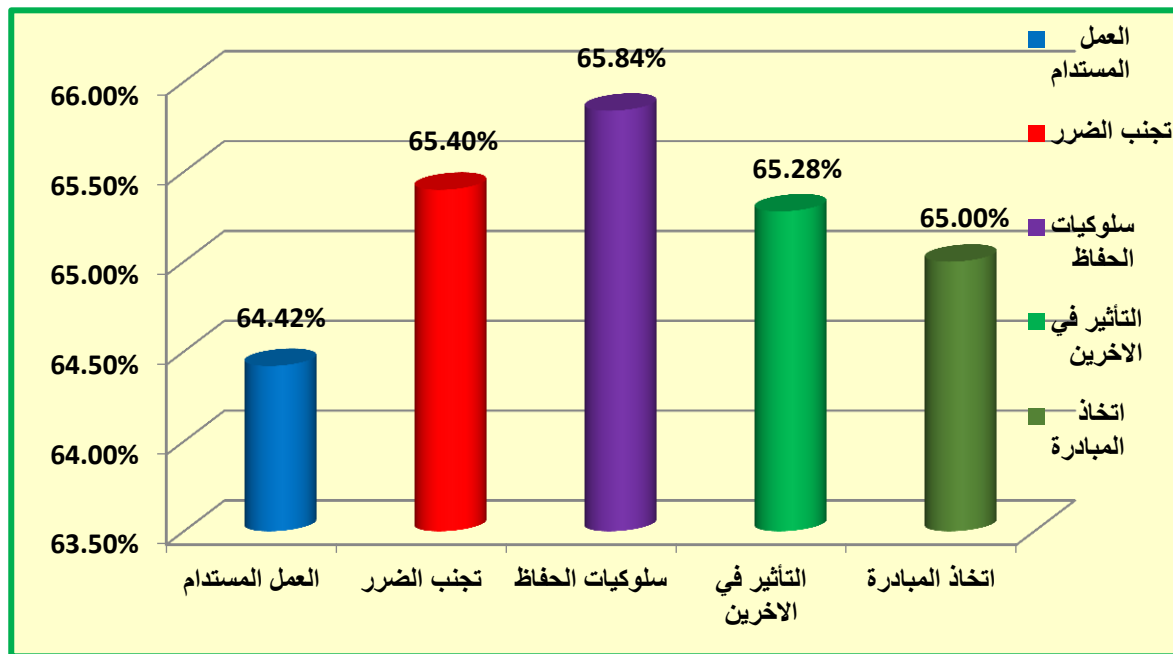
Figure (6): Chart of the level of employees' green behavior dimensions

"Source: Microsoft Excel V. 2013 output"

" It appears from the table () that there is a strong positive correlation with a moral significance between evidence-based human resources management practices and the green behaviors of employees, as the value of the correlation coefficient between them reached (0.615**), which is a morally significant value at the level (1%), and thus this It confirms a confidence rate for the results achieved of (99%), which ensures that there is a level of suitability and correlation between the two variables in the field according to the sample answers at the level of the Najaf Al-Ashraf Cement Factory, the study sample".

This result indicates that the more the management of the laboratory sample of the study pays attention to the dimensions of evidence-based human resources management practices in terms of improving leadership behaviors and making them focused on goal orientation and workers and motivating them in various ways towards achieving the general goals of the laboratory, organizing organizational procedures, and focusing on achieving high levels of employee satisfaction. Supporting teamwork, enhancing its practices, designing training programs, and adopting realistic performance evaluation methods in order to support workers and encourage them to adopt green behaviors at work. Thus, this establishes the possibility of accepting the third main hypothesis".

Table(10)

Correlations between evidence-based human resource management practices and green behaviors of employees

Independent variable / Dependent variable	Evidence-based human resource management practices	Dimensions of evidence-based human resources management practices					
		Leadership	Motivation	Organizational processes	Turnover and satisfaction	Team activities	Training and performance evaluation
Green behaviors of employees	.615**	.553**	.538**	.527**	.463**	.439**	.486**
Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
Result (decision)	There is a strong and significant correlation at the 0.01 level between evidence-based human resource management practices and employees' green behaviors.						

Source: Outputs of the statistical program (SPSS V.25) n=280

Based on the results of Table (10), it is possible to test the sub-correlation hypotheses emanating from the third main hypothesis, which are:

o **Testing the first sub-hypothesis:** (There is a significant correlation between the leadership dimension and employees' green behaviors)

"It appears from the table () that there is a moderate positive correlation with a moral significance between the leadership dimension and the green behaviors of employees, as the value of the correlation coefficient between them reached (0.553**), which is a morally significant value at the level (1%). Thus, this confirms a level of confidence in the results achieved." Its value is (99%), which ensures that there is a level of suitability and correlation between the two variables in the field, according to the sample's answers at the level of the Najaf Al-Ashraf Cement Factory, the study sample.

This result indicates that the management of the laboratory, the sample of the study, whenever it seeks to pay attention to the behaviors of its leaders, shifting their interest from achieving their personal interests to achieving the laboratory's interest in the first place, and urging them to interact with the workers, communicate with them, pay attention to their interests, improve their capabilities, and qualify them to practice jobs higher than theirs, would enhance their interest in behaviors. Green continuously.

"In light of what was mentioned above, the third sub-hypothesis emanating from the first main hypothesis is accepted".

o **Testing the second sub-hypothesis:** (There is a significant correlation between the motivation dimension and green behaviors of employees)

"It appears from Table (10) that there is a moderate positive correlation with a moral significance between the motivation dimension and the green behaviors of employees, as the value of the correlation coefficient between them reached (0.538**), which is a morally significant value at the level (1%). Thus, this confirms a degree of confidence for the results." The achieved amount is (99%), which ensures that there is a level of suitability and correlation between the two variables in the field according to the sample's answers at the level of the Najaf Al-Ashraf Cement Factory, the study sample".

This result indicates that the management of the laboratory sample of the study is interested in adopting various methods of motivation and formulating an effective compensation strategy that would meet the different requirements of workers and adopting material and in-kind incentives in order to improve the performance of workers and increase their commitment and encourage creative ideas that would develop the work and reward additional effort and voluntary work. Especially with regard to adopting green behaviors and preserving the environment.

"In light of what was mentioned above, the second sub-hypothesis emanating from the third main hypothesis is accepted".

o **Testing the third sub-hypothesis:** (There is a significant correlation between the organizational processes dimension and the green behaviors of employees)

"It appears from Table (10) that there is a moderate positive correlation with a moral significance between the dimension of organizational processes and the green behaviors of employees, as the value of the correlation coefficient between them reached (0.527**), which is a morally significant value at the level (1%). Thus, this confirms the level of confidence." The results achieved amounted to (99%), which ensures that there is a level of suitability and correlation between the two variables in the field according to the sample's answers at the level of the Kufa Cement Factory in Najaf Al-Ashraf, the study sample.

This result indicates that the interest of the management of the factory, the sample of the study, in organizational activities and updating the organizational design of the factory, including its organizational structures and functional mapping, defining the duties, responsibilities and partial tasks for each job and granting the necessary powers to exercise each job in accordance with clear organizational procedures would enhance the green behavior of workers.

"In light of what was mentioned above, the third sub-hypothesis emanating from the third main hypothesis is accepted".

o **Testing the fourth sub-hypothesis:** (There is a significant correlation between the dimensions of turnover, satisfaction, and green behaviors of employees)

"It appears from Table (10) that there is a moderate positive correlation with a moral significance between the dimensions of turnover rate, satisfaction, and green behaviors of employees, as the value of the correlation coefficient between them reached (0.463**), which is a morally significant value at the level (1%). Thus, this confirms the percentage Confidence for the results achieved is 99%, which ensures that there is a level of suitability and correlation between the two variables in the field according to the sample's answers at the level of the Najaf Al-Ashraf Cement Factory, the study sample".

This result indicates that the management of the laboratory sample of the study whenever it seeks to pay attention to achieving a high level of satisfaction among employees, by providing a good work environment, supporting the quality of social relations, and maintaining acceptable levels of the quality of work life in order to increase the employees' desire to provide everything they save. Skills and abilities that support and maintain environmental activities and adopt green behaviors.

"In light of what was mentioned above, the fourth sub-hypothesis emanating from the third main hypothesis is accepted".

o **Testing the fifth sub-hypothesis:** (There is a significant correlation between the team activities dimension and the green behaviors of employees)

"It appears from Table (10) that there is a moderate positive correlation with a moral significance between the dimension of team activities and the green behaviors of employees, as the value of the correlation coefficient between them reached (0.439**), which is a morally significant value at the level (1%), and thus this confirms the level of confidence The results achieved amounted to (99%), which ensures that there is a level of suitability and correlation between the two variables in the field according to the sample's answers at the level of the Najaf Al-Ashraf Cement Factory, the study sample".

This result indicates that the interest of the management of the laboratory, the sample of the study, in the dimension of team activities and the importance of making collective decisions, consulting with team members, putting important issues up for discussion at the dialogue table, exchanging experiences, transferring skills, information and knowledge, and enhancing the spirit of cooperation and assistance among them in order to support environmental initiatives and green behaviors in the field.

"In light of what was mentioned above, the fifth sub-hypothesis emanating from the third main hypothesis is accepted".

o **Testing the sixth sub-hypothesis:** (There is a significant correlation between... After training and evaluating the performance and green behaviors of employees(

"It appears from the table () that there is a moderate positive correlation with a moral significance between the training dimension, performance evaluation, and green behaviors of employees, as the value of the correlation coefficient between them reached (0.486**), which is a morally significant value at the level (1%). Thus, this confirms the level of confidence." The results achieved amounted to (99%), which ensures that there is a level of suitability and correlation between the two variables in the field according to the sample's answers at the level of the Najaf Al-Ashraf Cement Factory, the study sample".

This result indicates that the interest of the management of the laboratory, the sample of the study, in the dimension of training and performance evaluation in terms of encouraging workers to enter and participate in training programs inside and outside the laboratory in order to improve the level of their professional and functional skills and abilities, adopt effective and realistic performance standards within the industrial sector, and commit to evaluating annual performance to benefit from its results. And supporting green, environmentally friendly trends among employees.

"In light of what was mentioned above, the sixth sub-hypothesis emanating from the third main hypothesis is accepted".

Section Four: Conclusions and recommendations

First: Conclusions

1- The interest in the components of evidence-based human resources management practices was high, as most of the respondents' answers to most of the items were in agreement, and this indicates the availability and interest of the workers in the Kufa Cement Factory.

2- There is a high interest on the part of the Kufa Cement Factory employees in the green behaviors of the employees, as most of the answers of the study sample were very strong.

3- It is clear from the analysis of the correlations between evidence-based human resources management practices and employees' green behaviors that they were high, positive, and significant. This indicates that the greater the interest in the components of evidence-based human resources management practices at the Kufa Cement Factory, the more this leads to enhancing employees' green behaviors. .

4- There is a statistically significant effect between evidence-based human resource management practices and green behaviors of employees, and this explains that increasing interest in the sustainability of human resources leads to an increase in green behaviors of employees.

Second: - Recommendations

1- The management of the Kufa Cement Factory should pay attention to the dimensions of evidence-based human resources management practices because of their role in promoting green behaviors of employees.

2- Urging the management of the Kufa Cement Factory to pay attention to human resources in terms of developing their skills, experience, and knowledge and collecting the ideas of working individuals to reach creative ideas, which contributes to motivating them to transfer and share knowledge among themselves, and providing the appropriate organizational environment for that.

3- The management of the organization under study should pay attention to training and performance evaluation, as it has a role in promoting green behaviors for employees through holding courses, seminars, and workshops that help develop employees' skills and abilities.

4- It is necessary for the management of the Kufa Cement Plant to pay attention to motivation because it has a role in promoting green behaviors of employees by encouraging and motivating workers financially and morally.

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