International Journal on Economics, Finance and Sustainable Development (IJEFSD)

e-ISSN: 2620 – 6269
p-ISSN: 2615 - 4021

Volume: 8 Issue: 1 | March 2026

https://journals.researchparks.org/index.php/IJEFSD

Article

Green Human Resource Management Practices and Their Role in Enhancing Organizational Reputation: an Analytical Study of the Opinions of a Sample of Employees at a Food Industries Company Limited

Basim Naser Jaafar[1], Mouna Damak Turki*[2]

1 2. University of Sfax, College of Economics and Management
*Correspondence: damak_mouna@yahoo.fr

Abstract: The current research aims to investigate the role of green human resource management practices (green recruitment and selection, green participation, green training, green performance management, and green compensation and rewards) in enhancing organizational reputation across its dimensions (innovation, social responsibility, service quality, reliability toward the organization, and benevolence toward the organization) among a sample of employees at the Union Sugar Factory. The research sample consisted of (308) workers. A descriptive analytical approach was used to achieve the research objectives and develop its tools, using statistical programs (AMOS.V.29, SPSS.V.29). The research results revealed a significant correlation between green human resource management practices and organizational reputation. Accordingly, the research presented a set of recommendations and proposals based on the findings.

Keywords: Green Human Resource Management Practices, Organizational Reputation, Business

Citation: Jaafar B. N., Turki M. D. Green Human Resource Management Practices and Their Role in Enhancing Organizational Reputation: an Analytical Study of the Opinions of a Sample of Employees at a Food Industries Company Limited. International Journal on Economics, Finance and Sustainable Development (IJEFSD) 2026, 8(1), 77-87.

Received: 10th Aug 2025
Revised: 17th Aug 2025
Accepted: 12th Sept 2025
Published: 19th Sept 2025

Copyright: © 2026 by the authors. Submitted for open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by/4.0/)

1. Introduction

Contemporary organizations face increasing challenges resulting from environmental, social, and economic transformations, making them more aware of the importance of adopting sustainable practices that contribute to achieving their strategic objectives and strengthening their competitive position. In this context, the concept of green human resource management has emerged as a modern trend that seeks to integrate environmental sustainability principles into various human resource activities, from recruitment and selection, to training and development, to evaluation and reward processes. These practices are an important strategic tool that enables organizations to invest in human capital in a way that contributes to environmental conservation on the one hand, and enhancing the efficiency of institutional performance on the other.

An essential dimension of implementing green human resource management is enhancing the organization's reputation. Corporate reputation has become a pivotal role in gaining the trust of stakeholders, building a positive image in society, and increasing the organization's attractiveness as a preferred choice for employment or investment. From this perspective, this analytical study seeks to explore the role of green human resource practices in enhancing the reputation of the Union Sugar Factory by analyzing the opinions of a sample of its employees. This contributes to providing a scientific and practical framework that helps industrial organizations adopt green policies that support their sustainability and reputation in the contemporary business environment.

2. Research Methodology

2.1 Research Problem

Business organizations are currently experiencing increasing pressure to adapt to the environmental and social changes imposed by sustainability challenges, making the adoption of environmentally friendly practices a strategic necessity rather than a secondary option. In this context, green human resource management practices have emerged as a key focus that can contribute to a positive transformation within the organization by integrating sustainability principles into recruitment and hiring processes, training and development, performance evaluation, and incentive systems. However, the problem facing many organizations, particularly industrial ones, is a lack of awareness of the importance of these practices, or their limited application, which does not achieve the desired impact on the organization's reputation and image among society and stakeholders. In the case of the Union Sugar Factory, as one of the most important factories in the industrial sector, there is an urgent need to adopt green practices in its human resource management, given its role in enhancing its reputation as an environmentally and socially responsible institution, thus contributing to improving its relations with employees, customers, and the community. Hence, the research problem revolves around the main question: What is the role of green human resource management practices in enhancing an organization's reputation?

2.2 Importance of the Research

1. Keeping pace with modern environmental trends in the use of green human resource management practices, which can contribute to increasing their effectiveness.
2. Providing a guide for employees at the laboratory under study regarding green human resource management practices.
3. Providing a reliable measure of green human resource management practices to measure the environmental dimensions of different categories of employees at the laboratory under study and their impact on the organization's reputation.
4. Increasing and enhancing environmental awareness, which enhances employees' understanding of environmental issues and qualifies them to take the lead in sustainable solutions.

2.3 Research Objectives

This study aims to highlight the role of green human resource management practices in enhancing the organization's reputation, through an analytical study of the opinions of a sample of employees at the Union Sugar Factory. To achieve this primary objective, the study seeks to achieve the following sub-objectives:

1. Diagnosing the level of implementation of green human resource management practices at the Union Sugar Factory, in terms of green recruitment, training and development, performance evaluation, and incentive systems.
2. Analyzing employees' perceptions of the importance of green practices and their role in improving the work environment and enhancing commitment to environmental issues.
3. Explaining the impact of green human resource management practices on the organization's reputation, through their reflection on the perception of employees, customers, and society.
4. Explaining the relationship between adopting green practices and the factory's social responsibility, as one of the fundamental approaches to building a corporate reputation.
5. Providing a set of practical recommendations that can help the management of the Union Sugar Factory develop green policies that support its competitive position and achieve a sustainable reputation in the market.

2.4 Hypothetical Plan and Hypothesis Development

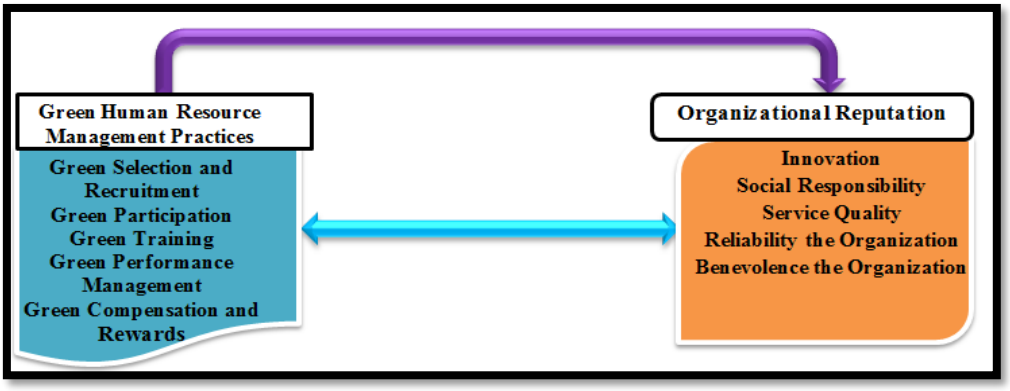


Figure 1. Hypothetical diagram

H1: There is a statistically significant correlation between green human resource management practices and organizational reputation. Several sub-hypotheses branch out from this:

A. There is a statistically significant correlation between green recruitment and selection and organizational reputation.
B. There is a statistically significant correlation between green participation and organizational reputation.
C. There is a statistically significant correlation between green training and organizational reputation.
D. There is a statistically significant correlation between green performance management and organizational reputation.
E. There is a statistically significant correlation between green compensation and rewards and organizational reputation.

H2: There is a statistically significant effect of green human resource management practices on organizational reputation. Several sub-hypotheses branch out from this:

A. There is a statistically significant effect of green recruitment and selection on organizational reputation.
B. There is a statistically significant effect of green participation on organizational reputation.
C. There is a statistically significant effect of green training on organizational reputation.
D. D- There is a significant impact of green performance management on the organization's reputation.
E. E- There is a significant impact of green compensation and rewards on the organization's reputation.

2.5 Research Sample

Since the researchers focused on determining the study population on employees of the Union Food Industries Company Limited in Babil Governorate, the sample type was represented by workers in factories and all departments, branches, and technical and administrative units. The random sampling method was used to obtain the necessary data within the previously determined population size. Therefore, based on the sample size determination table in administrative studies by Morgan & Krejcie, the sample size representing the population was (278) individuals. Accordingly, the researcher distributed (325) questionnaires to ensure the intended size, and (312) questionnaires were retrieved. Upon collecting and sorting the questionnaires for the purpose of preparing them for data analysis, it was found that there were (4) questionnaires that were not valid for analysis. Therefore, the number of questionnaires valid for analysis amounted to (308), with a response rate of (94%) of the distributed questionnaires.

3. The Theoretical Aspect

3.1 The Concept of Green Human Resource Management

The concept of green human resource management emerged with the launch of the green movement, a political movement that embraces four important principles: environment,

sustainability, nonviolence, and social justice. Its proponents share a monopoly with environmental movements, peace movements, and feminist movements that advocate for equality. With the growing awareness of the green movement, management scholars began to study the potential contribution of management practices in various disciplines, such as accounting, marketing, supply chain management, and human resource management, to achieving environmental management goals [1].

Some researchers have linked human resource management with environmental management and called it green human resource management or environmental human resource management [2]. According to [3], green human resource management consists of two components: environmentally friendly human resource management functions and the preservation of knowledge capital. It aims to create a workforce capable of understanding and valuing the green culture within the organization. [4], citing [5], believes that green human resource management emerged from organizations that engaged in practices related to environmental protection and maintaining ecological balance, ensuring environmental sustainability. The human resource function becomes a driver of environmental sustainability within the organization through its practices and policies that are consistent with sustainability goals. Therefore, the human resource management strategy must reflect and inspire the aspirations of the human resource team and other employees, in line with the organization's strategy, values, and culture, ensuring sustainable returns for investors, addressing customer needs positively, identifying and responding to emerging societal trends, as well as responding to government requirements and influencing the public policy agenda [6]. [7] believes that green human resource management involves achieving organizational and planned alignment between traditional human resource management practices and the organization's environmental goals. This management is directly responsible for creating a green workforce that understands, appreciates, and practices green initiatives and maintains its green objectives in all activities related to attracting, hiring, training, compensating, and developing human capital [8]. In this case, the environmental context forms the basis of all initiatives undertaken (Pabian, 2015: 9). [9] [10] assert that green human resource management refers to all activities related to the development, implementation, and ongoing maintenance of a system that aims to make employees environmentally friendly in order to achieve the organization's environmental goals and contribute to promoting environmental sustainability. [11] believes that green human resource management represents a new trend. Successful management integrates environmental management and sustainable performance in an effort to support organizational performance at a time when environmental issues have become among the most significant management challenges of our time. It is defined by [12] as human resource management practices aimed at creating an organization's environmental impact, usually linked to an environmental strategy and employee green behaviors [13]. This management includes all human resource management systems aimed at ensuring an organization's environmentally friendly balance. It aims to engage employees in a way that promotes sustainable business practices, as well as creating awareness that helps organizations operate in an environmentally sustainable manner [14]. For this reason, green human resource management may give preference to environmentally conscious employees when recruiting, selecting, and hiring. It may also establish a learning and development system to improve employee awareness and develop their environmental skills. It may also judge employee performance in terms of their contribution to achieving the organization's environmental goals, and distribute financial and non-financial rewards to employees for demonstrating environmentally friendly attitudes and behaviors. Providing employees with opportunities to participate and engage in environmental management activities [15], which makes it one of the best ways to ensure a good relationship between organizations and stakeholders [16].

3.2 Importance of Green Human Resource Management

The importance of green human resource management stems from the following benefits it achieves [17] It raises employee morale, helps retain employees, and reduces employee turnover. It also provides lucrative opportunities for high-quality human talent. It helps build a company's image to attract quality human resources. It improves the company's brand image in the market. It can be used as a marketing strategy. It improves the overall organizational quality, both internally and externally. It strengthens the company's relationship with various stakeholders.

It also reduces the company's overall cost, as costs are affected by the steps taken to make it environmentally friendly. It also provides a competitive advantage for the company in the

industry and in the market. It reduces harmful impacts on the environment, thus avoiding many government interventions [18].

It stimulates innovation, facilitates growth, and improves quality. It also helps in the efficient use of resources and more effective risk management. It develops a green learning environment within the organization. It also refines employee behavior to develop environmentally friendly habits in their personal lives. And professionalism, and can be a tool to help employees fulfill their self-actualization needs, and helps create job opportunities [19]. It enables business decisions to be made from a broader perspective that helps find creative solutions to urgent or urgent environmental problems. A green workforce represents the best choice for employers and thus gives the organization a competitive advantage. Green companies have lower turnover rates compared to their unsustainable counterparts, as shown by the SHHRM Green Workplace2 survey, which indicated that 61% of those surveyed working for an environmentally conscious company prefer to stay in their job because of the companies' green practices. Green HR practices also improve sales and reduce costs [20].

3.3 Green Human Resource Management Practices

1. Green Selection and Recruitment

Green recruitment revolves around using the organization's green practices to attract employees who are familiar with sustainable environmental practices [21]. These practices can support effective environmental management by ensuring that hired employees identify with the organization's culture and share its environmental values. Several surveys conducted in both the UK and the United States have indicated that graduates and job applicants are increasingly paying attention to environmental management practices. Furthermore, organizations have begun to recognize that building a reputation as green employers is an effective way to attract new talent [22].

2. Green Participation

Some researchers, including [23], view green participation and empowerment as a system in which employees are given opportunities to participate in environmental management initiatives and become an integral part of various pollution prevention and waste management practices. [24] believes that employees should be provided with opportunities to participate in environmental management through green participation, including formulating a clear green vision, building a green learning environment and various communication channels, offering green activities, and encouraging green participation as a whole.

3. Green Training

[25] defines green training as the process of educating employees about the value of environmental management, training them in work methods that conserve energy, reduce waste, spread environmental awareness within the organization, and provide an opportunity for employees to engage in solving environmental problems. Training programs designed to address environmental concerns should include a three-stage planning process. The first stage involves identifying the reasons that motivate the organization to develop this type of program (a change in the organization's environmental philosophy or agreements, failure to implement certain procedures, lack of awareness among a number of employees, increased anxiety, a complex organizational climate, or findings from internal audits). The second stage involves defining environmental training objectives, while the third stage involves developing curricula that must be aligned with the organization's goals and information gathered about its specific needs [25].

4. Green Performance Management

Performance management can be defined as an ongoing communication process between supervisor and employee that occurs throughout the year to support the achievement of the organization's strategic objectives [26]. It is an ongoing and flexible process that involves managers and those responsible for managing them as partners within a framework that determines the best way to work together to achieve desired results. It provides the basis for regular and recurring dialogue between managers and employees about performance and the need for development [27].

5. Green Compensation and Rewards

Compensation and rewards generally represent one of the most important practices undertaken by human resource management to reward employees for their good performance. They thus form the link between employee benefits and organizational benefits. In the field of green human resource management, such compensation and rewards are used to support and

back organizations' environmental activities. Many organizations have begun using compensation programs to motivate employees to change their behavior toward green performance and encourage them to implement environmentally friendly initiatives. A survey conducted in the United Kingdom indicated that 8% of British organizations reward their employees with various types of tangible and intangible incentives for their green behavior [26].

3.4 Organizational Reputation

Reputation is a term used today to capture the past actions and future behavior of an individual and an organization. It is not viewed in isolation, but rather in the context of what others do in the marketplace. It is not a modern issue, so organizational character is a hot topic in academia and the business sector. Sudbyry describes an organization as a tree, and its reputation is its shade, the real thing and the effective value. Researchers and writers have examined organizational reputation through the perceptions and evaluations of the organization's customers, the media, and business people based on the benefits derived from the organization. Sociologists and researchers consider reputation to be a social construct that an organization derives from its relationship with stakeholders, and that a good reputation leads to the consolidation of friendly relations with influential parties in society. Organizational reputation has numerous concepts, each with its own unique approach. Among these concepts, Rashid and [28] view organizational reputation as the comprehensive mental impression generated by various stakeholders dealing with an organization regarding its activities, systems, decisions, and policies. This impression is determined by the continuity of their relationships, interactions, and support. Consequently, it is embodied in all the distinguished efforts and achievements through which these organizations seek to gain the satisfaction of society and achieve its well-being. [29] views it as the set of emotions and attitudes among the public that influence the reputation of a productive organization and its brand, based on the criterion of a profitable reputation among trusted individuals. While (Al-Fatlawi) refers to the factors that are essential steps in building trust in the organization, the result of which is the achievement of core values, as well as working with transparency and commitment to taking responsibility regarding work risks, the well-known concept (Lange et al) is embodied in defining the organization’s reputation as the level of awareness that the company has been able to develop for itself, as in the case of Procter & Gamble or Anheuser-Busch, as well as for its brands. (Kennedy) confirms that there are two perspectives on organizational reputation: the organization’s perspective and the stakeholders’ perspective. From an organizational perspective, reputation is an intangible asset that allows an organization to better manage the expectations and needs of its various stakeholders, creating differentiation and barriers to its competitors. From a stakeholder perspective, reputation is the intellectual, emotional, and behavioral response to whether an organization's communications and actions align with their needs and interests. An organization's reputation is a set of symbolic beliefs about the organization's unique or separable capabilities, roles, and obligations. These beliefs are embedded in audience networks (Jamal & Baka).

In a highly competitive and dynamic business environment, organizations strive to find ways to differentiate their offerings and build favorable relationships with customers. Reputation is an important means by which organizations can maintain a competitive advantage and build long-term relationships with diverse customer types (Boyd et al.).

Fifth: The Importance of Organizational Reputation

Organizational reputation, as a social identity, is widely used in an organization's positioning strategy due to its significant impact on customer choice of products (Balmer et al). An organization's reputation also helps attract potential investors and qualified employees and contributes to developing and maintaining customer loyalty (Ruiz et al.).

An organization's reputation significantly impacts an organization's ability to compete in the market, as well as its financial performance (Bonaiuto et al). A good organizational reputation also contributes to improving organizational value, enhancing perceptions of product quality, and boosting employee morale (de Leaniz et al). For customers, it helps reduce transaction costs, positively impacting trust and loyalty. As a result, an organization with a good reputation is more likely to attract more customers and investors (Nguyen).

3.5 Dimensions of Organizational Reputation

1. Innovation

Creativity represents an essential tool for the growth and survival of contemporary organizations and their ability to adapt to environmental conditions. Reda believes that creativity

is a departure from traditional thinking and knowledge, which may result in the discovery of new, advanced, acceptable ideas, theories, inventions, or working methods that are appropriate to the organization's circumstances and capabilities. This helps it adapt and interact with all variables, strengthen its productivity, and improve its performance and that of its employees. Biniari explains that creativity is the ability to create something new and bring it into existence.

2. Service Quality

In the current era of globalization and customer awareness, organizations must prioritize quality as a fundamental strategy for long-term success and survival, as well as for achieving a good reputation and a sustainable competitive advantage (Al-Fatlawi). As a study (Dijkmans et al) indicates, service quality refers to the relative advantage that stakeholders assess an organization's ability to deliver high-quality products and services, whether they produce goods or provide services. As organizations enter global markets worldwide, the process of selecting a product or service becomes more comprehensive for the customer. This has prompted organizations to focus on and enhance product quality and to pursue business practices that enable the organization to design products that meet customer needs and build operational processes that achieve high levels of performance and quality.

3. Social Responsibility

It is a diverse set of important activities that all organizations must undertake, whether voluntarily or by force, to address internal and external expectations. This adds value to the organization and enhances its reputation, both directly and indirectly. It is beneficial for organizations to recognize social and environmental responsibilities and support good causes in society, as this may enable them to gain a high reputation (Al-Fatlawi).

4. Organizational Reliability

Organizational reliability is defined as the ability of an existing brand name to serve as a guide to reduce customer perceptions of risk when evaluating the organization's expansion into a particular product category. Organizational reliability enhances the organization's strength, provides a greater understanding of the organization's scalability limits, and provides insights into the value of building the organization's portfolio.

5. Benevolence towards organization

The starting point for developing trust is a sense of benevolence. In order for an organization to gain customer trust, it must demonstrate some concern for their personal interests and foster the goodwill of the stakeholders in order to build and sustain this relationship (Tschannen-Moran & Gareis, 2015: 259). Benevolence refers to the extent to which organizational members care about the credibility and well-being of other partners and their motivation to strive toward achieving shared goals and benefits (Theemling).

4. The Practical Aspect

4.1 Description and Statistical Analysis of Study Data

Describing and analyzing variables at the application environment level is one of the most important prerequisites for determining the level of these variables in the field. Therefore, in this section, the study sample's responses will be analyzed at the level of the employees' opinions at the Union Sugar Factory in the selected Babil Governorate, describing and diagnosing them using appropriate analytical methods (arithmetic mean, standard deviation, relative importance) at the level of the current study variables, their sub-dimensions, and their measurement items, relying on the use of Microsoft Excel and SPSS programs. Therefore, in order to measure the level and direction of the response, the five-point Likert scale can be tabulated to extract categories from which the level and direction of the study sample's response to the study items can be judged. This is achieved by determining the categories by finding the range (5-1=4), then dividing the range by the number of categories (5) (4/5=0.80), after which (0.80) is added to the minimum. Relative importance is measured by dividing the lowest and highest category. From the categories of level and direction of the answer on the highest gradation on the five-point Likert scale (5).

A. Description and diagnosis of the green human resource management practices variable

The results of Table (1) show that the general arithmetic mean for the green human resource management practices variable is inclined towards agreement, with a high response level of (3.32) and a standard deviation of (0.881). This variable was measured through five dimensions, with an arithmetic mean ranging between (3.24-3.39).

Table 1. Descriptive statistics of green human resource management practices

NO.		Mean	Response Trend	Response Level	S.D	Relative Importance	Paragraph Order
1	Green Selection and Recruitment	3.38	agree	high	.828	70%	2
2	Green Engagement	3.42	agree	high	.930	70%	1
3	Green Training	3.30	agree	high	0.810	69%	3
4	Green Performance Management	3.27	agree	high	0.815	70%	4
5	Green Compensation and Rewards	3.24	agree	high	0.892	70%	5
Overall Average of Green HR Practices		3.32	agree	high	0.881	%70	-

B. Description and diagnosis of the organizational reputation variable

The results of Table (2) show that the general arithmetic mean for the organizational reputation variable is inclined towards agreement, with a high response level of (3.35) and a standard deviation of (0.841). This variable was measured through two dimensions, with an arithmetic mean ranging between (3.44-3.24).

Table 2. Descriptive statistics for the organizational reputation variable

NO.		Mean	Response Trend	Response Level	S.D	Relative Importance	Paragraph Order
1	Innovation	3.44	agree	high	0.776	70%	1
2	Social Responsibility	3.32	agree	high	0.760	%71	4
3	Service Quality	3.39	agree	high	0.761	%70	3
4	Reliability to the Organization	3.24	agree	high	0.778	%70	5
5	Benevolence to the Organization	3.40	agree	high	0.863	%70	2
	Overall Average of the Organization's Reputation Variable	3.35	agree	high	0.841	%70	

4.2 Testing the Correlation Hypotheses

First Main Hypothesis: There is a statistically significant correlation between green human resource management practices and organizational reputation.

The results of the table demonstrate a statistically significant correlation between green human resource management practices and organizational reputation, with a correlation value of 0.809 at a significance level of less than 0.01. This relationship is considered strongly positive according to the Cohen et al. (1983: 2) scale, demonstrating the importance of the laboratory's focus on increasing green human resource management practices to enhance the organization's reputation. Furthermore, the results indicate a correlation between green human resource management practices and dimensions of organizational reputation. This means that the laboratory's management's focus on increasing green human resource management practices contributes significantly to enhancing the organization's reputation at various levels.

Table 3. Correlation matrix between green human resource management practices and organizational reputation

ORR	BEO	REO	SEQ	SOR	INN	GHRMP	GCR	GPM	GT	GP	GSR	
											1	GSR
										1	.761**	GP
									1	.791**	.774**	GT
								1	.826**	.792**	.768**	GPM
							1	.925**	.926**	.913**	.901**	GCR
						1	.877**	.810**	.812**	.816**	.776**	GHRMP
					1	.889**	.865**	.816**	.784**	.806**	.764**	INN
				1	.823**	.844**	.787**	.753**	.710**	.708**	.713**	SOR
			1	.938**	.950**	.960**	.888**	.835**	.809**	.818**	.791**	SEQ
		1	.949**	.951**	.953**	.840**	.881**	.917**	.854**	.876**	.778**	REO
	1	.805**	.918**	.820**	.888**	.761**	.791**	.774**	.826**	.792**	.768**	BEO
1	.892**	.775**	.786**	.866**	.844**	.809**	.818**	.925**	.926**	.913**	.901**	ORR
****. Correlation is significant at the 0.01 level (2-tailed).**												
N = 308									**Sig. (2-tailed) = 0.000**			

H₂: that there is a significant impact of green human resource management practices on organizational reputation.

To test the impact hypothesis, the study will adopt structural equation modeling, which can be structured using the statistical package AMOS.V.29. Models are constructed to demonstrate the relationship between the study variables in order to reveal the magnitude of each variable's impact on the dependent variables, whether directly or indirectly. Furthermore, decisions to accept or reject the hypothesis will be based on the critical value (C.R.). The greater the C.R. value is (±1.96), the more the standardized impact coefficient is statistically significant and at a significance level of 5%. If the critical value exceeds (2.56), this indicates that the significance level is (1%) (Byrne, 2010:68). As is evident from the results in the probability column (P), the smaller the values of (±1.96 < C.R), the smaller the values of ((P-value) are from the significance level (5%). As for the significance of the indirect effect coefficients, it is determined by relying on the values of the significance level (Sig.)) in the significance column (Significance). The smaller the value of (Sig.) is from the significance level (1%), the more it indicates that the standard effect coefficient is statistically significant (Afthanorhan et al., 2014:189). The results of Table (4) show that there is an impact of green human resource management practices on the organization's reputation, as green human resource management practices contributed to explaining (0.654) of the issues that hinder the development of the organization's reputation in a limited food industries company, which indicates that increasing green human resource management practices by one unit leads to an increase in the achieved value of the organization's reputation by (0.882) with a standard error of (0.028) and a critical value of (31.500), which means that developing green human resource management practices at a rate of (0.212) will contribute to improving and developing the organization's reputation.

Table 4. Results of the analysis of the impact of green human resource management practices on the organization's reputation

Descent path			Standard weights	Standard error	C.V	R^2	(P)	***
Green Human Resource Management Practices	--->	Organization's Reputation	0.882	0.028	31.500	0.654	0.001	Moral

5. Conclusions

1. The results showed that the company under study implements some green human resource management practices. However, implementation remains partial and does not encompass all human resource activities, limiting the expected positive impact of these practices.
2. The majority of employees have a growing awareness of the importance of integrating environmental considerations into the workplace. They believe that these practices enhance their job satisfaction and increase their sense of belonging to the organization.
3. The study confirmed that adopting green human resource management practices directly impacts a company's reputation, enhancing its image as an environmentally and socially responsible organization among employees, customers, and the community.
4. The results indicated that integrating green practices into a company's social responsibility strategies contributes to consolidating its competitive position and increasing stakeholder confidence.
5. The study concluded that enhancing reputation requires developing an integrated green human resource management strategy that encompasses all stages of the employee lifecycle (recruitment, training, evaluation, and incentives), thus enhancing the sustainability of the company's reputation in the food industry.

Recommendations

1. Design a comprehensive green human resources management strategy that covers all stages of the employee lifecycle (recruitment, training, performance evaluation,

incentives), aligned with the company's sustainability orientation and enhancing its corporate reputation.

2. Enhance environmental training and awareness programs for employees at various levels to raise awareness of green practices and transform them into a sustainable organizational culture that reflects the company's commitment to environmental responsibility.
3. Link incentive and promotion systems to green employee performance, i.e., reward behaviors and practices that support environmental conservation and rationalize resource consumption within the workplace.
4. Activate partnerships with the local community and regulatory authorities to demonstrate the company's commitment to green practices, which enhances community and customer confidence and strengthens the company's corporate reputation.
5. Employ green human resources practices as a corporate marketing tool by highlighting them in annual reports and media activities to enhance the company's image as an environmentally and socially responsible organization in the food industry.

REFERENCES

[1] D. B. Zoogah, "The dynamics of Green HRM behaviors: A cognitive social information processing approach," *Ger. J. Hum. Resour. Manag.*, vol. 25, no. 2, pp. 117–139, 2011.

[2] Y. J. Kim, W. G. Kim, H. M. Choi, and K. Phetvaroon, "The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance," *Int. J. Hosp. Manag.*, vol. 76, pp. 83–93, 2019.

[3] S. Dutta, "Greening People: A Strategic Dimension," *ZENITH Int. J. Bus. Econ. \& Manag. Res.*, vol. 2, no. 2, pp. 143–148, 2012.

[4] R. S. Prasad, "Green HRM-partner in sustainable competitive growth," *J. Manag. Sci. Technol.*, vol. 1, no. 1, pp. 15–18, 2013.

[5] M. Uddin, "Practicality of green human resource management practices: A study on banking sector in Bangladesh," *Int. J. Econ. Commer. Manag.*, vol. 6, no. 6, pp. 382–393, 2018.

[6] M. Margaretha and S. Saragih, "Developing new corporate culture through green human resource practice," in *International Conference on Business, Economics, and Accounting*, 2013.

[7] C. J. C. Jabbour, "Environmental training in organisations: From a literature review to a framework for future research," *Resour. Conserv. Recycl.*, vol. 74, pp. 144–155, 2013.

[8] C. M. Mathapati, "Green HRM: A strategic facet," *Tactful Manag. Res. J.*, vol. 2, no. 2, p. 1, 2013.

[9] H. Opatha and A. Arulrajah, "Green Human Resource Management: Simplified General Reflections," *Int. Bus. Res.*, vol. 7, no. 8, pp. 101–112, 2014, doi: 10.5539/ibr.v7n8p101.

[10] A. A. Arulrajah, H. H. D. N. P. Opatha, and N. N. J. Nawaratne, "Green Human Resource Management Practices: A Review," *Sri Lankan J. Hum. Resour. Manag.*, vol. 5, no. 1, 2015.

[11] S. K. Mousa and M. Othman, "The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework," *J. Clean. Prod.*, vol. 243, p. 118595, 2020.

[12] S. K. Singh, M. Del Giudice, R. Chierici, and D. Graziano, "Green innovation and environmental performance: The role of green transformational leadership and green human resource management," *Technol. Forecast. Soc. Change*, vol. 150, p. 119762, 2020.

[13] Y. Agyabeng-Mensah, E. Ahenkorah, E. Afum, A. N. Agyemang, C. Agnikpe, and F. Rogers, "Examining the Influence of Internal Green Supply Chain Practices, Green Human Resource Management and Supply Chain Environmental Cooperation on Firm Performance," *Supply Chain Manag. An Int. J.*, 2020.

[14] T. Rahman, "Green human resource management Practices in Bangladesh: a case study," *Int. J. Adv. Res. Rev.*, pp. 29–41, 2020.

[15] R. Chaudhary, "Green Human Resource Management and Employee Green Behavior: An Empirical Analysis," *Corp. Soc. Responsib. Environ. Manag.*, vol. 27, no. 2, pp. 630–641, 2020.

[16] N. T. Pham, T. V Thanh, Z. Tučková, and V. T. N. Thuy, "The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis," *Int. J. Hosp. Manag.*,

vol. 88, p. 102392, 2020.
[17] S. Aggarwal and B. Sharma, "Green HRM: Need of the Hour," *Int. J. Manag. Soc. Sci. Res. Rev.*, vol. 1, no. 8, pp. 63–70, 2015.
[18] K. Mehta and P. K. Chugan, "Green HRM in pursuit of environmentally sustainable business," *Univers. J. Ind. Bus. Manag.*, vol. 3, no. 3, pp. 74–81, 2015.
[19] M. A. Delmas and S. Pekovic, "Environmental Standards and Labor Productivity: Understanding the Mechanisms that Sustain Sustainability," *J. Organ. Behav.*, vol. 34, no. 2, pp. 230–252, 2013.
[20] M. Wagner, "'Green' human resource benefits: do they matter as determinants of environmental management system implementation?," *J. Bus. Ethics*, vol. 114, no. 3, pp. 443–456, 2013.
[21] L. Stringer, *The green workplace: Sustainable strategies that benefit employees, the environment, and the bottom line*. St. Martin's Press, 2009.
[22] L. Phillips, "Go green to gain the edge over rivals," *People Manag.*, vol. 23, no. 9, pp. 1–9, 2007.
[23] M. Guerci and L. Carollo, "A paradox view on green human resource management: Insights from the Italian context," *Int. J. Hum. Resour. Manag.*, vol. 27, no. 2, pp. 212–238, 2016.
[24] I. R. Wiradirja, H. Ras, N. Pranadita, S. Macmud, H. Anwar, and D. Haspada, "Environmental Performance: Role Of Green Employee Involvement Practices, Green Training And Green Shared Vision," *J. Secur. \& Sustain. Issues*, vol. 10, no. 2, 2020.
[25] B. Pande, "A Study on Work Behavior of HR Personnel Towards Environment to Endorse Green HRM Practices at Workplace," *Dnyanamay J.*, vol. 1, no. 3, pp. 53–55, 2016.
[26] D. Bangwal and P. Tiwari, "Green HRM--A Way to Greening the Environment," *IOSR J. Bus. Manag.*, pp. 45–53, 2015.
[27] M. Armstrong, *Strategic Human Resource Management: A Guide to Action*, 4th ed. London and Philadelphia: Kogan Page, 2008.
[28] S. A.-R. Rashid and S. H. Al-Zayadi, "The Role of Social Responsibility in Enhancing the Perceived Organizational Reputation: An Analytical Study of the Opinions of University Leaders in a Sample of Colleges at Al-Qadisiyah University," *Al-Qadisiyah J. Adm. Econ. Sci.*, vol. 16, no. 1, 2014.
[29] Z. A. Abbas, "Strategic Leadership and Its Impact on Achieving Organizational Reputation: An Analytical Study of Some Centrally Funded Housing and Reconstruction Departments," *J. Econ. Adm. Sci.*, vol. 23, no. 97, 2016.