

# Proposing a Model for the Effects of Green Human Resource Management on Organizational Sustainability Considering the Mediating Role of Service Culture and Motivation in Sports Organizations of Fars Province in Iran

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## Research Article

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# Abstract

**Objective:** The main objective of the current study is to present a model for the effects of green human resource management on organizational sustainability considering the mediating role of service culture and motivation in sports organizations of Fars Province in Iran. The statistical population of the study includes all the employees in sports organizations of Fars Province (General Sports and Youth Offices; managers of sports clubs; presidents, vice-presidents, and secretariats of sports boards; and physical education offices of universities). Then, 395 employees and managers from those organizations were selected using stratified sampling to complete a questionnaire online or offline.

**Results:** The results were analyzed using structural equation modeling (SEM) in Smart PLS, and the final model was presented. The reliability of green resource management, organizational sustainability, service culture, and motivation questionnaires was evaluated using Cronbach's Alpha coefficient, resulting in 0.86, 0.78, 0.96, and 0.85, respectively. The results indicate the good fit of the model presented in the study. The results show that green human resource management impacted sustainability with a path coefficient of 0.364. Moreover, the findings show that with a path coefficient of 0.409, the variable of service culture plays a mediating role in the relationship between green human resource management and sustainability. However, with a path coefficient of 0.0001, the variable of motivation does not play a mediating role in the relationship between green human resource management and sustainability.

# Introduction

Green human resource management is responsible for creating a green work environment where the employees understand the importance of environmental issues [1]. This leads to higher efficiency and lower costs at personal, organizational, and environmental levels [2].

The sports organizations of Fars Province in Iran are among the organizations that can identify the effects of their behaviors on the environment and take measures to mitigate the negative impact of these behaviors on natural ecosystems. The current study evaluates the effects of green human resource management methods considering the mediating role of service culture and motivation in sports organizations of Fars Province from the point of view of the employees and managers of these organizations. Given the services provided to the public by the sports organizations of Fars Province, green human resource management policies must be implemented in various departments of such organizations to improve the organizational sustainability through green human resources while providing insights for managers and policymakers for creating sustainable organizations. Therefore, the model of the study is presented as follows:

# Methods

The current study is a descriptive survey that is carried out using structural equation modeling (SEM). Regarding the objectives, the study is an applied one, while regarding its execution, it is a field survey. The

statistical population is 4047 and sample is 395. Further details on participants are available in the Additional file (Table S1 and Table S2).

In order to carry out the current study, a questionnaire was developed based on standard questionnaires of organizational resource management [3], organizational sustainability [4], service culture [5], and motivation [6]. In order to answer the research questions in the section on referential and analytical methods, exploratory factor analysis, path analysis, and the goodness of fit index were used. Moreover, in order to evaluate the research questions, structural equation modeling in Smart PLS 3.0 was used.

## Results

The conceptual model is as follows:

The Fitness of the Model

The following table presents the path coefficient test results.

Table 1  
The Results of the Test

Path	Path coefficient	P-value	Result at an error level of 5%
Green human resource management $\diamond$ organizational sustainability	0.364	0.003***	The relationship is significant
Green human resource management $\diamond$ motivation $\diamond$ organizational sustainability	Through the mediating variable	$0.070 \times 0.002 = 0.00001$	The mediating variable does NOT have an impact.
Green human resource management $\diamond$ service culture $\diamond$ organizational sustainability	Through the mediating variable	$0.601 \times 0.680 = 0.409$	The mediating variable has an impact.
*** Significant at the 5% level			

Since the coefficient for the direct path from green human resource management to organizational sustainability is 0.364, this relationship is significant. Moreover, since the coefficient for the direct path from green human resource management to organizational sustainability is 0.364 and the path coefficient through the mediating variable of motivation is 0.0001, it can be seen that the coefficient for the direct path is larger than the coefficient for the indirect path through the mediator variable, indicating that the mediating variable of motivation does not affect the relationship between green human resource management and organizational sustainability. Furthermore, since the coefficient for the direct path from

green human resource management to organizational sustainability is 0.364 and the path coefficient through the mediating variable of service culture is 0.409, it can be seen that the coefficient for the direct path is smaller than the coefficient for the indirect path, indicating that the mediating variable of service culture affects the relationship between green human resource management and organizational sustainability. More details of the results are provided in the Additional file (Table S3).

## Discussion

The overall results of the study show that the activities of sports organizations in Fars Province are completely compatible with the standards of green human resource management, which is in line with the results of Gholami et al. (2016), Mishra (2017), Pinzone et al. (2016), and Bombiak and Marciniuk-Kluska (2018) [7–10]. On the other hand, awareness of green human resource standards is at a good level. However, with regard to understanding the novel and important concept of green human resource management, measures must be taken to increase the awareness of the organization's employees. Some of the methods suggested by the participants include the tasks and duties assigned to individuals for maintaining environmental resources and the optimal usage of office supplies such as paper, single-use plastic containers, and so on. Therefore, the employees of the organization must first take these measures in practice so that they can become models for other individuals or even other organizations. Furthermore, these organizations have planned for specific measures to protect the environment, some of which have been taken. In other words, while the level of awareness of the concept of green human resource management is low, some of the measures taken by the organization and a part of the budget of this organization have been dedicated to environmental protection and green management initiatives; however, some other actions must still be taken.

## Conclusion

As a result, it is necessary for the organizations to revisit their human resource management system and focus more strongly on green human resource management and green standards in human resource subsystems. In addition, considering the status of the statistical population of the study in terms of environmental behaviors, implementing a green culture and maintaining and improving environmental management must be prioritized in the agendas of sports organizations. Devising green human resource management strategies based on environmental issues must be part of the agenda of the human resource department of sports organizations. Moving toward organizational sustainability requires mitigating and resolving environmental issues. Therefore, specific standards must be defined in the selection and recruitment system to prevent the recruitment of employees that do not care about the environment. Finally, managers are recommended to pay special attention to the issues raised in this study to realize sustainable organizational development. Comprehensive sustainable development must necessarily be obtained through the content of human resources, and the prerequisite for the stability and continuation of any type of development and change is to invest in human development as its main core and principle. The results also indicate the importance of human resources for shaping the environment

and nurturing the knowledge assets to realize sustainable development. Given the effects of human resources as an important factor in organizations for improving efficiency and realizing sustainable organizational development, some of the practical strategies for improving the efficiency of green human resources include taking effective measures for analyzing and designing green jobs in the organization, professional development based on green human resource plans, internalizing change and innovation through green human resource education, and establishing performance management based on the green performance appraisal approach.

## Limitations

The most remarkable limitations of the current study and the strategies applied by the researcher to alleviate their effect are as follows:

- Limited access to comprehensive databanks in the physical education offices of military organizations led to their elimination from the population.
- Limitations in collaborating with people or organizations due to the COVID-19 pandemic.
- The employment of people with irrelevant backgrounds in the physical education departments of organizations.
- Elimination of the physical education departments of municipalities as most of the personnel were employed in other offices, and they existed in the samples from such offices.
- Elimination of the department of physical education in the ministry of education due to its different structure and expanse that can be studied independently.

## Abbreviations

SEM

Structural Equation Modeling

GOF

Goodness of Fit

## Declarations

Ethics approval and consent to participate

The current study was carried out in accordance with the Declaration of Helsinki and was approved by research Ethics Committees of Islamic Azad University- Najafabad Branch, Isfahan (IR.IAU.NAJAFABAD.REC.1400.172). Moreover, the informed consent forms were presented in the written format.

Consent for publication

Not applicable

Availability of data and materials

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable request.

Competing interests

The authors declare that they have no potential conflicts of interest relevant to this article

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Authors' contributions

MN conceptualized the study design and Methodology. MM wrote the first draft of the manuscript. MN, MM, JK and HZ edited and approved the final version of the manuscript. and JK, HZ performed data analysis and interpreted. MM revised the article.

Acknowledgments

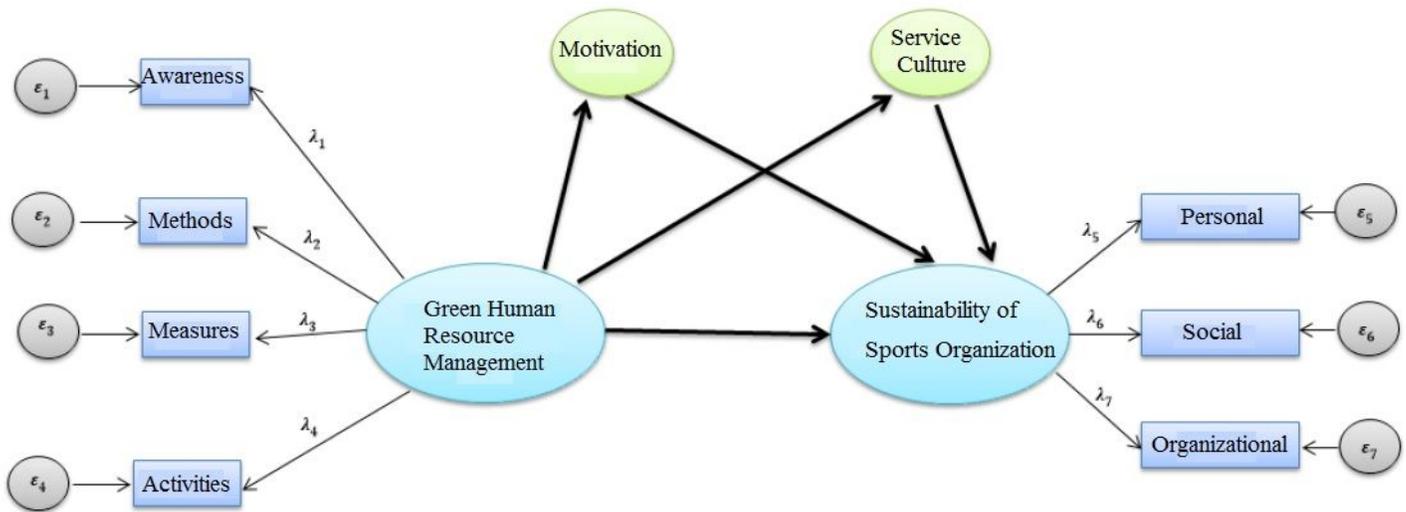
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## Figures



**Figure 1**

The Proposed Model of the Study

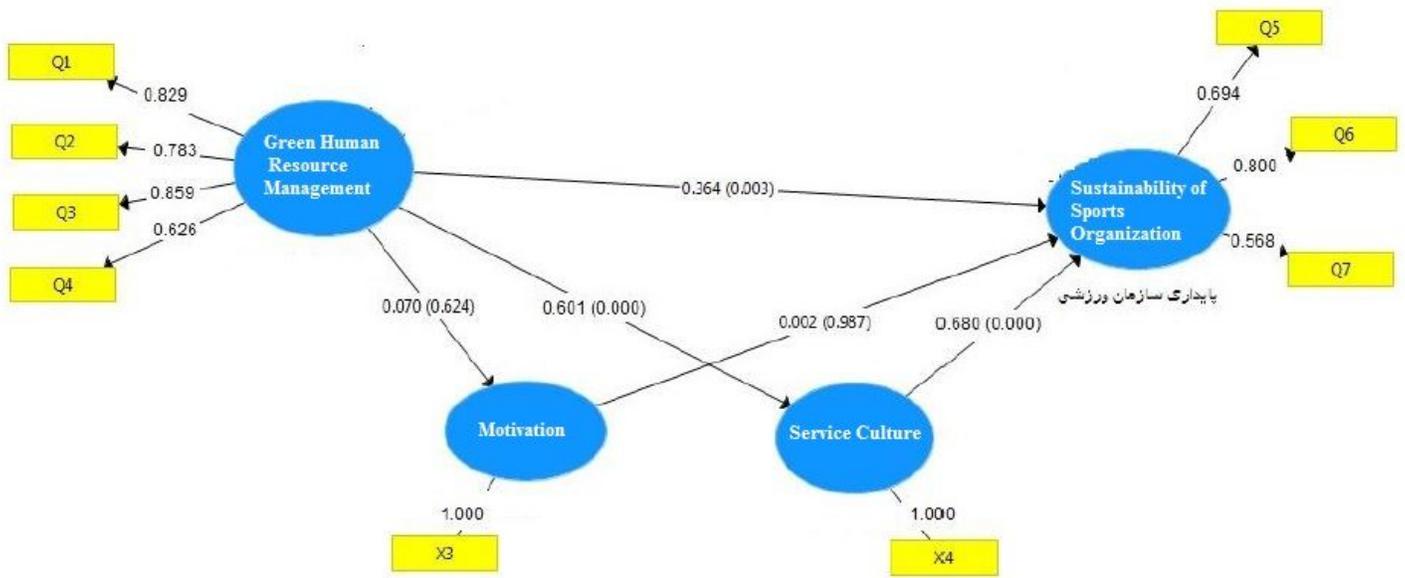


Figure 2

Testing the Model Proposed in the Study

## Supplementary Files

This is a list of supplementary files associated with this preprint. Click to download.

- [Additionalfiles.docx](#)