Green Human Resource Management and its Impact on Sustainable Tourism Development
(An Exploratory Study of the Green Parks of the Mayoralty of Baghdad)

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Abstract

The researcher aims, through the current study, to clarify the relationship between green human resources management and the extent of its impact on sustainable tourism development in the green parks of the Municipality of Baghdad. The study started with a major problem that included several questions centered on the nature of the influential relationship between the studied variables as well as clarifying the relationship between the variables by analyzing opinions. The higher and middle administration responsible for managing the green parks in the city of Baghdad, which reached (16) departments, with (150) questionnaires distributed to them. In order to achieve the goal of the study mentioned above, answer questions and test the validity of the hypotheses. The researcher relied in the study mainly on (the questionnaire), which is the main tool for collecting data and information, in addition to using another method, which is (the personal interview). For a number of managers and their assistants and heads of departments in the surveyed departments, it was the use of descriptive and analytical approach scientific methodology in the current study, and was reached by the study to a set of conclusions was the most prominent, has achieved green human resources management a positive indirect impact on sustainable tourism development in the green parks of the Secretariat of Baghdad.

Keywords

Green Human Resource Management, Sustainable Tourism Development.
Introduction

Green human resources management plays an important role in environmentally friendly organizations, as it is specific practices and policies that respect human beings and natural resources in line with the economic, social and environmental pillars of sustainability, as it plays an important role in organizations around the world to help solve environmental problems and preserve the internal and external environment surrounding the organization. Also, the use of green human resource management policies and practices within organizations generally reinforces the cause of environmental protection. And that the application of its policies and practices in the tourism sites will ensure the achievement of sustainable tourism development, since the role of the green employee is to work to achieve a balance between his interests and between the interests of society, the natural environment and the organization. In addition, green human resources management includes participation in environmentally friendly activities and programs inside and outside the organization, which in turn will lead to increased efficiency, reduce costs, improve employee participation, reduce employee turnover, and increase retention. Because of the importance of this study, we will address what is the impact of green human resources management in achieving sustainable tourism development in green parks. In addition, what if the Baghdad Municipality adopted the green human resource management approach, so does it have an impact on sustainable tourism development? The study will try to reach proposals to improve the effectiveness of implementing human resource management practices in tourism sites.

Research Methodology

The Research Problem

The world is facing the challenges of climate change and the depletion of natural resources, and the ever-increasing rate of consumption has put a lot of pressure on natural resources, and as a result of this global challenge, many governments, societies and organizations are struggling to meet the growing needs and requirements of the current generation while ensuring the preservation of natural resources for future generations. These challenges generated a shortage of natural resources such as water and food, an increase in poverty, natural disasters, and an increase in pollution. The tourism sector in Iraq in general, and green parks in particular, suffers from the weakness or lack of attention to sustainable tourism development and its environmental, economic and social dimensions, so the problem of the study is the weak awareness of the importance of preserving and sustainability of tourist sites, as well as the weak adoption of green human resource management practices in sustaining green parks, The two researchers worked On
the application of their research to the green parks of the Municipality of Baghdad, because they are the most important tourist and entertainment sites, and are considered as the lung of the city of Baghdad and that the Municipality of Baghdad can play an important role in preserving the environment by searching for solutions and developing the services they provide, so we seek Through this study, to verify whether there is a role for the Baghdad Municipality in participating in green initiatives and applying them through green human resources? This requires an increasing cognitive and scientific analysis to diagnose the insatiable defect in the work environment of the Baghdad Municipality. Therefore, in light of the above, through this study we try to answer the following question:

**What is the impact of green human resource management in achieving sustainable tourism development for green parks?**

In order to answer this question, we must clarify the following sub-questions:

1. What is meant by green human resource management and sustainable tourism development?
2. What is the impact of human resources management in the green and sustainable tourism development of green parks in the city of Baghdad?

**The Importance of the Research**

The importance of this research is evident in the following axes:

1. Shedding light and providing intellectual insights into the degree of human resource management practices in order to achieve sustainable tourism development for the studied green parks, as contained in the theoretical side of the summary of the ideas of researchers, writers, and their contribution in determining the relationship between the variables of the study.
2. Contributing to the supply of Iraqi and Arab libraries in the field of (green human resource management and sustainable tourism development), which, to the researcher's knowledge, has not been covered by previous studies, whether at the Arab or Iraqi level, through direct connectivity.
3. The importance of the current study is highlighted in its focus on the most vital source of entertainment in the city of Baghdad, which are the green parks, which are the lungs of the city of Baghdad. Therefore, this study sheds light on how to maintain and sustain and ensure continuity in the long term, and to promote the idea of benefiting from the application of correct procedures in the field of sustainable
tourism development to preserve the environment in general and the sustainability of
green parks in particular.

4. Presenting a scientific framework for an integrated model, the variables of which
dealt with an integrative view that extended from causes and was reflected in the
results, in addition to the use of reliable global standards and tools that have been
tested in most international organizations. For the purpose of applying them to the
researched places and enhancing the components and efficiency of green human
resource management practices and sustainable tourism development, and then
generalizing these concepts on the level of other organizations intellectually and
scientifically in order to reach the efficiency and effectiveness of such kind of
organizations.

5. Identify the level of application of green human resources management and
sustainable tourism development in the places researched and present the scientific
results of the study and its recommendations in conducting deeper studies for those
interested in this specialty by making use of it in developing the performance of their
organization.

Research Objectives

The research aims to achieve the following objectives:

1. Building a theoretical framework that covers the entirety of the organizational
literature of the study variables, and everything related to it, by defining the
concepts, importance and dimensions of the two variables at the level of the research
community. And to complete what the previous researchers started, considering that
their research represented a starting point for the researcher in completing the
current study.

2. Identify the reality of green human resource management and the extent of
implementing sustainable tourism development in the research organization.

3. Developing a model that links between the study variables and verifying its
reliability across the basic assumptions of the study.

4. Study the relationship and influence between green human resources management
and sustainable tourism development at the level of the research community.

Hypotheses

Main hypothesis: There is a significant, statistically significant effect of green human
resource management on sustainable tourism development, from which five secondary
hypotheses are divided as follows:
1. There is a significant statistical effect of green employment in sustainable tourism development.

2. There is a significant statistical effect of green training and development in sustainable tourism development.

3. There is a significant statistical effect for the management of green performance in sustainable tourism development.

4. There is a significant statistical effect of green compensation and rewards in sustainable tourism development.

5. There is a significant statistical effect for the participation of the employee green in sustainable tourism development.

**Study Population**

The two researchers chose the green parks of the Municipality of Baghdad in the city of Baghdad in order to implement the scientific aspect of the study, as the study community included all employees with the rank of director general and assistant general manager and officials of the departments in the 16 municipal departments, as their number reached (150) officials in All surveyed departments. Based on the above, it is possible to refer to the requirements of the study in analyzing the phenomena that have a direct relationship to the study variables as shown in the study model, as the questionnaire for the study was carried out on (150) officials from community members and (150) forms were received, and some members of the researched community were interviewed. To clarify some of the questions received, and there was great cooperation from the respondents.

**Study Curriculum**

The current study adopted the descriptive and analytical approach, because it is consistent with the current study directions based on a survey of the opinions of the study population, as it is characterized by a comprehensive view, and accurate description and analysis is used, in addition to that the description is used to collect data and information needed for study and analysis for the purpose of determining results and diagnosing the most important indicators. It works on describing the phenomenon and describing its nature, as well as the quality of the relationship between the variables and the factors affecting them, by monitoring and following up the phenomena in a quantitative manner, in order to know their truth.
The Conceptual Framework for Green Human Resource Management

Introduction

Green human resource management is one of the contemporary management trends that are increasingly applied in today's business world. Therefore, tourism organizations and at the global level have taken the trend towards developing and expanding their strategies, especially those related to the roles and functions of human resources in a way that reaches environmental sustainability, through environmentally friendly initiatives and the implementation of new policies that promote the sustainable use and preservation of resources.

The Concept of Green Human Resource Management

The term environmental management was combined with the term human resources in (2008) by (Renwick, 2008) in his first research on green human resource management, as he pointed out that the main reason for the emergence of the concept of green human resource management is to help organizations reduce pollution output from factories and office emissions, and to help mitigate the effects of global climate change by contributing to reducing these effects in the workplace, reducing pollution and waste, and using better energy. He defined green human resource management (Renwick et al, 2008) as a new management approach that complements environmental management that works to enhance organizational performance through flexible environmental management practices (integration of environmental management with human resource management). As for (Muste & Schrader, 2011) he defined it as human resources which learns and develops its environmental attitude and behavior and works to prepare activities that support environmentally friendly behavior at work and in private life, in order to successfully promote the responsible use of resources in the workplace. While each of (Ren et al, 2017) explained that it is the phenomena related to understanding the relationships between organizational activities that affect the natural environment, their design, development, implementation and their impact on human resource management systems. Uddin (2018) pointed out that the reason for the emergence of green human resources management is to address the environment and protect it from bad practices that affect its sustainability, as well as to obtain an improvement in all human resource practices towards the optimal use of that environment of performance, development and training. And (Chaudhary, 2019) indicated that they are practices that work on the sustainable use of resources and promote sustainability through their processes of training, recruitment, and creating a type of human resource that possesses these specifications.
In light of the foregoing, a comprehensive definition of green human resources management can be presented as: “a system for linking environmental management with human resources management in the organization to activate green human practices (such as recruitment, selection, training, analysis, performance evaluation and rewards), and attract green and conscious human resources that adopt practices, Environmental, whether in preserving the internal environment of the organization or the external environment, and working to provide environmentally friendly outputs”.

**Green Human Resource Management Practices**

There are many functions (practices) of green human resources, with different viewpoints of researchers and writers, and for the purpose of defining the functions of green human resource management in organizations in our current study, We have reviewed many previous studies that investigated this variable, The study was relied on (Mtembu, 2017) as a basis for determining jobs in this study as follows:

1. **Green Recruitment**

   It is the process of recruiting new talent that realizes the importance of preserving the environment and its sustainability. Where organizations adopt the recruitment of the human resource who carries full information about creating an ideal environment free from the factors of harm to it (green environment) and has an understanding of the organization's green culture (Susan et al, 2011). Attracting qualified employees (talented) is the main challenge for organizations in their war with competing organizations in order to win distinguished employees and it is called a "war of talent" (Renwick et al, 2013); So nowadays organizations started realizing the fact that gaining the reputation of the green organization; Being a green employer organization is an effective way to attract new talent to it (Ahmad, 2015). The introduction of new science and technology in green employment practices compared to the traditional method has led to a more beneficial communication revolution; Such as communication that facilitates the exchange of information between employers and employees from various destinations via a social network such as video, Teleconferencing (Oyewale, 2019), And this type of employment practices by means of advanced technology can promote more paperless transactions (to reduce paper use), To contribute to solving a part of environmental problems (Mwita & Mwakasangula, 2020).

   From the foregoing, a procedural definition of green employment can be presented, "which is the process of recruiting new talent in the organization, which is at a high level of awareness of the importance of preserving the environment and its sustainability".
Green employment practices in organizations will facilitate the mission of the green organization in attracting environmentally friendly talent.

2. **Green Training and Employment**

Training in green human resource management is one of the important factors in developing the skills and competencies required within organizations. To implement environmental management programs. He (Renwick et al, 2013) to the training and development of green is the job that seeks to create environmental awareness among the workforce by holding seminars and workshops at the organizational level and the provision of environmental education, which aims to change the behavior of the workers; To achieve good environmental performance. Today's organizations have become working on the design of training, development and education programs, workshops and courses in a way that helps staff development and acquisition of knowledge in environmental management and green skills; To achieve the Green Goals (BHATI, 2014). The process of employee training and development should include social and environmental issues at all levels, Green orientation programs for newly hired new employees should be an integral part of the training and development process; As they are informed about green practices, The organization’s vision, mission and initiatives must be made clear to them, such as its work to reduce greenhouse gases, And the production of green products (2017 Mouli & Rao). In addition, many international organizations are paying large sums for training programs, And the development of working personnel, developing their skills and knowledge, and analyzing their training needs in light of environmental knowledge (Salih, 2020).

As a result of the foregoing, we would like to present a procedural definition for green training and development, which is the process of creating environmental awareness among the workforce by holding seminars and workshops at the organizational level and providing environmental education that aims to change the behavior of workers to achieve good environmental performance. We would also like to show that institutions must take into account the importance of investing in training their employees on green initiatives and goals. To spread awareness and how the organization can become environmentally friendly.

3. **Green Performance Management**

Must green human resources management is interested to include environmental performance standards for workers in various departments and organizational units, And the development of performance indicators for each area of environmental risk (Mandip,
2012). It is worth noting that many performance management systems are done by encouraging a culture of employee performance, This is done by encouraging a culture of learning in environmental management and the use of environmental performance standards. Performance management is a continuous process of communication between the supervisor and the employee that occurs throughout the year; To support the achievement of the organization's strategic goals (Pawar, 2016).

(Ullah, 2017) has identified an effective method for the successful implementation of green performance, which is the link between performance management and green job description, which includes the following:

1. Establishing an information system for environmental management and environmental auditing.
2. Integration of environmental management objectives with the organization's performance appraisal system.
3. Establishing environmental performance standards at the organization level.
4. Integration of the green criteria with the duties of the employee to conduct the performance evaluation process in light of it.
5. Setting green goals and responsibilities.
6. Availability of regular feedback to employees on the performance appraisal process; To improve environmental performance.
7. Diagnosing deviations at work and correcting them, as well as rewarding green performers.

Based on the aforementioned, a procedural definition can be provided for green performance management, which is the process by which the organization evaluates the performance of green work for individuals working over a specified period, And provide regular feedback to employees on the extent to which environmental goals have been achieved, And sharing the results of the evaluation with the employees regarding the environmental behavior required of them to push them towards continuous improvement.

It can be pointed out that green performance evaluation is a critical factor in managing the human capital of the organization and the most important tool that helps highlight the progress of employees' performance in order to preserve the environment.

4. **Green Compensation and Bonuses**

Given the important catalytic role that green rewards management plays through green compensation for managers and employees in general, The importance of this
management appears in the sustainability of environmental performance and the
generation of environmental initiatives of various forms (waste disposal, recycling, energy
conservation, paperless offices...) which in themselves have double results in exchange
for the compensation awarded (Rahimian, 2014). And that the structure of compensation
and rewards have enormous benefits in influencing the interests of the staff towards the
organizations goals and objectives (Ahmad, 2015). Oyewale (2019) has indicated that
there are two types of compensation structure that are commonly used: The first is
monetary rewards and the second is non-monetary rewards. The cash rewards include
provisions and wages such as salary increases, cash installments, bonuses and special
discounts on the organization's goods, and others, Whereas the non-cash rewards include
giving special recognition prizes to the employees for their green achievement, or giving
them a special vacation, gifts, promotions etc., Meanwhile, the organization uses the
appropriate compensation structure for employees; To encourage them to stick to green
behavior in their endeavors.

From the above we would like to offer a procedural definition of compensation and green
rewards "is the process through which reward employees for their performance, they are
way more powerful and optimized to encourage and motivate employees to link their
interests to the interests of the Organization". We can also show that the reward system
and compensation is the Organization's financial leverage that will enable them to change
towards culture and environmental performance green.

5. The Green Employee Participation

The term employee engagement is very vague and has been defined by scholars and
researchers in various ways depending on the context and discipline under which it was
defined. To try to understand this term and find its clear meaning, It was defined (Mercy
and Schneider, 2008) as "a desirable condition in which an alliance with organizational
goals, It indicates employee involvement, commitment, passion, enthusiasm, focused
effort, and energy expended in serving the organization, In other words, it contains
behavioral and behavioral components, As no vision or strategy can be achieved without
the presence of engaged and committed employees who are able to contribute to and solve
environmental problems (Mandip, 2012). Staff relations and participation are vital and
important in the implementation of the organization's environmental management plans
and programs. As good employee relations and participation is working to support the
organization's efforts to develop green behavior. Work relations and employee
participation contain five components (green learning environment, green vision,
inspiration, communication, and environmentally friendly practices) (2015 Deshwal); So
employee contributions to green initiatives will increase the likelihood of superior green management because it coordinates employee goals, motivations and perceptions with green management practices, Some of the organization's employees are now realizing the importance of green practices in their organizations, Where some individuals take a range of precautions to control their habit against their environment (2019 Oyewale).

In light of the foregoing, we can present a procedural definition for the participation of the green employee, "which is the participation of individuals working in solving environmental problems, generating ideas, resolving organizational conflicts, and promoting environmental learning". It can also be pointed out that the best way through which to encourage the participation of employees in the work of the organization is to seek individuals working in the organization known for their environmental orientations as friends of the environment, and that environmentally friendly ideas should be welcomed by all workers in the organization regardless of their classifications and levels, Contributing to and encouraging them to increase their attention to environmental issues and better use to apply their skills.

**Sustainable Tourism Development**

**Introduction**

The tourism industry is one of the most important sectors for economic growth, In the context of expanding the tourism sector around the world, the sustainability of tourist destinations in all countries has become an important goal, And sustainability has become the main tool to maintain a balance between the current and future prospects for its development, Especially in regions with a tourism-based economy, sustainable tourism can maintain a balance between economic, social and environmental development and environmental protection.

**The Concept of Sustainable Tourism Development**

The concept of sustainable tourism development is one of the modern concepts that has spread as a phenomenon since the 1990s, as it is derived from the broader concept of sustainable development (Swarbrooke, 2000), (Beeton, 2005) pointed out that sustainable tourism development works on the development of society from a social and anthropological perspective, It is represented in how to manage the natural resources of tourist communities and destinations in order to achieve the economic well-being of those societies and preserve the natural, social and cultural capital, (Duc, 2009) defined it as tourism-related activities that follow certain criteria to meet the needs of stakeholders and
contribute to comprehensive sustainable development. (Ogechi & Igbojekwe, 2013) stated that the main reason for using the concept of sustainable tourism development is for the purpose of preserving and developing tourist areas in the long term without any damage or deterioration to the environment or society. (Vien, 2017) defined it as the development of tourism activities in order to ensure economic growth that can meet the needs of tourists and local residents, and the interest in preserving, restoring and enhancing the cultural values of society and tourism resources at the same time and creating a stable legal environment in the present and future. (Sidali et al., 2017) explained that, at present, many tourist sites in the world are facing two problems, one of which is tourism resources that are running out in the near future, and the other is the increasing pollution that tourist destinations suffer from. In the past few years, governments have realized the potential that the tourism sector can lead in economic growth, For this reason, it has formulated several strategies at the national and local levels; To apply the sustainable tourism development approach (Ciroa & Toska, 2018), In addition, sustainable tourism development includes a number of initiatives and measures that are taken; To improve the environmental situation by reducing waste and pollution, and Changing transportation behaviors, increasing water and energy efficiency to achieve sustainable development in the tourism industry (Jashi, 2018). (Sivesan, 2020) defined it as the current and future development of tourism sites, preservation of natural capabilities and infrastructure, and ensuring the renewal of natural resources, and preserving them for future generations and learning about the lifestyles and customs of societies, in addition to ensuring that the economic benefits are equitably distributed to the population and local communities in the host areas. In light of the foregoing, a comprehensive definition of sustainable tourism development can be presented as: “Development that works to sustain the natural resources present in tourist destinations, to ensure their preservation and survival for future generations, and to achieve the well-being and economic prosperity of host communities”.

Dimensions of Sustainable Tourism Development

After reviewing many studies, it was found that most researchers and writers adopted in their studies the three dimensions referred to by the World Tourism Organization (the economic dimension, the environmental dimension, and the social and cultural dimension). Because it is consistent with the current study, the study (Ferede, 2019) was adopted as a basis for determining the dimensions of sustainable tourism development as follows:
1. The Economic Dimension

Sustainable tourism development plays a fundamental and important role by ensuring that damage to the environment is minimized and by providing an economic incentive that encourages preservation and protection (Ceron & Dubois, 2003). As well as achieving many economic goals such as (generating new job opportunities for the development of the local community) as a means to improve the standard of living (WTO, 2004), In addition to allowing the local population to participate in the tourism economic activities by holding programs and training courses (Chávez-Corté & Maya, 2010), In the same context, (Modica, 2015) explained that tourism has a positive economic impact on employment, on total income and production, improving services provided to the local community, providing stable work, and distributing benefits fairly. In addition to the availability of long-term economic operations, tourism also has negative effects on the environment; Therefore, sustainable tourism development works to reduce these negative impacts and improve the positive impacts of tourism (Ca´rdenas et al, 2015). Deh et al. (2017) explained that there are many direct and indirect economic benefits of tourism that accrue to the local community, including employment, improvement of living standards and health, And educational opportunities, and the promotion of arts and crafts, and environmental awareness in local communities, the economic dimension includes the contribution of tourism in preserving the culture of the local community and works on developing local communities as well as distributing benefits fairly among them (Ciroa & Toska, 2018).

In light of the foregoing, we would like to present a procedural definition of the economic dimension, "which is the dimension that has an impact on the development of the tourism industry as well as the development of the local community through economic benefits and benefits". We can also show that the economic dimension is the most important dimension of sustainable tourism development, as it represents the essence of sustainable tourism development through its contribution to the well-being of the host communities through the availability of job opportunities and increased income, and their participation in contributing to tourism projects, as well as the role of sustainable economic development in the preservation and maintenance of tourism resources and destinations.

2. The Environmental Dimension

The environmental dimension includes anticipating the negative impacts of tourism on the environment and working to control these negative impacts of tourism projects to reduce their impact on the environment (Cernat & Gourdon, 2007). And by providing
information to tourists about the proper behavior to be followed in tourist destinations to preserve the natural environment (Dhiman & Dubey, 2011). Lundberg, 2014) pointed out that there is difficulty in measuring the type of negative impacts of tourism on the environment, but later on, the focus has been on measuring the environmental impacts by measuring greenhouse gas emissions (carbon dioxide and similar gases) or energy and land use. The negative tourism impacts arise as a result of consuming natural resources, increasing sources of pollution, increasing waste from tourism activities and services, as well as putting pressure on biological and biological diversity (Kavaliauske & Kocyte, 2014). While (Martínez et al., 2019) and (Arenac et al., 2019) indicated that the environmental dimension of sustainable tourism development focuses on the safety and protection of life support systems, ecosystems and the preservation of non-renewable natural resources; For the purpose of using them for the benefit of the local community without causing harm or disruption to the environmental resources including water, land and air, (Hsu et al., 2020) explained that many countries are working to deter the owners of tourism projects and local communities from the illegal use and excessive consumption of natural resources. As well as trying to integrate the development plans of protected natural areas in the regional and local areas within the comprehensive development plans and programs, therefore, tourism should contribute positively to preserving the environment (Sharma, 2020).

Based on the foregoing, we would like to present a procedural definition of the environmental dimension that "focuses on the safety and protection of life support systems and ecosystems, and the preservation of non-renewable natural resources for the purpose of using them for the benefit of the local community without causing damage or disruption to environmental resources". We can also show that the environmental dimension of sustainable tourism development includes preserving the environment, natural resources, scenic landscapes, and water, and ensuring their continuity for future generations, As well as ensuring the reduction of the negative effects left by the human resource by addressing these negative effects, and educating tourists and the local community about the need to preserve the natural resources and the environment to ensure their purity, beauty and sustainability.

3. The Social and Cultural Dimension

Social and cultural sustainability means the quality of life in the tourist destination that depend on the economic well-being, health and vitality of social and cultural systems; So international organizations are helping to create the environment that people find meaningful in their pursuit of happiness (Ritchie & Crouch, 2003). The social impact of
tourism can be assessed through its goal of improving the population's standard of living, as well as the services that are developed for tourists benefit the local community (Chávez-Corté & Maya, 2010). These benefits include developing infrastructure for water distribution or wastewater disposal, and upgrading transportation or health services, and recreational or sporting activities as well as other public places. In the same context, (Juandi et al, 2018) explained that the social and cultural aspect of sustainable tourism development includes respect for the peculiarities of the local culture. Preserving the cultural heritage and traditional values of society, promoting tolerance and understanding between different cultures, and increasing tourism awareness on issues related to sustainability, especially in the field of cultural sustainability. (Lárraga et al., 2018) indicated that the positive social impacts of sustainable tourism development are as follows:

1. Respecting the social and cultural authenticity of local communities, while preserving their cultural and architectural origins, as well as their traditional values, and contributing to enhancing understanding and tolerance between different cultures.
2. Encouraging the restoration of archaeological sites and architectural monuments and any material work having a collective and national interest, preserving and using them in a proper civilized manner.
3. Part of the benefits are devoted to building businesses of interest to the community, such as schools, medical centers, sports facilities, and cultural centers.
4. Promote local, regional and national cultural events (folk dance, crafts, gastronomy ...).
5. Re-energize rural areas: revitalization of the local economy directly and indirectly, and restore life to these areas, whose residents will benefit greatly from tourism activities and tourists and visitors.

In light of the foregoing, we would like to present a procedural definition of the social and cultural dimension, which is respecting the peculiarities of the local community and their culture, and preserving the heritage and traditional values of the community, Promote tolerance and understanding between different cultures, and increase tourism awareness on issues related to sustainability". It can also be explained that social sustainability expresses the contribution of tourism to social welfare and poverty reduction, It represents the relationship between tourism and society in the tourist destination, that is, the level of community participation in tourism activities that benefit them and enhance their
livelihood. As for cultural sustainability, it is expressed in terms of its respect for the social and cultural authenticity of the local community in the tourist destination.

The Relationship between Green Human Resource Management and Sustainable Tourism Development

Due to the increasing global environmental concern and the development of international environmental standards, there is a need for tourism organizations to adopt environmental management practices. To achieve sustainable tourism development in tourism sites by integrating environmental management with green human resource management. He pointed out all of (Bangwal & Tiwari, 2015) that the use of practices and human resource management policies within green organizations generally promotes the cause of environmental protection, and that the use of policies and practices of human resource management in the green tourism sites will ensure the achievement of sustainable tourism development. The green employee works to achieve a balance between the interests of the individual, society, the natural environment and the organization. Given that the tourist sites are facing two major problems, namely the depletion of natural resources and the other, increased pollution (Sidali et al., 2017); It is therefore tourism organizations to work to achieve sustainable tourism development and conservation of natural resources and reduce pollution by employing human resources green aware of the importance of preserving the environment, and working to reduce pollution through practices that operate within and outside the organization (Macke & Genari, 2018), Green human resource practices enable tourism organizations to initiate activities; To achieve the goals of sustainable tourism development by responding to reducing pollution, reducing carbon, and preserving natural resources (Ahmed et al., 2019), Green human resources work to adopt friendly external environmentally friendly practices, and to provide a healthy internal environment in the workplace, Being necessary in order to benefit from the benefits of more environmentally friendly initiatives, it is the main factor in achieving sustainable tourism development goals (Alzgoool, 2019), Green human resources are also important in achieving long-term sustainable tourism development (Panzabekova et al., 2019).

In light of the foregoing, we would like to show that there is a very strong link between green human resources and sustainable tourism development, both of which include future directions that seek to preserve and sustain the environment, preserve natural resources, and conserve energy sources, Moreover, sustainable tourism development will not be achieved in the absence of green human resources aware of the importance of preserving
the environment. Figure (2) illustrates the relationship between green human resource management and sustainable tourism development.

![Figure 1 The relationship between green human resource management and sustainable tourism development](image)

**Source:** Prepared by the researcher.

**The Applied Side**

**Analyzing and Diagnosing Research Variables and Testing Research Hypotheses According to Descriptive Statistical Methods**

Through this research, the two researchers aim to document the results of the statistical analysis of the data they obtained, by surveying the opinions of a community consisting of ((150 individuals from the upper and middle administrations in the Baghdad Municipality, On research variables (green human resource management, sustainable tourism development) and their dimensions, by employing appropriate statistical methods and measures.

**Believe Tool Measuring Search**

The two researchers used ready-made scales from previous studies, as they adopted the scale of the study (Mtembu, 2017) as a measure adapted for the independent variable,
Green Human Resources Management, and through (20) paragraphs, Represented by five
dimensions (green employment, green training and development, green performance
management, green rewards and compensation, green employee participation), As for the
dependent variable in tourism development, the two researchers have adopted a study
scale (Ferede, 2019), which is concerned with measuring the dependent variable and
through (21) paragraphs of three dimensions represented by (the economic dimension, the
environmental dimension, the social and cultural dimension), And in order to ensure the
validity of the questionnaire to measure the main research variables, namely (green human
resources management and sustainable tourism development), it was subjected to the
following statistical tests:

1. **The Apparent Validity of the Questionnaire**

The apparent validity test is intended to present the questionnaire to a group of qualified
professors to judge the measuring instrument emphasizing the extent to which the
questionnaire, with its paragraphs, variables and dimensions, is truly representative of the
content of the study related to (Green Human Resources Management and its Impact on
Sustainable Development) is a good example, According to the data of Table (1), the
results of the apparent validity test were as follows:

a. The percentage of arbitration professors agreeing on the validity of the twenty
paragraphs of the Green Human Resources Department as an independent variable
amounted to (90%), It is a high percentage that shows the referee professors
agreeing on (18) paragraphs out of (20) paragraphs devoted to managing green
human resources in its five dimensions (green employment, green training and
development, green performance management, green compensation and rewards,
green employee participation), The percentage of arbitrators' agreement on the five
paragraphs of the dimensions was recorded (75%, 100%, 100%, 100%, 75%),
respectively, and as shown in Table (1).

b. The percentage of the refereeing professors agreeing on the validity of the
paragraphs of sustainable tourism development as the dependent variable recorded
(90.48%), This is a high percentage that favors the agreement of the jury professors
on (19) paragraphs of (21) paragraphs devoted to sustainable tourism development in
its three dimensions (the economic dimension, the environmental dimension, the
social and cultural dimension) The percentage of arbitrators' agreement on the three
paragraphs of the dimensions was recorded (85.71%, 85.71% and 100%)
respectively, and as documented in Table (1).
### Table 1 Data for the external validity test of the questionnaire

<table>
<thead>
<tr>
<th>Study variables</th>
<th>Number of paragraphs within the questionnaire form</th>
<th>The number of paragraphs agreed upon by the arbitrators</th>
<th>The proportion of professors agreement arbitrators%</th>
<th>The level of honesty</th>
<th>Researcher comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 Green recruitment</td>
<td>4</td>
<td>3</td>
<td>75%</td>
<td>High</td>
<td>The presence of high ostensible honesty in the paragraphs of the independent variable green human resource management</td>
</tr>
<tr>
<td>X2 Green training and development</td>
<td>4</td>
<td>4</td>
<td>100%</td>
<td>Complete</td>
<td>The presence of high apparent honesty in the paragraphs of both green human resource management and sustainable tourism development</td>
</tr>
<tr>
<td>X3 Green Performance Management</td>
<td>4</td>
<td>4</td>
<td>100%</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>X4 Green compensation and rewards</td>
<td>4</td>
<td>4</td>
<td>100%</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>X5 Green employee participation</td>
<td>4</td>
<td>3</td>
<td>75%</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>X Green Human Resource Management</td>
<td>20</td>
<td>18</td>
<td>90%</td>
<td>High</td>
<td>The presence of high apparent honesty in the paragraphs of the independent variable green human resource management</td>
</tr>
<tr>
<td>Y1 The economic dimension</td>
<td>7</td>
<td>6</td>
<td>85.71%</td>
<td>High</td>
<td>The presence of high ostensible truthfulness in all paragraphs of the dimensions of sustainable tourism development</td>
</tr>
<tr>
<td>Y2 The environmental dimension</td>
<td>7</td>
<td>6</td>
<td>85.71%</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Y3 The social and cultural dimension</td>
<td>7</td>
<td>7</td>
<td>100%</td>
<td>Complete</td>
<td></td>
</tr>
<tr>
<td>Y Sustainable tourism development</td>
<td>21</td>
<td>19</td>
<td>90.48%</td>
<td>High</td>
<td>The presence of high apparent honesty in the paragraphs of the variable dependent sustainable tourism development</td>
</tr>
<tr>
<td>All paragraphs of the questionnaire</td>
<td>41</td>
<td>37</td>
<td>%90.24</td>
<td>High</td>
<td>The presence of high apparent validity in all of the paragraphs of the questionnaire</td>
</tr>
</tbody>
</table>

**Source:** Prepared by the researcher based on SPSS V25 program data

### 2. Honesty Constructivist Affirmative

The use of the affirmative factor analysis method is used to apply the affirmative constructive validity to the clauses of both green human resource management and sustainable tourism development, in order to demonstrate that the four paragraphs in the
first dimension of the independent variable represent green employment in the best way, And the four paragraphs within the second dimension of green human resource management represent green training and development best represented, and the four paragraphs within the third dimension of the independent variable represent green performance management best represented, And to demonstrate that the four paragraphs in the fourth dimension of the independent variable represent green compensation and rewards best represented, and the four paragraphs within the fifth dimension in green human resources management represent the participation of the green employee in the best way, at the same time, the confirmatory constructive validity test proves that the seven paragraphs within the first dimension of the dependent variable represent the economic dimension best represented, and The seven paragraphs within the second dimension of sustainable tourism development represent the environmental dimension well, and the seven paragraphs within the third dimension of the dependent variable represent the social and cultural dimension well.

Confirmatory construct validity, by factor analysis, is concerned with demonstrating that dimensions (Green employment, green training and development, green performance management, green compensation and rewards, green employee participation) Green human resources management is best represented, and the three dimensions (the economic dimension, the environmental dimension, the social and cultural dimension) represent the sustainable tourism development well, and Consequently, it was ascertained that the paragraphs (41) composing the questionnaire represent the subject of the study well.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Scale value KMO</th>
<th>Researcher comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Human Resource</td>
<td>0.941</td>
<td>The statistical test data were significant, documenting that the population size is</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td>suitable for applying factor analysis to the study data with high efficiency.</td>
</tr>
<tr>
<td>Dependent</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable tourism</td>
<td>0.926</td>
<td></td>
</tr>
<tr>
<td>development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

KMO: Short for Scientists' {The Kaiser – Meyer – Olkin Measure}

Source: Prepared by the researcher based on SPSS V25 program data

It follows from Table 2 that the size of the studied community is compatible to apply the method of global analysis with high efficiency, especially that the value of the scale (KMO) for the management of green human resources amounted to (0.941) It is higher than (0.500) and for sustainable tourism development it reached (0.926) and it is higher than (0.500), which documents the validity of the study data to apply the confirmatory factor analysis method with high efficiency.
3. Test the Stability of Sincerity of the Questionnaire

The researchers adopted in the internal consistency validity test and the stability of the study's questionnaire, the coefficient (Elva Krumbach) to measure the internal consistency and the ability of the paragraphs included in the questionnaire to measure the same thing, which should be greater than (0.70), Table (3) confirms that the value of the stability coefficient for all of the green human resource management clauses reached (0.957), which documents the presence of stability in the twenty independent variable paragraphs due to being more than (0.700), as for the whole paragraphs of sustainable tourism development, the stability factor was recorded (0.949), and this value is shown successfully skipped the dependent variable paragraphs of the stability test due to being more than (0.700). This confirms that there is a high stability in the twenty-first paragraphs of sustainable tourism development. Thus, to bring the value of the stability coefficient according to (Cronbach's Alpha) method for all the paragraphs of the questionnaire to (0.953), which is more than (0.700) this proves that the 41 paragraphs of the questionnaire have been successfully skipped to test the stability, and thus the statistical analysis data confirm the presence of high stability in all the items of the questionnaire.

Table 3 Stability test data according to (Cronbach's Alpha)

<table>
<thead>
<tr>
<th>Study variables</th>
<th>Stability coefficient</th>
<th>Stability level</th>
<th>Researcher comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1 Green recruitment</td>
<td>0.934</td>
<td>High</td>
<td>Having high stability in all paragraphs of the green human resource management</td>
</tr>
<tr>
<td>X2 Green training and development</td>
<td>0.840</td>
<td>High</td>
<td>dimensions</td>
</tr>
<tr>
<td>X3 Green Performance Management</td>
<td>0.897</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>X4 Green compensation and rewards</td>
<td>0.943</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>X5 Green employee participation</td>
<td>0.821</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>X Green Human Resource</td>
<td>0.957</td>
<td>High</td>
<td>Having high stability in the green human resource management paragraphs</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y1 The economic dimension</td>
<td>0.856</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Y2 The environmental dimension</td>
<td>0.898</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Y3 The social and cultural</td>
<td>0.896</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>dimension</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Y Sustainable tourism</td>
<td>0.949</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>development</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All paragraphs of the</td>
<td>0.953</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>questionnaire</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher based on SPSS V25 program data
Descriptive Analysis of the Study Variables

1. Descriptive Analysis of Green Human Resource Management

Table (4) indicates that the level of response of community members to all clauses of green human resources management was at a moderate level, Especially since the value of the weighted arithmetic mean amounted to (3.38), which is greater than the value of the hypothetical mean of (3), and stable in the category (from 2.60 to less than 3.40). While the standard deviation (0.826) was recorded, indicating the existence of somewhat agreement and homogeneity in the opinions of the study population regarding the importance of green human resources management, The measure of materiality was recorded (67.66%), which documents the agreement of more than two-thirds of the community members on the existence of remarkable care by the Baghdad Municipality in managing green human resources through (Green recruitment, green training and development, green performance management, green compensation and rewards, green employee participation); However, the care taken by the Municipality of Baghdad on these dimensions was at a varying rate, which clearly shows the relative importance of each dimension, which ranged between (63.60% and 72%) and as documented in Table (4) as follows.

<table>
<thead>
<tr>
<th>code</th>
<th>Variables</th>
<th>The weighted arithmetic mean (Weighted)</th>
<th>standard deviation</th>
<th>Relative importance (Severity of the answer)%</th>
<th>The level of response of community members</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>Green recruitment</td>
<td>3.30</td>
<td>0.880</td>
<td>66.07%</td>
<td>Moderate</td>
</tr>
<tr>
<td>X2</td>
<td>Green training and development</td>
<td>3.54</td>
<td>0.826</td>
<td>70.80%</td>
<td>High</td>
</tr>
<tr>
<td>X3</td>
<td>Green Performance Management</td>
<td>3.29</td>
<td>0.756</td>
<td>65.81%</td>
<td>Moderate</td>
</tr>
<tr>
<td>X4</td>
<td>Green compensation and rewards</td>
<td>3.18</td>
<td>0.955</td>
<td>63.60%</td>
<td>Moderate</td>
</tr>
<tr>
<td>X5</td>
<td>Green employee participation</td>
<td>3.60</td>
<td>0.715</td>
<td>72%</td>
<td>High</td>
</tr>
<tr>
<td>X</td>
<td>Green human resource management</td>
<td>3.38</td>
<td>60.82</td>
<td>67.66%</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher according to the statistical analysis according to V25 SPSS data

It also indicates from Table (4) that the green employee participation dimension recorded the highest level of response by community members among all the dimensions of the green human resource management Strongly a response by community members scored (72%), Evidence of the high attention paid by the Baghdad Municipality to the importance
of the green employee participation in promoting green human resource management practices in the Baghdad Municipality, While the green compensation and rewards dimension recorded the lowest level of response among the dimensions of green human resources management, with a response severity of (63.60%), This indicates less attention by the Municipality of Baghdad to the importance of green compensation and rewards in promoting green human resource management.

2. Descriptive Analysis of Sustainable Tourism Development

Table (5) documents that the level of community members ’response to all the components of sustainable tourism development was at a high level, Especially since the value of the weighted arithmetic mean amounted to (3.94), which is greater than the value of the hypothetical mean of (3), and stable within the category (from 3.40 to less than 4.20), While the standard deviation (0.631) was recorded, indicating the existence of a remarkable agreement and homogeneity in the opinions of the study population regarding the importance of sustainable tourism development, The measure of relative importance was recorded (78.85%), which documents the agreement of more than three quarters of the community members on the existence of a remarkable interest by the Municipality of Baghdad in sustainable tourism development through (the economic dimension, the environmental dimension, the social and cultural dimension), However, the care by the Baghdad Municipality in these dimensions was at a varying rate, which is clearly evident through the relative importance of each dimension, which ranged between (76.30% and 81.68%), and as documented in Table (5) as follows.

<table>
<thead>
<tr>
<th>Code</th>
<th>Variables</th>
<th>The weighted arithmetic mean (Weighted)</th>
<th>standard deviation</th>
<th>Relative importance (Severity of the answer) %</th>
<th>The level of response of community members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td>Dimensions of the dependent variable</td>
<td>The economic dimension</td>
<td>3.82</td>
<td>0.717</td>
<td>76.30% High</td>
</tr>
<tr>
<td>Y2</td>
<td>The environmental dimension</td>
<td>The environmental dimension</td>
<td>4.08</td>
<td>0.578</td>
<td>81.68% High</td>
</tr>
<tr>
<td>Y3</td>
<td>The social and cultural dimension</td>
<td>The social and cultural dimension</td>
<td>3.93</td>
<td>0.598</td>
<td>78.57% High</td>
</tr>
<tr>
<td>Y</td>
<td>Sustainable tourism development</td>
<td>Sustainable tourism development</td>
<td>3.94</td>
<td>0.631</td>
<td>78.85% High</td>
</tr>
</tbody>
</table>

Source: Prepared by the researcher according to the statistical analysis according to V25 SPSS data.
It also indicates from Table (5) that the environmental dimension recorded the highest level of response by community members among all dimensions of sustainable tourism development with a strong response by community members recorded (81.68%), This indicates the high concern of the Municipality of Baghdad with the importance of the environmental dimension in promoting sustainable tourism development in the Municipality of Baghdad, while the economic dimension recorded the lowest level of response among the dimensions of sustainable tourism development with a response of (76.30%), In a way that indicates less attention by the Municipality of Baghdad on the importance of the economic dimension in promoting sustainable tourism development compared to other dimensions of the dependent variable.

Test Hypotheses of Influence between the Study Variables

The two researchers aims at this stage of the analysis to verify the direct effects, which were reflected in the main hypothesis presented in the methodology of the study by using the simple linear regression analysis method to measure the effect of one independent variable (explained) on the variable (dependent) one respondent, as for the significance of the effect of the group of the dimensions of the independent variable combined in the dependent variable, the researcher relies on the method of multiple linear regression analysis. In both methods, the (F – TEST) test is used to demonstrate the significance of the effect, when (P-Value is less or equal to 0.05) the hypothesis of influence is accepted and vice versa, In particular, the value of the regression coefficient ($\beta$) (Marginal propensity) in the linear regression model refers to the amount of change in the responder variable in case the value of the independent variable is increased by (1), While the constant term in the linear regression model (Constant) indicates the value of the dependent dependent variable estimated in case the value of the independent variable is equal to zero, While the determination coefficient of the model% R2 (Coefficient Of Determination) indicates that the independent variable or the independent dimension explains what its value =% R2 of the changes in the dependent variable, as follows:

Analysis of the Impact of Green Human Resources Management on Sustainable Tourism Development

1. The Impact of Green Employment in Sustainable Tourism Development

The results of Table (6), based on the data of the simple linear regression analysis method, document an effect model for the independent dimension (green employment) in (sustainable tourism development) under the significance level (P-Value = 0.00) which is less than (0.05), Especially since the calculated value of F (51.24) was greater than its
tabular value (3.84155) and with a fixed limit recorded (2.76) with a determination factor of (25.7%), To indicate that the independent dimension of green employment explains the value (25.7%) of the changes that occur in sustainable tourism development at the Municipality of Baghdad, While the value of (0.36 = β) indicates that as the change by one unit in green employment leads to increased attention to sustainable tourism development (36%), The presence of these results confirms the acceptance of the first secondary hypothesis stemming from the main hypothesis (there is a significant statistical effect of green employment in sustainable tourism development).

2. The Impact of Training and Development in the Green and Sustainable Tourism Development

The results of Table (6), according to the data of the simple linear regression analysis method, document an effect model for the independent dimension (green training and development) in (sustainable tourism development) under a significant level of (P-Value = 0.00) which is less than (0.05), Especially since the calculated value of F (75.95) was greater than its tabular value (53.8415) with a fixed limit recorded (2.92) and a determination factor of (33.9%), To indicate that the independent dimension, green training and development, explains what its value is equal to the coefficient of determination of the changes that occur in the sustainable tourism development in the Municipality of Baghdad. While the value of (0.32 = β) indicates including the change by one unit in green training and development leads to increased attention to the sustainable development of tourism by (32%), The presence of these results confirms the acceptance of the second secondary hypothesis stemming from the main hypothesis (There is a significant, statistically significant effect of green training and development in sustainable tourism development).

3. Effect of Green Performance Management in Sustainable Tourism Development

Document the results of Table (6) according to the outputs of the simple linear regression analysis method, an effect model for the independent dimension (green performance management) in (sustainable tourism development) under the significance level (P-Value = 0.00), which is less than (0.05), Especially since the calculated value of F (45.17) was greater than its tabular value (53.8415), with a fixed limit recorded (2.74), and with a determination factor of (23.4%). To indicate that the independent dimension of green performance management explains what its value is equal to the coefficient of determination of the changes that occur in sustainable tourism development in the Municipality of Baghdad. While the value of (0.34 = β), This indicates that a one-unit change in green performance management leads to an increase in care in sustainable tourism development.
tourism development by (34%) and that the presence of these results confirms the acceptance of the third secondary hypothesis stemming from the main hypothesis (There is a significant, statistically significant effect of managing green performance in sustainable tourism development).

4. The Impact of Compensation and Bonuses in the Green and Sustainable Tourism Development

The results of Table (6), according to the outputs of the simple linear regression analysis method, document an effect model for the independent dimension (compensation and green rewards) in (sustainable tourism development) under the significance level (P-Value = 0.00), which is less than (0.05), Especially since the calculated value of F (31.29) was greater than its tabular value (53.8415), with a fixed limit recorded (3.12), and with a determination factor of (17.5%). To indicate that the independent dimension of green compensation and rewards explains what its value is equal to the coefficient of determination of the changes that occur in sustainable tourism development at the Municipality of Baghdad. While the value of (0.25 = \( \beta \)), with an indication that a one-unit change in green compensation and rewards leads to an increase in care in sustainable tourism development by (25%), And the presence of these results confirms the acceptance of the fourth secondary hypothesis emanating from the main hypothesis (there is a statistically significant significant effect of green compensation and rewards in sustainable tourism development).

5. The Impact of Green Employee Participation in Sustainable Tourism Development

Document the results of Table (4) according to the results of the simple linear regression analysis method, an effect model for the independent dimension (green employee participation) in (sustainable tourism development) under the significance level (= 0.00) (P-Value), which is less than (0.05), Especially since the calculated value of F (189.17) was greater than its tabular value (53.8415) with a fixed limit recorded (1.79) and a determination factor of (56.1%). To indicate that the independent dimension, the participation of the green employee, explains what its value is equal to the coefficient of determination of the changes that occur in sustainable tourism development at the Municipality of Baghdad, while the value of (0.60 = \( \beta \)), Which indicates that the change of one unit in the participation of the green employee leads to an increase in the care in sustainable tourism development by (60%), and the presence of these results confirms the acceptance of the fifth secondary hypothesis emanating from the main hypothesis (there is a statistically significant significant effect of the green employee’s participation in development Sustainable tourism).
Table 6 The data of the secondary hypothesis test derived from the main hypothesis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Fixed limit</th>
<th>Marginal tendency β</th>
<th>Determination factor R2%</th>
<th>F - test</th>
<th>P- Value</th>
<th>Researcher comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Independent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustainable tourism development</td>
<td>2.76</td>
<td>0.36</td>
<td>%25.7</td>
<td>51.24</td>
<td>0.00</td>
<td>The results of the simple linear regression analysis confirm the acceptance of all the secondary hypothesis stemming from the main hypothesis, with a confidence rate of 95%, that is, there is a significant effect for each dimension of the independent variable in sustainable tourism development.</td>
</tr>
<tr>
<td>Green recruitment</td>
<td>2.92</td>
<td>0.32</td>
<td>%33.9</td>
<td>75.95</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Green training and development</td>
<td>2.74</td>
<td>0.34</td>
<td>%23.4</td>
<td>45.17</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Green Performance Management</td>
<td>3.12</td>
<td>0.25</td>
<td>%17.5</td>
<td>31.29</td>
<td>0.00</td>
<td></td>
</tr>
<tr>
<td>Green compensation and rewards</td>
<td>1.79</td>
<td>0.60</td>
<td>%56.1</td>
<td>189.17</td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

F Table for α =0.05: 3.84155, N=150

Source: Prepared by the researcher according to the results of the SPSS V25 program

6. The Impact of all the Dimensions of Green Human Resource Management on Sustainable Tourism Development

Document the results of Table (7) a model of the effect of (all dimensions of green human resource management) on (sustainable tourism development) and according to the data of the multiple linear regression analysis method and under the significance level (P-Value = 0.00), which is less than (0.05), Especially since the calculated value of F (41.87) was greater than its tabular value (2.3719) with a determination factor of (59%), To indicate that all the dimensions of green human resources management explain the value of 59% of the changes that occur in sustainable tourism development in the Municipality of Baghdad, With these results, the acceptance of the main hypothesis is achieved (there is a statistically significant significant effect of green human resource management in sustainable tourism development).
Table 7 Multiple regression analysis of the dimensions of the independent variable in sustainable tourism development

<table>
<thead>
<tr>
<th>Variables</th>
<th>Fixed limit</th>
<th>Marginal tendency β</th>
<th>Determination factor R²%</th>
<th>F - test The calculated F value</th>
<th>P-Value</th>
<th>Researcher comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green recruitment</td>
<td></td>
<td>0.11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green training and development</td>
<td></td>
<td>0.18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green Performance Management</td>
<td></td>
<td>0.07</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Green compensation and rewards</td>
<td>1.73</td>
<td>-0.18</td>
<td>%59</td>
<td>41.87</td>
<td>0.00</td>
<td>The results of the analysis confirm the existence of a remarkable impact of the combined dimensions of green human resource management in sustainable tourism development</td>
</tr>
<tr>
<td>Green employee participation</td>
<td></td>
<td>0.63</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F Table for α = 0.05: 2.3719, N=150

Source: Prepared by the researcher according to the results of the SPSS V25 program

Conclusions

1. With regard to the nature of the relationship between green human resource management and sustainable tourism development, it was positive, both at the general level or at the level of sub-hypotheses. This indicates that the Municipality of Baghdad follows some green human resource management practices in promoting sustainable tourism development, but it does not have a clear green philosophy within its vision and mission.

2. It was found that the Baghdad Municipality follows some greening policies such as the application of the green employee participation dimension, who scored the highest level of attention noticed by the Baghdad Municipality in promoting green human resources management. This is because most of Baghdad Municipality departments provide an opportunity for the employee to participate in drafting plans for developing green parks, and they also grant some powers to working individuals. To solve the environmental problems they face during work.

3. As a result of the results of analyzing the impact of green human resources management on sustainable tourism development, it was found that there is a significant positive impact of green human resources management in achieving sustainable tourism development. This indicates that the dimensions of human resources have a great impact in promoting and achieving sustainable tourism development in green parks, as green
human resources have a great role in preserving and protecting the environment. It was also found that some green practices followed by the Municipality of Baghdad had a great impact in protecting green parks, as the green employee's participation in developing green parks and preserving the environment, in addition to holding seminars and training courses aimed at developing the capabilities of the working individual and making him aware of the importance of preserving the environment.

**Recommendations**

1. Emphasizing the inclusion of green items within the vision, mission and operational strategies of the Baghdad Municipality, the vision and mission statement of the organization is the most important, and this recommendation is implemented through the following:
   a. Inclusion of the Green Philosophy of the Municipality of Baghdad clearly in the vision, mission and strategic plan; To be the foundation on which it was built and to reflect its present and future.
   b. Monitoring the progress of the green strategic plans and the extent of their implementation by all working individuals, it should have a supervisory authority whose function is to follow up those charged with implementing green practices, and in the event of their negligence, they will be held accountable.

2. Taking into consideration the merging of greening policies with the organizational policies of the Baghdad Municipality; To promote tourism development in the green parks in the city of Baghdad, and this recommendation is implemented through the following:
   a. The green human resource management system is developed and established and that it is taken seriously and professionally, the results showed that there is an apparent lack of a strong green policy framework in all the green parks of the Municipality of Baghdad.
   b. All Baghdad Municipality departments responsible for managing green parks must have policies that address greening issues, and this will help ensure that green activities are implemented as their practices.

3. Enhancing the green employee's participation in developing green parks and preserving the environment, and intensifying seminars and training courses for working individuals and making them aware of the importance of preserving the environment, and this can be achieved by the following:
a. Include a culture of learning and participation of working individuals and allow them to participate in training and awareness programs on green issues; To ensure the employee fully understands the importance of preserving the green parks' sustainability, which will motivate him to participate in activating green human resource management practices, operations and activities at his workplace.

b. Work to encourage green human resources and give them opportunities to express their opinions and suggestions and implement their ideas, to enhance their sense of belonging and courage in expressing their proposals and opinions, And spreading the culture of individual and collective contributions to enhance the sense of belonging and creativity, by notifying workers of all levels of the importance of their role in the organization and rewarding distinguished efforts.

c. You should adopt the Secretariat of Baghdad in the event that was willing to shift to the environment of a learning culture by working to empower all working individuals and providing them with greening skills, and to provide the appropriate environment and climate for them, to be creative and innovative in their way of thinking.

d. Encouraging working individuals to share ideas with each other at all levels without any obstacles, for the sake of the success of effective greening projects in the Municipality of Baghdad, and green practices in them must be among the tasks and responsibilities of all employees at all levels.

e. The commitment of senior management in the Municipality of Baghdad to provide the budget and funds that support green initiatives and practices; To promote sustainable tourism development, given that managers are the highest authority making financial decisions.

References


