Original Article: Designing a green management model in Iranian sports organizations

Mohammad Saeid Kiani *1 , Leila Nazari2

1 PhD Student, Department of Sports Management, Kermanshah Branch, Islamic Azad University, Kermanshah, Iran

2 PhD Student, Sports Management, Kurdistan University, Sanandaj, Iran

A B S T R A C T

Today organizations can play their role by focusing on economic responsibility and organizational wealth creation, in line with their social and environmental responsibilities. The present study was conducted on a green management model for an Iranian sports organization; this research applied in terms of purpose, nature, and method. The statistical population of comprises the study of experts and managers of the Ministry of Sports and Youth of Iran, 70 of whom were selected using the purposive sampling method. Data collection tool which aims to develop a green management model is a researcher-made questionnaire whose validity was confirmed using the content validity method. The research findings in the form of a model consisting of two parts: In the first part, through exploratory study and expert opinion,14 main factors of green human resource management success were identified. In the second part, using the interpretive-structural modeling approach, sequences between variables were extracted at eight levels and categorized based on the degree of influence and dependence. Considering the results and also the importance and necessity of green human resource management, it is suggested to that organizations, especially sports pay special attention to green human resource management by using its policies and strategies, be able to achieve goals and align their activities well with environmental goals. The results showed that the support of the environment around the organization and the support of managers and shareholders as the foundation stone of the model and the most significant impact on other variables and the cause of emergence or intensification of other variables to manage green human resources in the organization.

Introduction

Today, the field of human resource management (HR) is experiencing numerous pressures for change. Changes in the economy, globalization, internal diversity, and technology have created new demands on the organization and guided the field in completely new ways. Therefore, in order to improve the control of environmental performance, some organizations have undertaken environmental safety and health

---

assessments and developed green management policies and; by adopting a green management policy have improved the economic performance of the organization, and according to the high rate changes in technology, the formation of global waves and short product life cycles; Other tangible assets such as capital, land, raw materials and They will not create a sustainable competitive advantage for the organization in the new millennium more than anything else, the focus on human capital as the significant intangible asset has become a common belief. Resources make the organization an ideal organization, regardless of the industry, and help it outperform its competitors and achieve success [1].

Green human resource management to all activities and strategies that management uses to create awareness, information and interaction between employees about the environment and environmental factors, and green policies create social responsibility among them and in the way of leading them to sincerely fulfill the organizational goals, efficiency, and effectiveness, gaining competitive advantage, etc. for the organization by performing their duties and responsibilities [1].

Today, all organizations, whether engaged in producing goods or services or belonging to one of the two categories of public or private, have one thing in common, their human resources. Undoubtedly, in all ages, human resources have always been the most essential factor in achieving development. It has been mentioned as the creator and user of technology to guide the organization towards achieving goals. In this way, managing green manpower practices and policies can bring a wide range of benefits and benefits, including awareness of employees' professional and private lives, cost reduction, and employee collaboration for the organization. Therefore, success in the competitive arena for organizations, flexibility in providing services, and speed and quality of responding to customer needs depend largely on how to manage human capital. Therefore, organizations, through the management of green human resources in the best possible way in the field of interaction, commitment, morale, quality of work life of employees, can quickly grow and develop and their ability to withstand

all these changes and environmental changes. Occur. An essential and debatable issue in current organizations, especially sports organizations, which are related to various factors such as government, sponsors, the private sector, fans, athletes, etc., and most importantly, its relationship and interaction with social and political factors. Economic and cultural is that sports organizations, like any other organization, to improve their ability to respond to environmental changes, must use new methods and strategies such as green human capital management to increase productivity, high flexibility, Increase the wealth of the organization as well as provide a timely and appropriate response to their organization. Accordingly, due to the importance of providing a conceptual framework for green human resource management in order to help organizations achieve environmental goals, the issue of green human capital management in the field of management has received less attention from researchers. Therefore, according to the content mentioned above, the present study intends to provide a contingency model for green human resource management in sports organizations using interpretive-structural modeling approach.

Changes in the business environment today not only lead to many benefits for organizations; Rather, they face challenges in using completely new solutions and strategies, such as green human resources to meet the needs, wants of customers, and environmental protection. In this way, adopting such strategies causes organizations to create good growth and ensure that they will be well maintained and sustainable in the environment in which they live [2]. They believe that green human capital is employees and managers who use their activities and duties to help the organization and help it achieve environmental goals, reduce waste and improve performance with high responsibility and commitment [3]. Daimy *et al*. states that green human capital, while enabling operating costs, enables industry professionals to better invest in their knowledge resources [4]. Also, this capital is a combination of two essential elements: one includes policies and actions that do not have a negative impact on the environment but are compatible with it, and the

other is the provision of knowledge that is an intangible asset of an organization [5]. Therefore, green human resources with an economic approach, green management, initiatives, and alternative solutions to increase efficiency can achieve the missions and goals of the organization in the form of their tasks and activities and practical commitment to concepts and regulations. Moreover, apply green management standards in producing goods and services [6, 7]. The term green human resource management was introduced as a completely new approach in 1990 and has been accepted worldwide since 2000 as a concept that manages the environment within an organization by adopting green human resource policies and practices. Ahmed, 2018).

Deshwal stated that green human resource management provides the basis for efficient and effective use of natural resources in any business by applying human resource management methods and techniques [3, 7]. Green human resource management coordinates human resource activities with the organization's environmental goals through systematic and planned coordination. Furthermore, by developing processes and activities designed to affect the skills, knowledge, motivation, and behaviors of employees to achieve organizational goals [8]. The existing literature shows that green human resource management is between sustainable and strategic human resources. Thus, given the relationship between the organization and the economic and social environment, the role of human resources in order to help implement sustainable policies and strategic development is significant. On the other hand, the relationship between human resource management and individuals and other elements within the organization, such as scarce resources, employee behavior, and issues related to their health and safety; having a sustainable human resource management system allows the organization to cultivate quality human resources [9]. 1 provides definitions of green human resource management that can show some of its features and characteristics.

Table 1: Definitions of green human resource management

Row	Definitions	Source
1	Human resource management activities that enhance the positive environmental consequences.	[11]
2	Parts of sustainable human resource management that address environmental sustainability needs.	[10]
3	Aspects of human resource management Environmental management.	[8]
4	A concept that enhances economic performance by focusing on environmental sustainability.	[9]

Green human resource management can also be defined as environmentally friendly strategies that lead to improved employee engagement, increased productivity, and reduced costs. Accordingly, green human resource management plays a crucial role in the organization; increasing awareness and interaction among employees helps the organization adapt to the environment in a desirable way [11]. Renwick also defines green human resource management as a set of activities and theories of human resource management that help reduce environmental damage [12].

Thus, according to Figure 1, green human resource management methods to improve environmental performance in organizations are identified, and briefly described. Recruitment and green selection: Green recruitment refers to providing or creating transparency regarding the organization's environmental performance (past and present) when sending employment messages. It reflects the environmental policies and strategies of the organization in hiring (Aronraje et al., 2018). In selecting organizations, evaluating the level of interest and desire of individuals for environmental issues are considered selection

criteria. Hence, the goal is to select the ideal person from among the applicants for a job position [11]. Green education and development: development and environmental education to members of the organization (staff and managers) to develop the required skills and knowledge; One of the goals of green human resource management is that it will be useful for the organization in implementing programs and achieving environmental goals [13]. Analyzing and identifying training needs and providing green training programs can have the most critical impact on increasing staff awareness of

environmental issues [13]. Green Service Reward and Compensation Management: The primary purpose of service reward and compensation systems is to attract, retain and motivate employees to develop new knowledge and skills in order to achieve organizational goals [14]. Jabbour, the reward and service mechanism can be a tool to change employee behavior toward green performance. In fact, such systems in the organization encourage employees to achieve green achievements and skills [15].
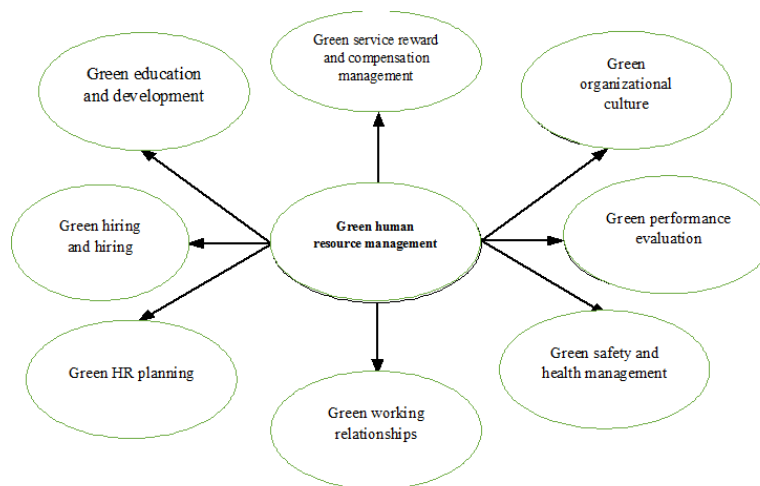

Figure 1: Green human resource management process [14, 16]

Green Performance Evaluation: Ivankovic (1995) defines a performance appraisal system as one of the dimensions of human resources that aims to improve employee performance and productivity by analyzing their performance concerning responsibilities and measuring the goals and results of their activities [17]. Green safety and health management: Green safety and health management have a broader job performance scope than traditional safety and health management. In addition to addressing issues related to traditional safety and health management, it also covers some aspects of environmental management (such as biodiversity conservation) [14]. Ahmad describe green safety and health management as providing solutions and creating plans to reduce stress and occupational diseases caused by

dangerous work environment [16, 17] Green Organizational Culture: Javed, F & Cheema, S (2017) From an environmental perspective, organizational environmental culture is a set of organizational assumptions, values, symbols, and artifacts that indicate an organization's desire or need to adapt to the environment. Organizational culture can be both a factor for improvement and increase and an obstacle to the motivation and desire of individuals to take environmentally responsible behaviors and participate in organizational programs [2]. Green working relationships: Employee participation in the programs and activities of the organization improves the chances of better implementation of green management; because it aligns the goals, abilities, motivations, and perceptions of employees with green

management policies and strategies [8, 15]. Believe that green labor relations mean providing opportunities for unions to negotiate with the organization's management to reach an agreement to create a green work environment [14]. Green human resource planning: means predicting the number and types of employees needed to successfully implement the organization's programs and activities [14]. Thus, leading organizations to manage their environmental issues need to plan in such areas to meet environmental demands [18]. Mohammadnejad Shourkaei, in a study, presented a framework for green human resource management by studying 39 articles published in prestigious journals from 2000 to 2017 while identifying the components of green human resource management, the most critical factors influencing successful implementation. They identified it as well as its consequences at the individual, organizational and extra-organizational levels [12, 22]. Ones, 2019, in a study, found that green human resource management can increase productivity, improve the quality of working life, optimize the use of resources, reduce the costs, improve job attitude, and increase efficiency for the organization [18]. Ahmad, S. (2018) conducted an exploratory study in Malaysia to understand and understand the nature of green human resource management in multinational companies [16]. The results showed that green human resource management is essential for most organizations surveyed and reflects the five concepts of social responsibility, electronic human resource management, work-life balance, green policies, and maintenance programs.Green human resource management practices include job design, job analysis, human resource planning, recruitment, selection, performance appraisal, training and development, reward management, discipline management, health and safety management, and relationships [14]. Showed the employees by doing their research. The results of Dashval's (2018) research showed that green human resource management includes managing human resources with the environment and maintaining intellectual capital that helps people be better aware of the jobs and social responsibilities of the organization. Dabous and

Dabous (2019), in a study, tried to link strategic human resource management with environmental issues. By providing a model in addition to addressing the challenges of human resources to coordinate with the four processes of environmental sustainability, they coordinate the vertical and horizontal activities of human resources with the activities of the organization and the native in which they operate, have also paid. Also, the findings of Kramar show how green human resource management actions (rewards, evaluation, management commitment, and environmental education) affect employees' motivation to engage in organizational environmental actions [11]. Ones (2019) studied how to interpret the details of the entry and exit processes in human resource management (from hiring to dismissal) with green human resource management policies and activities [18].

Methodology

The present research is in the category of descriptive-survey research in terms of applied purpose and terms of nature and method. In this way, descriptive research describes what it is; it includes description, recording, and analysis of conditions Available. Moreover, in survey research, the researcher uses questionnaires and interviews to discover the ideas, thoughts, perceptions, and experiences of the people in question. In this research, the library method was used to collect data on the theoretical foundations and background of research in research-related fields. Accordingly, first, by examining the theoretical foundations presented in the green human resource management field, the factors of successful implementation of this type of strategy in the organization were identified. Then their relevance was evaluated and finalized by 70 experts and subject matter experts using the interpretive-structural modeling (ISM) approach. The data collection tool developed a researcher-made questionnaire to explain green human resource management. Which was designed based on interpretive-structural modeling and according to the purpose of the research, the questionnaire was provided to experts in the field of research; therefore, the

statistical population of the present study consists of experts and managers of the Ministry of Sports and Youth of Iran who were selected using purposive sampling method.

It should be noted that content validity was used to evaluate the validity of the research data collection tool; the questionnaire was approved by experts and several university professors who had a theoretical mastery of the research topic. The present study used an interpretive-structural modeling approach to design a green human resource management model. This methodology is for creating and understanding the relationships between the elements of a complex system, which was proposed in 1974 by Warfield. In other words, ISM makes it possible to study the system's complexity and structure it in a way that is easy to understand [19]. This is an interpretive method in which a group of experts decide whether and how the elements are related; and a structural model in that it can relate relationships between indicators that are individually or in groups; to determine; and model the method explains specific relationships and general structure as a model. Therefore, this technique is a tool to create order in the complexity of relationships between variables and is a good option for dealing with complex issues, especially when using systematic and logical thinking [20].

Findings

Determining the variables used in the ISM model

The variables related to the topic under discussion are identified in this section. In this research, the variables presented in Table 2 were used to design a green human resource management model.

Table 2: Identified factors of green human resource management

Row	Identified agent	Row	Identified agent
1	Support the environment around the organization	8	Strategic Vision Strategic Vision
2	Optimal energy consumption	9	Environmental awareness of individuals
3	Sense of vitality and meaning of employees	10	creativity and innovation
4	Incidence of citizenship behavior	11	Coordination of HR processes
5	Sustainable Development	12	Ability to manage change
6	Create a competitive advantage	13	Support for managers and shareholders
7	Environmental improvement	14	Providing resources

Obtaining the Internal Relations Matrix of Variables (SSIM)

After identifying the variables, it was the time to enter them into the structural matrix of the internal relations of the variables. This matrix was a matrix with dimensions of variables listed in the row and column of those variables, respectively. The relationships between variables were then determined by symbols in a pairwise comparison [21]. In fact, to form a matrix of internal relations of variables, experts participating in the ISM process were asked to complete the matrix based on the following principles.

V: The row factor (i) can affect the column factor (j).

A: The column factor (j) can affect the row factor (i).

X: Both rows (i) and columns (j) affect each other.

O: There is no relationship between the row and column elements (i, j).

Table 3: Structural matrix of internal relations of variables

Environmental improvement	Create a competitive advantage	Sustainable Development	Incidence of citizenship behavior	Sense of vitality and meaning of employees	Optimal energy consumption	Support the	Providing resources	Support for managers and shareholders	Ability to manage change	Coordination of HR processes	creativity and innovation	Environmental awareness of individuals	Strategic vision	Variables
V	V	V	V	V	V	A	V	A	O	V	A	A		**Strategic vision**
V	V	A	V	X	V	O	O	O	O	A	O			**Environmental awareness of individuals**
V	V	V	O	V	V	A	A	A	V	O				**creativity and innovation**
O	V	V	O	V	O	O	A	V	V					**Coordination of HR processes**
V	V	V	O	A	O	O	A	A						**Ability to manage change**
V	O	V	V	V	V	O	V							**Support for managers and shareholders**
O	V	V	O	O	V	A								**Providing resources**
O	O	V	O	O	V									**Support the environment around the organization**
V	V	V	A	A										**Optimal energy consumption**
V	V	X	X											**Sense of vitality and meaning of employees**
V	V	O												**Incidence of citizenship behavior**
A	X													**Sustainable Development**
A														**Create a competitive advantage**
														Environmental improvement

Obtaining the Achievement Matrix

The achievement matrix worked by substituting the symbols in the SSIM matrix for the numbers zero and one according to the following rules:

- If the house symbol (i, j) is equal to V, Then the value of that house is equal to 1and the value of the symmetrical house is zero.
.

- If the house symbol (i, j) is equal to A, Then the value of that house is equal to zero, and the value of the house is equal to 1.
- If the house symbol (i, j) is equal to X, Then the house's value and this value will be 1.

If the house symbol (i, j) is equal to Then the house's value and this value will be zero

Table 4: Achievement matrix

Environmental improvement	Create a competitive	Sustainable Development	Incidence of citizenship	Sense of vitality and meaning of	Optimal energy consumption	Support the environment	Providing resources	Support for managers and	Ability to manage change	Coordination of HR processes	creativity and innovation	Environmental awareness of	Strategic vision	**Variables**
1	1	1	1	0	1	0	0	0	0	1	0	0	1	Strategic vision
1	1	0	1	1	1	0	0	0	0	0	0	1	1	Environmental awareness of individuals
1	1	1	0	1	1	0	0	0	1	0	1	0	1	creativity and innovation
0	1	1	0	1	0	0	0	1	1	1	0	1	0	Coordination of HR processes
1	1	1	0	0	0	0	0	0	1	0	0	0	0	Ability to manage change
1	0	1	1	1	1	0	1	1	1	0	1	0	1	Support for managers and shareholders
0	1	1	0	0	1	0	1	0	1	1	1	0	0	Providing resources
0	0	1	0	0	1	1	1	0	0	1	0	0	1	Support the environment around the organization
1	1	1	0	0	1	0	0	0	0	0	0	0	0	Optimal energy consumption
1	1	1	1	1	1	0	0	0	1	0	0	1	0	Sense of vitality and meaning of employees
1	1	0	1	1	1	0	0	0	0	0	0	0	0	Incidence of citizenship behavior
0	1	1	0	1	0	0	0	0	0	0	0	1	0	Sustainable Development
0	1	1	0	0	0	0	0	0	0	0	0	0	0	Create a competitive advantage
1	1	0	0	0	0	0	0	0	0	0	0	0	0	Environmental improvement

Access Matrix Adaptation

After the initial access matrix is obtained, its internal compatibility must also be established. If factor A leads to factor B and factor B leads to factor C, then factor A must lead to factor C. Furthermore, if this is not achieved in the access matrix, the matrix must be corrected and the missing link replaced. Therefore, to adapt the matrix, it is possible to gather the experts' opinions and repeat this process to achieve compatibility; or apply mathematical rules; In this way, the initial achievement matrix is brought to power (K + 1), and K≥ is 1. It should be noted that the matrix power operation is performed according to the Bolen rule (1 * 1 = 1 and 1 + 1 = 1). In this research, the second method was used to adapt the matrix, which can be seen in Table 5. In this table, the numbers marked with * indicate that the initial achievement in the matrix is zero and that they were numbered after matching.

Table 5: Compatibility Achievement Matrix

Environmental improvement	Create a competitive	Sustainable Development	Incidence of citizenship	Sense of vitality and meaning of	Optimal energy consumption	Support the environment	Providing resources	Support for managers and	Ability to manage change	Coordination of HR processes	creativity and innovation	Environmental awareness of	Strategic vision	Variables
1	1	1	1	1^*	1	0	0	1^*	1^*	1	0	1^*	1	Strategic vision
1	1	1^*	1	1	1	0	0	1^*	1^*	1^*	0	1	1	Environmental awareness of individuals
1	1	1	1^*	1	1	0	0	0	1	1^*	1	1^*	1	creativity and innovation
1^*	1	1	1^*	1	1^*	0	1^*	1	1	1	1^*	1	1^*	Coordination of HR processes
1	1	1	0	1^*	1	0	0	0	1	0	0	1^*	0	Ability to manage change
1	1^*	1	1	1	1	0	1	1	1	1^*	1	1^*	1	Support for managers and shareholders
1^*	1	1	0	1^*	1	0	1	0	1	1	1	1^*	0	Providing resources
1^*	1^*	1	1^*	1^*	1	1	1	1^*	1^*	1	1^*	1^*	1	Support the environment around the organization
1	1	1	0	1^*	1	0	0	0	0	0	0	1^*	0	Optimal energy consumption
1	1	1	1	1	1	0	0	0	1	0	0	1	1^*	Sense of vitality and meaning of employees
1	1	1^*	1	1	1	0	0	0	0	0	0	0	0	Incidence of citizenship behavior
1^*	1	1	1^*	1	1^*	0	0	0	0	0	0	1	1^*	Sustainable Development
0	1	1	0	1^*	0	0	0	0	0	0	0	0	0	Create a competitive advantage
1	1	1^*	0	0	0	0	0	0	0	0	0	0	0	Environmental improvement

Determining the level and prioritization of variables

In order to determine the level and priority of variables, input and output sets were specified for each variable. The output set contained the variables that could be and the input set contained the variables through which this variable could be reached. At this stage, after determining the input and output sets, a standard set was also determined for each

variable. Then, to prioritize, the variables whose output and standard set were precisely the same were placed at the highest level of the ISM model hierarchy.

To specify the next level components of the system, we removed the graded variable from the following table with the rest of the variables, and continue this process until the levels of all variables were determined. Thus, Table 6 shows the grading of the variables.

Table 6: Determining the levels of variables

Level	Joint collection	Output set	Input set	Variables
5	1،2،4،6،10،12	1،2،4،5،6،9،10،11،12،13،14	1،2،3،4،6،8،10،12	Strategic vision
5	1،2،4،5،6،9،10،12	1،2،4،5،6،9،10،11،12،13،14	1،2،3،4،5،6،7،8،9،10،12	Environmental awareness of individuals
6	3،4	1،2،3،4،5،9،10،11،12،13،14	3،4،6،7،8	creativity and innovation
5	1،2،3،4،6،7	1،2،3،4،5،6،7،9،10،11،12،13،14	1،2،3،4،6،7،8	Coordination of HR processes
4	2،5،10	2،5،9،10،12،13،14	1،2،3،4،5،6،7،8،10	Ability to manage change
7	1،2،4،6	1،2،3،4،5،6،7،9،10،11،12،13،14	1،2،4،6،8	Support for managers and shareholders
6	4،7	2،3،4،5،7،9،10،12،13،14	4،6،7،8	Providing resources
8	8	1،2،3،4،5،6،7،8،9،10،11،12،13،14	8	Support the environment around the organization
3	2،9،10،12	2،9،10،12،13،14	1،2،3،4،5،6،7،8،9،10،11،12	Optimal energy consumption
3	1،2،5،9،10،11،12،13	1،2،5،9،10،11،12،13،14	1،2،3،4،5،6،7،8،9،10،11،12،13	Sense of vitality and meaning of employees
4	10،11،12	9،10،11،12،13،14	1،2،3،4،6،8،10،11،12	Incidence of citizenship behavior
1	1،2،9،10،11،12،13،14	1،2،9،10،11،12،13،14	1،2،3،4،5،6،7،8،9،10،11،12،13،14	Sustainable Development
1	10،12،13	10،12،13	1،2،3،4،5،6،7،8،9،10،11،12،13،14	Create a competitive advantage
2	12،14	12،13،14	1،2،3،4،5،6،7،8،9،10،11،12،14	Environmental improvement

Model Drawing

After determining the relationships and the variables' level, the final model could be drawn according to the adapted achievement matrix.

For this purpose, the variables were first sorted from top to bottom according to their level.

In the present study, the effective factors in the successful implementation of green human resource management were classified into eight levels, the first of which was sustainable development and competitive advantage; at the second level, environmental improvement and the ability to manage change; at the third level of optimal energy consumption; at the fourth level, the sense of vitality and significance of employees and the occurrence of citizenship behavior; at the fifth level, strategic vision, environmental awareness of individuals and coordination of HR processes; at the sixth level of creativity and innovation as well as resource provision; at the seventh level, the support of managers and shareholders; and at the eighth level is the support of the environment around the organization. Figure 2 shows the developed research model.
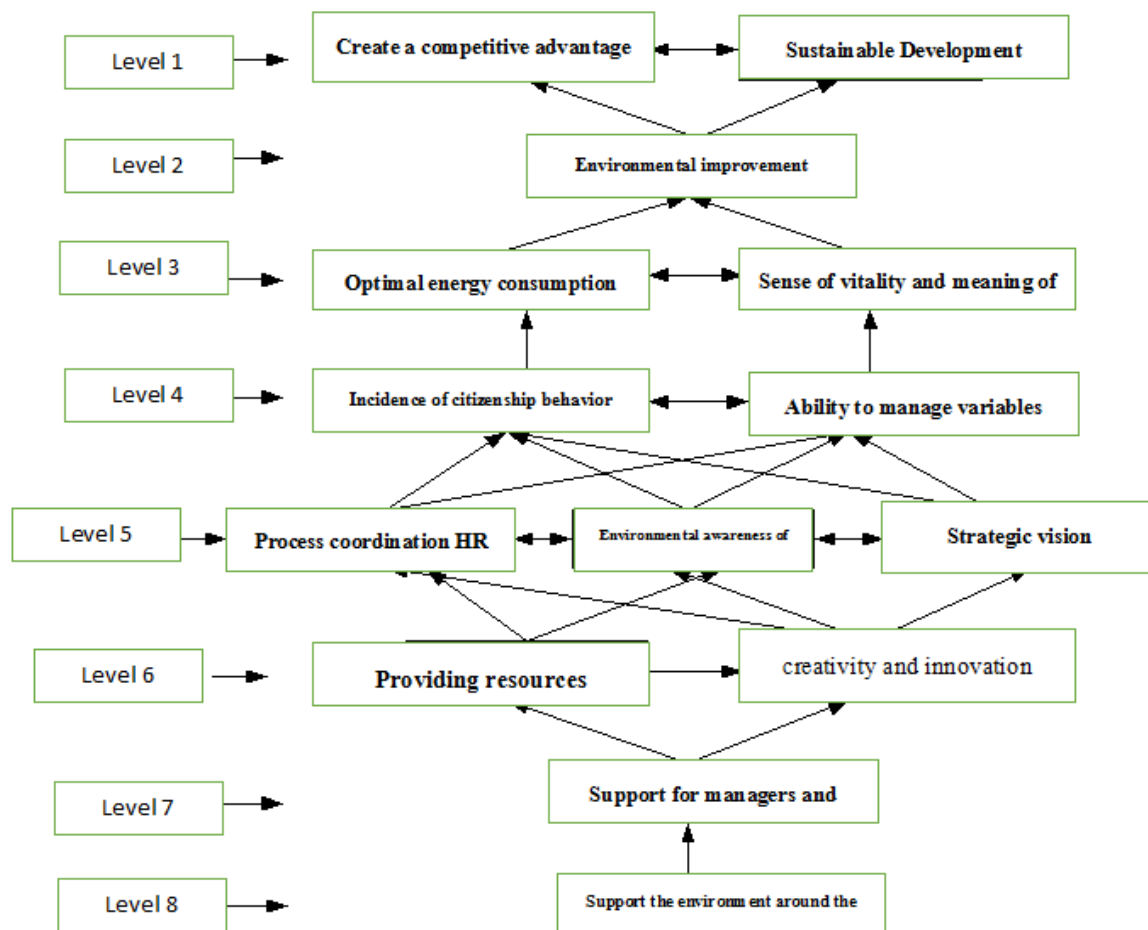

Figure 2: Green human resource management model

MICMAC analysis

In this step, the variables were divided into four categories according to penetration and dependency power. The first category included independent variables that had weak influence and dependency, or in other words, had little and weak communication with the system. Dependent variables were the second category with low penetration power but high dependency power. The third category is was connected variables that had a lot of influence and dependency; such variables were non-static; That is, any change in them could affect the system. Moreover, the fourth category included independent variables with high penetration power and low dependency. Table 7 shows the

degree of influence and dependency of the variables.

Table 7: Influence and dependency

Top labels: Connected (left) — Independent (right); right axis: Influence power. Bottom labels: Dependent (left) — Independent (right); bottom axis: Degree of dependency.

Influence power \ Degree of dependency	14	13	12	11	10	9	8	7	6	5	4	3	2	1
14														8
13								4		6 5				
12														
11			2											
10											7			
9		10												
8	12			1										
7						5								
6			9			11								
5														
4														
3	13	14												
2														
1														

Conclusion

Green human resource management is an approach that aims to increase employee awareness, commitment, and belonging to environmental issues. Also, applying green methods and policies can increase productivity, reduce costs and create a better participation environment. Employees become in the organization. This study aimed to design a green human resource management model in sports organizations. According to the purpose, the research results consist of two parts; in the first part, through exploratory study and expert opinion, the factors of successful implementation of green human resource management were identified.

It should be noted that strategic vision, environmental awareness, creativity and innovation, coordination of HR processes, ability to manage change, support of managers and stakeholders, resource provision, environmental support, optimal energy consumption, sense of vitality, and meaningful employees, The emergence of citizenship behavior, sustainable development, competitive advantage, and environmental improvement are the components and factors of successful implementation of green human resource management. The research findings in the second part indicate the design of an interpretive-structural model of the research.

Accordingly, in describing the developed research model, it should be acknowledged that organizations for the proper management of green human resources should use the level of environmental support around the organization, which welcomes the organization's environmental activities, create support for managers and shareholders in the organization. In this way, organizations can encourage creativity and innovation in their employees by providing resources, which in turn leads to improving the long-term vision of employees and managers towards the future, increasing their awareness of environmental issues, and integration activities. Thus, with the emergence of a strategic vision and improving people's awareness of environmental issues along with the coordination of human resource activities, citizenship behavior and the ability of the human resource management team to create and

manage change within the organization is formed. It also creates a sense of interest and vitality for employees in engaging in environmentally friendly activities and optimal energy consumption. In this way, organizations can take appropriate measures on the environment, ensure a clean and healthy environment (environmental improvement) and then continue to operate with a competitive advantage and sustainable development in the field of competition.

Human resources in the organization. Thus, with the emergence of a strategic vision and improving people's awareness of environmental issues along with the coordination of human resource activities, citizenship behavior and the ability of the human resource management team to create and manage change within the organization is formed. It also creates a sense of interest and vitality employees in engaging in environmentally friendly activities optimal energy consumption. In this way, organizations can take appropriate measures on the environment, ensure a clean and healthy environment (environmental improvement) and then continue to operate with a competitive advantage and sustainable development in the field of competition.

Regarding the comparison of the findings of the present study with the research, it should be noted that Mohammadnejad Shourkaei [22], also presented a model to identify the consequences and preconditions (individual, organizational and extra-organizational factors) of green human resource management in the organization and believe that factors such as supporting the environment around the organization and supporting managers and shareholders are effective in creating green human resource management. Margaret and Sarati (2019) and Ferdows and Evin (2019) also consider the primary consequence of green human resource management as creating a competitive advantage and sustainable development for the organization, which is consistent with the results of the present study. Finally, regarding the limitations of the present study, it should be stated that according to the purpose and type of research, experts should be used, which led to a limit on the number of

samples; Therefore, limitation in sampling is the most crucial limitation in the present study.

According to the research results, the following practical suggestions can be presented:

• Considering the results importance and necessity of green human resource management, it is suggested to organizations, especially sports organizations, to pay special attention to green human resource management and use its policies and strategies to achieve their goals and activities. Align well with environmental goals.

• The present study suggests that the requirement for successful implementation of green human resource management for organizations is special attention to the environment and social environment in which they operate; because it is very effective in accepting and moving the organization to achieve environmental goals. Furthermore, paying attention to this, in turn, makes managers and stakeholders support implementing environmentally friendly programs and behaviors.

• Based on the findings and results of the research, it is suggested that the organization managers create the necessary resources to support the environmental activities of employees.

• Based on the developed model, the present study proposes to organizations that by using strategic vision, informing people about environmental issues, and coordinating human resource activities in the organization; Provide the necessary context for managing intra-organizational change as well as promoting the conscious actions of individuals in order to improve the environment.

• According to the results and findings, it is suggested that organizations create a sense of vitality and meaning in human resources by involving employees in environmentally friendly activities and activities in the green workspace; this sense of vitality and meaning in employees causes them to participate in environmental activities actively. On the other hand, a sense of vitality and significance along with the optimal energy consumption pattern while improving environmental issues can lead

to profitability and sustainable development by reducing organizational costs.

Regarding the proposal for future research, other researchers are suggested to identify and prioritize the factors for successful implementation of green human resource management; it is also suggested to analyze the effect or relationship of this approach with concepts with appropriate semantic intercourse.

Funding

Authors' contributions

All authors contributed toward data analysis, drafting and revising the paper and agreed to responsible for all the aspects of this work.

Conflict of Interest

We have no conflicts of interest to disclose**.**

References

[1]. A.A. Arulrajah, H.H.D.N.P. Opatha, N.N.J. Nawaratne*, J. Hum. Resour. Manag*.**, 2018**, *5*, 1-17. [Google Scholar], [Publisher]

[2]. N. Berber, M. Aleksic, *Int.* Sci. *Conf.*, **2017**, *6*, 271-282**.** [PDF], [Google Scholar]

[3]. S. Bhutto, A. Auranzeb, *Europ. J. Bus. Manag,* **2017**, *8*, 119-126. [Google Scholar]

[4]. N. Daimy, E. Christopher, *J. Chem. Pharm. Sci.,* **2017**, *9*, 2094-2097. [PDF]

[5]. R. Ballad., P. Mehta., *Int. J. Hum. Resour. Man. Res.,* **2017**, 6, 1-6. [PDF], [Google Scholar]

[6]. V. Rana, S. Jain, *Int. J. Sci. Technol. Manag.,* **2019**, *3*, 14-17. [PDF], [Google Scholar]

[7]. P. Deshwal, Int. J. Appl. Res., **2018**, *1*, 176-181. [PDF], [Google Scholar]

[8]. D. W. Renwick, T. Redman, S. Maguire, *Int. J. Manag. Rev.,* **2019**, *15*, 1-14. [Crossref], [Google Scholar], [Publisher]

[9]. I. Ehnert, W. Harry, *Manag. Rev.,* **2019**, *23*, 221-238. [PDF], [Google Scholar]

[10]. M. Wagner, J*. Bus. Ethics,* **2019**, *114*, 443-456. [Crossref], [Google Scholar], [Publisher]

[11]. R. J. Huang, G. Tzeng, C. Ong, *Pattern Recogn. Lett.,* **2015**, 26, 755-767. [Crossref], [Google Scholar], [Publisher]

[12]. V. Ghanbari, A. Safaei Shakib, *J. Qual. Standard Mana.,* 2022, *1*, 6-15. [Publisher]

[13]. V. Ravi, R. Shanker, *Technol. Forecast. Soc. Change,* **2015**, *72*, 1011-1029. [Crossref], [Google Scholar], [Publisher]

[14]. R. Kramar, *Int. J. Hum. Resour. Man. Res*, **2019**, *25*, 1069-1089. [Crossref], [Google Scholar], [Publisher]

[15]. M. Mohammadnejad Shurkaei, S. SeyedJavadin, M. Shahhosseini, A. HajHeidari, *Gov. Manag.,* **2017**, 8, 691-710. [Crossref], [Google Scholar], [Publisher]

[16]. H.H.D.N.P., Opatha, A. A. Arulrajah. *Int. Bus. Res.,* **2014**, 7, 101-112. [Google Scholar]

[17]. J.J. Owor, Afr. J. Bus. Manag., **2018**, *10*, 1-12. [Google Scholar], [Publisher]

[18]. C. J. C. Jabbour, *Ind. Commer. Train.,* **2018**, *43*, 98-105. [Crossref], [Google Scholar], [Publisher]

[19]. S. Ahmad, *Cogent Bus. Manag.,* **2018**, *2*, 1-13. [PDF], [Google Scholar]

[20]. F. Javed, S. Cheema, *J. Internet Bank. Commer.,* **2017**, *22*, 1-14. [Google Scholar], [Publisher]

[21]. D.S. Ones, S. Dilchert, *Ind. Organ. Psychol.* **2019**, *5*, 444-466. [PDF], [Google Scholar]

[22]. M. Mohammadnejad Shurkaei, S. SeyedJavadin, M. Shahhosseini, A. HajHeidari, *Gov. Manag.,* **2017**, 8, 691-710. [Crossref], [Google Scholar], [Publisher]