

The Role of Green Human Resource Management Practice in Reducing Quality Costs: A Field Study in Al Qaim General Hospital

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Abstract

The study aimed to verify the effect of the practice of green human resources management as an independent variable in reducing quality costs as a responsive variable in Al-Qaim General Hospital and to try to come up with many recommendations that contribute to strengthening the practice of green human resources management that contribute to reducing quality costs in the research organization, and based on the importance of the research For society in general and for the organization and its members in particular, the exploratory analytical approach was relied upon in the completion of this study, and the research community included Al-Qaim General Hospital in Anbar Governorate, while the study sample amounted to (52) a questionnaire represented by workers in the departments (management, finance, quality) as an intentional sample, a respondent From the questionnaire that included (28) items. And the program SPSSV.25, Excel.v.16) was adopted with the adoption of descriptive and inferential statistics methods (confirmatory factor analysis, arithmetic mean, relative importance, Pearson correlation coefficient, multiple regression coefficient) to test its hypotheses. The most prominent results were the application of Al-Qaim General Hospital. The practices of green human resources management in its dimensions (green employment, green training, green performance evaluation, green compensation) and this indicates the awareness of workers of the importance of these practices and ways to apply them. It is important in reducing quality costs.

Keywords: green human resource management, quality costs, Al Qaim General Hospital.

Introduction

The need for sustainable environmental management increased in previous years, and green management emerged as an important tool for organizations, as organizations

drain a lot of the environment through dumping waste that pollutes the environment and causes problems such as climate change. The concept of green human resources management has emerged as a tool to solve environmental problems with the beginning (Vegetable Movement) that advocates environmental sustainability. As awareness of the green movement has increased all over the world and the concept of sustainable development in its various aspects, including the practice of green human resource management in its four dimensions (green employment, green training, green assessment, green compensation), which focus on building components and foundations based and commensurate with these modern concepts that are friendly For the environment and society, as these concepts require focusing on quality in providing products or services and trying to reduce quality costs by developing plans and designs for products or services provided in the correct manner and working to examine them constantly and trying to develop appropriate solutions. In this study, the study methodology was explained in the first axis, the study variables were clarified in the second axis, and the practical aspect was applied in the third axis to analyze the study tool and interpret the hypotheses and results.

(1) The first axis: the general framework and previous studies

(1-1) Study methodology: The study methodology was presented as follows:

(1-1-1) The problem of the study

The emergence of the concept of sustainability globally and in most developed countries and the interest in its concepts that are compatible with improving the environment and its various aspects in nature, economy, management, accounting and others that have been called green to go in line with sustainability, especially focusing on green human resources and their practice in employment, training, performance evaluation and compensation, which requires human resources to pay attention to these Practices to achieve sustainability, so it requires attention to them locally and work to provide the appropriate environment for them to achieve competition and quality :

What is the role of green human resource management practice in reducing quality costs in Al Qaim General Hospital?

It is divided into the following sub-questions:

- 1 - What is the role of green recruitment practice in reducing quality costs in Al Qaim General Hospital?
- 2 - What is the role of practicing green training in reducing quality costs in Al Qaim General Hospital?
- 3- What is the role of green performance appraisal practice in reducing quality costs in Al Qaim General Hospital?

4 - What is the role of practicing green compensation in reducing quality costs in Al-Qaim General Hospital?

(1-1-2) Objective of the study

The study aimed to identify the role of green human resource will practices through employment, training, evaluation and compensation, and to show its impact on reducing quality costs in Al Qaim General Hospital and working to achieve sustainability and environmental balance.

(1-1-3) The importance of the study

The importance of the study emerged to show the role of green human resource will practices through employment, training, evaluation and compensation, and to show its impact on reducing quality costs in Al Qaim General Hospital and working to achieve sustainability and environmental balance.

(1-1-4) Study hypothesis

Through the study problem, the following hypothesis can be formulated:

There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the practice of green human resources management in reducing quality costs in Al Qaim General Hospital.

The following sub-hypotheses are branched:

1. There is no statistically significant effect at the level of significance ($\alpha 0.05$) for the practice of green recruitment in reducing quality costs in Al Qaim General Hospital.
2. There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for practicing green training in reducing quality costs in Al Qaim General Hospital.
3. There is no statistically significant effect at the level of significance ($\geq \alpha 0.05$) for practicing green performance evaluation in reducing quality costs in Al Qaim General Hospital.
4. There is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the practice of green compensation in reducing quality costs in Al-Qaim General Hospital.

(1-1-5) hypothetical study model:**(1-1-6) study population and sample**

The study population is represented in Al-Qaim General Hospital, while the study sample was chosen by the intentional sampling method represented by workers in the departments of administration, finance and quality in Al-Qaim General Hospital.

(1-1-7) Data collection methods

Secondary sources: through theoretical sources and references from Arabic and foreign books, letters and research

Primary sources: Through the study tool, which was represented by a questionnaire formulated according to the study variables and distributed to the study sample for workers in the departments of administration, finance and quality to obtain their opinions and analyze the results.

(1-1-8) The Statistical Methods Used in The Study:

The study tool was tested, the questionnaire was analyzed, the study hypotheses were tested using descriptive analysis, the correlation coefficient analysis and the effect relationship between the study variables were used.

(1-2) Previous Studies:**1 - Shamkhi and Salman (2021), The impact of quality costs on improving the quality of health services.**

The study aimed to identify the quality of health services and the hospital administration's interest in determining quality costs to improve the reality of the services provided.

The researcher used the quality costs data provided by the hospital administration, the study sample, and it was analyzed and results were extracted to classify the quality costs and determine the results.

The study found that quality costs help management in implementing quality program decisions and diagnosing and treating problems.

The researcher recommended focusing on the classification of quality costs and types, the use of advanced equipment in the provision of health services, and the establishment of training courses for health cadres in health and quality journals.

and holding training courses for health cadres in health and quality journals.

2- Abdul Razzaq and Jabal (2020), The role of using quality costs in reducing production costs.

The study aimed to identify the measurement of quality costs in accounting and to benefit from them in controlling costs, increasing competitiveness and improving profitability.

The researchers used the evidence of quality cost reports for the study sample, determine the quality ratios and analyze the costs to reach the research results.

The study concluded that the costs of wages and expenses for remanufacturing were not calculated, and the factory management was not aware of the concept of quality costs, the importance of measuring them, and the high percentage of failure costs for the study sample.

3- Hamdan and Shahada study (2020), the role of the green supply chain in managing environmental quality costs.

The study aimed to use green supply chain activities through design, purchase, manufacture, storage and marketing in managing environmental quality costs.

The researchers used the data of the study sample through environmental quality costs reports and analyzed them according to the classification of types of quality costs and extracting ratios and results.

The study concluded that the adoption of green supply chain activities leads to achieving a competitive advantage and managing the costs of environmental quality appropriately.

The study recommended urging companies to follow green supply chain strategies and holding courses in this regard and introducing the product through promotion and attention to prevention and evaluation costs in order to reduce costs.

4 - Study (Hajim et al., 2021) the role of green human resources management in enhancing competitive advantages.

The study aimed to show the relationship between green human resource management and the competitive advantages of the economic unit.

The researchers used the descriptive approach, the questionnaire was relied on as a tool for data collection, the study sample was represented by a number of employees of the

company working for pharmaceuticals in Samarra, who numbered (74) as a random sample.

The study concluded that there is a significant impact of the management of green human resources in its dimensions on the competitive advantages in its dimensions, and that the increase in the management of green human resources leads to an increase in the competitive advantages of the company.

The study recommended the need to pay attention to qualified workers who apply green management and take care of them and work on developing them through training programs.

5- Study (Khairy and Ghaly 2021), Green Human Resources Management Practices and their Impact on Enhancing Entrepreneurial Success.

The study aimed to determine the impact of green human resource management in enhancing organizational success.

The researchers used the descriptive analytical method in the research. The questionnaire was relied on as a main tool in data collection. The research sample was represented by the owners and officials of the companies surveyed in some governorates of the Middle East, who numbered (130) as an intentional sample.

The study found a correlation and impact relationship between green human resource management and entrepreneurial success.

The study recommended the necessity of investing in green human resource practices, developing proactive plans and educating employees in order to benefit from these practices.

(1-2-1) What distinguishes the study from previous studies:

The study was distinguished from previous studies by focusing on the dimensions of green human resources to show their impact on reducing quality costs of all kinds, as all previous studies did not study the impact of green human resources management in reducing quality costs.

The second axis : the theoretical framework for research (2)

(1-2) Green Human Resource Management

(1-1-2) The concept of green human resources management

is a term Management Resources Humanity green new relatively for most people, where seem) T its upbringing, in 1996 from _ Contribution Wehrmeyer who a thousand book titled (,greening People (2014:101 Opatha & Arulrajah green human resource **The concept** of , () management GHRM) links between activities Management Resources Humanity and the , environment Where term Uses Resources Humanity To signal to me Input Policies Management green human Resources and on Domain Wide towards Agenda environmental for

organizations for protection Resources In which natural and maintain p to her). Adham, (309:2020

and play Management Resources Humanity green prominent role in make Concept development sustainable real incident Where that Departments Resources Humanity Working on Execution practical for policies environmental and development culture Organized continuouslyBombiak & Marciniuk, 2018: 5) It is considered Administration green in front (Priorities organizations self thinking proactive where include Administration green work on greening All part From the organization Such as greening Resources Humanity and greening Finance and Accounting Marketing et al, 2016:2) Tariq) and he defined it ,(Mashala, 2018:61 as type of practice and policies girlfriend for the environment Which emphasizes (,and sees (Al-Sumaidaie and Al-Zaydi ,the optimal use of resources within the organization policies of as the use (2020 :50 own in Strengthen spending sustainable for resources in organizations in order to to encourage issues environmental Ama , sustainable, 2012:26) Cherian& Jacob thinks that he represents Activities group and jobs and operations that (Working on Attract Individuals company, and done to implement management practices Resources Humanity in the form of with systems The strategy that aligned Organization culture and work strategies, and represent Jobs that required done before Resource management and represent Bind Group employees From Business that Working on sustainability Enterprise and in as well as reinforce practices environmental Organization .(Wali and Hamad, 343:2021))

The Importance of Green Human Resources Management (2-1-2) :

The importance of green human resources management lies in the fact that it works to raise the morale of employees for the benefit of the workers on the one hand and :as shown below ,the organization on the otherUllah, 2017: 10) and (Jamil, 277: .(2020

- 1- .to improve Image general corporate
- 2- .Develop a recruitment process employees
- 3- .Work to increase productivity and utilization sustainable organization's resources
- 4- .discount practices that cause pollution The environment
- 5- Raising the competitiveness of the organization and increasing its overall .performance

(3-1-2) Green Human Resources Management Practices :

:There are many practices for managing green human resources as follows

1- Green Recruitment :

It is considered Concept recruitment the green relatively recent Where Witness Great interest and direction from many organizations, it became one of the most important methods that ,follow it organizations For promotion and advertisement about herself through Its activities ,where jobs are advertised through green practices instead of using paper (Ahmed, 424: 2019) and includes the process of integrating green employment with sustainable development

through the process of providing employees with information about the sustainable development process as well as providing a description of the available departments in the organization and clarifying the activities environment-friendly and monitoring the) requirements and work of the long-term efficiency of the organization (Mandip, 2012: 245).

2- green training

,The green training and development process emphasizes educating employees at all levels increasing their awareness of environmental activities and developing their skills, and this is done through the process of training and development in the field of green management, such as reducing the percentage of greenhouse gases, reducing the level of waste and garbage, and how to confront the threats resulting from changing the external environment of the organization (Saleh and(:Fakhri, 145:2001).

3- Green performance appraisal :

Represent Assess the performance the green An important step of green human resource management practices that working to develop Method green comprehensive get up on me to encourage managers To merge Objectives related with the environment in order to describe Jobs and goals functional For employees, where managers can ask employees to present green ideas as future goals for the coming year, as their evaluation is reflected in the level of .achieving those goals (Abdul-Daaem, 549:2021)

4- green compensation

It is one of the operations Management Resources Humanity the main that Working on Reward employees on me Their outstanding performance, as incentives and rewards that give for staff That will motivate them on me Do Maximum an effort to achieve Objectives Regulatory and considered from more powerful The ways that bind between An interest the individual and interest (Ahmad, 2015: 7) .

Quality costs (2-2)

(1-2-2) The concept of quality costs

Economic units are interested in managing the quality of their products or services to control quality and the costs of activities to correct failure, and they are defined as the costs of quality assurance and the loss achieved when quality is not achieved, as they represent what the .economic unit spends to produce high quality products (Al-Mousawi and Kazem, 2019: 553)

It is also defined as costs that are determined and associated with the achievement or lack of quality of products or services and include good quality costs for developing the product or service and poor costs borne by the economic unit to repair defects that occurred in the product) or service after providing it to satisfy customers Crosson, Needles, 2011: 520 .(

It represents a set of costs incurred by the company to ensure that the service or product is provided to customers, and accordingly, the advantages of measuring quality costs can be determined, as shown below: (Al-Jubouri, 2013: 335-336)

1. It is used as a measurement tool: it can be used to measure the adequacy of a program or system to control and control the level of quality.
2. Used as a tool for analysis: It can be used as a tool for analysis by identifying weaknesses and identifying sites where quality costs increase without achieving a return
3. It is used as a planning tool: through data on quality costs, which are important in developing future plans
4. It is used as a forecasting tool: by identifying the types of quality costs and trying to forecast to prevent the occurrence of internal or external failure costs .

(2-2-2) The importance of quality costs

Quality costs are of great importance in organizations, and their importance can be demonstrated through the following (Horngren et al, 2012: 680):

- 1 - The focus on measuring quality costs motivates managers to notice the costs of poor quality through management accounting concepts
- 2 Through the total quality costs, it is possible to give a measure of quality performance through ,which it is possible to achieve a trade-off between the costs of prevention evaluation and failure
- 3 - The process of measuring quality costs helps in solving problems and reducing costs by comparing costs and benefits of improvement programs

Classification of quality costs (3-2-2)

Quality costs can be classified in terms of commitment to prevention costs and evaluation costs as previous costs, and quality costs can be classified in terms of non-compliance to internal failure costs and external failure cost (Kinney and Raibon , 2011: 755).

Quality costs can be classified into the following types: (Defensive and Backward (99 :2019):

- 1- Prevention costs (prevention): the costs that occur as a result of activities to prevent the production of a low-quality product or service and include (quality training costs ,equipment maintenance costs, resource provision costs, information systems costs . (product re-design and process improvement, quality circuits
- 2- Evaluation costs (disclosure): These are costs that occur as a result of analyzing measuring data and the extent of output conformity to specifications. They occur during production and before delivery to customers, and include (examination and inspection costs, equipment and tools testing).
- 3- Internal failure costs: They occur as a result of low-quality processes or poor products and before delivery to the customer and include (corrective actions costs, remanufacturing costs, process costs, acceleration costs, re-examination and re-testing costs).

External failure costs : They occur as a result of discovering quality defects for products or -4 services after they reach customers and include (repair or replacement costs, costs of dealing with returns and customer complaints, costs of product recall and retrieval, costs of losing sales and customers due to low-quality production, costs of restoring reputation) .

The third axis: the analytical study (3)

Preamble (1-3)

In this axis, the method of the practical side was presented by analyzing the study tool and discussing the results and hypotheses, through the statistical methods used. Test hypotheses of the study .

(2-3) study population and sample

The study population is represented by Al-Qaim General Hospital located in Al-Qaim District in Anbar Governorate, which is considered the hospital that the citizens depend on in the district and neighboring districts ,As for the study sample, employees in the administration financial and quality departments were selected to express their views on the study variables questions .

(3-3) Analysis of the data of the study hypothese:

Arithmetic averages and standard deviations of the dimensions of green human resource management in reducing quality costs, as shown in Table No. (1)

Table 1 . Arithmetic averages and standard deviations of the dimensions of green human resource management in reducing quality costs

Rank	the level	Relative impotence	standard deviation	SMA	The Worker	the number
1	high	_ 80.00	34 .0	10 .4	green recruitment	1
2	high	_ 79.40	31 .0	07 .4	green training	2
3	high	_ 78.20	32 .0	01 .4	green performance appraisal	3
4	high	80. 76	31 .0	94 .3	green compensation	4
	high	79	32 .0	4	total factors	

The table was prepared by the researcher , based on the data of the analysis

It is noted from Table (1) that the dimensions of green human resources management in ,reducing quality costs were at a high level, where the arithmetic mean of the factors was (4) with relative importance (79 %) and a standard deviation (0.32) , and the level of the factor was high as the arithmetic averages ranged between (4. 1 0 - 3.94) , and it came in the first

rank after green employment with an arithmetic mean (4.1 0), relative importance (80 %) and a standard deviation (0.3 4), and after The green training ranked second, as the arithmetic .mean was (4.0 7) with relative importance (40.79) and with a standard deviation of (0.3 1) The evaluation of the green performance came in third place, as it reached the arithmetic mean and with relative importance (20.78) and with a standard deviation of (0.3 2). Green (1 4.0) compensation ranked fourth with a mean (3.94), relative importance (76.80 %) and a standard deviation (0.3 1). The dimensions of green human resources management in reducing quality :costs according to each factor were analyzed as follows

First: After the green recruitment

The arithmetic means, standard deviations, and the relative importance of the . dimension were . calculated Green recruitment and table (2) shows this

Table 2 . Arithmetic averages and standard deviations of the green employment dimension

Rank	the level	Relative importance	standard deviation	SMA	Paragraph	the number
1	high	_ 81.40	73 .0	15 .4	The organization is keen to attract candidates who have green environmental awareness to fill the vacant .positions	3
2	high	40. 80	71 .0	13 .4	The administration is keen to pay attention to green issues within the job description of all jobs for the new candidates .to see	1
3	high	_ 79.60	70 .0	12 .4	Most of the recruitment steps submission of an) appointment application, CV and interview) are done . through the Internet	4
4	high	79.50	0.70	4.11	The management of the organization adopts work in some jobs by completing the work at home without coming to the organization	5
5	high	40 . 78	69 .0	98 . 3	Candidates for job vacancies use the green criteria to determine the organization . they will work for	2

high	_ 80.00	34 .0	10 .4	green recruitment
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The table was prepared by the researcher based on the data of the analysis

It is noted from Table (2) that the level of Green employment was high, as the arithmetic mean reached (4.10) with relative importance (80 %) and standard deviation (0.34), and the , level of the factor items was high , as the arithmetic averages ranged between (4.15 - 3.9 8) The organization is keen to attract " and came in The first rank, paragraph (3), which is) with a mean , " candidates who have green environmental awareness to fill vacant positions relative importance (81.40 %) and a standard deviation (0.73) , and it came in the , (4.15 The candidates for vacant jobs use the green criteria to “ last rank. Paragraph (2), which is mean (3.98), a relative determine the organization in which they will work, ” with a importance (7-8.40 %), and a standard deviation (0.69) .researcher believes that the occurrence of after The green employment at a high level was due to the congruence of the respondents’ opinions on the questions of the questionnaire, and this indicates that the questions of the questionnaire were convincing regarding this factor through the paragraphs it included, and that the answers were not dispersed in the questions of the questionnaire where the standard deviation of the dimension Green employment (0.34), and the importance of the worker was high .

Second. after green training

The arithmetic means and standard deviations of a dimension were calculated Green training and Table (3) shows this .

Table 3 . Arithmetic averages and standard deviations of a dimension green training

Rank	the level	Relative importance	standard deviation	SMA	Paragraph	the number
1	high	_ 82.00	69 .0	20 .4	Staff are trained on aspects of environmental management to increase awareness, skills and . experience	6
2	high	10 . 81	0.71	10 .4	Training programs include interest in developing green . leadership styles at managers	9
3	high	20 . 80	72 .0	09 .4	Training is provided on how to perform green jobs to create emotional engagement for trainees in environmental .management	7

4	high	40 . 77	70 . 0	99 . 3	Emphasis is placed on acquiring the tacit knowledge of performing green jobs	8
5	high	30 . 76	73 . 0	97 . 3	The organization's management encourages employees to participate in green training programs by rewarding . outstanding students	10
high		_ 79.40	31 . 0	07 . 4	green training	

The table was prepared by the researcher , based on the data of the analysis

It is noted from Table (3) that the level of The green training was high, as the arithmetic mean reached (4.07) with relative importance (79.40 %) and a standard deviation (0.31) , and the level of the factor paragraphs was high , as the arithmetic averages ranged between (4.20 - Paragraph (6) came in the first rank, which is " the workers are trained on aspects of . (3.97 environmental management to increase awareness, skills and expertise ", with a mean (4.20) and a relative importance (82.0 %) and a standard deviation (0.69) , and it came in the rank The last paragraph (10), which is “ the organization’s management encourages workers to ,participate in green training programs by rewarding the distinguished ,” with a mean (3.97) relative importance (76.30 %) and a standard deviation (0.73)

researcher believes that the occurrence of after green training At a high level, it was due to the congruence of the respondents’ opinions on the questions of the questionnaire, and this indicates that the questions of the questionnaire were convincing regarding this factor through the paragraphs it included, and that the answers were not dispersed in the questions of the questionnaire, where the standard deviation of the dimension Green training (0.31) , and the .importance of the factor was high

Third: after green performance appraisal

the green performance The arithmetic means and standard deviations were calculated in . dimension Table (4) shows this evaluation

Table 4 . Arithmetic averages and standard deviations in the green performance evaluation dimension

Rank	the level	Relative importance	standard deviation	SMA	Paragraph	the number
1	high	_ 82.40	0.60	30 . 4	a The organization has performance appraisal system for green aspects in compliance environmental	15th

					management objectives by employees	
2	high	60.80	0.66	20.4	The performance evaluation process includes in-depth dialogues on the environmental problems facing the organization	12
3	high	20.78	0.69	96.3	Goals, objectives and responsibilities are set for each manager or employee in the organization and are included in the annual evaluation	13
4	high	60.75	0.63	85.3	Managers at all levels of the organization set green goals included in annual evaluations	14
5	high	40.74	0.69	78.3	Green performance is included in the annual performance appraisal system for employees of the organization	11
high		_ 78.20	32.0	01.4	green performance appraisal	

The table was prepared by the researcher, based on the data of the analysis

It was high, as after evaluation of green performance It is noted from Table (4) that the level the arithmetic mean reached (4.01) with relative importance (78.20 %) and standard deviation and the level of the factor paragraphs was high , as the arithmetic averages ranged , (0.32) The " between (4.30 - 3.78) , and came In the first place, paragraph (15), which is a performance appraisal system for green aspects in compliance organization has , with an arithmetic mean (4.30) , " .environmental management objectives by employees relative importance (82.40 %) and a standard deviation (0.60), and came in the last rank in Green performance is included in the annual performance appraisal " paragraph (11) which is with an average of Arithmetic (3.78), with relative , " system for workers in the organization . importance (74.40 %) and standard deviation (0.69)

At a high level, it was due to , green performance evaluation researcher believes that after the the identical opinions of the respondents on the questions of the questionnaire, and this indicates that the questions of the questionnaire were convincing regarding this factor through the paragraphs it included, and that the answers were not scattered in the questions of the evaluation of green performance was questionnaire, where the standard deviation after the .The importance of the factor was high , (0.32)

Fourth: After the green compensation The arithmetic means and standard deviations were . dimension , and Table (5) shows that green substitution calculated in the

green substitution Table 5 . Arithmetic averages and standard deviations in the dimension

Ran k	the leve l	Relative importanc e	standar d deviatio n	SMA	Paragraph	the numbe r
1	high	10 . 81	0.61	30 . 4	Suggestions from employees that enhance green efforts and improve environmental performance in the .organization are rewarded	16
2	high	20 . 80	0.69	10 . 4	Remuneration plans in the organization relate skill-based wages and acquired .environmental skills	17
3	high	80 . 76	0.74	94 . 3	The organization's management provides incentives to encourage green trends in the organization (such as mass transportation, cycling (or walking	18
4	high	_ 72.80	0.63	80 . 3	The organization's management offers monthly bonuses and rewards for the best environmental management for the .departments and units	19
5	high	_ 71.40	0.69	70 . 3	Directors' compensation includes partly on the basis of .their environmental integrity	20
high		80 . 76	31 . 0	94 . 3	green compensation After the	

The table was prepared by the researcher , based on the data of the analysis

was high, as the green compensation It is noticed from Table (5) that the level after the arithmetic mean was (3.94), with relative importance (76.80 %) and standard deviation (0.31 - The level of the factor items was high , as the arithmetic averages ranged Between (4.45 . (the suggestions submitted by " and Paragraph (16) came in the first rank, which is ,(3.74 workers that enhance green efforts and improve environmental performance in the company with a mean (4.45), relative importance (89.0%) and a standard deviation , " are rewarded

includes managers' compensation partly " Paragraph (20) came in the last rank , which (0.61) with an arithmetic mean (3.74), a relative , " on the basis of their environmental honesty .importance (74.80%) and a standard deviation (0.86)

after At a high level, it was due of green compensation researcher believes that the occurrence to the congruence of the respondents' opinions on the questions of the questionnaire, and this indicates that the questions of the questionnaire were convincing regarding this factor through the paragraphs it included, and that the answers were not dispersed in the questions of the and it was , (0.31) green compensation was questionnaire as the standard deviation after the .The importance of the factor is high

Reducing quality costs :Dependent variable

Reducing quality The arithmetic means and standard deviations of the variable were calculated . table (6) shows this costs and

Reducing quality Table 6 . Arithmetic means and standard deviations in the variable costs

Rank	the level	Relative importance	standard deviation	SMA	Paragraph	the number
1	high	_ 90.00	0.54	50 .4	Continuous inspection of quality and on time leads to the detection and .treatment of damage	25
2	high	0.00 88	0.64	40 .4	Maintaining equipment, machinery and devices and maintaining their .quality prevents internal failures	26
3	high	_ 87.40	0.61	4.32	Checking the quality of products or services provided before they reach customers helps prevent external .failures	27
4	high	86.40	0.64	4.32	Improving the quality of product or service design and securing high-quality resources leads to the exclusion of re-examination and .inspection costs	28
5	high	_ 86.40	0.58	4.32	Measuring quality costs leads to the discovery of negative changes in the production process and the removal of .defects	21
6	high	60. 85	0.72	4.28	The use of quality costs by management as a management tool that contributes to the processes of developing the comprehensive program for quality, continuous .improvement and cost reduction	22
7	high	_ 84.20	0.62	4.26	Quality costs are a tool for controlling activities in the organization through	23

					setting budgets and standards for .quality	
8	high	83.80	0.68	4.19	Using quality costs as an indicator for senior management to take the necessary decisions regarding quality .improvement	24
high		86.00	0.36	0 4.3	Reducing quality costs	

The table was prepared by the researcher , based on the data of the analysis

was high, as for reducing quality costs It is noted from Table (6) that the level of the factor the arithmetic mean was (4.30), with relative importance (86.0%) and a standard deviation and the level of the factor paragraphs was high , as the arithmetic averages ranged ,(0.36) between (4.55-4) . 19), and came in the first rank, paragraph (25), which is “ continuous ,quality inspection and in a timely manner that leads to the detection and treatment of damage with an arithmetic mean (4.55), relative importance (91.0 %) and a standard deviation ” the use of quality costs as an indicator " and came in the last rank, paragraph (24). It is ,(0.54) for senior management to take the necessary decisions regarding quality improvement ", with . a mean (4.19) , a relative importance (80.83 %) and a standard deviation (0.68)

4-3) Results and testing of previous hypotheses using multiple regression (:

The main null hypothesis :

There is no statistically significant effect at the level of significance (α) for the (0.05 practice of green human resources management in reducing quality costs in Al Qaim General Hospital .

To test this hypothesis, multiple linear regression analysis was used. The following table shows the results of this test :

Table 7 . The results of the one-way analysis of variance to test the main study hypothesis

Indication level	f . value	mean squares	degrees of freedom	sum of squares	Contrast source
0.000	9.30	0.66	5	3.28	regression
		0.07	47	3.32	the rest
			52	6.60	total

The table was prepared by the researcher , based on the data of the analysis

The results in Table No. (7) indicate a statistically significant effect of the practice of green human resources management in reducing quality costs in Al-Qaim General Hospital , and this

effect is considered statistically significant, because the calculated (f) value of (9.30) was statistically significant at the level of significance (0.000), which is less than (0.05), and this result indicates an effect of the practice of green human resources management in reducing quality costs in Al-Qaim General Hospital .

The following table containing the obtained coefficients will be used to test the sub-hypotheses associated with the main hypothesis :

Table 8 . Results of multiple linear regression analysis to investigate the practice of green human resource management in reducing quality costs in Al Qaim General . Hospital

Sig t	t	SE	β coefficients	β_0 (hard)	R^2	r	green human resource management
0.000	6 4.2	0.115	3 0.49	4 0.68	6 0.49	4 0.70	green recruitment
0.000	5 5.7	0.114	7 0.65				green training
0.022	5 2.3	0.133	0.320				green performance appraisal
0.000	2 4.1	0.127	6 0.52				green compensation

The table was prepared by the researcher , based on the data of the analysis

The results in Table No. (8) indicate that there is a statistically significant relationship between the practice of green human resources management in reducing quality costs in Al-Qaim General Hospital, where the value of the relationship between the two variables was (0.70 4) .

The values of (R^2) indicate the percentage of variation of the dependent variable that can be explained by the independent variables. This percentage reached (49.6 %) and this percentage shows the extent of the ability of the dimensions of the practice of green human resources combined in predicting the dependent variable .

With this result, the null hypothesis of the study is rejected and the alternative is accepted that is, there is a statistically significant effect of the practice of green human resources management in reducing quality costs in Al-Qaim General Hospital .

: H01The first null sub-hypothesis :

There is no statistically significant effect at the level of significance) α for the (0.05 .practice of green recruitment in reducing quality costs in Al-Qaim General Hospital

t - test of (4.2 6) at the level of significance (0.000) indicates the existence of a statistically significant effect of the practice of green recruitment in reducing quality costs in Al-Qaim

General Hospital , because the value of the significance level was less than (0.05) and the size of this effect reached (0.493)

Accordingly, the null hypothesis related to this variable is rejected, that is, the alternative hypothesis is accepted, and there is a positive statistically significant effect of the practice of green recruitment in reducing quality costs in Al Qaim General Hospital .

From the foregoing, it is clear that the dimension To practice green employment in reducing quality costs through the paragraphs included in the study tool, and this indicates the importance of these paragraphs in particular and the importance of green employment in general in achieving the reduction .

HO2. Second Null Hypothesis:

There is no statistically significant effect at the level of significance ($\alpha \leq$ for (0.05) practicing green training in reducing quality costs in Al Qaim General Hospital .

t - test value of (5.75) with a level of significance (0.000) indicates a statistically significant Green training in reducing quality costs in Al-Qaim General Hospital , because for far effect the value of the significance level was less than (0.05) and the size of this effect was (0.65) .

Therefore, the null hypothesis related to this variable is rejected, i.e. the alternative hypothesis for the dimension is accepted, and there is a positive statistically significant effect Green training in reducing quality costs in Al-Qaim General Hospital .

Green training has an effect on reducing the dimension From the foregoing, it is clear that quality costs through the paragraphs included in the study tool, and this indicates the importance of these paragraphs in particular and the importance of green training in general in . achieving the reduction

HO3 :The third null hypothesis:

(There is no statistically significant effect at the level of significance α for the green (0.05) performance evaluation practice in reducing quality costs in Al Qaim General Hospital .

t - test value of (2.35) with a level of significance (0.022) indicates a statistically significant practicing the evaluation of green performance in reducing quality costs in Al- After effect Qaim General Hospital , because the value of the significance level was less than (0.05) and .the size of this effect was (0.320)

Accordingly, the null hypothesis related to this variable is rejected, that is, the alternative practice of the hypothesis is accepted, and there is a positive statistically significant effect of green performance evaluation in reducing quality costs in Al Qaim General Hospital .

practice of green performance evaluation has an the Through the foregoing, it is clear that impact on reducing quality costs through the paragraphs included in the study tool, and this indicates the importance of these paragraphs in particular and the importance of green . performance evaluation in general in achieving the reduction

HO4 :Fourth Null Hypothesis:

(There is no statistically significant effect at the level of significance α for the (0.05) .practice of green compensation in reducing quality costs in Al-Qaim General Hospital

t - test value of (4.1 2) with a significance level (0.000) indicates a statistically significant practice of green compensation in reducing quality costs in Al-Qaim General After the effect Hospital, because the value of the significance level was less than (0.05) and the size of this effect was (0.52 6).

Therefore, the null hypothesis related to this variable is rejected, i.e. the alternative hypothesis of practicing the dimension is accepted, and there is a positive statistically significant effect on green compensation in reducing quality costs in Al Qaim General Hospital .

Through the foregoing, it is clear that the dimension of green compensation has an impact on reducing quality costs through the paragraphs included in the study tool, and this indicates the importance of these paragraphs in particular and the importance of green compensation in general in achieving the reduction.

Findings and recommendations (4)**Results (1-4)**

The Research Results can be Summarized as follows:

- 1- Al-Qaim General Hospital has a culture of green employment, which it enhances ,through the process of job advertisements through green practices instead of using paper often as well as providing them with information electronically .
- 2- Al-Qaim General Hospital demonstrated its possession of green training by raising awareness among workers in the field of environmental management .
- 3- Al Qaim General Hospital operates with the green performance appraisal system in compliance For the objectives of environmental management by the hospital administration .
- 4- The hospital administration operates a green compensation system by supporting the suggestions submitted by the employees that enhance green efforts and improve the environmental performance in the hospital.
- 5- continuous Al Qaim General Hospital has the ability to reduce quality costs through examination of devices, materials and equipment to detect damaged ones for the purpose of maintenance and treatment in a timely manner.

(2-4). Recommendations

Based on the analytical conclusions of the study results, the researchers generated ideas that could be used to make the necessary recommendations for them. The study recommendations were as follows :

- 1- Working to continuously develop green management practices in Al Qaim General Hospital to keep pace with the changes that are taking place in the external environment .
- 2- The hospital management should adhere to creativity as a main source to achieve excellence in its various works, as well as provide material and moral support to its members .when presenting new creative ideas
- 3- Generalizing the idea of working on the practice of green human resource management to the rest of the organizations because of its importance in reducing quality costs.

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