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# Employ Strategic Clarity Mechanisms To Improve The Activities Of Green Human Resources

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**ABSTRACT-** How can strategic clarity mechanisms be used to improve the understanding of the oil distribution company Al Diwaniya branch in Iraq to focus on green human resources activities? Based on the literature that focused on the subjects of the study, the objective of the study is to adopt strategic clarity mechanisms to improve the activities of green human resources by adopting a sample of the employees in the oil products distribution company Al Diwaniya branch, as a form distributed (150) was to determine the level of availability of strategic clarity mechanisms. The results showed that the understanding of the distribution of petroleum products toward strategic clarity is linked to the activities of green human resources, and therefore the mechanisms of strategic clarity can be employed in a way that affects the improvement of the activities of green human resources. The oil distribution company Diwaniyah branch should create a more visible environmental awareness and awareness for its workers about the issues of the green environment and its importance to society.

**Keywords:** clarity, strategic clarity, human resources and green human resources

## I. INTRODUCTION

Most business organizations have gone on a conservation-based basis because of the changes that have occurred over the last two decades from the effects of environmental and industrial pollution worldwide. In turn, this has led to significant degradation, damage and depletion of natural resources, which requires the development and improvement of the human resource in order to maintain environmental performance by improving the appropriate strategic clarity mechanisms for analyzing the different management paths of green human resources management activities. And improving the company's ability to maintain an organized environment to develop the economic and social well-being of workers, as he emphasized (Bhutto & Auranzeb, 2016:119). The problem of the study could therefore be formulated and could be identified in the question of what appropriate strategic clarity mechanisms could be employed to improve the activities of green human resources. Whether the company's awareness of oil products to develop its skills in employing strategic

clarity mechanisms can contribute to improving the dimensions of green human resources activities.

## II. THEORETICAL BACKGROUND AND DEVELOPING HYPOTHESES

**Strategic clarity:** The lack of strategic clarity is associated with a lower performance of the Organization than with organizations with a more oriented and aggressive work, so strategic clarity improves the Organization's reality through a high capacity to provide and obtain appropriate information for improvement. Including the selection of appropriate information from various catalysts and the interpretation and evaluation of information (Bantel,1993:1188-1190), and (Wise & short:2015: 303) Strategic clarity is a concept that transcends traditional strategic planning as an integrated approach involving the Organization in the strategy-making and implementation mechanisms consistent with the Organization's objectives. Any organization can have a good strategy, but with strategic clarity the Organization will indeed become a strategic organization. This can be achieved through leadership skills, ease of communication between management and its staff, and making optimal use of their performance, thereby distinguishing them from flexibility and rapid adaptation to meet potential and unexpected risks. Thus, measuring strategic clarity depends on six important dimensions:

1. Clarity of activities and procedures: Any clarity of a system that exercises a range of management functions and control over the input and output of the Organization's resources (Xue et al., 2018:330).
2. Clarity of purpose: Understanding the organization's goals for adopting new products, as high-market business organizations are likely to have good relationships with customers and create superior value for them. Some empirical studies have also shown that market orientation can contribute to specific regulatory outcomes such as innovation capacity or financial performance success (NASIR,2013:10-11).
3. Clear use of resources: That is, the organization can own strategic resources by having sustainable competitive advantage (Ambrosini & Bowman, 2009:29).
4. Clarity of organizational structure: Organizational structure is a necessity in determining the size of the organization, as modern organizations increase their size in order to gain competitive advantage over competitors by reducing production costs and increasing their market share, with large organizations having access to resources at a lower cost than small organizations (Olawale et al., 2017:70-71).
5. Clarity of leadership roles: Leadership roles play an important role by affecting individuals working toward a particular goal or task that the organization seeks, which makes the organization coherent and interconnected (Sharma& Jain,2013:310).
6. Clarity of employee roles: A selection of user roles to access system functions and metadata stored in the system (Bruha et al., 2018:550).

**Green Human Resources activities:** Green is a comprehensive process aimed at smart energy use, reducing costs and reducing the sustainable use of resources and recyclable

materials that are final results (Fayazia et al, 2015:101). While green management in its sense means a set of policies, actions, principles, and initiatives developed by the organization to organize environmental management strategies to protect and measure important environmental aspects (Bhalla & MHTA,2016:1). Deepika, 2016:15) claimed that these green initiatives are confined to online training, e-participation, e-filing, social networking, and eco-friendly organizations. The Green workplace, waste disposal and recycling. Arulrajah et al,2015:2) found that green human resources management is the set of activities related to the continuous development, implementation and maintenance of the system in a way that aims to make staff able to maintain the organization's environmental performance.

Green Human Resources Management is the process of dealing with environmental issues and developing the economic and social well-being of workers (Bhutto & Auranzeb, 2016:119). Onion (AHMAD.S,2015:3; Kousalya et al, 2016: 390) Green Human Resources Management means maintaining the well-being of the Organization's environmental, economic, and social affairs and workers within broad horizons.

The goal of Green Human Resources Management is to use all FAO staff to promote sustainable practices (Jain&Scholar,2016:171), and to increase employee awareness (Renwick et al., 2012:3) to meet issues related to environmental sustainability, In other words, creating friendly human resources environment initiatives that enhance efficiency, reduce costs, and improve staff participation and retention, which in turn helps organizations to reduce threats to the Organization. While (JAFRAI, 2012:6193) human resources management is believed to be one of the key issues that include environment-friendly human resource practices, and the way knowledge capital is provided. believes (Ruchismita et al., 2015, 12) that human resources management means a process of focusing on employment, management, redirection, labor conservation, and reducing workplace inefficiency.

The development of environmental standards is a key feature of green human resource management because it focuses on meeting the needs and objectives of organizations (Hello et al., 2016: 852), by adopting formal environmental strategies and programs in such a way that the source staff is vested with conscious authority (Rangarajjan&Rahm,2011) toward their green environment in order to implement green management initiatives. claimed (Pandey et al, 2016:13) that green human resources management is the process of integrating environment-friendly human resources policies and initiatives that can increase staff efficiency and improve their participation in developing appropriate solutions to problems. Hence, two hypotheses could be formulated:

**The first hypothesis** is that the increased interest of the oil products distribution company in the mechanisms of strategic clarity is linked to the activities of the green human resources, and several sub-hypotheses emerge from this hypothesis:

- The increased interest of the oil product distribution company in the mechanism for clarity of activities and procedures is morally related to the green human resource activities

of (green employment, green performance assessment, green development and training, green rewards and compensation).

- The increased interest of the oil-product distribution company in the goal-clarity mechanism is morally related to the Green Human Resources activities (green employment, green performance assessment, green development and training, green rewards, and compensation).
- The increased interest of the oil product distribution company in the clear resource use mechanism is morally related to the green human resource activities of (green employment, green performance assessment, green development and training, green rewards and compensation).
- The increased interest of the oil-product distribution company in the mechanism for clarity of employee role is morally related to the Green Human Resources activities (green employment, green performance assessment, green development and training, green rewards and compensation).
- The increased interest of the oil-product distribution company in the clear structure mechanism is morally related to the Green Human Resources activities (Green Recruitment, Green Performance Assessment, Green Development and Training, and Green compensation).
- The increased interest of the oil products distribution company in the mechanism of clear leadership roles is morally tied to the green human-resource activities of (green employment, green performance assessment, green development and training, green rewards and compensation).

**The second hypothesis is that** the increased interest of the oil products distribution company in the mechanisms of strategic clarity is having a moral effect on the activities of the green human resources, and several sub-hypotheses emerge from this hypothesis:

- The increased interest of the oil products distributor in the mechanism for clarity of activities and procedures is having a moral impact on the Green HR activities (green employment, green performance assessment, green development and training, green rewards and compensation).
- Increasing the interest of the oil-product distribution company in the goal-clarity mechanism is having a moral impact on the Green Human Resources (Green Employment, Green Performance Assessment, Green Development and Training, and Green compensation) activities.
- The increased interest of the oil products distribution company in the clear resource use mechanism is having a moral impact on green human resource activities (green employment, green performance assessment, green development and training, green rewards and compensation).
- The increased interest of the oil-product distribution company in the mechanism for clarity of employee role is having a moral impact on green human-resource activities (green

employment, green performance assessment, green development and training, green rewards and compensation).

- Increasing the interest of the oil-product distribution company in the clear structure mechanism is having a moral impact on green human-resource activities (green employment, green performance assessment, green development and training, green rewards and compensation).
- Increasing the interest of the oil products distribution company in the mechanism of clarity of leadership roles is a moral influence on green human resource activities (green employment, green performance assessment, green development and training, green rewards and compensation). Figure (1) shows the hypothian diagram of the study.

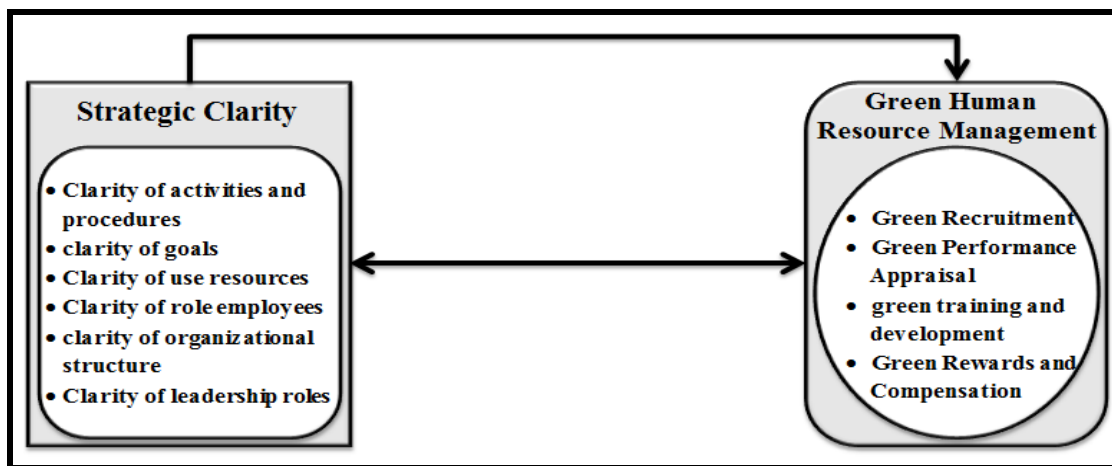


Figure (1) Study hypothesis Chart

### III. METHODOLOGY OF THE STUDY

#### 3.1 Study dimensions

The study was based on the main definition in collecting the data needed to reveal the results of the oil products distribution companies' investment of strategic clarity in improving the activities of green human resources, as the study adopted a standard (Al-Hakim and Al-Qadr,2015) for revealing strategic clarity (SC) with six dimensions (clarity of activities and procedures (NC) with 6 item). Clarity of objectives (GC) with (7 item), clarity of resource use (RC) with (5 item), clear role of employees (MC) with (6 item), clarity of organizational structure (TC) with (4 item), clarity of leadership roles (DC) with (5 item), and a standard (Renwick, 2013) adopted In identifying and measuring Green Human Resources Management (GHRM) activities that have been previously tested (Zobaidi, 2016) in four dimensions (green employment (GS) in 6 item), green performance evaluation (GP) in 5 item, green development and training (GD) in 6 item, rewards and green compensation (GR) in 6 item).

### 3.2 Study Sample

The sample of the study was the employees of the oil products distribution company Al Diwaniya branch in Iraq, where approximately 150 questionnaire forms were distributed to reveal the availability of strategic clarity mechanisms, and the activities of green human resources, and 137 questionnaires were returned and the number of unreturned forms (13 forms) was found. In fact (5 forms) were damaged, (4 forms) were invalid for analysis, meaning that the number of forms valid for analysis was (128), i.e. the percentage of employees' response was (85.3%), at a significant level below (0.05), and at a stability rate of Alpha Kronbach for the survey form tool exceeded (75%) (HAIR et al., 2010), SC=0.837, GHRM=0.791) The overall stability of the survey tool was 0.897, which means that the survey form is consistent, consistent and consistent with the views of the sample study

## IV. RESULTS AND ANALYSIS

### 4.1 Description of the study sample

The results of the lower table showed that the arithmetic average of the strategic clarity mechanism variable achieved 3.09, higher than the hypothetical average of 3, and at a low high dispersion level. 0.339 To demonstrate the interest of the Petroleum Products Company in improving its capacity to develop clear strategic plans, this may be due to its interest in improving its capabilities in the clarity of the organizational structure at the average calculation level. 3.41 and 0.561 standard deviation, reflecting the company's interest in developing its capabilities with clear goals and leadership roles.

The results also show that Petroleum Products is working to improve green human resources activities with an average of. It is higher than default mode 3 and at a high standard deviation. (3.01) Demonstrate the interest of the Petroleum Products Company in green development and training in the provision of an equal accounting medium of 3,333 and a standard deviation of 0,435 reflecting the interest and consistency of the views of the Petroleum Products Company by promoting green human resource activities through an interest in improving green employment and a value of 3.01 and a standard deviation of 0,513.

Table (1) arithmetic circles and standard variations of study item and variables

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
NC1	3.01	0.892	RC3	2.74	0.89	DC2	3.18	0.954	GP5	3.19	0.781
NC2	3.11	0.862	RC4	3.26	0.756	DC3	2.61	0.958	GP	3.09	0.509
NC3	3.55	0.73	RC5	3.89	0.755	DC4	3.05	0.922	GD1	3.56	0.661
NC4	3.13	0.763	RC	3.14	0.62	DC5	2.59	1.061	GD2	3.34	0.60

					<b>2</b>						<b>5</b>
<b>NC5</b>	3.24	0.771	<b>MC1</b>	3.09	0.73 6	<b>DC</b>	<b>2.94</b>	<b>0.688</b>	<b>GD3</b>	3.3	0.82 6
<b>NC6</b>	3.02	0.778	<b>MC2</b>	2.89	0.84 4	<b>SC</b>	<b>3.09</b>	<b>0.339</b>	<b>GD4</b>	3.03	0.78 3
<b>NC</b>	<b>3.17</b>	<b>0.432</b>	<b>MC3</b>	2.8	0.87 3	<b>GS1</b>	3.55	0.792	<b>GD5</b>	3.49	0.72 1
<b>GC1</b>	3.34	0.808	<b>MC4</b>	2.86	0.91 1	<b>GS2</b>	2.65	0.993	<b>GD6</b>	3.28	0.80 3
<b>GC2</b>	3.24	0.867	<b>MC5</b>	3.11	0.88 9	<b>GS3</b>	2.66	0.806	<b>GD</b>	<b>3.33</b>	<b>0.43 5</b>
<b>GC3</b>	2.51	0.956	<b>MC6</b>	3.48	0.65 2	<b>GS4</b>	2.78	0.822	<b>GR1</b>	3.37	0.89 2
<b>GC4</b>	2.49	1.019	<b>MC</b>	<b>3.04</b>	<b>0.44 9</b>	<b>GS5</b>	3.41	0.682	<b>GR2</b>	3.28	0.90 8
<b>GC5</b>	2.33	0.888	<b>TC1</b>	3.36	0.75	<b>GS6</b>	3.02	0.773	<b>GR3</b>	2.44	0.81 1
<b>GC6</b>	2.48	1.004	<b>TC2</b>	3.4	0.72 5	<b>GS</b>	<b>3.01</b>	<b>0.513</b>	<b>GR4</b>	3.17	0.92 6
<b>GC7</b>	3.28	0.793	<b>TC3</b>	3.29	0.78 5	<b>GP1</b>	3.10	0.751	<b>GR5</b>	3.41	0.77 8
<b>GC</b>	<b>2.81</b>	<b>0.584</b>	<b>TC4</b>	3.6	0.70 3	<b>GP2</b>	3.14	0.83	<b>GR6</b>	2.53	0.96 3
<b>RC1</b>	2.41	1.007	<b>TC</b>	<b>3.41</b>	<b>0.56 1</b>	<b>GP3</b>	2.96	0.873	<b>GR</b>	<b>3.03</b>	<b>0.58 1</b>
<b>RC2</b>	3.42	0.848	<b>DC1</b>	3.28	0.78 3	<b>GP4</b>	3.05	0.782	<b>GHR M</b>	<b>3.12</b>	<b>0.30 1</b>

#### 4.2 Test hypotheses

Table 2 results show a statistically significant correlation between strategic clarity mechanisms and green human resources activities and reality (0.251) at a moral level below (1%) that is, at a confidence level (99%), showing the focus of the Petroleum Products Company on improving green human resource activities by strengthening strategic clarity mechanisms and building a positive relationship between them, as well as a correlation between dimensions of the variables considered, ranging from (0.203) to clear the organizational structure and green performance assessment to 0.771) to clear the use of resources and green staffing, to indicate the compatibility of the Petroleum Products Company to improve its products and provide green environmentally friendly products.

Table (2) Link matrix

	NC	GC	RC	MC	TC	DC	SC	GS	GP	GD	GR	GHRM
NC	1	.410**	.512**	.301**	.670**	.650**	.403**	.670**	.657**	.517**	.649**	.716**
GC		1	.715**	.428**	.601**	.834**	.716**	.560**	.430**	.581**	.308**	.537**
RC			1	.449**	.836**	.623**	.732**	.771**	.519**	.616**	.328**	.780**
MC				1	.547**	.583**	.560**	.285**	.766**	.598**	.513**	.832**
TC					1	.264**	.361**	.450**	.627**	.540**	.203**	.392**
DC						1	.426**	.480**	.431**	.500**	.700**	.271**
SC							1	.277**	.261**	.388**	.522**	.251**
GS								1	.485**	.600**	.631**	.584**
GP									1	.915**	.491**	.574**
GD										1	.437**	.587**
GR											1	.539**
GHRM												1

The results of table (3) and figure (2) indicate that there is a moral impact of strategic clarity mechanisms on green human resources activities, as increasing the strategic clarity of the Petroleum Products Company by one standard weight leads to an improvement in its capacity to manage green human resources activities by an amount. 0.411 with a standard error equal to 0.048 and a critical value of 8.563, indicating the compatibility and compatibility of the views of the employees of the Oil Products Company with the company's objectives and roles towards the adoption of green-skin resource activities and the provision of harm-free products.

Table (3) Standard results of the impact of strategic clarity mechanisms on green human resource activities

path		Estimate	S.E	C.R	R <sup>2</sup>	P	
SC	--- >	GHRM	0.411	0.048	8.563	0.170	0.001

The results of figure (2) show that the mechanisms of strategic clarity are explained (0.170) by the reasons why green human resources activities are not applied, indicating that the oil products company lacks interest in the hygiene and health of the environment in which it operates, while the residual value is outside the limits of the study, and this supports the validity of the second hypothesis.



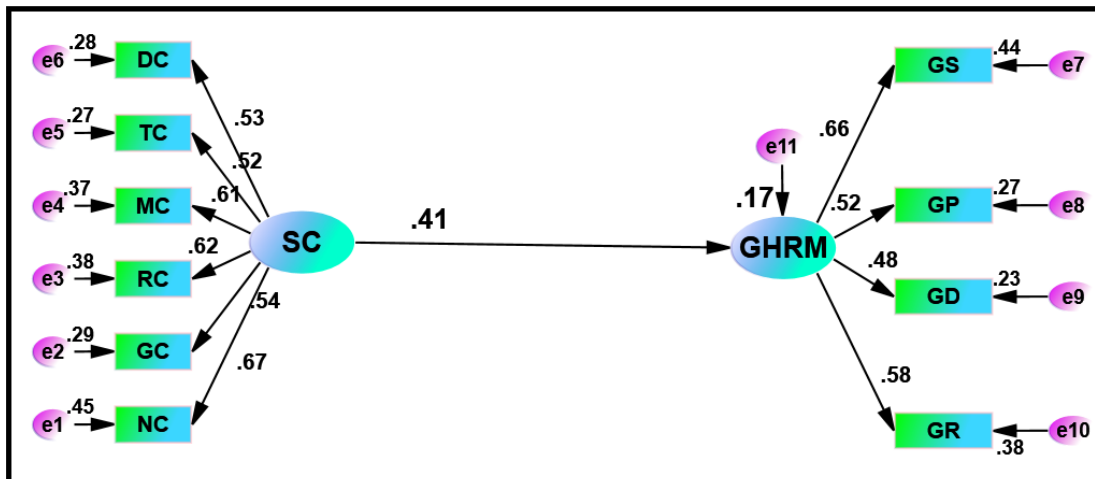


Figure (2) Standard model of the impact of strategic clarity mechanisms on green human resource activities

## V. CONCLUSIONS

There is a clear assertion by the oil distribution company Diwani Branch that attention should be given to green environmental issues. (Environmentally friendly) The oil products distribution company also lacks a performance appraisal system for identifying green environmental aspects. Consequently, the Oil Products Distribution Company, Diwani Branch, provides a series of training programmes on aspects of green environmental management in order to maximize and refine the awareness, skills and experience of employees. This means that there is a clear assertion by the oil distribution company Diwani Branch to provide incentives to encourage green trends in the Organization (such as mass transportation, bicycle mobility or hiking).

The Oil Products Distribution Company, Diwani Branch, also emphasizes the need to provide a good network of communication with the directors of other departments and sub-units. This is because the Oil Products Distribution Company, Diwani Branch, lacks diversity in the performance of the tasks assigned to the employees.

The study recommends that the Petroleum Products Company should create awareness and environmental awareness that is clear to its employees about green environment issues and their importance to society. By providing environmental performance assessment systems that address cases of non-compliance with environmental management objectives, In addition, the oil products distribution company should encourage workers to participate in green training programmes by rewarding outstanding people to develop and develop their skills in their workplace.

The study also recommends that the Oil Products Distribution Company should ensure that the Diwani Branch encourages its affiliates to make a multiplier effort to produce multiple units. In return, it provides them with incentives, rewards and compensation for the effort. In addition, the oil products distribution company, Diwani Branch, should provide an appropriate working environment for the company's personnel in order to promote the principle of commitment to managers and to the company in particular, The Oil Products Distribution Company, Diwani Branch, is also required to provide job security to employees

in order to provide well-being and safety in the performance of backward tasks. Finally, the Oil Products Distribution Company, the Dewani Branch, is required to provide a convenient and convenient workplace when doing business in order to provide appropriate welfare and service to customers.

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