



DESIGNING A GREEN MANAGEMENT MODEL IN IRANIAN SPORTS ORGANIZATIONS

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ABSTRACT

Today, organizations can properly play their role by focusing on economic responsibility and organizational wealth creation, in line with their social and environmental responsibilities. Adopting such an approach, known as the green approach, will enable the organization to achieve its economic goals. The term green human resource management (GHRM) was introduced 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. The present study aimed at designing a GHRM model in Iranian sports organizations. This research is applied in terms of purpose and descriptive survey in terms of nature and method. The population of the study consists of experts and managers of the Ministry of Sports and Youth of Iran, 70 of whom were selected using purposive sampling. The data collection tool was a researcher-made questionnaire with validity confirmed using the content validity method. The research findings in the form of a model consist of two parts: First, through an exploratory study and expert opinion, 14 main factors of GHRM success were identified. Second, using an interpretive-structural modeling approach, relationships and sequences between variables were extracted at eight levels and finally categorized based on the degree of influence and dependence. Considering the results and also the importance and necessity of GHRM, it is suggested that organizations, especially sports organizations, pay special attention to GHRM and 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 act as the foundation stone of the model and have the greatest impact on other variables and cause intensification of other variables to manage organizational green human resources. This model can help managers efficiently and effectively use natural resources by applying green HRM methods and strategies.

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1. INTRODUCTION

Today, the human resource management (HRM) field is experiencing numerous pressures for change. Changes in the economy, globalization, internal diversity, and technology have created new organizational demands and have transformed the field. The term green human resource management (GHRM) 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. (Ahmad, 2015). Therefore, in order to improve 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 organizational economic performance according to changes in technology, the formation of global waves and short product life cycles; Other tangible assets such as capital, land, raw materials will not create a sustainable organizational competitive advantage. Thus, in the new millennium, the focus on human capital as the major intangible asset has become a common belief. Organizations favor resources that can not only make the organization an ideal organization, regardless of the industry, but also help it to outperform its competitors and succeed (Owor, 2017). On the other hand, weaknesses and inability to adapt to rapid change as well as environmental concerns, have forced organizations to abandon their traditional policies for long-term growth and development, as well as the effective and efficient use of all material resources. In order to achieve their environmental and organizational goals, human beings should adopt sustainable operations and green policies. Policies such as GHRM that in recent years with the emergence of new challenges facing organizations to a significant area of management (Ullah, 2017). Green human resource management refers 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 a way leads them to sincerely fulfill the organizational goals, efficiency and effectiveness, gaining competitive advantage, etc. for the organization by performing their duties and responsibilities (Arulrajah, Opatha, and Nawaratne, 2018).

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, and that is their human resources. Undoubtedly, in all ages, human resources have always been the most important factor in achieving development and it has been mentioned as the creator and user of technology to guide the organization toward achieving goals. In this way, the ability to manage green manpower practices and policies can bring a wide range of benefits including Awareness of employees' professional and private lives, cost reduction, and employee collaboration for the organization (Jackson et al., 2011). Therefore, success in the competitive arena for organizations, flexibility in providing services, speed and quality of responding to customer needs depend to a large extent on how to manage and enhance human capital. Therefore, organizations that manage green human resources in the best possible way in the field of interaction, commitment, morale, and quality of work life of employees can quickly grow and develop their ability to withstand all these challenges and environmental changes. Accordingly, to better understand the concept and components of GHRM, the following section reviews previous studies and theoretical foundations related to this topic.

2. LITERATURE REVIEW / BACKGROUND

An important and debatable issue in current organizations, especially sports organizations, is related to various factors such as government, sponsors, the private sector, fans, athletes, 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 timely and appropriate responses to change. Accordingly, due to the importance of providing a conceptual framework for GHRM in order to help organizations achieve environmental goals, the issue of green human capital management in sports management has received less attention from researchers. Therefore, the present study intends to provide a contingency model

for GHRM in sports organizations using the interpretive-structural modeling approach.

Changes in the business environment today not only lead to many benefits for organizations; Rather, organizations face challenges in using completely new solutions and strategies, such as green human resources to meet customer needs, including environmental protection. In this way, adopting such strategies causes organizations to create good growth and ensure that they will be well maintained and environmentally sustainable (Berber and Aleksic, 2017). Green human capital means that employees and managers use their activities and duties to help the organization achieve environmental goals, reduce waste and improve performance with high responsibility and commitment (Javed and Cheema, 2017). Green human capital while enabling operating costs, enables industry professionals to better invest in their knowledge resources. Capital is a combination of two basic 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 provision of knowledge that is an intangible organizational asset (Bhalla and Mehta, 2017). Therefore, green human resources with an economic approach, green management, initiatives as well as providing alternative solutions to increase efficiency can achieve the organizational mission and goals in the form of their tasks and activities and practical commitment to concepts and regulations. And apply green management standards in producing goods and services (Rana and Jain, 2019).

Adikari et al. (2019) states that GHRM provides the basis for efficient and effective use of natural resources in any business by applying HRM methods and techniques (Bhutto and Aurazeb, 2017). In fact, GHRM coordinates human resource activities with the organization's environmental goals through systematic and planned coordination. By developing processes and activities designed to affect employee skills, knowledge, motivation and behaviors the organization achieves its goals (Renwick, Redman, and Maguire, 2019). The existing literature shows that green HRM falls between sustainable and strategic human resources. Thus, given the relationship between the organization and the economic and social environment, the role of HR in helping implement sustainable policies and strategic development is very important. On the other hand, the relationship between HRM 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 (Ehnert and Harry, 2012). Table 1 provides definitions of GHRM that can show some of its features and characteristics.

TABLE 1
Definitions of Green Human Resource Management

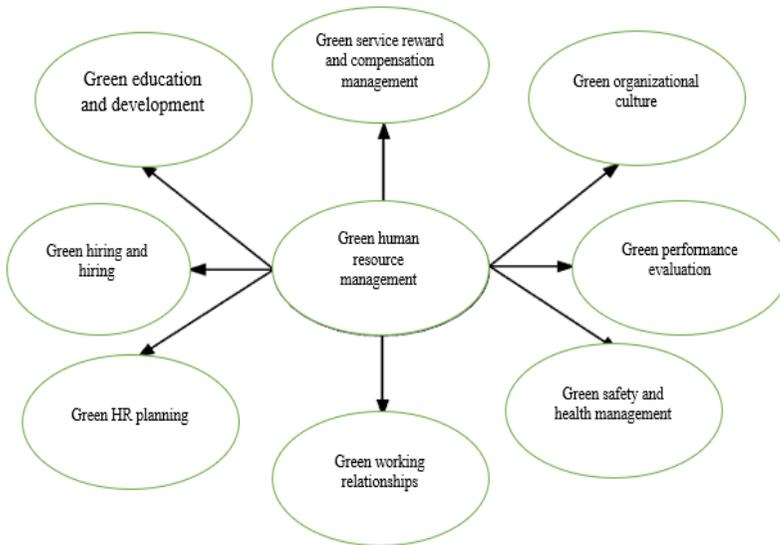
Source	Definitions	Row
Kramar (2019)	Human resource management activities that enhance the positive environmental consequences.	1
Wagner (2019)	Parts of sustainable human resource management that address environmental sustainability needs.	2
Renwick et al. (2019)	Aspects of human resource management, Environmental management	3
Ehnert and Harry (2012)	A concept that enhances economic performance by focusing on environmental sustainability	4

Green human resource management (GHRM) can also be defined as environmentally friendly strategies that lead to improved employee engagement, increased productivity and reduced costs. Accordingly, green HRM plays a key role in the organization. Because by increasing awareness and interaction among employees, it helps the organization to adapt to the environment in a desirable way (Jabbour, 2011). Renwick et al. (2019) also defines GHRM as a set of activities and theories of HRM that help reduce environmental damage (Mohammad Nejad Shurkai et al.,2016). According to Florida and Davison (2019), it can be generally acknowledged that GHRM while creating awareness among people within the organization to improve employees' understanding of environmental issues, the reasons for maintaining it can be applied to appropriate policies and procedures for increasing employee commitment to environmental issues (Daimy and Christopher, 2017).

Thus, according to Figure 1, GHRM methods to improve environmental performance in organizations will be identified and each will be briefly described. Recruitment and green selection: Green recruitment refers to providing or creating transparency regarding organizational environmental performance (past and present) when sending employment messages. In fact, it reflects the environmental policies and strategies of the organization in hiring (Arulrajah et al.,

2018). In selecting organizations, when evaluating candidates, the level of interest and desire of individuals to advocate environmental issues are considered as selection criteria. Hence, the goal is to select the ideal environmentally aware person from among the applicants for a job position (Jabbour, Santos, and Nagano, 2010).

FIGURE 1
Green Human Resource Management Process



Note: Ullah (2017), Arulrajah et al. (2018) and Deshwal (2018)

Green education and development: imparting development and environmental education to members of the organization (staff and managers) to develop the required skills and knowledge; One of the goals of GHRM is that it will be useful for the organization in implementing programs and achieving environmental goals As stated by Opatha and Arulrajah (2014), analyzing and identifying training needs as well as providing green training programs can have the most important impact on increasing staff awareness of environmental issues. **Green Service Reward and Compensation Management:** The main 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 (Arulrajah et al., 2018). According to Deshwal (2018) the reward and service mechanism can

be a tool to change employee behavior toward green performance. In fact, the existence of such systems in the organization encourages employees to achieve green achievements and skills (Ullah, 2017).

DeNisi and Murphy (2017) describe performance appraisal systems as essential HR tools designed to enhance employee productivity through systematic evaluation of individual performance and goal achievement. Green safety and health management: Green safety and health management has a wider scope of job performance compared to traditional safety and health management. That is, in addition to addressing issues related to traditional safety and health management, it also covers some aspects of environmental management (such as biodiversity conservation) (Arulrajah et al., 2018). Yusoff et al. (2018) describe green safety and health management as providing solutions and creating plans to reduce stress and occupational diseases caused by a dangerous work environment (Yusoff et al., 2018). Harris and Crane (2002), from an environmental perspective, define organizational environmental culture as a set of shared assumptions, values, and symbols that reflect an organization's willingness to adapt and respond to environmental challenges. In fact, 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 (Ones and Dilchert, 2012).

Green working relationships: Employee participation in organizational programs and activities improves the chances of better implementation of green management; It aligns the goals, abilities, motivations and perceptions of employees with green management policies and strategies (Deshwal, 2018). Renwick et al. (2019) believe that green labor relations means providing opportunities for unions to negotiate with management to reach an agreement to create a green work environment (Ullah, 2017). Green human resource planning means predicting the number and types of employees needed to successfully implement organizational programs and activities (Arulrajah et al., 2018). Thus, leading organizations to manage their environmental issues need to plan in such areas to meet environmental demands (Ullah, 2017). Mohammad Nejad Shourkaei et al. (2016) presented a framework for GHRM by studying 39 articles published in prestigious journals from 2000 to 2017 while identifying the components of GHRM and the most important factors influencing successful implementation. They identified it as well as its consequences at the individual, organizational, and extra-organizational levels. Ullah (2017) found that green HRM can

increase productivity, improve the quality of working life, optimize resource use, and reduce costs. This will improve job attitude and increase organizational efficiency. Yusoff et al. (2018) conducted an exploratory study in Malaysia to understand the nature of GHRM in multinational companies. The results showed that GHRM is very important for most of the organizations surveyed and reflects the five concepts of social responsibility, electronic human resource management, work-life balance, green policies, and maintenance programs. Arulrajah et al. (2018) GHRM practices such as job design, job analysis, human resource planning, recruitment, selection, performance appraisal, training and development, reward management, discipline management, health and safety management, and relationships. They showed the employees by doing their research. The results of Deshwal's (2018) research showed that GHRM includes methods of managing human resources with the environment and maintaining intellectual capital that helps people to be better aware of the jobs and social responsibilities of the organization.

Renwick et al. (2016) emphasized the strategic linkage between HRM and environmental sustainability. They proposed that aligning HR practices with green objectives helps organizations integrate environmental considerations into their strategic and operational activities, thereby strengthening both vertical and horizontal coordination of HR functions within the organization. They have also paid. Also, the findings of Jabbour and Santos (2008) show how GHRM actions (rewards, evaluation, management commitment and environmental education) affect employees' motivation to engage in organizational environmental actions. Tang et al. (2018) demonstrated how various stages of the HRM process — from recruitment and selection to employee exit — can be aligned with green HRM policies and practices to promote organizational sustainability.

3. METHODOLOGY

The present research is in the category of descriptive-survey research in terms of applied purpose and in terms of nature and method. Descriptive research describes what is; It includes description, recording and analysis of conditions available. And 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 field of GHRM, 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 was a researcher-made questionnaire designed to explain GHRM. This 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 a 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 provided to experts and several university professors who had a theoretical mastery of the research topic and was approved. In the present study, an interpretive-structural modeling approach was used to design a GHRM 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 complexity of the system and structures it in easily understandable way (Huang, Tzeng, and Ong, 2005). This is an interpretive method in which a group of experts decide whether and how the elements are related; And is a structural model in that it is able to relate relationships between indicators that are individually or in groups; To determine and modeling 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 to deal with complex issues, especially when using systematic and logical thinking (Ghanbari and Ali, 2017).

4. FINDINGS

Determining the variables used in the ISM model: In this section, the variables related to the topic under discussion are identified. In this research, the variables presented in Table 2 have been used to design a GHRM model.

Obtaining the internal relations matrix of variables (SSIM): At this stage, after identifying the variables, it is time to enter them in the structural matrix of the internal relations of the variables. This matrix is a matrix with dimensions of variables that are listed in the

row and column of those variables, respectively. The relationships between variables are then determined by symbols in a pairwise comparison (Ravi and Shankar, 2015). In fact, in order to form a matrix of internal relations of variables, experts participating in the ISM process are asked to complete the matrix based on the following principles.

TABLE 2
Identified Factors of Green Human Resource Management

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

- 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 element and the column element (i, j).

Table 3 presents the Structural Matrix of Internal Relations of Variables (SSIM) for the 14 identified green HRM factors in this study. Each row and column represents a variable, and the intersections show the relationships between pairs of variables as determined by expert judgment. The symbols in the matrix indicate the type of influence between variables:

- V: The row variable influences the column variable.
- A: The column variable influences the row variable.
- X: Both variables influence each other.
- O: There is no relationship between the two variables.

TABLE 3
Structural Matrix of Internal Relations of Variables

Variables (V)	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14
V1		A	A	V	O	A	V	A	V	V	V	V	V	V
V2			O	A	O	O	O	O	V	X	V	A	V	V
V3				O	V	A	A	A	V	V	O	V	V	V
V4					V	V	A	O	O	V	O	V	V	O
V5						A	A	O	O	A	O	V	V	V
V6							V	O	V	V	V	V	O	V
V7								A	V	O	O	V	V	O
V8									V	O	O	V	O	O
V9										A	A	V	V	V
V10											X	X	V	V
V11												O	V	V
V12													X	A
V13														A
V14														

Note: Strategic vision (V1), Environmental awareness of individuals (V2), Creativity and innovation (V3), Coordination of HR processes (V4), Ability to manage change (V5), Support for managers and shareholders (V6), Providing resources (V7), Support the environment around the organization (V8), Optimal energy consumption (V9), Sense of vitality and meaning of employees (V10), Incidence of citizenship behavior (V11), Sustainable Development (V12), Create a competitive advantage (V13), Environmental improvement (V14)

This matrix serves as a systematic representation of how experts perceive the interdependencies among green HRM factors, providing a foundation for further analysis. By converting the SSIM symbols into numerical values (0 and 1), the achievement matrix is generated, which allows the identification of variable hierarchies and influence levels. Ultimately, this process helps in constructing the interpretive-structural model, clarifying which factors are foundational, which are dependent, and how they collectively shape the successful implementation of green HRM in organizations.

Table 4 presents the Achievement Matrix, which is derived from the Structural Matrix of Internal Relations (SSIM) by converting expert judgments (V, A, X, O) into numerical values (0 and 1). This matrix represents the direct and indirect influences among the 14 identified green HRM factors.

The numbers marked with * indicate cells where the original value was 0 but was changed to 1 during the adaptation process to ensure internal consistency. By providing a clear view of all direct and indirect relationships, the Achievement Matrix serves as a critical step for determining the hierarchy, influence, and dependence of variables, which is then used to construct the final interpretive-structural model.

TABLE 4
Achievement Matrix

Variables (V)	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14
V1	1	0	0	1	0	0	0	0	1	0	1	1	1	1
V2	1	1	0	0	0	0	0	0	1	1	1	0	1	1
V3	1	0	1	0	1	0	0	0	1	1	0	1	1	1
V4	0	1	0	1	1	1	0	0	0	1	0	1	1	0
V5	0	0	0	0	1	0	0	0	0	0	0	1	1	1
V6	1	0	1	0	1	1	1	0	1	1	1	1	0	1
V7	0	0	1	1	1	0	1	0	1	0	0	1	1	0
V8	1	0	0	1	0	0	1	1	1	0	0	1	0	0
V9	0	0	0	0	0	0	0	0	1	0	0	1	1	1
V10	0	1	0	0	1	0	0	0	1	1	1	1	1	1
V11	0	0	0	0	0	0	0	0	1	1	1	0	1	1
V12	0	1	0	0	0	0	0	0	0	1	0	1	1	0
V13	0	0	0	0	0	0	0	0	0	0	0	1	1	0
V14	0	0	0	0	0	0	0	0	0	0	0	0	1	1

Note: Strategic vision (V1), Environmental awareness of individuals (V2), Creativity and innovation (V3), Coordination of HR processes (V4), Ability to manage change (V5), Support for managers and shareholders (V6), Providing resources (V7), Support the environment around the organization (V8), Optimal energy consumption (V9), Sense of vitality and meaning of employees (V10), Incidence of citizenship behavior (V11), Sustainable Development (V12), Create a competitive advantage (V13), Environmental improvement (V14)

TABLE 5
Compatibility Achievement Matrix

Variables (V)	V1	V2	V3	V4	V5	V6	V7	V8	V9	V10	V11	V12	V13	V14
V1	1	*1	0	1	*1	*1	0	0	1	*1	1	1	1	1
V2	1	1	0	*1	*1	*1	0	0	1	1	1	*1	1	1
V3	1	*1	1	*1	1	0	0	0	1	1	*1	1	1	1
V4	*1	1	*1	1	1	1	*1	0	*1	1	*1	1	1	*1
V5	0	*1	0	0	1	0	0	0	1	*1	0	1	1	1
V6	1	*1	1	*1	1	1	1	0	1	1	1	1	*1	1
V7	0	*1	1	1	1	0	1	0	1	*1	0	1	1	*1
V8	1	*1	*1	1	*1	*1	1	1	1	*1	*1	1	*1	*1
V9	0	*1	0	0	0	0	0	0	1	*1	0	1	1	1
V10	*1	1	0	0	1	0	0	0	1	1	1	1	1	1
V11	0	0	0	0	0	0	0	0	1	1	1	*1	1	1
V12	*1	1	0	0	0	0	0	0	*1	1	*1	1	1	*1
V13	0	0	0	0	0	0	0	0	0	*1	0	1	1	0
V14	0	0	0	0	0	0	0	0	0	0	0	*1	1	1

Note: Strategic vision (V1), Environmental awareness of individuals (V2), Creativity and innovation (V3), Coordination of HR processes (V4), Ability to manage change (V5), Support for managers and shareholders (V6), Providing resources (V7), Support the environment around the organization (V8), Optimal energy consumption (V9), Sense of vitality and meaning of employees (V10), Incidence of citizenship behavior (V11), Sustainable Development (V12), Create a competitive advantage (V13), Environmental improvement (V14)

Determining the level and prioritization of variables: To determine the level and priority of variables, input and output sets are

specified for each variable. The output set contains the variables that can be reached, and the input set contains the variables through which this variable can be reached. At this stage, after determining the input and output sets, a common set is also determined for each variable. Then, in order to prioritize, the variables whose output and common set are exactly the same are placed at the highest level of the ISM model hierarchy. To specify the next level components of the system, we remove the graded variable from the table and form the next table with the rest of the variables and continue this process until the level of all variables is determined. Table 6 shows the grading of the variables.

Model drawing: After determining the relationships and determining the level of variables, the final model can be drawn according to the adapted achievement matrix. For this purpose, the variables are first sorted from top to bottom according to their level. In the present study, the effective factors in the successful implementation of green HRM were classified into 8 levels, the first of which is sustainable development and competitive advantage; At the second level, environmental improvement and the ability to manage change; In 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, creativity and innovation as well as resource provision; At the seventh level, manager and shareholder support; And at the eighth level is the support of the environment around the organization. Figure 2 shows the developed research model.

MICMAC analysis: In this step, the variables are divided into four categories according to penetration power and dependence power. The first category includes autonomous variables that have weak influence and dependence, or in other words, have little and weak communication with the system. Dependent variables are the second category that have low penetration power but high dependency power. The third category is called connected variables that have a lot of influence and dependence; such variables are non-static; That is, any change in them can affect the system. And the fourth category includes independent variables that have high penetration power and low dependence. Table 7 shows the degree of influence and dependence of variables.

TABLE 6
Determining the Levels of Variables

Variables (V)	Input set	Output set	Joint collection	Level
V1	1,2,3,4,6,8,10,12	1,2,4,5,6,9,10,11,12,13,14	1,2,4,6,10,12	5
V2	1,2,3,4,5,6,7,8,9,10,12	1,2,4,5,6,9,10,11,12,13,14	1,2,4,5,6,9,10,12	5
V3	3,4,6,7,8	1,2,3,4,5,9,10,11,12,13,14	3,4	6
V4	1,2,3,4,6,7,8	1,2,3,4,5,6,7,9,10,11,12,13,14	1,2,3,4,6,7	5
V5	1,2,3,4,5,6,7,8,10	2,5,9,10,12,13,14	2,5,10	4
V6	1,2,4,6,8	1,2,3,4,5,6,7,9,10,11,12,13,14	1,2,4,6	7
V7	4,6,7,8	2,3,4,5,7,9,10,12,13,14	4,7	6
V8	8	1,2,3,4,5,6,7,8,9,10,11,12,13,14	8	8
V9	1,2,3,4,5,6,7,8,9,10,11,12	2,9,10,12,13,14	2,9,10,12	3
V10	1,2,3,4,5,6,7,8,9,10,11,12,13	1,2,5,9,10,11,12,13,14	1,2,5,9,10,11,12,13	3
V11	1,2,3,4,6,8,10,11,12	9,10,11,12,13,14	10,11,12	4
V12	1,2,3,4,5,6,7,8,9,10,11,12,13,14	1,2,9,10,11,12,13,14	1,2,9,10,11,12,13,14	1
V13	1,2,3,4,5,6,7,8,9,10,11,12,13,14	10,12,13	10,12,13	1
V14	1,2,3,4,5,6,7,8,9,10,11,12,14	12,13,14	12,14	2

Note: Strategic vision (V1), Environmental awareness of individuals (V2), Creativity and innovation (V3), Coordination of HR processes (V4), Ability to manage change (V5), Support for managers and shareholders (V6), Providing resources (V7), Support the environment around the organization (V8), Optimal energy consumption (V9), Sense of vitality and meaning of employees (V10), Incidence of citizenship behavior (V11), Sustainable Development (V12), Create a competitive advantage (V13), Environmental improvement (V14)

TABLE 7
Influence and Dependence

Influence power	Independent							Connected						
	14	8												
13				5	6		4							
12														
11										2				
10				7										
9												10		
8										1				12
7									5					
6									11			9		
5														
4														
3													14	13
2														
1	Autonomous							Dependent						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
	Degree of dependence													

5. DISCUSSION AND CONCLUSION

Green human resource management (GHRM) is an approach aimed at increasing employee awareness, commitment and belonging to environmental issues and also by applying green methods and policies for increasing productivity, reducing costs and also creating a better environment for participation. Employees become environmental advocates in the organization (Aggarwal and Sharma2015). This study aimed at designing a GHRM model in sports organizations. According to the purpose, the research results consist of two parts. In the first part, through an exploratory study and expert opinion, the factors of successful green HRM implementation 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 GHRM.

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 organizational environmental activities; Create support for managers and shareholders in the organization. In this way, organizations can encourage employee creativity and innovation by providing resources, which in turn improves the long-term vision of employees and managers, increasing their awareness of environmental issues, besides integrating 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, the organization can develop citizenship behavior and the ability of the HRM team to create and manage change within the organization. It also creates a sense of interest and vitality of employees in engaging in environmentally friendly activities as well as optimal energy measures on the environment, ensure a clean and healthy environment (environmental improvement) and then continue to operate with a competitive advantage and sustainable development. Regarding alignment of findings of the present study with past research, it should be noted that Mohammad Nejad Shourkaei et al. (2016) also presented a model to identify the consequences and preconditions (individual, organizational and extra-organizational factors) of GHRM in the organization and identified factors such as supporting the environment around the organization and supporting managers and shareholders are effective in creating GHRM. Jabbour and Jabbour (2016) emphasized that the fundamental outcome of GHRM lies in creating a sustainable competitive advantage and promoting the long-term development of organizations, which aligns with the findings of the present study. Finally, regarding the study's limitations, it should be noted that due to the research's purpose and nature, expert selection restricted the sample size; therefore, sampling limitation was the primary constraint of this study.

According to the research results, we suggest the following practical steps:

- Considering the results and also the importance and necessity of GHRM, it is suggested that organizations, especially sports organizations, pay special attention to GHRM and use its policies and strategies to achieve their goals and activities to align well with environmental goals.

- The present study suggests that successful implementation of GHRM for organizations requires special attention to the environment and social operating environment; Green HRM is very effective in accepting and moving the organization to achieve environmental goals. And paying attention to this, in turn, makes managers and stakeholders support the implementation of environmentally friendly programs and behaviors.
- It is suggested that managers create the necessary resources to support employees' environmental activities.
- Based on the developed model, the present study proposes that organizations use strategic vision, inform people about environmental issues, and coordinate human resource activities in the organization; Provide the necessary context for managing intra-organizational change, besides promoting individual conscious actions for environmental improvement.
- 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 as well as activities in the green workspace. This causes employees to actively participate in environmental activities. On the other hand, a sense of vitality and significance, along with the optimal pattern of energy consumption while improving environmental issues, can lead to profitability and consequently sustainable development by reducing organizational costs.
- Future research should identify and prioritize the factors for successful implementation of GHRM; It is also suggested to analyze the effect or relationship of this approach with concepts with appropriate semantic intercourse.

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