



## THE IMPORTANCE OF DEVELOPMENT OF HUMAN RESOURCES IN ENHANCING PERFORMANCE IN ENVIRONMENTAL PROTECTION INSTITUTIONS

### ÇEVRE KORUMA KURUMLARINDA PERFORMANSIN ARTIRILMASINDA İNSAN KAYNAKLARININ GELİŞTİRİLMESİNİN ÖNEMİ

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#### **Abstract**

*This paper determining extent and manner of the importance of development of human resources enhancing performance in environmental protection organizations. There is recognition that the practice of (development of human resources) has a significant and direct impact on individual and institutional performance. So this finding is based on the idea that an employee can play an important and key role in the success of the organization (Garavan, 2007). For (development of human resources) to make a significant contribution, it needs to move away from the process-oriented approach and the managerial approach and change it to a more strategic approach, thus taking on a successful leadership role in employee energy development (Gold et al, 2011). Whereas the development of human resources requires that professionals who have some responsibility in organizations for continuous learning and development think about the job requirements and activities for the development of HR as a set of important organizational practices. In return, this requires abandoning and moving away from more low-value operational “training and development” activities, and in return giving more time and opportunities to develop competencies to perform a variety of strategic roles in the service of enterprise and individual development. In fact, the idea of this study crystallized through the researcher's practice in environmental institutions for fourteen years, and his participation in many environmental projects, and from 2004 to 2014 the researcher's work in the Greenpeace Organization, In addition to his experience in the public sector at the Environmental Protection board, and his continuation in it to the present time. As during the continuous increase and accumulation of experience during these years of work in environmental protection, the researcher believes that it is very necessary to study this vital and sensitive topic as an academic study. The paper found that the “development of human resources” is very important. The possibility of environmental protection institutions achieve their goals needs continuous strengthening in their performance, and this is done through the “development of human resources”. The “human resources” in “environmental protection” activities need to continue “training and development”, and need adequate funding and the participation of advanced technology, as well as strengthening and motivating human resources staff.*

**Key words:** Development of Human Resources, Enhancing Performance, Environmental Protection Institutions.

**Jel Classification:** M 12

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**Özet**

*Bu makale, çevre koruma kuruluşlarında performansı artıran insan kaynaklarının geliştirilmesinin öneminin kapsamını ve şeklini belirlemektedir. (İnsan kaynaklarının geliştirilmesi) uygulamasının bireysel ve kurumsal performans üzerinde önemli ve doğrudan bir etkisi olduğu kabul edilmektedir. Dolayısıyla bu bulgu, bir çalışanın kuruluşun başarısında önemli ve kilit rol oynayabileceği fikrine dayanmaktadır (Garavan, 2007). (İnsan kaynaklarının geliştirilmesi) önemli bir katkı sağlayabilmesi için süreç odaklı yaklaşımdan ve yönetsel yaklaşımdan uzaklaşp daha stratejik bir yaklaşıma dönüştürmesi ve böylece çalışanların enerji gelişiminde başarılı bir liderlik rolü üstlenmesi gerekmektedir (Gold et al, 2011). Oysa insan kaynaklarının geliştirilmesi, örgütlerde sürekli öğrenme ve gelişimden sorumlu olan profesyonellerin, İK gelişimine yönelik iş gereksinimlerini ve faaliyetleri bir dizi önemli örgütsel uygulama olarak düşünmelerini gerektirmektedir. Karşılığında, bu terk ve daha düşük değer operasyonel "eğitim ve geliştirme" faaliyetleri uzak ve karşılığında kurumsal ve bireysel gelişim hizmet stratejik rolleri çeşitli gerçekleştirmek için yetkinliklerini geliştirmek için daha fazla zaman ve fırsat vererek hareket gerektirir. Aslında bu çalışma fikri, araştırmacının on dört yıldır çevre kurumlarındaki uygulamaları ve birçok çevre projesine katılımı ve 2004'ten 2014'e kadar araştırmacının Çevre Koruma kurulu'ndaki kamu sektöründeki deneyiminin yanı sıra Greenpeace Organizasyonundaki çalışmaları ve bu konudaki devamlılığı ile kristalleşmiştir. günümüze kadar. Araştırmacı, bu yıllar boyunca çevre koruma alanında sürdürdüğü sürekli artış ve tecrübe birikimi sırasında olduğu gibi, bu hayati ve hassas konunun akademik bir çalışma olarak incelenmesinin çok gerekli olduğuna inanmaktadır. İnsan kaynakları "gelişme" çok önemli bir kağıt buldu. Çevre koruma kurumlarının hedeflerine ulaşma imkanı, performanslarında sürekli güçlenmeye ihtiyaç duyar ve bu da "insan kaynaklarının geliştirilmesi" yoluyla yapılır. "Çevre koruma" faaliyetlerindeki "insan kaynakları" nın "eğitim ve geliştirmeye" devam etmesi ve yeterli finansmana ve ileri teknolojinin katılımına ihtiyaç duymasının yanı sıra insan kaynakları personelini güçlendirmesi ve motive etmesi gerekmektedir.*

**Anahtar Kelimeler:** İnsan Kaynaklarının Geliştirilmesi, Performansın Artırılması, Çevre Koruma Kurumları.

**Jel Kodlar :** M 12

**1. INTRODUCTION**

Due to the rapid changes in the aspects of improving and developing human resources in institutions, especially in environmental protection institutions, the development of human resources is a methodological development that aims to improve and develop the competencies of employees in these institutions, and through individual improvements the organization obtains collective competencies through "employee training and development", As well as career development in these institutions with the aim of achieving effective and superior performance (Garavan, 2007 & Nadler, 2012). According to Simonds & Pederson (2006), effective HRD is a set of activities based on this continuous learning as well as effective performance that improves,

develops, and increases one's competencies in the daily work (Alagaraja, 2013), believes link both HRM, EHRD effectively and rapidly to improving the correct direction of human resources, in addition to that these changes in turn enhance and improve "organizational performance". According to (Katou, 2009) the related to development of human resource has a direct and effective impact on effective performance and this is applied by enhancing employee commitment and thus increasing employee knowledge and abilities on his actual capabilities. According to (Asfaw, Argaw & Bayissa, 2015), the development of "Human Resources" in environmental protection institutions is to effectively improve and develop the competencies of individual employees in a rapid manner and that this factor certainly leads to improvements in the quality of their "human resources". Environmental protection and apply various strategies towards developing their human resources in order to develop the efficiency of their strength and capabilities, then from these changes and practical attempts, the organization works with purposeful effectiveness (Potnuru and Sahoo, 2016). According to Tseng & McLean (2008), development of human resources has a major and important responsibility in providing both strategies as well as "training and development" towards enhancing the performance of the organization and its employees in order to achieve the desired goals of their business. According to (Susan, 2012), human resources management has a large and delicate task within environmental protection organizations and focuses on both the recruitment process, the management and direction of the people working in them. Amin, Ismail, Rashid and Sulaimani (2014) assert that if environmental protection organizations want to achieve development performance, they must focus on development of human resource practices such as employee training and development in addition to employee participation. But according to the researcher's knowledge, there is still a gap in empirical research in the field of human resource development and according to Garavan and Morley (2000) there are no clear and consistent models for examining the human resource development practices in bringing about improvements in organizational efficiency through employee performance. There are limited empirical studies that examine and confirm the relationship between the organization's performance and human resource development practices (Bartlett, 2001 and Toraco, 1999). In particular, this gap has led to suggestion of research questions:

(1) Is there an effective and positive link between each of the human resource development structures (employee training, development and activation, and career development) and the

effective performance of the employee in enhancing and improving organizational effectiveness, especially in environmental protection organizations?

(2) Is there an effective and positive link between the employee's performance and the effective performance of the organization? Thus, this study is concerned with studying the importance of development of human resource in improving the environmental enterprise through the use of improving and developing its employees.

## **2. Study Objectives**

Given the experience and practice of the researcher for more than twenty years in civil and governmental environmental protection institutions in the city of Erbil - Iraq, and his work at the level of responsibilities, the researcher wants, through this academic paper, to ensure that institutions in the environment sector cannot carry out sustainable development tasks without the development of their human resources. This is confirmed by:

- Literature and previous studies in field of relationship between "performance at the individual level, at the collective level and at the level of the environmental institution" and development of "human resources".
- Paramount importance role of training, developing, diversity of disciplines, technology, moral enhancement, high competencies, promotion, and motivation for human resources staff in environmental protection institutions to carry out their mission in sustainable development.

Clarify the importance of the position and the primary responsibility in environmental protection institutions in implementing an effective strategic management to achieve effective and rapid development of human resources in the institution that it manages. (Grafan, 2007; 310, Muhannad Ali Karim, Ibrahim Jaafar Hussain Nadler, 2012). Given that the environmental protection institutions are interested in various activities so that the work in them covers the protection of all areas of life, so the interaction of human resources and the rise of the progress curve towards their development in these institutions is very necessary.

## **2. Literature Review**

### **2.1 Concept of Development of Human Resources**

"human resource development" is a new area for both academic studies, and professional practice. Where the development field of "human resource" in past two decades has fastest

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growing areas of administrative development, and the reason for this is largely due to the great interest by governmental and private organizations, in the face of competition at a severe level and also the rapid changes that have occurred in the business environment (Karim , 2017). The point that is important to focus on is the development of “human resources development” from its traditional concept of previously narrow training to important and sophisticated way to continuous development and also to Increased individual and organizational knowledge Mittal, (2013). “Human resource development” was introduced by L. Nadler (2012), where he described “human resource development” as overlapping processes, aiming at making improve in behavior at the individual level and organizational and tending to change it towards obtaining large and rapid changes. One of the definitions of “human resource development” is continuous processes to obtain improvement of employee efficiency and potential through employee “training and developing” and organizational developing, as well as conducting developing to developing performance, (Swanson, 2001:11). (Mclagan & Dolnik, 1989:54) defined “development of human resources” as process integrating connect practices as "training and developing", "career development", as well as "organizational development" to inhance knowledge, abilities of an individual, thus improving employee skills level for enhance results. Rao, (1985) defines human resource development as a continuous improving and developing process, skills, abilities, and knowledge of employees with the aim of increasing the level of empowerment of the employee proactively to acquire the required skills. Some organizations have used "development of human resource as an important strategic goal to increase empowerment and motivation of positive relation to influence employees, competencies progress and to increase its productivity, quality and speed of performance. (Clardy, 2008). One of the important points in supporting the developing of human resources is achieving superior organizational performance, in addition to enhancing organizational competition in the complex and rapidly environment change in this era. In addition, development of human resources practices focuses on both lean organization as well as employee capacity and flexibility in a timely manner (Mittal, 2013). Previous studies have shown that the impact of good practices for developing positive human resources has a positive case for efficient and effective business enterprises. However, regarding the experimental studies, there is a lack of human resources development studies about environmental affairs. Transformations climate and impacts, environmental protection organizations need to be effective in implementing their strategies in developing their human resources development to improve the competencies of their employees various environmental problems. According to

Allui & Sahni, (2016), Al Twal, Rowland & Cook, (2018), Dauda and Singh (2017), Rudzka (2018), monitored this matter, concluded both "human resources management" and "human resource development" has a huge influence environmental protection. According to Nguyen, (2018) "human resource development" practices has a major and pivotal top management, as well as facilitating innovation. (Figure 1.1), provides “human resources development” (Weinberger, 1998).

Figure 1.1: HRD definitions

Author	Definition	Key Components	Underlying Theories
Nadler, (1970)	“HRD are a series of organized activities conducted within a specified designed and time to produce behavioral change”. (P. 6)	Behavioral change; adult learning	“Psychological”
Craig, (1976)	“HRD focus is on the central goal of developing human potential in every aspect of lifelong learning”.	“Human performance”	“Philosophical. Psychological”
Jones, (1981)	“HRD is systematic expansion of people’s work-related abilities, focused on the attainment of both organization and personal goals” (P. 198).	“Performance, organizational, and personal goal”	“Philosophical; system. psychological; economic”
Marsick & Watkins (1994)	“HRD as a combination of training, career development, and organizational development offers the theoretical integration need to envision a learning organization, but it must also be positioned to act strategically through the organization” (P. 352).	training and development; Career development; organizational development; learning organization	Human performance; Organizational performance; System; economic; psychological
Swanson (1995)	“HRD is a process of developing and unleashing human expertise through organization development and personal training and development for the purpose of improving performance” (P. 209).	Training, developing and organization development; performance improvement at the	“System; psychological; Economic”

Source: Weinberger (1998, pp. 77-79). Used with permission.

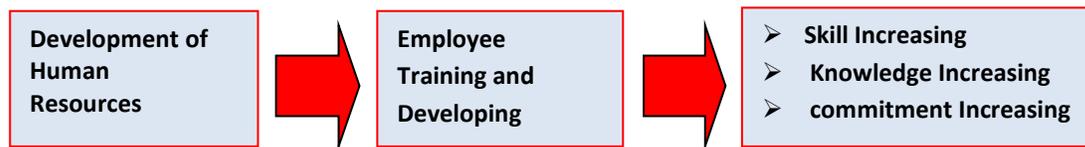
### 2.1.1. Training, Development for Employee Performance

The” human resources development” in environmental organizations is concerned with developing and expanding knowledge, learning patterns and long-term results related to environmental work at the individual level and accomplish this task, the development of effective human resources in an organization needs great attention to “training and development” Marsick & Watkins, (1990). According to Swanson and Holton (2001) effective human resource development, advanced systematic process towards obtaining both the development of employees' professional knowledge, abilities, and skills in order to improve their performance. According to Zamra, Boyle & Fun, (2003), employee that participate in “training and

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development” and higher-level skills, capabilities taken from training and development in their businesses and duties that positively lead to higher competencies and better behaviors in their daily performance. According to (Ford, Baldwin, and Prasad, 2017), investing in "training and development, transforming results into continuing efficient and effective business practices inevitably leads to significant changes in an employee's day-to-day performance. According to (Sung and Choi, 2014) organizations' investment in "training and learning" has the powerful to development and improve exceperllent performance, as shown in figure (2.2).

Figure 2.2: Assignment on “development of human resources” training, and development



(Source: Researcher, 2021)

### 2.1.2. The Importance of Employee Performance and Organizational Development

Cummings and Worley (2005), defined “organizational development” as a continuous development process in the organization and at the system level, in addition to implementing the process of transferring behavior to targeted development to enhance and improve strategies and processes that appear effectively and the best organizational structures of the organization. Swanson & Holton (2001) stated that 'organizational development' is a major organizational process and its purpose as an influential and powerful means of quantifying and solving problems existing in the organization to improve “organizational effectiveness”. According to Lynham (2002), organizational development involves both the implementation, application, and practice of a structured and planned change process to develop and raise the development of human resources, the improvement of both the individual and the group, and the performance of the organization. According to Berger & Berger (2011), the organizational development process is an organized process of applying and practicing change and development on an ongoing basis, and that the practice of development of performance management in the organization provides evaluation of the performance of employees and helps them to form groups of competencies and capabilities to implement and apply performance with high efficiency. In the opinion of Byars and Rue (1991) that "organizational development" seeks to organize the general organization and improve the performance of individuals and then groups of employees and ultimately all

employees as one system. Specifically, organizational development is a system-wide process, with a planned effort that is managed from top to bottom management levels, with the aim of increasing integrated organizational effectiveness through strategy of interventions and continuous planned experiences in employee training.

### **2.1.3. Employee Performance and Career Development**

(Gray & Hare, 1998:51) believes that job development in the organization should be shaped by the framework of specific organizational goals, or the main needs of employees with the aim of not continuing their work in the best way, or by the resources available in the organization to adhere to professional services or profit margins. According to Torrington and Hall (2007), career development is a continuous work life process that enables an organization to develop and move from one level of performance to another level of performance the level of employees, and place them in jobs and businesses compatible with their set of professional interests and academic specializations, in addition to their desired needs and goals. This enhances employee satisfaction and makes better use of the employee's professional and academic capabilities and accumulated experiences. According to Niles and Bolsby (2002), "career development" in the organization leads to building a solid relationship between the organization and the employee, and leads to enhancement in the employee's knowledge and skills in his workplace in addition to showing better efficiency and potential in daily performance so that a wide difference between current performance and Previous performance. McGraw (2014) states that the effective and rapid implementation of employee career development processes will lead to the emergence of more competencies for the employee and improve his performance so that it affects the performance of the organization. Kakui and Gachunga (2016) argue that 'career development' has a broad impact on the way and nature of a worker's daily performance So this is an important basis for human resource development. This effect may appear at all levels, and this is done through some important factors such as counseling, caring for and supporting employees, and helping employees at different levels. In developing their approach and solving existing problems.

## **2.2. Organizational Effectiveness**

Organizational effectiveness is one of the most controversial issues of management and the various and difficult trends since the emergence of organizational theory so far among

management scholars (Rojas, 2000). This is particularly evident in the literature and previous studies, where until now there is no general agreement on a uniform definition of the concept of "organizational effectiveness" and there is more than one way to define "organizational effectiveness" by researchers. In the opinion of Federman (2006), the concept of "organizational effectiveness" may be related to several issues such as efficiency, ability, and ability of an organization to make optimal use of its resources to achieve its goals. According to Yuchtman and Seashore (1967), "organizational effectiveness" is the ability of an organization to make the most of its external environment, that is, from its current opportunities as its external environment, and to acquire scarce resources and allocate them to develop the potential of the inside. And the external environment of the organization. In terms of organizational effectiveness, according to Balduck and Buelens (2008), effectiveness has four main approaches to measuring "organizational effectiveness" as follows, goal approach, system resource approach, competing values approach, and strategic circles approach. According to Campbell (1977), and Cameron (1981), the system resource approach cares and focuses on the inputs available in the organization, as well as resource acquisition and all internal processes of the organization. While the objective approach focuses on the possibility of achieving profit results as well as quality and innovation, the strategic circles approach focuses on the interests of stakeholders who transcend the organization. Finally, the competitive values approach in the organization focuses on the internal and external focus of the organization and on the principle of flexibility and goals versus benefit.

### **2.3 Organizational Effectiveness and Employee Performance**

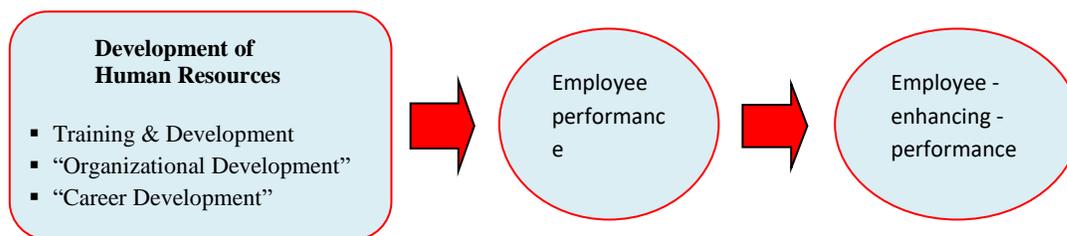
The employee is the first and most important element in the organization, meaning the employee is not a simple thing. Rather, all tasks such as progress, success and growth of any institution good. Gomes and Cardoso (2003), argues, in any organization is related to a set of important and complex indicators work, job knowledge, performance efficiency, effectiveness, collaboration, initiative, and reliability. In this respect, according to Kehoe and Wright (2013) implementing and applying effective employee is more emotional to the factor. According to McKinsey, (2006), developing employee, enhance and broadly influence the practical application of "organizational effectiveness". According to Nelson & Elstrom (2012), one of the resources is employee enrichment generally the source of "organizational effectiveness". It is important to focus on knowing that "development of human resource" creates competencies and capabilities

and a new position affects employee performance to achieve organizational goals Collins and Clark, (2003).

#### 2.4 “Development of Human Resources” and “Enhancing Performance”

According to (McLagan. 1989 :7), “Human Resource Development” is defined as “the integrated use of training, and development, enterprise development, and career development and its improve in order to improve effectiveness at the individual, group, and organization” (figure 3.3). Human enhancing performance (HEP) (at the individual level) is understood to mean “the integrated systematic process of discovering, analyzing, and improving important gaps in human performance in the organization, building planning for future improvement in human performance (individual performance), and also designing and developing effective interventions from Cost, and ethical rationale for bridging performance gaps, implementing interventions and assessing financial, and non-financial results Rothwell (2000). Figure (3.3) illustrate the impact of “development of human resource” on enhancing employee performance.

Figure 3.3: Proposed Research Model



(Source: researcher, 2021)

#### 2.5 The Developing of Human Resources Management:

The organization needs to develop in understanding the meaning of “human resource development”, in addition to “human resource management” as a system that has certain expectations and has specific performance results in a clear sense (Colakoglu, Hong, & Lepak, 2009).. The importance of the Developing Human Resources management, highlights the fact that it deals with working individuals who have high and specialized skills, in addition to various types of behaviors, conflicts and attitudes that enable them to implement these strategies in order to succeed, and achieve their goals (Noe&etal,1996:43) With the developing human resources appropriate to generate sustainable strategic management, the prominent position it occupies among the institutions that surround it achieves this through its possession of developing and

developed human resources trained in the implementation of its activities (Gust,1990:56). As the development of human resources in practical, and scientific ways, and practicing it has huge and tremendous results by changing the scientific and practical level of human resources personnel and this has a direct impact on changing the status of the Environmental Protection Foundation towards the application of the new strategy and thus this leads to the transit of the institution from its economic state to an economic situation best. We mention here the basic characteristics that human resources receive a product of importance of “human resource development”.

## **2.6 Concept and Meaning of “Green Human Resources Management”**

(GHRM) comes through "sustainable development". especially in environmental protection organizations as a very important resource, is considered a special resource, and one of its characteristics is the most "dynamic" resource for enterprises, especially environmental protection institutions that have greater potential to create value from the institutions' physical assets. On this basis, In the environmental institutions, "human resources management" must have a full knowledge of environmental management. In the current literature, emphasis was placed on the importance of developing and of environmental protection and sustainable balance as a primary importance for environmental protection. According to Wei Jinxiu and Li Xiu, the concept of "green human resource management" is a new concept in management science, but it has expanded in the world and the way of working in it is through the application of the concept of "green" by "human resources management". (Yang Guang and Li Jian) relate "human resources" with organizational strategy, they are believes "green human resource management" It needs assistance and cooperation aimed at implementing the green strategy, to obtain in order to obtain a competitive advantage. "Green human resources management" is defined basic procedures and broadly the efficiency of employees, their motivation, and opportunities for their participation through greening the jobs of institutions, and thus positively affect the environmental performance of the organization. According to (Marcus Wagner) the concept of “human resources” with both environmental management, sustainable development, a resource management can be understood as a human resource oriented towards sustainable development, basic the organization entire community, through the green man. Sustainable development is the healthy management of resources without overusing them to meet future needs. From the principle sustainable enterprise development, social and environmental responsibility. "United Nations General Assembly, 1987".

## 2.7 Human Resource Development as a “Professional Field of Practice”:

The profession of “human resource development” is a profession of great importance and has a broad concept and in the literature, it is widely recognized. Also, this importance has led to its effective role in the applied fields that exist in a large and diverse number of organizations. In fact, human resource development takes a variety of roles, Marsick And Watkins (1994). This paper presents human resources development that adopts the thinking behind it:

- “Training and Development”
- “Employee development”
- “technical Training”
- “Management Development”
- “Executive and Leadership Development”
- “Human Performance Technology”
- “Organization Development”
- “Organizational Learning”

Practicing employees perform their duties the field of "human resource development" different titles such organization specialist, director of management development, or technical training director Richard A. Swanson, Elwood F Hulton (2001).

## 2.8 Role of “Human Resources” in Sustainable Development

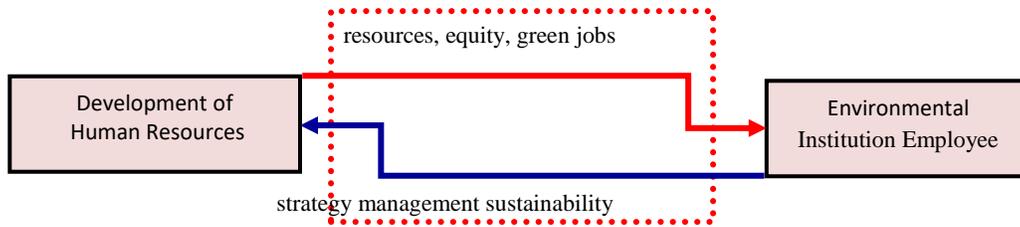
Sustainable development highlights importance of protecting environment in order to obtain the well-being of human life and other organisms and nature as a single system, in addition to the role of environmental protection on the economic situation in a positive way by setting specific and realistic goals area. Can be clarified Role of "human resources" in "sustainable development" to protect environment, in the following ways:

1. The great impact of environmental protection on the social dimension is shown.
2. The positive impact of "human resources" knowledge, technology of environmental protection was presented.

This paper analyzes some indicators to clarify role of "human resources" in protecting environment. We recall all societies need educational reform humans and importance of protecting the environment.

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Figure 4.4: “Development of human resources development” and environmental institution.



Source: Guțu, Antonescu et al, (2013)

Working in the service of sustainable development means working in the service of the following three axes:

- “Social Development”
- “Economic Development”
- “Environmental Protection”

"Human resource development" to service "sustainable development" means using efficiency of "human resources" to serve both "economic development", "social development" and "environmental protection" (World Commission for Environment, and Development) (WCED) 1987, so the duties of individuals or human resources are the performance of offices in environmental protection institutions one of the tasks Very important, given its importance that we have mentioned, the human resources in environmental protection institutions need continuous and effective development. Thus, economic, social, and environmental process are interrelated. Wood, HW, (1985).

Figure 5.5: Three Pillars of Sustainable Development



Source: Rio summit on environment and development, 1992

### 3. Conclusion

The main purpose of human resource development It is full attention to resources of is on personal and the institutional level. The two core themes of "human resource development" are: 1) individual learning 2) performance level Ruona, (2000), Watkins and Marsick, (1996), Swanson, (1996). most of researchers see "HRD" part of success formula, and therefore, it is possible to classify success or positive results for "human resource development" in "learning and performance". But in generally the goal of "human resource development" is improvement for performance. Referring to previous literature and studies regarding the human resources energies in environmental protection activities and actions, the relationship between development of human resources and environmental affairs actions is a very strong relationship, so the process of " human resource development" for enhancing and strengthening of employee performance within environmental protection institutions of great importance and future, and is considered a very important work and be an important engine for protection policies (protection of life), in creation various knowledge.

the development process personnel of environmental protection institutions with the aim of viable educational reforms and sustainability are among the key steps that must be taken in a correct manner to achieve work in sustainable development Huselid, MA (1995). This paper indicates, based on the literature on this topic, to a large group of studies in various countries, in addition to the practical experience of the researcher in environmental protection institutions in the city of Erbil - Iraq for 14 years, that the effective development of human resources in an organized manner, and during practice Very important to enhance performance in the service of environmental protection. Where many factors affect determining development activating performance in field environmental protection. The culture of teamwork, continuous education, training, continuous development, the use of new technology, and the expansion of the space for participation in making the right decisions are all factors that can be relied upon to enhance the performance of employees in environmental protection institutions. As a result of the facts present in the literature and previous studies and as a result of the information recorded in this article, the researcher suggests that the future should adopt a set of strategies related to educational aspects, reforms and improvements that emphasize and focus on (environmental protection). Whereas effective development of "human resources" affecting "sustainable development" Ulrich, D. and D. Lake (1991).

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