

The Role of Green Human Resources Management In Promoting Sustainable Development In The Jordanian Service Companies Listed on the Amman Stock Exchange

Atallah Alsharah*

Received 6 November 2023; Revised 30 December 2023; Accepted 22 January 2024;
© Iran University of Science and Technology 2024

ABSTRACT

Green human resources management (GHRM) represents the process of generalizing and incorporating various environmental practices in the field of HR policy and is considered one of the most important elements of supporting sustainable development. Therefore, companies today must flexibly determine pro-environmental HR practices and the extent of their impact on sustainable development. This study aimed to determine GHRM practices for Jordanian service companies listed on the Amman Stock Exchange to promote sustainable development. The study data was collected using the analytical and descriptive methodology. A random sample was selected including 347 administrative employees in 139 Jordanian service companies. Data were collected using an electronic questionnaire and analyzed using the Statistical Package for the Social Sciences (SPSS). The statistical results showed that there is a strong positive relationship to the impact of GHRM in promoting sustainable development for Jordanian service companies. Based on the results, the study recommended the necessity of service companies adopting the concept of GHRM and its impact on sustainable development. It also recommended that the organization should actively work to promote constructive transformation within societal institutions and spread knowledge and awareness related to the impact of GHRM on sustainable development and thus call for its advancement.

KEYWORDS: *Green human resource management; Sustainable development; Jordanian service companies.*

1. Introduction

GHRM represents the process of generalizing and incorporating various environmental practices in the field of HR policy and is considered one of the most important elements of supporting sustainable development [1,2]. Therefore, companies today must flexibly determine pro-environmental HR practices and the extent of their impact on sustainable development [2]. Globally, many concerns have emerged as a result of the rapid growth and economic expansion that leads to the depletion of natural resources, so it was necessary to move towards an environmentally friendly and sustainable economy in the future [3]. The business world is currently witnessing an increasing interest in the green transition and strengthening of the green economy. This is

evident through the focus of international, research organizations, and competent authorities on the necessity of paying attention to environmental dimensions and preserving them, in addition to preventing environmental degradation [2,4]. One of the most important things that organizations resort to during the green transformation are the issues of managing green HR and the practices they undertake to transform from traditional organizations to green organizations that care about environmental aspects in all their activities [4].

The terms of green, sustainability, and environmental management have emerged in the last 20 years, thus organizational understanding of environmental issues has increased as a result of

* Corresponding author: Atallah Alsharah
aaalshera@imamu.edu.sa

1. Department of Business Administration, Faculty of Business, Imam Muhammad Ibn Saud Islamic University, Riyadh, 11623, Saudi Arabia.

increasing environmental pressures in the market, customers, and governments [4,5,6]. GHRM is considered a means of achieving sustainability by influencing employees' actions and making them aware of the importance of having a green environment, as well as enhancing their morale and thus increasing their productivity [7,8]. While for organizations or companies, GHRM enhances their environmental and financial performance [8]. Therefore, environmental issues have become a popular topic in administrative sciences, also Green Human Resource Management Processes (GHRMPs) that integrate environmental management techniques with HRM have emerged as an important area for conducting many studies. GHRMPs are an evolving way of implementing the HR function and are an essential tool for implementing sustainable development [9,10].

Currently, companies have to deal with increasing competition, so managers are looking for new ways to maximize organizational resources - especially HR, which is an essential element in implementing policies and practices to enhance corporate success [2]. Moreover, companies have begun to develop eco-friendly business strategies to enhance their social, economic and environmental performance for the achieve the balance between resource consumption and economic development [11]. Governments, communities and environmental agencies have been forced to put pressure on companies to adopt more comprehensive green practices because they not only result in financial gains and operational development but also lead to improved environmental performance and competitive advantage for the company [12].

Human consumption of resources such as energy consumption in the service sector and contemporary institutions, has led to the gradual deterioration of the natural environment due to increased waste and emissions, and therefore the concept of sustainable development had to emerge [2]. In addition to that, the idea of sustainable services has emerged, which centered on the integration of service design components and service delivery activities to achieve sustainability goals within service companies. However, incorporating sustainable practices into service departments represents a major operational challenge because sustainable performance practices are multifaceted and complex dynamic processes [13]. Globally, sustainable development is considered a new and flexible concept that responds to all the challenges facing human activities and aims to develop economic development, prevent its adverse effects, and

develop new strategies for management and organizations that work with environmentally friendly technologies [2]. The principles of sustainable development are based on the fact that economic, social, and environmental goals are linked to each other [2]. Therefore, to develop any company, there must be a balance between the economic, social, and environmental aspects of its economic activity, and the company must work to find environmentally friendly economic solutions [2]. This confirms that companies that are interested in GHRM are promoting sustainable development, as GHRM is a tool for the development of various sustainable projects. To improve their environmental performance, service organizations in Jordan have recognized the value of implementing sustainable practices, such as GHRM [14,15]. So, environmental issues must be incorporated into HRM procedures, policies, and practices as part of GHRM.

In the current study, we seek to highlight the use of GHRM as a tool to promote the sustainable development of Jordanian service companies and also aim to diagnose the gap associated with this. In Jordan, there is a research gap related to studies that focus on the topic of GHRM and its relationship to the sustainable development of Jordanian companies. Therefore, it was important to conduct this study to clarify the effective role of GHRM and determine the impact of its green activities such as employee training, green recruitment, and performance review procedures on the organizational and performance environmental awareness of employees in Jordanian service firms. Moreover, this may be the first study that highlight on how GHRM helps Jordanian service companies promote sustainable practices. Thus, this study contributes to supporting the literature to clarify the concept of GHRM and sustainable development and their relationship to environmental protection well in developing countries, especially Jordan.

2. Literature Review

2.1. Green human resource management

There is no specific or comprehensive definition of the concept of GHRM, but it has become popular in recent years throughout the world. Arulrajah et al. (2015) defined GHRM as the methods, practices, and processes that are implemented to enhance and improve the positive environmental impacts and sustainable environmental performance of organizations [16], While they defined HR practices as the processes, methods, and programs that are handled and implemented by the HR department in the

organizations [16]. In addition, Wulandari and Nawangsari (2021) stated that GHRM is the basic element that helps organizations and enables them to combine the objectives of HRM with environmental management [17]. In other words, GHRM has been defined as a set of important strategies for implementing all green practices that aim to enhance environmental performance to achieve sustainable development [18]. GHRM takes into account not just environmental concerns but also the financial and social welfare of both employers and employees. For the benefit of people, society, the environment, and the company, it includes procedures, policies, and systems designed to instill environmental consciousness in workers [19]. Although there are several definitions of GHRM, they all center on the relationship between an organization's environmental performance and its management practices [20]. GHRM is defined as implementing of HRM policies that encourage the optimal utilization of resources within business organizations while promoting environmental protection, which in turn contributes to enhancing employee satisfaction and morale. Furthermore, HRM is defined as a set of interconnected "activities, functions, and processes that are linked to each other to attract, develop, and retain HR within organizations" [21].

For organizational functioning, GHRM procedures are important to establish and maintain an environmental management system (EMS), which helps companies achieve better environmental performance [22]. Many Jordanian studies mentioned the importance of GHRM, which is represented in improving business attractiveness, training and development, employee retention, performance evaluation, and environmental benefits [14,18,23,24].

Al-Abbadi and Abu Rumman mentioned (2023) in a study conducted in Jordan that there is a relationship between GHR and the managerial aspects of the company, as they explained that there are many business and innovation companies that are interested in practices related to GHR, to improve the sustainable performance of these companies and thus achieve economic sustainability, which constitutes a solid foundation for environmental and social sustainability [18]. This reflects positively on the managerial aspects of all service companies in Jordan [18]. In addition, Alkhodary (2022) explained in a study he conducted in Jordan that employees' positive behaviors and attitudes are directly linked to GHRM practices and policies, this leads to reducing the environmental impact of firms in

Jordan and thus improving business sustainability therein [23].

In addition, GHRM refers to a collection of actions involving hiring, putting into practice, and ongoing upkeep to protect the organization's green environment as seen by its employees. Given its significance in generating innovative solutions to environmental challenges inside the company, employees must be inspired to promote environmental consciousness and work toward green initiatives to protect the environment [25]. GHRM incorporates cost-effective and efficiency-enhancing efforts along with employee engagement and retention, enabling a company to achieve excellence and boost productivity. The use of GHRM also helps save costs by boosting sales of ecologically friendly products [26]. In addition, the use of GHRM helps improve the economic performance of companies such as saving operating costs, reducing water and energy consumption, and eliminating waste [27]. Rawashdeh (2018) confirmed through a study he conducted in Jordan that to practice GHRM in companies, a green reward system must be applied to motivate employees to practice green behavior, but this system has not been widely applied in Jordanian companies or organizations [14].

GHRM also plays many important roles by providing green initiatives, improving employee retention rates, promoting and supporting other green jobs such as managing green supply chains, green marketing, etc., and strengthening support for environmentally friendly activities, which leads to increased production and lower costs to reach better business efficiency [28]. The main objective of GHRM is to use resources in an environmentally friendly manner, enhance the sustainable performance of the organization, and raise the level of awareness of the personnel working in the environment, which leads to their commitment to addressing environmental problems and thus enhance environmental awareness among workers in a way that leads to their adoption of environmentally friendly behaviors in their lives, whether functional or private [29].

Therefore, GHRM established policies to achieve its main goal, which is to motivate staff members to participate in environmentally friendly initiatives and improve their environmental skills. This is done through GHRM techniques, which are as follows: First, the green selection and appointment process, which attracts superior talent and employs individuals with the skills, abilities, and behaviors determined by environmental management systems within the

organization [30]. In addition, maintaining competent employees in the organization is the basic and most important function of HRM [31]. Secondly, green training is the process of changing employees in the organization for the better or developing the information, capabilities, skills, ideas, and behaviors of individuals to prepare and qualify them appropriately to meet the requirements of current jobs and work to develop them, in addition to acquiring technical and mental skills to meet the future needs of the organization and achieve success [32]. Thirdly, green rewards are considered one of the main processes of GHRM through which employees are rewarded for their performance [33], and Fourthly, green performance appraisal is a process of compatibility between organizational goals, environmental responsibilities, and performance management plans in the organization, so that environmental performance is integrated with performance management, in addition to interest in enhancing green professional competencies and behaviors [34].

2.2. Promoting sustainable development

The concept of development is a broad concept represented by several measures as a way to confront the rapid changes that it faces culturally and civilizationally which affect its life economically, politically, socially, and culturally [35]. The meaning of sustainable development can also be briefly referred to as development that does not harm environmental systems and natural resources such that it leads to suffering for future generations, on the contrary, it aims to improve their lives and enable them to enjoy the luxury of the environment that meets their needs [243,5536]. The Sustainable Development Goals (SDGs) provide a comprehensive perspective on the interconnected nature of human economic, social, and environmental needs and challenges, and highlight the importance of sustainable development through the United Nations developing innovative ways for all countries of the world to achieve the SDGs [1,37]. Moreover, the 2030 Agenda for sustainable development acknowledges the deep interconnectedness and cross-cutting elements across goals and targets, it also acknowledges the importance of addressing poverty, education, health, economics, and employment, as these factors are crucial to human development. By considering these issues, a more comprehensive and sustainable approach can be taken to meet the diverse needs of humanity [37]. Zhang et al. (2014) noted that GHRM for companies is aligned with global SDGs such as the

United Nations SDGs, indicating the commitment of organizations or companies to the society in which they operate [38]. Therefore, companies must apply all principles of sustainable development and face their challenges to work to increase the well-being of societies [2].

Sustainable development is directly linked to economic, environmental, and social goals, and all of these goals are shared by all individuals in societies [2]. In addition, the primary goal of economic development is to increase the income of individuals and the society to which they belong. Therefore, individuals achieving an increase in income, which allows them to control resources to reach a state of sufficiency in terms of the standard of living, health, education, and culture of society [39]. Economic development includes a set of initiatives, policies, or actions aimed at promoting sustainable economic development that includes several practices such as employment, green assessments, training, and development to improve the sustainability of companies or organizations [40]. The specific meaning of economic development varies depending on the unique characteristics of each society, as different societies have their distinct opportunities, challenges, and priorities. Therefore, an effective economic development plan must take into account the needs and aspirations of the individuals who reside and contribute to society. By involving them in the planning process, economic development efforts can be better designed to meet their specific requirements and aspirations [41].

Economic development refers to the transformation of basic, low-income national economies into advanced industrial economies. While the term is occasionally used interchangeably with economic growth, it typically encompasses a broader scope, encompassing both qualitative and quantitative advancements in a country's economy. The theory of economic development explores how underdeveloped and impoverished economies can progress toward becoming more developed and prosperous. This theory holds significant relevance for less developed countries, where discussions on economic development primarily take place. It focuses on understanding the processes and factors involved in facilitating the transition from primitive and impoverished economies to more advanced and thriving ones [42].

On the other hand, the environmental problems caused by human societies through their traditional economic developmental activities led

to increasing criticisms and voices calling for the need to put an end to environmental neglect, and the inevitability of linking development with the environment to preserve the continuity of human life and, with it, the lives of other living and natural organisms that are threatened with extinction as a result of environmental waste and misuse of available resources [43].

Moreover, It is necessary to break out of the current systems' traditional framework of maximizing the self-interests of owners by increasing their wealth and maximizing profit as a primary goal only, and it must activate its practice in the field of sustainable development, which means that it must measure activities with sustainable development content (from an economic, environmental, and social point of view) [44].

Finally, some previous studies stated that sustainable development has a broad concept that responds to various global challenges that relate to the various activities of humans in all countries of the world and includes economic, social, and environmental development [2,45-47]. In addition, studies have clarified what the concepts of economic, social, and environmental development refer to.

- Economic development: is a means of achieving sustainable increases in prosperity and quality of life achieved through innovation, reduction of transaction costs, and the use of capabilities towards responsible production and deployment of goods and services [45].

- Social development: Social development is about improving the well-being of everyone in society so that they can achieve their full potential, as the success of society is linked to the well-being of every citizen, so social development means investing in people [46].

- Environmental development: is a means of protecting natural resources and optimal use of agricultural land and various resources without depleting them [47].

3. Hypothesis Development

Many studies focused on the greening of businesses and the relationship between environmental management and human resource management between 1990 and 1996. As a result, academic institutions may perform better in terms of sustainability and the environment if they use Green GHRM [30]. According to Rusinko (2010), companies are beginning to prioritize sustainability more highly in the twenty-first century [48]. Furthermore, there is a growing push from stakeholders and local governments for

organizations to implement sustainable practices. Numerous studies and previous research have consistently demonstrated a positive relationship between GHRM and the promotion of sustainable practices. For instance, Yong et al. (2020) conducted a study on Malaysian industrial sites and found that human resource management and plans have a positive impact on organizational sustainability [49]. Similarly, a recent study discovered a positive linear correlation between GHRM and the sustainability of educational institutions, with GHRM practices such as green employee participation, training, and performance management contributing to achieving sustainability [50]. According to [12] the application of GHRM practices and their influence on sustainable performance in the service sector was evaluated, and it was found that GHRM practices have a major positive impact on sustainable performance. In particular, it was discovered that green practices such as green hiring, green training and involvement, green performance management, and green compensation had a favorable effect on long-term performance [12]. When [51] looked at how Ghanaian small- and medium-sized manufacturing companies performed environmentally, they discovered that GHRM practices had a direct and substantial influence on environmental performance. In addition, a recent study showed that there is a relationship between GHRM and organizational performance [52]. Where this study emphasized the aspects of green performance management, green training and development, green recruiting and selection, and green compensation and reward management, also it offered empirical support for the notion that green employee empowerment and GHRM practices have a favorable association with organizational performance [52]. According to [53], GHRM practices have a significant impact on the psychological climate and organizational culture, and these factors have a good relationship with sustainable environmental competency. Also, this study demonstrated that GHRM practices have a positive impact on environmental factors and contribute to sustainable environmental efficiency. Moreover, the positive effects of GHRM and corporate social responsibility practices have been confirmed as improving the performance related to society, the environment, and the sustainability of construction companies [25]. Also, [54] discovered that corporate social responsibility and GHRM practices are mediated by organizational citizenship behavior toward the environment, suggesting that this conduct has a

major impact on sustainable performance. A study found that there is a favorable correlation between adopting GHRM practices and greater competitive advantage as well as the accomplishment of the maximum social value [55]. Although most research only highlights the benefits of GHRM practices, some studies have shown that GHRM practices have a significant beneficial impact on environmental performance, organizational performance, sustainability, and several societal and employee-related issues. Based on the above, the following hypotheses can be reached:

H1: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) of green human resource management in promoting sustainable development on Jordanian service companies.

H1.1: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) of green selection and appointment in promoting sustainable development on Jordanian service companies.

H1.2: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) of green training in promoting sustainable development on Jordanian service companies.

H1.3: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) of green rewards in promoting sustainable development on Jordanian service companies.

H1.4: There is a statistically significant impact at the level of ($\alpha \leq 0.05$) of green performance appraisal in promoting sustainable development on Jordanian service companies.

4. Research Methodology

To achieve the main aim of the current study, which is to determine GHRM practices for Jordanian service companies and verify their role in promoting sustainable development, a descriptive and analytical approach was used to collect data, test hypotheses, and address research questions related to the subject of the study. The descriptive and analytical approach was chosen based on the nature of the study problem and questions. The descriptive analytical approach was also used to evaluate the target population, which includes encompassing attitudes, opinions, demographic information, conditions, and procedures.

4.1. Study population and sample

The target study population included 139 Jordanian service companies listed on the Amman Stock Exchange. These companies were chosen because they seek to achieve sustainable development and keep pace with global changes in the field of green management. The size of the

target population was relatively large, and therefore it is difficult to reach all individuals working in these companies, in addition to the limited time available to collect data. Therefore, an appropriate random sample consisting of 383 male and female administrative employees in Jordanian industrial businesses was selected. The 383 electronic questionnaires were sent to all service companies through the website and email during the period from July to October 2023.

However, the number of questionnaires that were approved to be filled out by service companies and answered correctly by employees was only 327. This indicates that the response rate was 85%.

4.2. Data collection

The current study relied on the descriptive analytical approach and two different sources were used to obtain the data and information necessary to achieve the objectives of the study. The first source was the research tool, which was an electronic questionnaire consisting of a set of items that reflect the objectives of the study and include the analytical aspects of the subject of the study. The second source was secondary sources that included theoretical and scientific literature, including books, university theses, scientific research articles, peer-reviewed journals, and academic works published in Arabic and English. These sources played a crucial role in helping researchers gather the information they needed to build the study's theoretical framework, refine its objectives, and review key findings. In addition, it was of great importance in developing study hypotheses.

4.3. Reliability test

To ensure that the questionnaire's items were adequate and consistent, the Cronbach's Alpha value was determined. The value is statistically acceptable if the result is more than 0.70, and the closer it is to one (or 100%), the more reliable the search tool will be [56]. Cronbach Alpha ranges from 0.731 to 0.945, as seen in Table (1). To put it another way, the study tool is reliable, and the data it generates is accurate and trustworthy for assessing variables. Since all independent and validated variable dimensions are greater than 70%, reliability has been taken into account.

Insert table 1

4.4. Descriptive statistical analysis

The mean of GHRM is 3.624. According to Table (2), the mean for the variable "Green Selection and Appointment" was calculated to be 3.467. This indicates a high level of agreement among the respondents regarding this variable. Upon

examining the individual item responses, it is evident that Your organization "Green business relationships are used to attract green workers", received the highest average rating of 3.671. On the other hand, the paragraph "The company attracts green job candidates who use green criteria to select organizations", which a lower average rating of 3.270.

Insert table 2

The mean for the variable "Green Training" was calculated to be 3.562. This indicates a high level of agreement among the respondents regarding this variable. Upon examining the individual item responses, it is evident that "the company educates employees about the importance and value of environmental management", received the highest average rating of 3.679. On the other hand, the paragraph "The company has green knowledge management by linking environmental education and behavioral knowledge to develop preventative solutions", which a lower average rating of 3.418. The mean for the variable "Green Rewards" was calculated to be 3.755. This indicates a high level of agreement among the respondents regarding this variable. Upon examining the individual item responses, the company motivates its employees to carry out activities in support of the environment, received the highest average rating of 3.854. On the other hand, the paragraph "The company recognizes green rewards as public recognition, awards, paid vacations, certificates of appreciation, and gifts", which a lower average rating of 3.648.

The mean for the variable "Green Performance Appraisal" was calculated to be 3.711. This indicates a high level of agreement among the respondents regarding this variable. Upon examining the individual item responses, it is evident that the paragraph "There are no obstacles in the performance management system for non-compliance or failure to meet environmental management objectives", received the highest average rating of 3.839. On the other hand, the paragraph "The company's employer defines green goals and responsibilities for managers and employees", which a lower average rating of 3.574.

According to Table (3), the mean for the variable "sustainable development "was calculated to be 3.623. This indicates a high level of agreement among the respondents regarding this variable. Upon examining the individual item responses, it is evident that "the company allows you to work from home or remotely", received the highest average rating of 3.894. On the other hand, the paragraph "The company adopts the concept of

sustainable development", which a lower average rating of 3.436.

Insert table 3

The first main hypothesis

To test the first main hypothesis, multilinear regression analysis was performed.

The first main hypothesis of the study was as follows: "There is a statistically significant impact at the level of ($\alpha \leq 0.05$) of green human resource management in promoting sustainable development on Jordanian service companies".

The correlation coefficient ($R = 0.931$) shows that GHRM has an impact on Jordanian service companies' methods for promoting sustainable development. Table (4) shows that the effect of the independent variable (GHRM) on promoting sustainable development is statistically significant, with a calculated value of $F (314.886)$ and a level of significance ($\text{sig} = 0.000$) less than 0.05. The coefficient of determination ($R^2 = 867$) shows that variation in quantitative methods can account for 86.7% of the variation in (promoting sustainable development).

Insert table 4

The values of the regression coefficients for the variable's sub-dimensions (GHRM) are displayed in Table (4). This table makes it evident that the Green Selection and Appointment dimension's B value was (0.110) and that its computed T value was (2.945) at a significant level (0.004). It is less than 0.05, meaning that at the significance level ($\alpha \leq 0.05$), there is a substantial positive effect. The table clearly shows that the value of T was calculated in this dimension (2.032) at a significance level (0.043), that is, less than 0.05, indicating a substantial positive effect at ($\alpha \leq 0.05$). The value of B in the Green Training dimension was (0.075). This table makes it evident that there was a substantial positive influence in the Green Rewards dimension, with the B value being 0.400 and the T value being 9.289 at a significance level of (0.000), less than 0.05. where ($\alpha \leq 0.05$). Additionally, the data makes it evident that there was a significant positive influence, with the B value in the Green Performance Appraisal dimension being 0.380 and the T value being 7.111 at a significance level of (0.000), less than 0.05 when ($\alpha \leq 0.05$).

To test the sub-hypotheses (**H1.1, H1.2, H1.3, H1.4**), simple linear regression analysis was performed. It was found that there is a positive association between the first (green selection and appointment) and the second dimension (sustainable development), as indicated by Table 5, where R-value of (0.676). When all other factors stay constant, the coefficient of determination

results show that ($R^2 = 457$), which indicates that, when it comes to sustainable development, the (Green Selection and Appointment) domain accounted (45.7%) of the variation. At the significance level ($\alpha \leq 0.05$), it was demonstrated that the regression's significance was supported by the value of (F) reaching 164.775 at the confidence level (sig = 0.000).

Insert table 5

From Table (5) the second dimension's R-value of 0.768 suggests that there is a positive correlation between the two dimensions (green training and sustainable development). When all other factors are taken into account, the coefficient of determination yields a value of ($R^2 = 0.590$), meaning that (59%) of the variance in (sustainable development) can be attributed to the (Green Training) domain. Additionally, it was shown that the regression was significant at the level of significance ($\alpha < 0.05$) based on the value of (F) reaching (282.488) at the level of confidence (sig = 0.000).

The R-value of 0.868 shows that there is a positive relationship between the third dimension (sustainable development) and the dimension (green rewards). The coefficient of determination findings indicates that the (Green Rewards) domain explained 75.4% of the variation in (sustainable development), assuming that all other factors remain constant. This translates to a 0.754 coefficient of determination. The regression's significance at the $\alpha < 0.05$ significance level was also shown by the value of (F) obtained (599.830) at the level of confidence (sig = 0.000).

The fourth dimension's R-value of 0.887 suggests a good relationship between sustainable development and Green Performance Appraisal. That is, according to the coefficient of determination finding, which is ($R^2 = 0.787$), the variation in (sustainable development) was explained by the (Green Performance Appraisal) domain in 78.7% of cases, while all other components remain constant. Furthermore, it was shown that the regression's significance at the significance level (0.05) was confirmed by the value of (F) reaching (722.166) at the confidence level (sig = 0.000).

5. Results

Societal advancement has been propelled by the innovation and growth of the service industry. There is an increasing need to address the unanticipated environmental repercussions of human activity as the world community grows. Resource depletion, pollution, and climate change have dominated discussions about sustainable

development, compelling a paradigm change in business practices. A cutting-edge tactic that could benefit Jordanian service companies listed on the Amman Stock Exchange (ASE) is GHRM or HRM. These companies may hasten the shift to a more ecologically and socially conscious future by implementing human resource policies and practices that support sustainability goals. For sustainable development, learning about GHRM is essential. A significant knowledge gap is filled and new opportunities are created by this research. By examining how Jordanian service businesses listed on the Amman Stock Exchange might apply GHRM practices, we can find solutions that facilitate competitiveness, social responsibility, environmental sustainability, and organizational performance. For Jordanian business stakeholders, this report has significant implications. A roadmap for implementation will be provided, and policymakers, business leaders, and HR specialists will gain knowledge on how GHRM may promote sustainable growth. For businesses looking to align their HR strategy with sustainability principles and enable employees to be change agents for the environment, this research also provides fresh insights and practical suggestions. By emphasizing the connection between the sustainable development of Jordanian service firms listed on the Amman Stock Exchange and GHRM, this article seeks to advance knowledge and revolutionize business. We want to create a future where ethical business practices benefit society, the environment, and organizations through in-depth study and factual data.

6. Discussion

According to the results of the study, GHRM practices affect Jordanian service firms' ability to promote sustainable growth. Nonetheless, the effect of the independent variable (GHRM) and the difference in (supporting sustainable development) can account for the variance in quantitative approaches (86.7%). The field of "green selection and appointment" explained 45.7% of the variance in "sustainable development" when all other parameters were kept constant. The field of "green training" explained 59% of the variance in "sustainable development" when all other variables were kept constant. It was also shown that the field of "green rewards" explained 75.4% of the variation in "sustainable development" when all other parameters were kept constant. Moreover, the field of (green performance evaluation) explained (78.7%) of the variance in (sustainable development) when all other components were kept constant. According

to [30], GHRM may help institutions perform better in terms of sustainability and the environment. As per Rusinko (2010), all organizations in the twenty-first century should prioritize sustainability. He also emphasized how organizations are being encouraged to adopt sustainable practices by local governments and other stakeholders [48]. Moreover, the results of several studies indicate a connection between the advancement of sustainable practices and GHRM [2,12,25,54]. According to research by Yong et al. (2020) the results of their study showed that HRM and plans have a favorable impact on organizational sustainability [49]. Green employee engagement, training, and performance management are examples of GHRM approaches that help achieve sustainability, This result is consistent with the findings of a study conducted by Mohammed and Faisal in Iraq (2023) [50]. When evaluating the degree of adoption of GHRM practices and their impact on sustainable performance in the service industry, results were obtained consistent with the results of the study conducted by Gilal et al. (2019) in Pakistan [30]. The outcomes demonstrated that high-level sustainable performance may be attained through the use of GHRM techniques. Additionally, sustainable performance was positively impacted by green practices (green hiring, green training, and participation, green performance management, and pay).

7. Conclusion

The research concludes that it would be advantageous for the business to give green hiring and selection procedures top priority. In particular, the business ought to try to draw in candidates who, when assessing possible employers, give top priority to eco-friendliness. It is important to recognize the value of green training, which may be achieved by developing environmental management-focused training programs that improve employees' environmental knowledge, skills, and experiences. In order to create preventative solutions, the business also integrates behavioral knowledge and environmental education into its green knowledge management initiatives. For the business, it is important to recognize green advantages like presents, certificates of gratitude, paid time off, public acknowledgment, and prizes. On the other hand, a green performance appraisal comprises the employer of an organization defining ecologically responsible goals and responsibilities for its managers and employees. Based on the results, the study recommended the necessity of service

companies adopting the concept of GHRM and its impact on sustainable development. It also recommended that the organization should actively work to promote constructive transformation within societal institutions and spread knowledge and awareness related to the impact of GHRM on sustainable development and thus call for its advancement.

Academic Contribution

It is essential that the company adopt the concept of sustainable development. Also, it is critical that the organization actively promote positive change inside social structures and push for the promotion of sustainable development.

References

- [1] Das, S., Dash, M., "Role of Green HRM in Sustainable Development," Journal of Positive School Psychology, Vol. 6, No. 5, (2022), pp. 4444-4451.
- [2] Bombiak, E., Marciniuk-Kluska, A., "Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience," Sustainability, Vol. 10, No. 6, (2018), p.1739.
- [3] Jamil, S., Zaman, S.I., Kayikci, Y. and Khan, S.A., "The role of green recruitment on organizational sustainability performance: A study within the context of green human resource management", Sustainability, Vol. 15, No. 21, (2023), p. 15567.
- [4] Gholami, H., Rezaei, G., Saman, M.Z.M., Sharif, S., Zakuan, N., "State-of-the-art Green HRM System: sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research", Journal of Cleaner Production, Vol. 124, (2016), pp. 142-163.
- [5] Firdaus, M., Mohamed Udin, Z., "Green human resource management (GHRM) towards SME'S: a conceptual view", (2014), pp. 135-140.
- [6] Masri, H.A., Jaaron, A.A., "Assessing green human resources management practices in Palestinian manufacturing context: an empirical study", Journal of

- Cleaner Production, Vol. 143, (2017), pp. 474-489.
- [7] Roscoe, S., Subramanian, N., Jabbour, C.J., Chong, T., "Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development", Business Strategy and the Environment, Vol. 28, No. 5, (2019), pp. 737-749.
- [8] Huo, X., Azhar, A., Rehman, N., Majeed, N., "The Role of Green Human Resource Management Practices in Driving Green Performance in the Context of Manufacturing SMEs", Sustainability, Vol. 14, No. 24, (2022), p. 16776.
- [9] Bangwal, D., Tiwari, P., "Green HRM—A way to greening the environment", IOSR Journal of Business and Management, Vol. 17, No. 12, (2015), pp. 45-53.
- [10] Bombiak, E., "Green human resource management—the latest trend or strategic necessity?", Entrepreneurship and Sustainability Issues, Vol. 6, No. 4, (2019), pp. 1647-1662.
- [11] Singh, S.K., Gupta, S., Busso, D., Kamboj, S., "Top management knowledge value, knowledge sharing practices, open innovation and organizational performance", Journal of Business Research, Vol. 128, (2021), pp. 788-798.
- [12] Mousa, S.K., Othman, M., "The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework", Journal of cleaner production, Vol. 243, (2020), p. 118595.
- [13] Jaaron, A.A., Backhouse, C.J., "Fostering sustainable performance in services through systems thinking", The Service Industries Journal, Vol. 39, Nos. 15-16, (2019), pp. 1072-1098.
- [14] Rawashdeh, A., "The impact of green human resource management on organizational environmental performance in Jordanian health service organizations", Management Science Letters, Vol. 8, No. 10, (2018), pp. 1049-1058.
- [15] Freihat, L.J., Al-Qaaida, M.S., Abbod, M., Huneiti, Z.A., "Green Human Resource Management/Supply Chain Management/Regulation and Legislation and its effects on Sustainable Development Goals in Jordan", (2023), pp. 01-22.
- [16] Arulrajah, A.A., Opatha, H.H.D.N.P., Nawaratne, N.N.J., "Green human resource management practices: A review", Sri Lankan Journal of Human Resource Management, Vol. 5, No. 1, (2015), pp. 01-16.
- [17] Wulandari, E.T., Nawangsari, L.C., "The effect of green human resources management on sustainability business companies (case study on employee claim department PT. Prudential Life Assurance) ", European Journal of Business and Management Research, Vol. 6, No. 1, (2021), pp. 238-242.
- [18] Al-Abbadi, L.H., Abu Rumman, A.R., "Sustainable performance based on entrepreneurship, innovation, and green HRM in e-Business Firms", Cogent Business & Management, Vol. 10, No. 1, (2023), p. 2189998.
- [19] Arulrajah, A. A., Opatha, H. H. D. N. P., Nawaratne, N. N. J., "Employee green performance of job: a systematic attempt towards measurement", Sri Lankan Journal of Human Resource Management, Vol. 6, No. 1, (2016).
- [20] Peerzadah, S.A., Mufti, S., Nazir, N.A., "Green human resource management: a review", International Journal of Enhanced Research in Management & Computer Applications, Vol. 7, No. 3, (2018), pp. 790-795.
- [21] Bellali, A., Semlali, Y., "Green human resource management practice and competitive advantage", Roalktissadia Review, Vol. 8, No. 2, (2018), pp. 115-

- 133.
- [22] Yusoff, Y.M., Nejati, M., Kee, D.M.H., Amran, A., "Linking green human resource management practices to environmental performance in hotel industry", *Global Business Review*, Vol. 21, No. 3, (2020), pp. 663-680.
- [23] Alkhodary, D., "The relationship between green human resources management and companies wellbeing a study on jordanian companies", *Academy of Accounting and Financial Studies Journal*, Vol. 26, No. 1, (2022), pp. 01-11.
- [24] Taha, R., Taha, N., "The role of human resources management in enhancing the economic sustainability of Jordanian banks", *Journal of Business and Socio-economic Development*, (ahead-of-print), Vol. 3, No. 2, (2022), pp. 180-193.
- [25] Zhao, F., Kusi, M., Chen, Y., Hu, W., Ahmed, F., Sukamani, D., "Influencing mechanism of green human resource management and corporate social responsibility on organizational sustainable performance", *Sustainability*, Vol. 13, No. 16, (2021), p. 8875.
- [26] Salih, D. Q., "The Impact of Green Human Resources Management the Practices on Organizational Excellence: An Empirical Study", *Manag Econ Res J*, Vol. 6, No. 3, (2020), p. 14337.
- [27] Montalvo-Falcón, J.V., Sánchez-García, E., Marco-Lajara, B., Martínez-Falcó, J., "Green human resource management and economic, social and environmental performance: Evidence from the Spanish wine industry", *Heliyon*, Vol. 9, No. 10, (2023).
- [28] Alabaddi, Z. A., Rahahleh, A. H., Muflih, M. A., Sana'a, N. A. N., Salah, A. A., "The Role of Electronic Human Resource Management on the Practices of Green Human Resource Management", *European Journal of Business and Management*, Vol. 12, No. 1, (2020), pp. 55-72.
- [29] Fawehinmi, O., Yusliza, M. Y., Wan Kasim, W. Z., Mohamad, Z., Sofian Abdul Halim, M. A., "Exploring the interplay of green human resource management, employee green behavior, and personal moral norms", *Sage Open*, Vol. 10, No. 4, (2020), p. 2158244020982292.
- [30] Gilal, F.G., Ashraf, Z., Gilal, N.G., Gilal, R.G., Channa, N.A., "Promoting environmental performance through green human resource management practices in higher education institutions: a moderated mediation model", *Corporate Social Responsibility and Environmental Management*, Vol. 26, No. 6, (2019), pp. 1579-1590.
- [31] Al-Romeedy, B. S., "Green human resource management in Egyptian travel agencies: constraints of implementation and requirements for success", *Journal of Human Resources in Hospitality & Tourism*, Vol. 18, No. 4, (2019), pp. 529-548.
- [32] Masri, H. A., "Assessing green human resources management practices in west bank: An exploratory study", (Doctoral dissertation), (2016).
- [33] Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., Afridi, M. A., "Promoting employee's proenvironmental behavior through green human resource management practices", *Corporate Social Responsibility and Environmental Management*, Vol. 26, No. 2, (2019), pp. 424-438.
- [34] Alavi, S., Aghakhani, H., "Identifying the effect of green human resource management practices on lean-agile (LEAGILE) and prioritizing its practices", *International journal of productivity and performance management*, Vol. 72, No. 3, (2023), pp. 599-624.
- [35] Almuhaideb, A. M., Saeed, S., "Fostering sustainable quality assurance practices in outcome-based education: Lessons learned from ABET accreditation process of computing programs", *Sustainability*,

- [36] Zubair, D.S.S., Khan, M., "Sustainable development: The role of green HRM", *International Journal of Research in Human Resource Management*, Vol. 1, No. 2, (2019), pp. 1-6.
- [37] Nations, U., "Transforming our world: The 2030 agenda for sustainable development. New York: United Nations, Department of Economic and Social Affairs", (2015).
- [38] Zhang, M., Di Fan, D., Zhu, C.J., "High-performance work systems, corporate social performance and employee outcomes: Exploring the missing links", *Journal of business ethics*, Vol. 120, (2014), pp. 423-435.
- [39] Astakhova, K. V., Korobeev, A. I., Prokhorova, V. V., Kolupaev, A. A., Vorotnoy, M. V., Kucheryavaya, E. R., "The role of education in economic and social development of the country", *International Review of Management and Marketing*, Vol. 6, No. 1S, (2016), pp. 663-680.
- [40] Pradhan, B.B., "An assessment in the green HRM practices and environmental sustainability-a review of literature", *TEST Eng Manag*, Vol. 82, (2020), pp. 2552-2555.
- [41] Jha, B., Bakhshi, P., "Green finance: Fostering sustainable development in India", *International Journal of Recent Technology and Engineering*, Vol. 8, No. 4, (2019), pp. 3798-3801.
- [42] Volz, U. "Fostering Green Finance for Sustainable Development in Asia", *SSRN Electronic Journal*, (2018).
- [43] Hossain, M. I., San, O. T., Ling, S. M., Said, R. M., "The role of environmental awareness and green technological usage to foster sustainable green practices in Bangladeshi manufacturing SMEs", *International Journal of Advanced Science and Technology*, Vol. 29, No. 7s, (2020), pp. 3115-3124.
- [44] García-Pérez, I., Muñoz-Torres, M. J., Fernández-Izquierdo, M. Á., "Microfinance institutions fostering sustainable development", *Sustainable Development*, Vol. 26, No. 6, (2018), pp. 606-619.
- [45] Vasylieva, T., Lyulyov, O., Bilan, Y., Streimikiene, D., "Sustainable economic development and greenhouse gas emissions: The dynamic impact of renewable energy consumption, GDP, and corruption", *Energies*, Vol. 12, No. 17, (2019), p. 3289.
- [46] Green, J. J., "Community development and social development: Informing concepts of place and intentional social change in a globalizing world", *Research on Social Work Practice*, Vol. 26, No. 6, (2016), pp. 605-608.
- [47] Pearce, D., Barbier, E., Markandya, A., "Sustainable development: economics and environment in the Third World", *Routledge*, (2013).
- [48] Rusinko, C.A., "Integrating sustainability in management and business education: A matrix approach", *Academy of Management Learning & Education*, Vol. 9, No. 3, (2010), pp. 507-519.
- [49] Yong, J.Y., Yusliza, M.Y., Ramayah, T., Chiappetta Jabbour, C.J., Sehnem, S., Mani, V., "Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management", *Business Strategy and the Environment*, Vol. 29, No. 1, (2020), pp. 212-228.
- [50] Mohammed, A. A., Fisal, M. Z., "The nexus between green human resource management processes and the sustainability of educational institutions: the mediating effect of strategic excellence", *Journal of Applied Research in Higher Education*, Vol. 15, No. 4, (2023), pp. 947-965.
- [51] Ahakwa, I., Yang, J., Tackie, E. A.,

- Asamany, M., "Green human resource management practices and environmental performance in Ghana: the role of green innovation", SEISENSE Journal of Management, Vol. 4, No. 4, (2021), pp. 100-119.
- [52] Victor, B., Worlu, S. D., "Green Human Resource Management and Organizational Performance", International Journal of Advanced Academic Research. Vol. 8, No. 4, (2022), pp. 23-32.
- [53] Shah, S. M. A., Jiang, Y., Wu, H., Ahmed, Z., Ullah, I., Adebayo, T. S., "Linking green human resource practices and environmental economics performance: the role of green economic organizational culture and green psychological climate", International journal of environmental research and public health, Vol. 18, No. 20, (2021), p. 10953.
- [54] Malik, S. Y., Hayat Mughal, Y., Azam, T., Cao, Y., Wan, Z., Zhu, H., Thuramamy, R., "Corporate social responsibility, green human resources management, and sustainable performance: is organizational citizenship behavior towards environment the missing link?", Sustainability, Vol. 13, No. 3, (2021), p. 1044.
- [55] Gharibeh, M., "The Impact of Green Human Resource Management Practices (GHRMP) on the competitive advantage of the organization", Journal of Social Sciences (COES&RJ-JSS), Vol. 8, No. 4, (2019), pp. 630-640.
- [56] Sekaran, U., Bougie, R., "Research methods for business: A skill building approach", John Wiley & Sons, (2017).

Follow this article at the following site:

Alsharah A. The Role of Green Human Resources Management In Promoting Sustainable Development In The Jordanian Service Companies Listed on the Amman Stock Exchange. IJIEPR 2024; 35 (1) :1-13
URL: <http://ijiepr.iust.ac.ir/article-1-1946-en.html>

