The impact of implementing green human resources management in government institutions in the Jordanian Ministry of Justice

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ABSTRACT

This paper aims to study the impact of implementing green human resources management (GHRM) in government institutions in the Jordanian Ministry of Justice. The population of this paper is all the Jordanian government institutions and the sample is the Jordanian Ministry of Justice, the questionnaire was designed with four aspects to collect the data related to environmental sustainability, organization performance, recruitment, and competitive advantages for the year 2021 and distributed to 75 employees of Jordanian Ministry of Justice. The paper has one independent variable that represents the GHRM and four dependent variables and they are environmental sustainability, performance, recruitment of human resources, and competitive advantages, to measure the data collected SPSS packages such as descriptive statistical analysis, Cronbach Alpha, the normal distribution and One-sample T-test were used. The researcher concluded that the implementation of green human resources management has a positive effect on environmental sustainability by performing green practices, improving performance by reducing cost while maintaining the quality of performed services, recruiting human resources by increasing employee satisfaction and competitive advantages by the good reputation of Jordanian government institutions. The researcher recommends the need to strengthen awareness among employees through guidance programs about the importance of implementation of this relatively modern type of management in Jordanian government institutions.

1. Introduction

The world has witnessed great development in light of the development of the cycle of business and the economy, which is characterized by fierce competition and the acceleration of changes in it so that organizations can continue and achieve their desired goals (Tidd and Bessant, 2020). However, performance improvement is still the focus of attention of researchers, which is reflected in the research of management thought and behavioral sciences through its various stages of development which contributed to the emergence of new management concepts with the aim of increasing the performance of organizations and their employees, one of these concepts is the green human resources management (Mousa and Othman, 2020).

Green human resources management (GHRM) plays a critical role in attaining long-term development and environmental preservation. It refers to the use of human resources management policies in a way that contributes to promoting the sustainable use of resources in the organization, to make it environmentally friendly (Freitas et al., 2020). It also increases the awareness of employees and enhances their attitude toward sustainability issues. Green human resource management consists of two main components: The preservation of knowledge capital and friendly human resource practices, which leads to reduced costsand increased efficiency (Al-Zaqeba and AL-Rashdan, 2020; Nisar et al., 2021). Human resource management practices are being developed and integrated with green management functions and practices, such as attracting, choosing, appointing, training, developing, motivating, and evaluating performance, which can play an essential part in solving environmental challenges (Saha et al., 2020). Green HRM helps to

reduce carbon emissions by reducing travel, participating in teleconferences, recycling paper, Job sharing, flexible working hours, E-recruitment, telecommuting, online training, sharing cars, online jobs, etc. (Irani and Kilic, 2022). However, Human resources are responsible for planning and implementing those friendly practices in institutions, and they are a cornerstone of sustainable business development, so the organization should develop human resources, in order to increase its ability to carry out those practices (Radwan et al., 2021).

The office procedures, operations, and administrative practices of human resources in public institutions and government institutions, in particular, have a negative environmental impact, as these procedures are the most draining of environmental resources, in particular for one of the most important environmental components (vegetation), which is the lung from which the earth breathes and a source of food for all living organisms. It also provides humans with the primary and necessary natural resources for various industries and sectors such as papers and office materials, which contributed to the increased depletion of vegetation cover (Dickmann, 2021). Also, draining energy and water resources which negatively affect the environment, such as consuming a lot of electricity or not caring about it if the lights and machines are lit outside of work time, as well as the wasteful consumption and use of water in the workplace, all of this led to the depletion of these environmental resources over the years (Mousa and Othman, 2020).

The current paper is trying to know the impact of green human resources management and the mechanism of its implementation in Jordanian government institutions and its role in maintaining the sustainability of environmental resources, improving the performance of institutions, the effectiveness of recruitment and managing their human resources and organizing their work through its transformation from classic traditional management to electronic management and activating human resources information systems, as well as its impact in enhancing the competitive advantages of these institutions by avoiding the activities that negatively affect the environment and the impact of human resources management on developing the behavior of environmental citizenship among workers in those institutions, which in turn will improve the image of these institutions in society.

2. Literature review

Firms have learned that businesses are not isolated from society, and they recognize the need to expand their activities to include more than just productive tasks, such as societal and environmental problems (Hoover, 2022). Nowadays, the term "green HRM" is used to describe the involvement of these businesses in society. The importance of the

paper stems from the lack of sufficient studies that dealt with exploring the application of green human resources management in public institutions, as well as identifying the degree of application of green human resources management in public institutions. Al-Zaqeba (2019) indicated that characteristics, shed light on the most important practices of green human resources and their role in maintaining the sustainability of environmental resources, improving the performance of institutions, the effectiveness of recruitment and managing their human resources, and organizing their work, as well as its impact in enhancing the competitive advantages of these institutions, and clarify the level of adoption of green human resources management by Jordanian government institutions

Previous literature contains a number of studies that investigate the green human resources on different issues in Jordan such as healthcare and education but to the knowledge of the researcher, there is no study that investigates the impact of green human resources management in the Jordanian government institutions (Qasim et al., 2017). As a result, a comprehensive paper is required to consider the limitations of previous research in order to improve and update the research on green human resources in Jordan, as well as to include some recent variables that have not been addressed by previous studies and articles. Therefore, this paper comes to investigate the impact of green human resources management in government institutions in Jordan.

3. Hypotheses development

3.1. GHRM and sustainability of environmental

Human intervention and the use of natural resources influence the environment's ability to recover, protect itself, and conserve its resources. Environmental scientists have recognized the scope of these difficulties as a result of the rise of many significant environmental problems and diseases, and environmental sustainability has become one of the most critical topics in recent years. Environmental sustainability, according to Zhang et al. (2021), can be described as the interaction of responsible humans with the environment in order to avoid the depletion or deterioration of natural resources and to maintain the quality of the environment through time. The GHRM is a global plan for environmental sustainability, according to Shafaei et al. (2020). Úbeda-García et al. (2021) defined green human resources management as environmental management integration into human resources management.

Also, it refers to the increase of employee awareness and commitment to the issue of sustainability, so each employee will be responsible to support sustainable practices. Also, it is defined by Rubel et al. (2021) as environmentally friendly HR initiatives and practices that lead to better efficiencies and lower costs. In addition, it was

defined by Tanova and Bayighomog (2022) as strategies that foster green initiatives by raising employee understanding and commitment to environmental sustainability challenges.

Human resources professionals indicate that one of the best practices of organizations is to encourage workers in the workplace to be friendly and more environmentally through encouraging them to do green activities like printing papers on both sides, recycling paper, programming computer devices to enter the inactivity phase after several minutes of leaving them out, using energy-saving lamps, using desk lamps, Job sharing, online jobs, E-recruitment, telecommuting, online training and sharing cars.

According to Lăzăroiu et al. (2020), public institutions are aware of their significant environmental impact, and in order to provide more efficient and environmentally friendly services, many public institutions around the world have implemented several green initiatives to reduce environmental impact, such as human resources management emphasizing employee transportation policies and encouraging the use of public transportation. Jamal et al. (2021) believed that these green practices involve and belong to the practices of green human resource management due to their importance in preserving the work environment by reducing costs, increasing production and productivity in organizations, and an improvement in the work environment for employees. From this point of view the researcher believes that green human resource management has a positive significant effect on the environmental sustainability in Jordanian government institutions:

H1: The implementation of green human resources management has a positive significant effect on environmental sustainability in Jordanian government institutions.

3.2. Green human resources management and therecruitment of human resources

Recently, the importance of contemporary trends to preserve the environment has been emphasized globally, so there is a tendency and desire among job seekersto work in organizations that are concerned about environmental preservation while also pursuing a career path. Al-Swidi et al. (2021) argued that many studies indicate that the organizations which adopt environmental protection have a higher ability to attract human resources, due to the preferences of job seekers for organizations that adopt the green approach, Mukherjee et al. (2020) indicated that graduates use the company's environmental performance and reputation as a criterion when applying for jobs.

According to a survey of human resources experts done by the British Institute of Personnel and Development (CIPD), 47 percent prefer to work for organizations that have a strong green strategy, and 46 percent believe that having a strong green approach will help attract potential recruits. In addition, Shah et al. (2021) argued that the company can demonstrate its dedication to sustainability and environmental preservation by using an online recruitment approach and completing recruitment requirements via electronic communications to save transportation costs.

Aboramadan and Karatepe (2021) indicated that the disclosure of information by the human resources department related to the environmental commitment of the organization helps to attract job seekers who believe in those environmental concepts. From this point of view the researcher believes that green human resource management has a positive significant effect on therecruitment of human resources in Jordanian government institutions:

H2: The implementation of green human resources management has a positive significant effect on the recruitment of human resources in Jordanian government institutions.

3.3. GHRM and the organization's performance

GHRM plays an important role in enhancing the performance of companies through its concern with issues related to the environment, which includes environmentally friendly human resources initiatives that lead to greater efficiency in performance, lower costs, better participation of employees in the operational process and contribution with their various abilities in achieving the desired performance. GHRM helps organizations to reduce the negative environmental impact of the company through various green activities like car sharing, electronic filing, job sharing, teleconferencing, online interviews, recycling of paper, online work, online recruitment and training, and office spaces that save energy.

Olabi et al. (2022) argued that green practices reflected positively on the performance of companies by reducing the undesired environmental impact of the organization, reducing costs while maintaining quality, fighting the turnover of employees, and improving the retention rate of them by raising their morale, achieving job satisfaction and commitment to them, and creating a culture of concern for the employees' health and well-being; which leads to increasing their productivity, improving the competitiveness and reputation of the company, attracting potential customers, and increasing sales and thus finally improving the performance of the company. From this point of view, the researcher believes that the GHRM has a positive significant effect on the organization's performance:

H3: The implementation of green human resources management has a positive significant effect on the organization's performance in Jordanian government institutions.

3.4. Green human resources management and the competitive advantages

The ability of an organization to carry out its work in a way that is difficult for competitors to duplicate has been referred to as competitive advantage, Paley (2021) argued that the organization can achieve its competitive advantage through the implementation of strategies that value creates in cost reduction areas compared with the cost of its competitors with maintaining the quality, in addition, to distinguish from others through superior customer response, superior efficiency, superior creativity, superior quality, and superior human resources. Kryscynski et al. (2021) defined competitive advantage as the ability of a firm to provide customers with values and benefits that are superior to and different from those provided by competitors, the desire and demand of customers confirm its distinction and difference from competitors, as the company achieves them more benefits and values than other competitors, which can be achieved by the organization's human resource management effortsas management of human resource constitute the driving power for renovations and changes in the institutions.

Exclusive resources could provide a competitive advantage (CA), skills, and abilities of the institutions to introduce the product at less cost with good quality at the right time. The traditional sources of CA such as natural resources and technology become easier to be imitated by competitors compared to green practices and sustainability. However, a well-developed GHRM could be a meaningful source of competitive advantage by reducing the carbon footprint in society through green practices such as car-pooling, virtual interviews, job-sharing, teleconferencing electronic filing, telecommunication technologies, online training, paper recycling, optimal utilization of energy-efficient and resources and office spaces which resulted in improving the performance of the company, reducing costs with maintaining the quality, increasing the employee's commitment, and productivity, good reputation, and customer satisfaction which finally create the competitive advantage for the institution (Diri and Elisha, 2021). However, the researchers believe that the GHRM has a positive significant effect on the competitive advantage of the Jordanian government institutions.

H4: The implementation of green human resources management has a significant effect on the enhancement of the organization's competitive advantages in Jordanian government institutions.

4. Research methodology

In order to explore the impact of green human resources management in government institutions in Jordanthe population of this paper is all the Jordanian government institutions and the sample is the Jordanian Ministry of Justice, a questionnaire was designed with four aspects to collect the data related to the (environmental sustainability, organization performance, recruitment, and competitive advantages) for the year 2021 and distributed to 75 participants, of whom 65% were females and 35% were males, their ages ranged (25-35), (36-46) and (>47), with a percentage of 56.6%, 17.1%, 26.3%, respectively. The years of experience of the participants in the research sample also varied, 51% of them did not complete the five years of work, 16% had (5-10) years of work experience, 9% were between (11-16) years, and finally, those with more than 17 years of experience were 24%. To measure the data collected SPSS packages such as descriptive statistical analysis, Cronbach Alpha, the normal distribution, and one sample T-test were used.

4.1. Variable measurement

The model was formulated, for the purpose of describing the relationship between the paper variables represented by the impact of applying green human resources management in government institutions in Jordan, and summarized in Fig. 1.
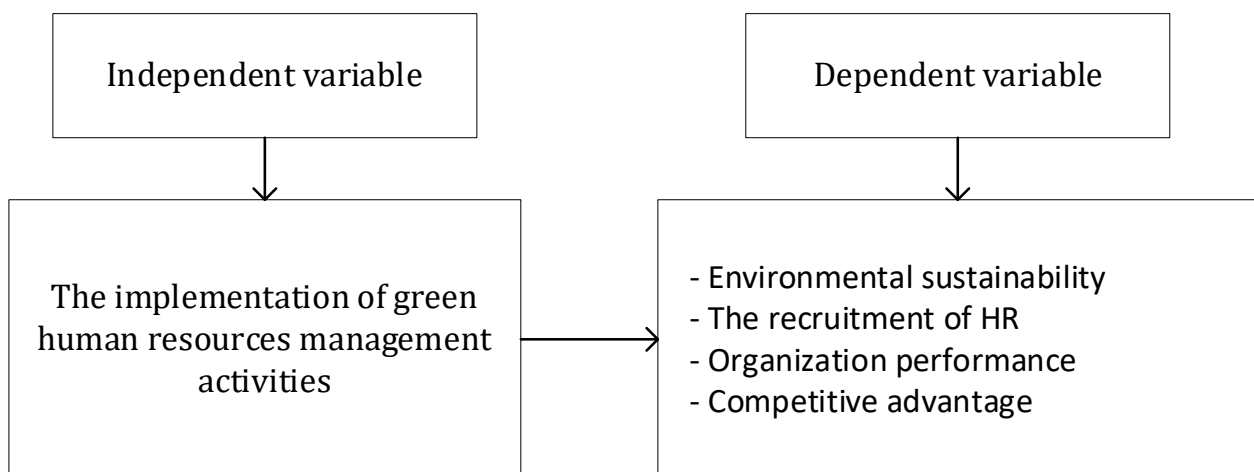

Fig. 1: Model of the research variables

4.2. Data analysis and empirical results

73.7% of employees of the Ministry of Justice believe that the implementation of green human resources management, which includes the transition to electronic management, contributes to the preservation and sustainability of environmental resources. 21.1% of the employees did not believe that there is any impact on environmental sustainability, and a few percent of themwere unable to determine or touch the impact on environmental sustainability.

It seems that most of the employees of the Ministry of Justice, which is 69.7%, believed that the implementation of GHRM positively affects the performance of the Ministry of Justice. 10.5% of the employees did not believe that there is any impact on the ministry's performance, and 19.7% were unable to determine or touch the impact on the ministry's performance. In addition, most of the employees of the Ministry of Justice, which is 76.3%, believed that the implementation of green human resources management positively affects the recruitment of human resources in the Ministry of Justice. 17.1% of the employees did not believe that there is any impact on the recruitment of human

resources, and 6.6 % of them were unable to determine or touch the impact on human resources recruitment in the Ministry of Justice.

Most of the answers came in agreement with 82.9% that using the implementation of GHRM is a useful step for the improvement of the competitive advantages. 11.8% of the employees did not believe that there is any impact on the competitive advantages, and a few percent of themwere unable to determine or touch the impact on the competitive advantages of the Ministry of Justice.

4.3. Hypothesis test

A basic linear regression analysis was used to test the assumptions in this study, and the results were as follows:

H1: The implementation of green human resources management has a positive significant effect on environmental sustainability in Jordanian government institutions.

The results of the first hypothesis test H1 appear in Table 1.

Table 1: Results of the first hypothesis test (H1)

Independent variable	Model summary		ANOVA		Coefficients				
	R	R^2	F	Sig F*	variable	B	standard error	T	Sig t*
Green human resources management	0.702	0.464	132.261	0.000	The environmental sustainability	0.437	0.036	11.228	0.000

* The effect is statistically significant at the level ($\alpha \leq 0.05$)

Table 1 shows the value of R=0.702, indicating that there is a positive link between the dimension (environmental sustainability) and the other dimensions (green human resources management). And it turns out that the coefficient of determination is (R^2=464), which implies that the field (environmental sustainability) has explained 46.4 percent of the variance in (green human resources management), while the other variables have remained constant. At a confidence level of (sig =0.000), the value of (F) was found to be 132.261, confirming the significance of the regression at the level of significance (0.05). However, the value of

B=0.437 and the value of T=11.228 at the level of confidence (sig=0.000) were also discovered in the coefficients table, confirming the significance of the coefficient at the level of (0.05).

H2: The implementation of green human resources management has a positive significant effect on the recruitment of human resources in Jordanian government institutions.

The results of the first hypothesis test H appear in Table 2 as follows:

Table 2: Results of the H2 test

Independent variable	Model summary		ANOVA		Coefficients				
	R	R^2	F	Sig F*	variable	B	standard error	T	Sig t*
Green human resources management	0.714	0.471	117.541	0.000	The recruitment of human resource	0.501	0.031	12.074	0.000

* The effect is statistically significant at the level ($\alpha \leq 0.05$)

Table 2 shows the value of R=0.714, indicating that there is a positive association between the dimension (human resource recruiting) and the outcome (green human resources management). And it turns out that the coefficient of determination is R^2=0.471, which means that the field (human resource recruitment) has explained 47.1 percent of

the variation in (green human resources management), while the other variables have remained constant. At a confidence level of (sig =0.000), the value of (F) was found to be 117.541, confirming the significance of the regression at the level of significance (0.05). However, the value of B=0.501 and the value of T=12.074 at the level of

confidence (sig=0.000) were also discovered in the coefficients table, confirming the significance of the coefficient at the level of 0.05.

H3: The implementation of green human resources management has a positive significant effect on the organization's performance in Jordanian government institutions.

The results of the first hypothesis test H appear in Table 3.

Table 3: Results of the H3 test

Independent variable	Model summary		ANOVA		Coefficients				
	R	R²	F	Sig F*	variable	B	standard error	T	Sig t*
Green human resources management	0.687	0.436	86.641	0.000	The organization's performance	0.468	0.028	11.254	0.000

* The effect is statistically significant at the level (α≤0.05)

Table 3 shows the value of R=0.687, indicating that there is a positive link between the dimension (organizational performance) and the variable (green human resources management). And it turns out that the coefficient of determination is R²=0.436, which means that the field (organizational performance) has explained 43.6 percent of the variance in (green human resources management), while the other variables have remained constant. At a confidence level of (sig=0.000), the value of (F) was found to be 86.641, confirming the significance of the regression at the level of significance (0.05).

However, the value of (B=0.468) and the value of T=11.254 at the level of confidence (sig=0.000) were also discovered in the coefficients table, confirming the significance of the coefficient at the level of 0.05.

H4: The implementation of green human resources management has a significant effect on the enhancement of the organization's competitive advantages in Jordanian government institutions.

The results of the first hypothesis test H appear in Table 4.

Table 4: Results of the fourth hypothesis test (H4)

Independent variable	Model summary		ANOVA		Coefficients				
	R	R²	F	Sig F*	variable	B	standard error	T	Sig t*
Green human resources management	649	0.391	87.251	0.000	competitive advantages	0.43	0.034	11.584	0.000

* The effect is statistically significant at the level (α≤0.05)

Table 4 shows the value of R=0.649, indicating that there is a positive link between the dimension (the enhancement of the organization's competitive advantages) and the dimension (the enhancement of the organization's competitive advantages) (green human resources management). And it turns out that the coefficient of determination is R²=0.391, which means that the field (enhancing organizational competitive advantages) has explained 39.1 percent of the variance in (green human resources management), while the other components have remained constant. However, at a confidence level of (sig=0.000), the value of (F) was found to be 87.251, confirming the significance of the regression at the level of significance (0.05). The value of B=0.430 and the value of T=11.584 at the level of confidence (sig=0.000) were also discovered in the coefficients table, confirming the significance of the coefficient at the level of 0.05.

5. Discussion

The study found that the application of green human resource management has a significant positive impact on environmental sustainability in Jordanian government institutions. As Úbeda-García et al. (2021) agreed, green human resource management is the integration of environmental management into human resource management as it increases employee awareness and commitment to the issue of sustainability, so each employee will be responsible for supporting sustainable practices. According to Lăzăroiu et al. (2020), public institutions realize their significant environmental impact, and in order to provide more efficient and environmentally friendly services, many public institutions around the world have implemented many green initiatives to reduce environmental impact. The implementation of green human resource management has a significant positive impact on the employment of human resources in Jordanian government institutions. This result agreed with Al-Swidi et al. (2021). Aboramadan and Karatepe (2021) indicated that the HRM's disclosure of information related to an organization's environmental commitment helps to attract job seekers who believe in these environmental concepts. The study also found that the application of green human resource management has a significant positive impact on the organization's performance in Jordanian government institutions. This result agreed with Olabi et al. (2022). Finally, the application of green human resources management has a significant impact on enhancing the competitive advantages of the organization in Jordanian government institutions. Paley (2021)

argued that the organization can achieve its competitive advantage through the implementation of strategies that create value in cost reduction areas compared with the cost of its competitors while maintaining quality.

6. Conclusion

The researcher concluded that the implementation of green human resources management has a positive effect on environmental sustainability by performing some green practices such as the electronic fulfillment of work, Job sharing, flexible working hours, E-recruitment, telecommuting, online training, sharing cars, online jobs, recycling the paper, optimal utilization of energy-efficient and resources and office spaces and on the knowledge capital through improving the performance by reducing the cost while maintaining the quality of performed services, attracting potential customers and gaining higher profitability, enhancement the process of recruitment of human resources by increasing employees satisfaction and improving the competitive advantages by customer satisfaction and good reputation of Jordanian government institutions. This paper will be effective literature for the researcher who is interested in green human resources and sustainability. Also, this paper will be good literature for environmental accounting reporting disclosures. The researcher recommends the need to strengthen awareness among workers through guidance programs about the importance of implementation of this relatively modern type of management in Jordanian government institutions.

Compliance with ethical standards

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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