

Investigating the Adoption of Green Human Resources Management (GHRM) Practices on Continuous Improvement: A Perspective from case Study in Jordan

Saif Isam Aladwan, Aktham Al Sarayreh, Azura Abdualah Effende

^{a*} University science Malaysia, Malaysia

* Corresponding E-mail: safealodwan@hotmail.com

^b Amman college Al- Balqa' Applied University, Jordan

^c University science Malaysia, Malaysia

ABSTRACT

The current study aimed to measure the impact of green human resource management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation) on continuous improvement (organizational structure improvement, infrastructure improvement, process improvement, service improvement) in Jordanian industrial companies. The study population consisted of Jordanian industrial companies listed on Amman Stock Exchange. The study questionnaire was distributed to managers, their deputies and heads of departments. The number of questionnaires which turned out valid for analysis reached (248) questionnaires based on the descriptive and analytical method.

The study concluded many results, the most important of which is the presence of a statistically significant effect of green human resource management practices, in all its dimensions, (green job analysis and design, green polarization, green training and development, green health and safety, green compensation), on continuous improvement in its dimensions combined in Jordanian industrial companies, and, it recommended continuing to apply the dimensions of green human resources management because of its positive impact on continuous improvement.

Keywords: green human resource management practices, continuous improvement, Jordanian industrial companies.

1.0 Introduction

In the last years, there was a need for a new method to manage the environment in the entire world (gonzalez-benito, 2006). Currently, there is a great interest by the industrial companies in Jordan to preserve the environment and to use new methods to eliminate the environmental pollution, and to maintain a clean and healthy environment.

This has become an interest by the industrial companies in human resources management practices because of their significant role in maintaining the internal environment of the company, which would help to reduce the Environmental pollution outside the company. This can be done by training the employees on the new concept, and this concept is the green human resources management (halawi & zaraket, 2018).

For the time being, human resource management (HRM) is considered as a management's important method for human in any organization, so HRM can deal with any human inside the organization and, can manage human incorrect ways to achieve organizational goals. There are many alternate names of human resource management like: individual management, direction of human resources and manpower management (henarath, 2009), yet, human

resource management is known as a strategic plan in the organization for the employment of effective employees who eager to work and achieve the organization's goals (Nasir et al., 2022; hecklau et al., 2016). Also, HRM draws all organization actions like: rewards, selecting employees, designing work, training new employee, developing skills for employment, motivating and controlling the employee; and, HRM manages anything for the employee in the organization (Khdour et al., 2021; wilton, n., 2016).

Green practices are the actual programs of green human resources management, which are the actual processes and techniques applied by organizations to reduce the negative effects of the environment and society and support their positive aspects. Whatever applied by many international and Arab organizations to live in sound ecosystems, the study, in this regard, deals with the innovative aspect of human resources management policies and practices that are green (Al-Madadha et al., 2021; Al-Madadha et al., 2019; Arulrajah et al., 2015), but anyhow, green human resources management (GHRM) is defined as the use of HRM strategy to support the use of sustainable materials in the company and preserve the environment inside it and, to encourage the employee to work effectively (zoogah, 2011). Green Human Resources Management (GHRM) is utilized in the company interested in HRM strategy to support the use of

sustainable materials therein; in another respect, it is a general supportive of giving rise to sustainable environmental (marhatta & adhikari, 2013).

Green human resource management has two main elements; the first one is to keep knowledge capital, and, the second is to use the environment -friendly HR (mandip, 2012).

In this respect, the continuous improvement (CI) is considered as a primary factor in the business world especially in the big companies. The concept of continuous improvement (CI) came from the Japanese concepts, where the term "Kaizen", (Kai – do, change, Zen – well), is a Japanese word meaning continuous improvement (thinking and management); this term is not used in management only but in daily life for the Japanese people. It means to go forward and increment continuous improvement and raise the value (karkoszka and szewiczet, 2007). CI can help the company to solve its problems arising from using management methods, like DMAIC (define, measure, analyze, improve, and control), and PDCA (plan, do, check, and act), so that it will help the company to keep the improvement ongoing inside it (galeazzo et al., 2016). CI is considered also a subunit of the quality initiative, like total quality management (TQM), or like a new approach which can be used in the market today to get competitive advantage (gallagher et al., 1997). However, TQM can be accomplished by controlling CI and keeping track of CI working by engaging people from all levels of the organization (kossoff, 1993).

CI is indicating to beginning of change inside the company and consists of partial improvement planned and implemented with the current resource (jørgensen et al., 2007). continuous improvement is defined as a systematic planning and formal process for partial/whole change in the company; its goal is to increase the company's productivity and performances (boer et al., 2000). Other description of CI is attention to culture, because the culture is a sustained improvement for the company (BHUIYAN & baghel, 2005). Additionally, CI is the best way for the framework of manufacturing and services to increase quality, efficiency and get competitive advantage inside the company.

1.1 Study Problem

Continuous improvement has received the attention of modern administrations of international organizations, given the political and economic conditions experienced by the countries of the world in general, and, the Middle East in particular, to face the challenges and avoid crises on the other hand, while maintaining its resources and capabilities. The problem of this study is that the companies have lacked the using of continuous improvement tools.

In light of the above, the problem of the study is the following:

1. What is the level of applying the concept of green human resources management practices in Jordanian industrial companies?
2. What is the level of application using the tools of continuous improvement in Jordanian industrial companies?
3. What is the impact of green human resources management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation) on continuous improvement (organizational structure improvement, infrastructure improvement, process improvement, service improvement) in Jordanian industrial companies?

1.2 Importance of study

The researcher divided the importance of the study into the following:

- Scientific significance (theoretical): The importance of the study stems from the fact that it deals with a modern administrative concept: the green human resources management practices and its relationship to the flexibility of human resources, which makes it a new addition to the Arab library in the field of management, as the researcher hopes, in the future of the current study, to divulge the results and recommendations of the study in order to stimulate researchers provide new studies in this area.

Practical significance: The practical significance of the present study stems from its choice of the population applied to it, namely, the Jordanian industrial companies which play a vital and important role in the national economy at all levels, thus, it may help the Jordanian industrial companies to benefit from such results and know what is applicable to them and required thereof; and, by being applied, to address therefore the problem of applying the dimensions of green practices of human resources management, which will reflect on the flexibility of human resources, and facilitate the management of staff capabilities and recruitment to achieve the desired goals.

1.3 Objective of the Study

To achieve the purpose of the study, the objectives of the study were based however on the problem on which the hypotheses of the current study will be based:

- 1- Identify the green human resources management practices and their dimensions.

- 2- Identify the continuous improvement and its dimensions.
- 3- Measure the impact of green human resources management practices on the continuous improvement in Jordanian industrial companies.

2.0 Literature Review

2.1 Green Human Resource Management

2.1.1 Green Human Resource Management Background

The competitive advantage in business organizations has entry points and keys to achieving it, such as adopting the green approach as a starting point from the green work culture, especially in the last two decades where human resources management has become a basic partner in preserving the environment and the surrounding community (al-zubaidi, 2016), where environmental concerns began at the beginning of the twentieth century in a manner where the clearest result of climatic changes had a role in environmental changes, as well as the effects of industrial revolution, and thereby the organizations have found themselves facing these changes and they must devise ways to meet the market demands and the needs of their customers, shareholders and all stakeholders (Stakeholder) dealing with them (ahmad, 2015).

This relationship between human resource management (HRM) and the environment and society began when the administration joined the Environmental Management (EM) which had been included in many departments before that, and the union between the two departments began to be known as the Green Human Resource Management (GHRM), as the downsides of the industrial revolution pushed the environment to be concerned with the global concern about the environmental risks arising from industries and businesses, which required the organizations to call on all their departments to confront the threats that attack the environment. Human resources management is one of the important departments that are related to the organizations' strategy, shaping their culture and achieving their policies, especially the Environmental ones, where a nation can include green practices for the management of all human resources processes and functions belonging to human resources, and with the growing studies on green practices, but the effectiveness of the application remains under study (masri, 2016).

2.1.2 Definition of green human resource management

This concept is one of the modern concepts that link human resources management with the environment and the surrounding community taking into account the variable "knowledge capital", and, it is intended from the green human resources management

to be distinguished practices and activities related to human resource management functions, stemming from the unique decisions and behaviors that target to green the workers and the organization, by promoting green trends to achieve environmental goals, which are reflected in environmentally friendly products that are characterized by higher efficiency and lower cost, and environmental activities to achieve sustainable development, and protect the environment from pollution, all that would lead to improving the positive effects and reducing the negative effects on the environment.

Green practices include developing human resource activities to become green, starting with job analysis, polarization, green selection, and ending with green compensation and green assessment, through green workers' relations, which play a vital role in enhancing employee morale, the benefits of which are alike for the employees and the organization as being powerful tools for the organizations to demonstrate their green competence (al-zubaidi, 2016; arulrajah et al., 2015; renwick, et al., 2013; (ahmad, 2015).

(popli, 2014) study stated that the interest in green practices and the desire for green orientation moved from concern, at the personal level to attention at the level of organizations, and, that the environmental standards must be developed to become at the global level and included within the strategies of organizations, yet, the organizations affect the surrounding environment and society on all sides through their products and services provided; and it believes that the green practices for human resources management, being the implementation of policies, emerge as part of the programs related to the social responsibility expected, and that greening of workers and the organization should be practiced as actual activities such as meetings, through the internet, and reduce paperwork consumption and print, as well as, the rationalization of energy at working as shutting down care appliances when not in use during work, as well as, all lightings and the examples are innumerable.

As transportation costs fall on workers and also saves a lot of time and effort on them, and therefore the organization, not to mention the quality of the technology services provided, all of this is reflected positively on the environment and society by reducing mobility and reducing the use of transportation harmful to the environment, and these practices are best in the case of inability to move where there is no environmental emergency such as snow, storms and other emergency situations, and, even the organizations that operate with this type of practice have increased polarization, as many candidates want this type of work to achieve a balance between work and life, especially now.

2.1.3 Green Human Resource Advantages

The Green human resource has many advantages, according to opatha & arulrajah (2014)

- 1) Reduce global warming.
- 2) Reduce damage or limit catastrophic events, for example, of acid rains, red rains, waves, flooding, sea tempests, dry seasons and receding natural resources.
- 3- Help to clean climate and reduce health diseases.
- 4- Reduce the harms of animal and creatures.
- 5- Guarantee fitting parity of connections among plants, creatures, individuals, and their condition.
- 6- Help to improve survival for the people and companies for a period of time.

2.2 Continuous Improvement

KAIZEN KAI (change) and ZEN (for the best) is a Japanese concept that was used in many companies in the western world with its meaning of continuous improvement (chen et al., 2000).

Nowadays, the companies should focus on how to increase the quality and speed of customer service with an efficient and effective way to be competitive on the global level, and, many companies depend on their long term health in the market by using continuous improvement (juran, 1969; ishikawa, 1985; deming, 1986).

There are many researchers who defined the continuous improvement, barraza (2009) defined it as being a part of the total quality management or element of the basic platform for Toyota Production System (TPS) that can be described by participation of employees in how to solve a problem or reduce the waste in the company that can appear from daily work; while suarez-barraza and ramis-pujol (2008) defined the continuous improvement as being a procedure methodology that help companies to develop by significant improvements in their operation process. According to zangwill and kantor (1998), they defined the continuous improvement as being a strongly-related technique that produced significant improvement in various companies. In this respect, bhuiyan and baghel (2005) defined the continuous improvement as being a philosophy of how to increase success and decrease failure. According to suarez-barraza and miguel-davila (2009), Kaizen means continuous improvement in daily work, and in the moment of the work, that can be achieved by all employees inside companies at any position or place,

3.0 Study Model

The model was based on previous studies to build .The independent variables of green human

and can move from small improvement to essential improvement effectively and efficiently.

2.2.1 History of continuous improvement

The meaning of continuous improvement came after the World War II when Japan was affected in their economies, and was faced by many problems in their industry. Experts from US were invited to Japan to help in how to build their new economies with new ideas. So, for building their new economies they used a new concept called "KAIZEN" (sikandar, 2018).

robinson (1990) gave the verifiable foundation of CI programs in the USA and Japan. They identified the first program for CI at the National Cash Register in 1894 in Dayton, Ohio. This program had a few qualities of the present projects, including taking care of the absolute work of the board relationship (for example by improving working conditions), empowering and remunerating improvement recommendations, and creating representatives by giving instructive chances.

In the '1950s', when the executives and government recognized that there was an issue in the current recognized management system and a deficiency in the pending work, Japan looked into to determine this issue through participation with the workforce (singh & singh, 2015), after this problem, the CI emerged to help companies in achieving their goals (quality, high services, increase revenue, and reduce waste).

2.2.2 Continuous improvement advantages

Continuous improvement is considered as an important process in any organization, and it is a primary and essential element that guarantees the continued sustainability of any organization, this would help the organization to achieve its goals effectively and efficiently.

Through the correct application of this concept many advantages can be gained, such as:

According to sikandar, (2018)

- Decrease the cost
- Help to decrease the defects of their outputs
- Decrease the time of their services
- Raise the delivery services
- Appraise their product and service
- Improve productivity
- Increase employee engagement in the organization
- Increase the quality of product and service

resources management practices are based on tucker & singer, (2015); rawashdeh, (2018); masri, (2016), and the dependent variables of continuous

improvement are based on ngozi, chigozie, okey

(2018); galeazzo et al., (2016).

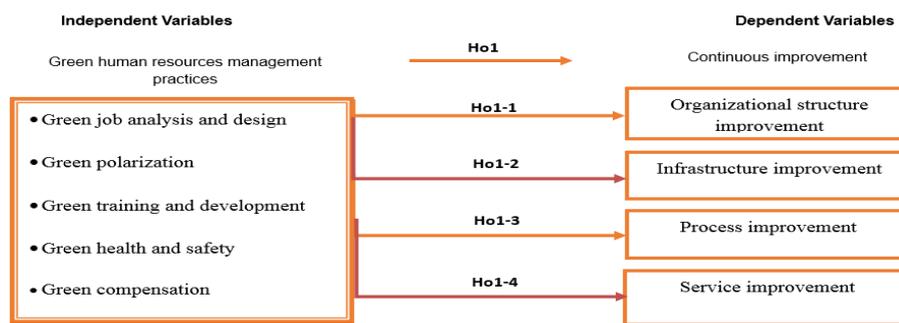


Fig. 1. Research Model

Based on the study problem and questions, the following hypotheses were formulated:

Main hypothesis (Ho1): There is no statistically significant impact at the level ($\alpha \leq 0.05$) of green human resources management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation), on continuous improvement (organizational structure improvement, infrastructure improvement, process improvement, service improvement), in Jordanian industrial companies.

The following sub-hypotheses emerged:

Ho1-1: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of green human resources management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation), on organizational structure improvement in Jordanian industrial companies.

Ho1-2: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of green human resources management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation), on infrastructure improvement in Jordanian industrial companies.

Ho1-3: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of green human resources management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation), on process improvement in Jordanian industrial companies.

Ho1-4: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of green human resources management practices (green job analysis and design, green polarization, green training and development, green health and safety, green compensation), on

service improvement in Jordanian industrial companies.

4.0 Study Methodology

The researcher used the descriptive-analytical method to classify and analyze the data. The researcher will record the views to be studied then present and describe them through tables and graphs. This method was utilized to obtain adequate measurements.

4.1 Population and Sample

The researcher developed a questionnaire covering all components of the dependent and independent study variables, which will be formulated and distributed to members of the sample.

The study population is one of the industrial companies in Jordan registered at the Ministry of Industry and Trade and the Securities Depository Center in Jordan, which numbered (66) companies at the time of preparation of the study, based on the website of the Securities Depository Center (SDC). The companies were selected based on the size of capital of not less than (10,000,000) million dinars, so the number to be studied was (31) companies, and after auditing it was found that two companies did not announce the number of employees and thus were excluded, so that the final number of the study sample came to (29) industrial companies. The study sample consisted of (264) top and middle managements of the ongoing projects in Amman, where the questionnaire was distributed to collect information needed for this study, (16) thereof were excluded, as they were not valid for statistical analysis. The percentage of questionnaires analyzed reached (93.9%), thereby; the number of questionnaires valid for analysis reached (248).

4.2 Data collection

To achieve the goals of the current study, the researcher relied on two types of sources: secondary sources and primary sources, and as follows:

Primary sources: The data is obtained through the preparation of a special questionnaire for the subject of this study. Where it covered all the aspects dealt with

in the theoretical framework, questions, and hypotheses on which the study was based.

Normal Distribution Test

5.0 Test hypotheses

Table (1): Normal distribution of data

		organizational structure improvement	infrastructure improvement	process improvement	service improvement	continuous improvement
N		248	248	248	248	248
Normal Parameters a,b	Mean	4.2306	4.0992	3.8613	3.8355	4.0067
	Std. Deviation	0.49890	0.67378	0.77952	0.81207	0.57055
Most Extreme Differences	Absolute	0.166	0.142	0.140	0.152	.0111
	Positive	0.166	0.079	0.073	0.085	.0063
	Negative	-0.117-	-0.142-	-0.140-	-0.152-	-0.111-
Test Statistic		0.166	0.142	0.140	0.152	0.152
Asymp. Sig. (2-tailed)		0.446	0.421	0.417	.398	0.398

Table (1) shows that the dependent variable and all its dimensions follow the normal distribution because the values of KULMOGORF-SMIRNOFF Z (0.166, 0.142, 0.140, 0.152, 0.152) are less than 1.96 and the Sig significances (0.446, 0.421, 0.417, 0.398,0.398) are greater than 0.05.

Before the researcher tested the study hypotheses, and in order to ensure the relevancy and relevance of the data, the researcher conducted a "Variance Inflation Factor-VIF" test and the "Tolerance" test for each of the independent variables, to ensure that there is no high correlation (Multi-Collinearity) between the independent variables.

Table (2): Test the coefficient of inflation and contrast allowed for Green practices of Human Resource Management

Variables	VIF	Tolerance
green job analysis and design	3.874	0.258
green polarization	3.154	0.317
green training and development	3.101	0.322
green health and safety	1.996	0.501
green compensation	1.959	0.511

Table (2) shows the values of variance inflation coefficient (VIF) and the allowed variance "Tolerance" for each variable, where we note that the value of (VIF) for all variables was less than (5) and ranges between (1.959-3.874), and that the value of Tolerance allowed for all variables was greater than (0.05) and ranged between (0.258 -

0.511), and based on the decision rule related to (VIF) values this indicates that there is no correlation between the independent variables hindering the regression test, and depending on it (malhotra, 2010, P. 485).

Table (3): Table of Coefficient

Element	B	Std. Error	Beta	T	Sig.
(Constant)	0.457	0.108		4.250	0.000
green job analysis and design	0.081	0.029	0.107	2.793	0.006
green polarization	0.596	0.025	0.823	23.77	0.000
green training and development	-0.113-	0.031	-0.127-	-3.687	0.000
green health and safety	0.104	0.033	0.086	3.137	0.002
green compensation	0.221	0.029	0.209	7.646	0.000

Table (3) shows the results of Coefficients for the impact of green practices of human resources management on the dependent variable (continuous improvement). The table shows the calculated (t) values for (green job analysis and design, green polarization, green training and development, green health and safety, green compensation) respectively (2.793, 23.770, -3.687, 3.137, and 7.646). The level of

significance of (t sig) was (0.006, 0.00, 0.00, 0.002, and 0.00) in sequence.

It means that there is an impact of green job analysis and design, green polarization, green training and development, green health and safety, green compensation, on the continuous improvement at the significant level ($\alpha=0.05$).

Multivariate regression coefficients:

Table (4): Table of Coefficient

Element	B	Std. Error	Beta	T	Sig.
(Constant)	0.995	0.201		4.954	0.000
green job analysis and design	0.065	0.054	0.0102	1.188	0.236
green polarization	0.052	0.047	0.087	1.118	0.265
green training and development	-0.152-	0.057	-0.205-	-2.664	0.008
green health and safety	0.476	0.062	0.473	7.682	0.000
green compensation	0.315	0.054	0.356	5.836	0.000

Table (4) shows the results of Coefficients for the impact of green practices of human resources management on the dependent variable (organizational structure improvement). The table shows the calculated (t) values for (green job analysis and design, green polarization, green training and development, green health and safety, green compensation) respectively (1.188, 1.118, -2.664, 7.682, and 5.836). The level of significance of (t sig) was (0.236, 0.265, 0.008, 0.00, and 0.00) in sequence.

It means that there is an impact of green training and development, green health and safety, green compensation on organizational structure improvement at the significant level ($\alpha=0.05$), but there is no impact of green job analysis and design, green polarization on organizational structure improvement at the significant level ($\alpha=0.05$).

Multivariate regression coefficients:

Table (5): Table of Coefficient

Element	B	Std. Error	Beta	T	Sig.
(Constant)	0.989	0.306		3.235	0.001
green job analysis and design	0.194	0.083	0.222	2.339	0.020
green polarization	0.332	0.071	0.398	4.652	0.000
green training and development	-0.241-	0.087	-0.235-	-2.777	0.006
green health and safety	0.004	0.094	0.003	0.047	0.963
green compensation	0.480	0.082	0.393	5.839	0.000

Table (5) shows the results of Coefficients for the impact of green practices of human resources management on the dependent variable (infrastructure improvement). The table shows the calculated (t) values for (green job analysis and design, green polarization, green training and development, green health and safety, green compensation) respectively (2.339, 4.652, -2.777, .047, and 5.839). The level of significance of (t sig) was (0.02, 0.00, 0.006, 0.963, and 0.00) in sequence.

Multivariate regression coefficients:

It means that there is an impact of green job analysis and design, green polarization, green training and development, green compensation on infrastructure improvement at the significant level ($\alpha=0.05$), but there is no impact of green health and safety on infrastructure improvement at the significant level ($\alpha=0.05$).

Table (6): Table of Coefficient

Element	B	Std. Error	Beta	T	Sig.
(Constant)	-0.066-	0.053		-1.241	0.216
green job analysis and design	0.072	0.014	0.068	4.935	0.000
green polarization	0.945	0.012	0.938	75.99	0.000
green training and development	-0.004-	0.015	-0.004-	-.295	0.769
green health and safety	-0.031-	0.017	-0.018-	1.844	0.066
green compensation	0.034	0.015	0.023	2.327	0.021

Table (6) shows the results of Coefficients for the impact of green practices of human resources management on the dependent variable (process improvement). The table shows the calculated (t) values for (Green job analysis and design, green

It means that there is an impact of green job analysis and design, green polarization, green compensation on process improvement at the

Multivariate regression coefficients:

polarization, green training and development, green health and safety, green compensation) respectively (4.935, 75.990, -.295, 1.844, and 2.327). The level of significance of (t sig) was (0.00, 0.00, 0.769, 0.066, and 0.021) in sequence.

significant level ($\alpha=0.05$), but there no impact of green training and development, green health and safety on process improvement at the significant level $\alpha=0.05$).

Table (7): Table of Coefficient

Element	B	Std. Error	Beta	T	Sig.
(Constant)	-0.156-	0.099		-1.578	0.116
green job analysis and design	0.067	0.027	0.061	2.512	0.013
green polarization	1.000	0.023	0.953	43.494	0.000
green training and development	-0.057-	0.028	-0.045-	-2.051	0.041
green health and safety	-0.064-	0.030	-0.037-	-2.097	0.037
green compensation	0.089	0.027	0.058	3.369	0.001

Table (7) shows the results of Coefficients for the impact of green practices of human resources management on the dependent variable (service improvement). The table shows the calculated (t) values for (Green job analysis and design, green polarization, green training and development, green health and safety, green compensation) respectively (2.512, 43.494, -2.051, -2.097, and 3.369). The level of

significance of (t sig) was (0.013, 0.00, 0.041, 0.037, and 0.001) in sequence.

It means that there is an impact of green job analysis and design, green polarization, green training and development, green health and safety, green compensation on service improvement at the significant level ($\alpha=0.05$).

6.0 Results Discussion

Study shows that there is an impact of green job analysis and design, green polarization, green training and development, green health and safety, green compensation on the continuous improvement at the significant level ($\alpha=0.05$).

These results were in agreement with the al-ruwaili study (2018), as it showed a significant impact of green human resources practices on creating green behavior by facilitating access to employees who are distinguished by green practices, which enables the organization to work in a green environment through the instructions, methods and practices applied, and also agreed with the study of masri, (2016), where it showed that the main driver for applying green practices is environmental considerations, the determinants are the material costs of implementing the program, and, the expected benefit from implementing the program is to enhance social responsibility in preserving the environment among workers.

The study shows that there is an impact of green training and development, green health and safety, green compensation on organizational structure improvement at the significant level ($\alpha=0.05$), but there is no impact of green job analysis and design, green polarization on organizational structure improvement at the significant level ($\alpha=0.05$).

This result implicitly agreed with the study of kim et al., (2019) where it showed that there is a direct correlation with a significant significance between the search variables and the existence of moral effect between the search variables, and this confirms that the results came close to the assumption of the research hypotheses. And, that green human resources management (GHRM) improves the commitment for employees in hotels, eco-friendly behavior, and improves hotels performances. It also implicitly agreed with subramanian et al., (2019) where it showed a correlation and impact of a statistically significant effect between human resource practices and the human resource capabilities of the researched colleges, and the green human resource management practices and its dimensions (hiring, training, appraisal, and incentivisation), and its support to improve the company environment performances and the green organization culture.

The study shows that there is an impact of green job analysis and design, green polarization, green training and development, green compensation on infrastructure improvement at the significant level ($\alpha=0.05$). But there is no impact of green health and safety on infrastructure improvement at the significant level ($\alpha=0.05$).

This result implicitly agreed with gharibeh, muna, (2019), where it showed the interest of insurance companies in the element of continuous

improvement, and the lack of attention to the element of reducing costs sufficiently that leads to achieving a competitive advantage. And the applied of GHRM has a positive impact for increasing the competitive advantages of educational organization in Jordan; this result implicitly agreed with chaudhary, richa, (2018), where it showed that GHRM was found to relate essentially to JPI of forthcoming candidates and OP interceded the above linkage. EO was found to essentially direct the relationship of GHRM with JPI. Be that as it may, sexual orientation was neglected to add to the comprehension of the above relationship.

The study shows that there is an impact of green job analysis and design, green polarization, green compensation on process improvement at the significant level ($\alpha=0.05$). But there is no impact of green training and development, green health and safety on the process improvement at the significant level $\alpha=0.05$.

This result implicitly agreed with rawashdeh, adnan, (2018), where it showed medium application of GHRM in Jordanian hospitals, the strong relation was between recruitment and selection, and, the weakness relation was between training and development. This result implicitly agreed with mishra, pavitra. (2017), where it showed that it can be further extended to use the maximum capacity of GHRM rehearses for empowering expert ecological conduct in the associations.

The study shows that there is an impact of green job analysis and design, green polarization, green training and development, green health and safety, green compensation on service improvement at the significant level ($\alpha=0.05$).

This result implicitly agreed with alnajdawi et al., (2017), where it showed positive effect of GHRM on SCP by using the mediator OCBE in AL-MANAGER Group in Jordan, and this investigation found that the association citizenship conduct, for the condition, doesn't intervene in the connection between green recruitment and selection, and the organization's sustainable performance. This result implicitly agreed with bhutto, (2016), where it showed that all dimensions of (GHRM) have significantly impacted the performances of firms in Pakistan, and, the result affected positively the HR department and top management, and would help them to improve their policies and practices for GHRM.

6.1 Recommendations

- 1- The study recommends that companies should increase the continuity and adoption of the latest applications to maintain the advanced level of green practices for managing human resources in their dimensions by maintaining the flexibility of employing individuals with competence, acquired and accumulated

- experiences, who have an interest in the green environment, where the results of the descriptive statistics showed that the application of green practices for resource management of humanity was high in companies.
- 2- The study recommends that companies should enhance attention to green practices and preservation of the environment for the environmentally friendly hospitals, sustainable development and renewable energy practiced by green management, by including them in the annual evaluation of workers, such as adding a paragraph, on the extent of workers' contribution to maintaining the work environment, into its annual evaluation form.
 - 3- The study recommends that companies should enhance flexibility in carrying out some activities, such as doing business from home, especially for administrative activities that do not require attendance to companies that are eco-friendly, sustainable development, and renewable energy, and to exercise the green management and encourage its use in their various departments.
 - 4- Promoting and developing the green training process and practicing it in a practical way through encouraging entry into training programs that adopt training through computer programs and modern information technology without using papers or pens thus avoiding waste.
 - 5- The importance of adopting green practices to preserve the work environment, such as conducting competitions between different departments and units in companies in the extent of their commitment to green practices, and to strengthen that with financial and moral incentives, and it is possible to make these initiatives quarterly or annually.
 - 6- The need to pay attention to the dimension of green polarization, through which methods of proper polarization of workers can be improved in order to maintain the correct orientation of companies

List of references

- GONZÁLEZ-BENITO, J., (2006). Environmental Pro-Activity and Business Performance: An Empirical Analysis Omega. *The International Journal of Management Science*, 33, 1-15.
- AL-MADADHA, A., AL-ADWAN, A. S., & ZAKZOUK, F. A. (2021). Organisational culture and organisational citizenship behaviour: the dark side of organisational politics. *Organizacija*, 54(1), 36-48.
- AL-MADADHA, A., AL-ADWAN, A. S., ALROUSAN, M. K., & JALGHOUM, Y. A. (2019). Organisational climate and team performance: the mediating role of psychological empowerment at Jordanian pharmaceutical companies. *International Journal of Management Practice*, 12(2), 228-245.
- KHDOUR, N., AL-ADWAN, A. S., ALSOUD, A., & AL-DOURI, J. A. (2021). Human Resource Management Practices and Total Quality Management in Insurance Companies: Evidence from Jordan. *Probl. Perspect. Manag*, 19, 432-444.
- NASIR, J., IBRAHIM, R. M., SARWAR, M. A., SARWAR, B., AL-RAHMI, W. M., ALTURISE, F., & UDDIN, M. (2022). The Effects of Transformational Leadership, Organizational Innovation, Work Stressors, and Creativity on Employee Performance in SMEs. *Frontiers in Psychology*, 13, 772104-772104.
- HALAWI, A & ZARAKET, W., (2018). Impact of Green Human Resources Management on Employee Behavior; *Journal of Applied Business Research*. 6. 18-34.
- OPATHA, HENARATH, (2009). Human Resource Management; *Journal of university of Sri Lanka*, Sri Lanka.
- HECKLAU, F., GALEITZKE, M., FLACHS, S., & KOHL, H., (2016). Holistic approach for human resource management in Industry; 4.0. *PROCEDIA CIRP*, 54, 1-6.
- WILTON, N., (2016). An introduction to human resource management; 3rd, SAGE publications, London.
- ARULRAJAH, A., OPATHA, H., & NAWARATNE, N., (2015). Green Human Resources Management Practices: A Review; *Journal of Human Resources Management*, Sri Lankan, 5 (1), 1-16.
- ZOOGAH, D., (2011). The Dynamics of Green HRM behaviors: A Cognitive Social Information Processing Approach; *ZEITSCHRIFT FUR PERSONAL FOR SCHUNG*, 25, 117-139.
- MARHATTA, S., & ADHIKARI, S., (2013), Green HRM and sustainability; *International e-Journal of Ongoing Research in Management & IT*.
- MANDIP, G., (2012). Green HRM: People Management Commitment to Environmental Sustainability; *Research Journal of Recent Sciences*, 1, 244-252.

- KARKOSZKA, T., & SZEWIECZET, D., (2007). Risk of the Processes in the Aspect of Quality, Natural Environment and Occupational Safety; *Journal of Achievements in Material and Manufacturing Engineering*, Vol. 20 No. 1, pp. 539-542.
- GALEAZZO, A., FURLAN, A., & VINELLI, A., (2016). The Organizational Infrastructure of Continuous Improvement – An Empirical Analysis; *Operations Management Research*, 10 (1-2), 33–46.
- KOSSOFF, L., (1993). Total Quality or Total Chaos; *HR Magazine*, Vol. 38 No. 4, pp. 131-4.
- JØRGENSEN, F., LAUGEN, B. T., & Boer, H., (2007). Human resource management for continuous improvement; *Creativity and Innovation Management*, 16(4), 363-375.
- BHUIYAN, N., & BAGHEL, A., (2005). An overview of continuous improvement: from the past to the present; *Management Decision*, 43(5), 761-771.
- MASRI, H. A., (2016). Assessing Green Human Resources Management Practices in West Bank: An Exploratory Study; unpublished PHD thesis. ANNAJAH national university, Nablus, Palestine.
- ARULRAJAH, A., OPATHA, H., & NAWARATNE, N., (2015). Green Human Resources Management Practices: A Review; *Journal of Human Resources Management, Sri Lankan*, 5 (1), 1-16.
- RENWICK, D. W.S., Redman, T., & Maguire, S., (2013). Green Human Resource Management: A review and research agenda; *International Journal of Management Reviews*, 15(1), 1–14.
- AHMAD, SHOEB, (2015). Green Human Resource Management: Policies and Practices; *Cogent Business and Management*. 2. 13. 10
- OPATHA, H. H. P., & ARULRAJAH, A. A., (2014). Green human resource management: Simplified general reflections; *International Business Research*, 7(8), 101.
- JURAN, J. M., (1969) *Managerial breakthrough: A new concept of the managers' job*; New York: McGraw-Hill.
- ISHIKAWA, K., (1985). *What is total quality control? The Japanese way*; Englewood Cliffs, NJ: Prentice-Hall.
- DEMING, W. E., (1986). *Out of the crisis*; Cambridge, MA: MIT Press.
- ALI, SIKANDAR, (2018). PAPER-20-Impact of Continuous Improvement on Organization; 10.18178
- ZOOGAH, D., (2011). The Dynamics of Green HRM behaviors: A Cognitive Social Information Processing Approach; *ZEITSCHRIFT FÜR PERSONAL FÜR SCHUNG*, 25, 117–139.
- YOGESH HOLE et al 2019 *J. Phys.: Conf. Ser.* 1362 012121
- SINGH, J., & SINGH, H., (2015). Continuous improvement philosophy–literature review and directions; *Benchmarking: An International Journal*, 4, 285-299.
- RAWASHDEH, A., (2018). The Impact of Green Human Resources Management on Organizational Environmental Performance in Jordanian Health Service Organizations; *Management Science Letters*. 8. 1049-1058