

The Impact of Green Human Resources Management Practices on the Relationship between Commitment to Social Responsibility and Sustainable Performance

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Abstract: This study aimed to examine the moderating role of green human resources management practices on the relationship between commitment to social responsibility and sustainable performance. To achieve the study objective data was collected through a questionnaire that was distributed to the study population, which consisted of all the (200) employees. To analyze the study data and examine its variables, the simple regression analysis was used to examine the impact of the independent variable on the dependent variable, and the hierarchical multiple regression to examine the impact of the moderating variable. The results have shown that the organizations' commitment to social responsibility has a positive and significant impact on achieving sustainability in their performance. The results also indicated that the application of green human resources management practices has a positive role in improving the impact of social responsibility on sustainable performance. Based on the results, the study recommended that business organizations should be interested in demonstrating the importance of maintaining the environment in their recruitment processes and staffing people with a tendency to follow green environmental practices and policies. Business organizations should be interested also in including environmental and social issues in the company's vision and mission.

Keywords: Green recruitment, green training, green compensation, social responsibility, sustainable Performance.

1 Introduction

The subject of sustainable performance is considered one of the most important topics for researchers and scholars in the administrative and economic fields (Von Weizsäcker & Wijkman, 2018). This concept emerged with the sustainable development concept after the independence of the countries after the Second World War ((Žukauskas et al., 2018; Agudelo et al., 2019). Even though the corporations in the 21st century played a major and crucial role in the future of communities, most of their activities had no ethical practices towards their society and their environment. This phenomenon increased due to the increasing effects of globalization, easy access to information, and expansion in the international market (Grigoropoulos, 2019). This led to more greed among the capitalists of these corporations to add unethical practices to their activities to increase their interests and profits regardless of the damage they might cause to their environments and communities (McIntoch, Sheppy & Zuliani, 2017). These factors contributed to the emergence of the so-called social responsibility of organizations as

well as the issuance of many laws and legislation committing the business organizations to assume their social responsibilities (Abdawi et al., 2019). The attention in the concept of social responsibility has significantly increased by governments, human rights associations, and nature conservation societies to support the business organizations to achieve profits and returns while ensuring the safety of their activities' impact on both the environment and society (Lambin & Thorlakson, 2018). In addition, the social responsibility of organizations has become an urgent issue leading to many benefits for both business organizations and communities (Galbreath & Shum, 2012). A large global survey concluded that two-thirds of the capitalists are now more interested in achieving social goals that may sometimes exceed the wealth of shareholders (Nazir & alzwahiri, 2013). To increase the sustainable performance and achieve its objectives of increasing profits and increasing shareholder wealth, the organizations started looking towards discovering the techniques and tools that ensure addressing the urgent economic issues and focusing on environmental and social factors, one of these techniques is pushing their

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employees and members towards the commitment to social responsibility and using the so-called green human resources management practices (Ahmad, 2015). Most organizations working in the private sector in the developed and some developing countries have adapted their human resources management practices to encourage and promote a green environment, increase staff motivation to reduce waste of resources to keep the natural resources, reduce production costs and provide high-quality products to customers (Cheema & Javed, 2017). This cannot be achieved except with the green human resources management, which is an integrated process involving a green recruitment system, the green training system, and the green compensation system (Hussain & Aquil, 2018).

As a result of the importance of the role of the commitment to the social responsibility in achieving the sustainable performance that enables the business organizations to achieve a unique competitive status and in light of the role of the HR management especially the green practices in achieving sustainability in the performance, the current study is aimed at examining the impact of the commitment of the social responsibility on the sustainable performance, and the role of the green human resources practices in improving this impact.

2 Literature Review and Study Hypotheses

2.1 Social responsibility

Recently, the interest in corporate social responsibility (CSR) has increased either by researchers, practitioners, or organizations, this is attributed to the great role played by the commitment to social responsibility in improving the performance of organizations and increasing customer loyalty (Al-Hassan, 2014). Given the fact that the private sector replaced the public sector in many economic sectors in most countries, the private organizations had to assume many of the responsibilities which the public sector used to handle. These responsibilities are related to addressing many of the economic problems, the most important of which is reducing the problems of poverty and unemployment (Pallathadka & Pallathadka, 2020). In addition, the private sector organizations are committed to providing all the measures to preserve the environment and reduce the overexploitation of natural resources (Tiron-Tudor, & Bota-Avram, 2015). Despite the multiplicity of definitions of the concept of social responsibility, such a term is still somewhat ambiguous. Some researchers defined social responsibility from a legal perspective, while some have defined it as social behaviors in a significant sense; while others defined it as the good contribution of organizations (Bala & Singh, 2014). Even though it is hard to define the concept of social responsibility precisely, there appeared some efforts that addressed this concept. In 2011, the European Commission presented a unified definition of social responsibility as a concept in which

organizations integrate social and environmental interests into their business operations and in their interaction with stakeholders voluntarily (European Commission, 2011). The World Bank defined social responsibility as the obligation of the business owners to contribute to sustainable development by working with their employees, their families, and the community as a whole to improve people's welfare in a way that serves both trade and development (UNIDO, 2002). Many researchers have agreed that the social responsibility practiced by business organizations may take several forms, which are called dimensions (Khalaf, 2012; Rubi', 2020; Temvada, 2020). There are five dimensions in all the explanations and those are the legal, environmental, social, economic, and charity dimensions (Sameer, 2021).

2.2 Green human resources management practices

Due to the increasing awareness of the importance of environmental issues among business organizations, they adopted the so-called environmentally friendly practices represented in green recruitment, green compensation, and green training (Prasad, 2013). These organizations tended to integrate them with their vision along with the other HR management practices which will significantly contribute to achieving many returns, most important of which is increasing the competency, and productivity, reducing the production costs, and raising the level of sustainable performance of the business organizations (Al-Sakarne, 2017). The term "green" refers to several examples, including that green may indicate the preservation of the natural environment by protecting it from loss, damage, and negative change or it may mean keeping the natural environment through the minimal use of the natural resources and keeping it for the future generations (Howard-Grenville et al., 2014). "Green" also means the aspect related to HR management and its role in reducing or avoiding environmental pollution, including the pollution of the air, water, and soil (Cheema & Javed, 2017). (Ismail and al-Bardan, 2017) also stated that the green human resources management practices refer to the programs used by the organizations to reduce the impact of production processes and industrial waste on the environment for the aim of improving the organization's sustainable environmental performance. According to a recent review of the literature on green human resources management, several experimental studies suggested using a group of green human resources management practices called the "GHRM package" instead of individual practices as a tool for improving environmental performance (Hussain, 2018). The package includes a coherent set of human resources management practices that focus on spreading the environmental principles and values in organizations in line with the three elements of sustainability (environment, social balance, and economic balance) (Ismail & Hassan, 2020). According to many studies, these practices include the following.

Green recruitment to achieve their objectives through green recruitment, the organizations must work on creating a kind of integration between their recruitment policy and their environmental policies as well as choosing the employees who comprehend the values, vision of the organization that is linked to the environment (Cheema & Javed, 2017). Practicing green recruitment is now one of the means through which organizations can obtain a special brand especially in major corporations including multinational ones. Green recruitment focuses on three important aspects including the awareness of the green employee, the brand of the green employer, and the green standards of choosing candidates (Anwar, et al., 2020). The employees' green awareness is a fundamental aspect of the green recruitment process that when the employees' environmental values match with the organization's values, the employees are likely to respond positively to the environmental issues of concern to their organizations (Aranganathan, 2018; Bani Ismael & Albdareen, 2020). Furthermore, some studies have indicated that individuals seeking a job often tend to work in organizations with an interest in environmental issues (Rawashdeh, 2018). A survey conducted by the British Carbon Trust organization found that more than 75% of individuals seeking a job in companies believe that it is important that these companies have an active environmental policy to reduce carbon emissions (Arulrajah; Opatha & Nawaratne, 2015). (Mishra, 2017) stated that the green recruitment process has two main parts represented in using environmentally friendly methods in recruitment such as online interviews, reducing the use of paper during the recruitment tests, and controlling and measuring the green attitudes that support the environment during the selection process.

Green training. Training with its environmental concept refers to spreading environmental awareness within the organization and educating employees about environmental management. Training employees also have methods related to how to preserve the environment such as reducing wastes and gas emissions that cause the greenhouse effect (Al-Hammouri et al., 2017). The green training may also include the so-called green orientation programs for the new staff as an integral part of the training process. In these programs, new employees are informed about green actions and they receive an explanation for the organization's vision, mission, and initiatives related to environment conservation (Obeidat, Al Bakri & Elbanna, 2018). The most important green training practices, as mentioned in some studies, include determining the needs of employees for dealing with conservation issues, preparing training programs to enable employees to develop their skills and acquire new knowledge on the methods of dealing with the environment, and creating environmental awareness among employees (Jackson et al, 2011, Opatha, 2013, Renwick et al, 2013).

Green compensation is one of the strongest methods by which the employee's interest can be linked to that of the organization (Ahmed, 2015). Recently, business

organizations have been interested in developing a compensation system to support environmentally friendly activities, called the Green Compensation, which proved a great efficiency in increasing the interest of employees and commitment to environmental programs (Yong, et al., 2019). The green compensation system includes two types of compensation; financial compensation in which employees who show a great interest in environmental issues are awarded bonuses and cash allowances (Likhitkar & Verma, 2017; Al-Buhairi, 2018). The second type of green compensation is moral compensation, which consists of awards, special certificates of appreciation, and best-employee lists for the employee who implements his duties in an environmentally friendly manner (Arulrajah, Opatha, Nawaratne, 2015).

2.3 Sustainable performance

The concept of organizational performance was influenced by the emergence of several concepts, including sustainable development in 1992, and the concepts of environmental quality and social quality in 1996 and 2008 (Pham, et al., 2021). The emergence of such concepts led to the emergence of the concept of sustainable performance (PS), which included the financial performance along with the social and environmental performance of the business organizations (Malika and Hawari, 2018). (Al-Mawajdeh, 2019) defined sustainable performance as a group of methods used for creating a short- and long-term value, taking into account the economic, environmental, and social aspects. (Henao, et al, 2019) stated that sustainable performance also indicates the organization's contribution in building a society with an appropriate balance among the economic, social, and environmental goals by contributing to maintaining and expanding the economic growth, creating sustainable jobs, building value for all stakeholders, and meeting the needs of the disadvantaged. According to (Hourneaux Jr, et al., 2018), the sustainable performance of organizations is consisting of sustainable economic performance, which indicates the return on assets, reducing the organizational costs, increasing the income, enhancing the market share, and taking care of the employee's financial well-being. The sustainable performance also includes social and environmental performance, which refers to the performance related to the human resources development, the provision of a healthy work environment, supporting the general well-being, reducing the emission of pollutants for air, water, soil, waste from their manufacturing processes, and the overuse of natural resources (Akanmu, et al., 2020).

2.4 The relationship between CSR, SP, and GHRM

Business organizations are constantly facing many complex variables due to the expansion of the external environment, especially in terms of competition, globalization as well as technological development (Vaccaro et al., 2021). Such changes led to making it hard for organizations to achieve a

sustainable performance that makes them reach a highly competitive position (Marashdah & albdareen, 2020). Moreover, the process of achieving sustainable performance has become inevitable because of the great responsibility of the business organizations since they represent the largest part of the global economy (Almeida, et al, 2017). Therefore, achieving a sustainable performance will enable them to add value to their business, and achieve the sustainability of the (environmental, economic, and social) results (Al-Muwajda, 2019; Mandour, 2017).

The organizations seeking to achieve sustainability in performance started looking for means through which they can achieve it including not focusing on a single element, namely the owners, but seeking to play many roles they used to do in the past including fighting unemployment and poverty (Albertini, 2013). The means also include contributing to the community development in terms of health, education, culture, and technicality, providing products and services to consumers at the required prices and quality, developing the infrastructure, maintaining the environment and natural resources, i.e., adherence to what has become called social responsibility (Gadenne, et al., 2012). Ağan, Kuzey, Acar, and Açıkgöz (2016) study showed that the implementation of CSR initiatives has an important role in influencing the different types of performances, namely, financial, as well as environmental. Sidhoum and Serra (2017) study also showed a strong relationship between corporate social responsibility and various types of organizations' performance- economic, environmental, and social. Suganthi (2020) test the relationship between corporate social responsibility and sustainable performance. The results indicated a positive relationship between CSR initiatives and different types of performance. Therefore;

Hypothesis (H)1. The organizations' commitment to social responsibility has a significant impact on sustainable performance.

To be able to play the social roles that enable them to achieve sustainable performance in their activities and processes, the organizations started applying the green initiatives in the management of their human resources which represented a great part of their social responsibility programs (Cheema et al., 2017; Zaid, et al., 2018). This management now includes environmentally friendly human resources practices as well as preserving the knowledge capital (Labella-Fernández & Martínez-del-Río, 2019). The results of some studies have indicated that there is a significant relationship between green human resource management practices, corporate social responsibility, and the sustainable performance of the organization (Syed, et al., 2020). This type of practice create lots of benefits that positively reflect the organization's ability to carry out its social responsibilities and achieve sustainable performance, which are the benefits of improving the rates of maintaining employees, improving the organization's image among

customers, improving sustainable productivity, reducing the organization's environmental impact, achieving sustainable returns for investors, and responding to the community emergencies (Talent, 2013; alsakameh, 2017; Mousa & Othman, 2019). According to Bombiak & Marciniuk-Kluska (2018) the green initiatives are helpful in attracting talented staff which enhances sustainability. Several studies have been carried out and found that green HRM practices and CSR have been positively associated with sustainable performance (Roy & Khastagir, 2016; Masri & Jaroon, 2017, Malik et al., 2021; Zhao et al., 2021). Therefore;

Hypothesis (H)2. There is a role for the green human resources practices in the relationship between the organizations' commitment to social responsibility and sustainable performance.

3 Methodologies

The study adopted the descriptive analytical approach that describes the phenomenon as it is without the researcher's intervention. The field survey was used in data collection by preparing a questionnaire distributed to the study population, which consisted of (200) employees in the Jordanian Phosphate Mines Company. The number of the recovered and valid questionnaires was (150). The questionnaire consisted of four parts where the first part included the demographic data of the respondents, the second part was about social responsibility, the third part was associated with sustainable performance, and the fourth part was associated with the green human resource management practices. The constructs were measured by the 5-Points Likert scale. The reliability of the study tool (questionnaire) was confirmed through Cronbach's alpha coefficient. All the dimensions had a value regarding the reliability scale. i.e., social responsibility ($\alpha = 0.942$), Green human resources management ($\alpha = 0.851$), and sustainable performance ($\alpha = 0.963$). Hence, all the variables had adequate values of reliability test (values greater than 0.7 are considered to be good on the reliability scale (Sekaran & Bougie, 2016). To analyze the study data and examine its variables, the simple regression analysis was used to examine the impact of the independent variable on the dependent variable, and the hierarchal multiple regression to examine the impact of the moderating variable.

4 Hypotheses testing

The study adopted the simple regression analysis to test the first hypothesis, which claimed a significant impact for the social responsibility on sustainable performance. Table 1 shows that there is a significant relationship between the commitment to social responsibility and sustainable performance ($r = .865$, $t = 21.01$, $p \leq .05$). R-square (0.74), which is a statistically significant value meaning that the

commitment to social responsibility explains 74% of the variance in the sustainable performance of organizations. To examine the validity of the second hypothesis, which claimed that there was a moderating role for the green human resources management practices on the relationship

between the commitment to social responsibility and sustainable performance, The study used the hierarchical regression analysis to examine the interaction term between the commitment to social responsibility and the green human resources management practices in sustainable performance. The results in Table 2 showed that after the entrance of the green HR management practices to the regression model, the interaction term was shown to be positive and significant ($\beta = 0.23$, $p \leq 0.05$), which means that the higher the level of the application of the green HR practices, the better the relationship between the social responsibility and the sustainable performance. This result is supported by the change rate of the adjusted R². Comparing this with the results of table 1, we find that the value of the adjusted R² increased by (11%), which indicates that the interaction between the GHR management practices and the social responsibility contributes to improving the variance in the sustainable performance which supports the validity of H2.

To examine the validity of the second hypothesis, which claimed that there was a moderating role for the green

business organizations and to test the impact of the green human resources management practices as a moderating variable. The results have shown that the organizations' commitment to social responsibility has a positive and

human resources management practices on the relationship between the commitment to social responsibility and sustainable performance, The study used the hierarchical regression analysis to examine the interaction term between the commitment to social responsibility and the green human resources management practices in sustainable performance. The results in Table 2 showed that after the entrance of the green HR management practices to the regression model, the interaction term was shown to be positive and significant ($\beta = 0.23$, $p \leq 0.05$), which means that the higher the level of the application of the green HR practices, the better the relationship between the social responsibility and the sustainable performance. This result is supported by the change rate of the adjusted R². Comparing this with the results of table 1, we find that the value of the adjusted R² increased by (11%), which indicates that the interaction between the GHR management practices and the social responsibility contributes to improving the variance in the sustainable performance which supports the validity of H2.

Table 1: Simple Regression Analysis.

independent variable	B	t-Value	Sig	R	R ²	f -Value	Sig
Commitment to Social Responsibility	0.865	21.01	0.00	0.865	0.749	441.45	0.00

Table 2: Hierarchal Regression Analysis.

Model		(β)	t-Value	Sig.	R	R ²	f-Value	Sig.
1	(Constant)		.211	.834				
	Social Responsibility	.513	4.542	0.000				
	Interaction term (Social Responsibility \times Green HRM	0.23	2.33	0.02	.932	0.868	499.18	0.00

5 Discussion and Conclusions

The study aimed to examine the impact of the commitment to social responsibility on the sustainable performance of

significant impact on achieving sustainability in their performance. This is attributed to the fact that the success and sustainability of the organizations are linked to their ability to safeguard the interests of stakeholders, including

shareholders, customers, employees, suppliers, and the community. This is supported by the stakeholders' theory

that was called for by Freeman in 1984 (Basuony et al, 2014). The theory was based on a basic idea which is that the organizations that manage their relations with the stakeholders efficiently will remain for as long as possible and perform better than the competing organizations. Some studies found a positive relationship between the organization's reputation and sustainable performance, which will not be achieved without their social responsibilities towards the stakeholders (Freeman, Harrison & Wicks, 2007). Some researchers also considered that social responsibility is part of risk management, which begins with the management responsibility towards stakeholders. The organization must create value for stakeholders because if it does not, it will endanger its survival (António, 2007). This result is also supported by McWilliams & Siegel (2000) study, which showed that the organization's adoption of environmental practices beyond what is legal might increase their motivation towards investment in research and development. This contributes to producing innovative products and services that increase their ability to grow and survive. (MacGregor & Fontrodona, 2008) stated that organizations that take into account the social responsibility in their creative processes will produce products and services with social objectives. This is, as asserted by Valentine & Fleischman (2008), will lead to achieving a high market performance, increasing customer satisfaction, and creating a strong brand, and positive attitudes towards it from stakeholders, which making it easily able to achieve sustainable performance and survival for as long as possible. In addition, the organizations' commitment to social responsibility may positively affect their ability to achieve a sustainable performance as a result of the organizations' commitment to conducting their responsibilities towards their employees. When the organization, as (Berman et al., 1999) indicated, behaves ethically and paying attention to improving their relations with employees, this will lead to increasing the efficiency of the organization. The good relationships between the management and the employees will make them work hard so that they can increase the productivity of the company and raise the quality of the organization's services or products. The good relationships between the management and the employees will also increase the organizations' ability to maintain its distinguished employees and lower the job turnover, which leads to an increase the customers' loyalty. Furthermore, (Luo & Battacharya, 2006; Bird et al, 2007; Inoue & Seoki, 2011) indicated that social responsibility contributes positively to raising the market value of the organization and its financial performance, which increases its ability to achieve sustainable performance. Good financial performance increases the satisfaction of investors, who are one of their most important stakeholders, and increases their motivation to

invest more. Also, the high market value of the organization may increase its ability to attract the most skilled and creative individuals.

The results also indicated that the application of green human resources management practices has a positive role in improving the impact of social responsibility on sustainable performance. This is attributed to the fact that this type of practice helps organizations carry out their social responsibility towards society, as they contribute to achieving performance outcomes, which represent the social responsibility of the organization, including reducing loss, improving productivity, delivering quality services (Cheem et al, 2015). Such practices also might raise the organization's environmental performance by working to protect the natural environment from change, loss, or harm. This conclusion is supported by the ability-motivation-opportunity theory, which was based on the idea of caring for the way people are managed in the green human resources management and the impact of this method on the performance outcomes. This theory emphasized that when the organization provides its employees with new capabilities, creates a higher motivation, and provides them with greater opportunities to apply the green behaviors, this will contribute to achieving better green organizational performance (Cheema & Javed, 2017; Benevene & Buonomo, 2020). Organizations may achieve what the ability-motivation-opportunity theory has called for through the green training that focused on gaining green capabilities to employees (Cabral & lochan Dhar, 2019; Amrutha & Geetha, 2019). As for increasing the employees' motivation, it may be achieved through the use of the green performance evaluation and the green compensation, providing employees with the opportunity to work freely and flexibly and increasing their contribution to decision-making which will grant them a greater opportunity to practice the green behaviors within the organization (Rawashdeh, 2018).

6 Recommendations

Based on the results, the study recommended that business organizations should be interested in the following aspects.

1. Demonstrating the importance of maintaining the environment in their recruitment processes, and staffing people with a tendency to follow green environmental practices and policies.
2. Determining the training needs of employees in light of the developments in their environmental management in addition to working on holding training courses aimed at developing employees and providing them with skills in the environmental areas such as (occupational safety, efficiency in energy use, and waste management).
3. Giving incentives to employees who demonstrate greater compliance with environmental standards and not wasting the resources used in production processes.
4. Participating in the construction of the community

infrastructure projects such as (building schools and hospitals and housing programs), working to create employment opportunities for people with special needs, building productive projects to help poor people in society, and achieving justice and equal opportunities among the members of society.

5. Including environmental and social issues in the company's vision and mission, reducing the rate of gas emissions that affect negatively the environment, and paying attention to the unorganized use of natural resources.

Conflicts of Interest

The authors declare that they have no conflicts of interest to report regarding the present study.

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