Educational Administration Theory and Practice

"The Role Of Green Human Resource Management Practices In Meeting Environmental Citizenship Requirements - A Case Study Of Technical Landfill Centers In Laghouat."

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ARTICLE INFO	ABSTRACT
	Objective: The aim of this study was to identify the role of green human resource management practices in meeting the requirements of environmental citizenship at technical landfill centers in Laghouat. We explored the current state, extent, and application of environmental sustainability approaches within Algerian institutions in general and the studied organization in particular, in comparison with other institutions at regional and international levels. The study was conducted on a sample of 61 participants. **Findings:** The study concluded that implementing green human resource management practices in the organization follows a steady trend and positively influences environmental citizenship behavior. The level of environmental citizenship among employees was found to be high. **Recommendations:** Based on the findings, a series of recommendations were proposed, urging researchers and economic institutions in Algeria to place greater emphasis on the environmental approach and ensure it receives due attention in academic studies and practical applications. **Keywords:** Green Human Resource Management, Green Recruitment, Green Human Resource Development, Environmental Citizenship.

Introduction

In today's business world, fostering a green culture and adopting sustainable practices proved essential as strategic directions for organizations striving to achieve a competitive advantage. This shift has notably gained momentum due to the increasing significance of human resources within the knowledge economy in general, but more importantly in management processes. Employees are now viewed as essential partners, whose skills, knowledge, and competencies are relied upon to meet environmental goals through the adoption and development of green behavior, which in turn shapes environmental citizenship. This ultimately benefits stakeholders, such as investors and shareholders, by ensuring satisfaction and sustainability. Accordingly, green human resource management has emerged as an integral part of environmental management, playing an active role in the green transformation and its requirements, which is the main focus of this study.

Research Problem:

To clarify the above approach, the core research question addressed in this study can be formulated as follows:
To what extent do green human resource management practices contribute to meeting environmental citizenship requirements at technical landfill centers in Laghouat?

Sub-questions derived from the main research problem:

– Is there a relationship between green recruitment and environmental citizenship requirements at technical landfill centers in Laghouat?
– Is there a relationship between green training and development and environmental citizenship requirements at technical landfill centers in Laghouat?

– Is there a relationship between green employee empowerment and participation and environmental citizenship requirements at technical landfill centers in Laghouat?

Research hypotheses:
Based on the research problem and questions, the following hypotheses have been formulated for testing:

Main hypothesis: There is a statistically significant relationship between green human resource management practices and environmental citizenship requirements at technical landfill centers in Laghouat at a significance level of (0.05).

Sub-hypotheses: The main hypothesis branches into the following sub-hypotheses:
➢ There is no statistically significant relationship between green recruitment and environmental citizenship requirements at technical landfill centers in Laghouat at a significance level of (0.05).
➢ There is no statistically significant relationship between green training and development and environmental citizenship requirements at technical landfill centers in Laghouat at a significance level of (0.05).
➢ There is no statistically significant relationship between green employee empowerment and participation and environmental citizenship requirements at technical landfill centers in Laghouat at a significance level of (0.05).

Significance of the study: The significance of this study can be highlighted as follows:
– The need to expand field studies focused on exploring the current relationship between green human resource management practices and environmental citizenship, particularly in local organizations.
– Opening up opportunities for stakeholders and employees in organizations to explore methods and approaches for implementing green human resource management concepts and fulfilling environmental citizenship requirements.

Objectives of the study: The primary objectives of this study are:
– To highlight the role of green human resource management practices in meeting environmental citizenship requirements and assess their importance within the provincial public institution for the management of technical landfill centers in Laghouat.
– To provide details on various green practices that can be incorporated to create a green workplace.

Research methodology:

To achieve the study's objectives, a descriptive approach was employed along with an analytical approach. In the theoretical section, the fundamentals of green human resources and environmental citizenship, as well as the relationship between them, were described and analyzed. As far as the practical section is concerned, a case study approach was adopted to apply the theoretical concepts to real-world situations, enhancing the accuracy and objectivity of the study.

I. Green Human Resource Management - GHRM
1. The concept of Green Human Resource Management:
▪ According to **Anjana Nath**, Regional Head of HR at Fortis Healthcare Ltd., GHRM involves "environmentally friendly HR initiatives that result in improved efficiency, reduced costs, and higher levels of employee engagement with their organizations."
▪ **Muller, Carmen et al**. define GHRM as "the integration of an organization's environmental management with HR practices such as recruitment, selection, development, evaluation, rewards, etc."[1]
▪ **Arulrajah** describes GHRM as "HR management focused on transforming ordinary employees into green employees to achieve the organization's environmental goals and make a significant contribution to environmental sustainability."[2]

2. Practices of Green Human Resource Management:
Human resource management plays a crucial role in translating green practices into practical reality and fostering a sustainable culture within the organization. These practices support the organization's green objectives across all HR management stages, including recruitment, training, motivation, and empowerment.
▪ **Green recruitment:** Recruitment practices support effective environmental management by ensuring that new hires are familiar with the organization's environmental culture and capable of upholding its environmental values. Green recruitment is defined as a "paperless hiring process with minimal environmental impact."[3]
▪ **Green human resource development**: Following an environmental approach requires building awareness, knowledge, and skills among employees to meet "green/environmental management" requirements. Developing and advancing green human resources through training programs are key tools for achieving sustainability. This training often includes social and environmental issues at all administrative levels, with

specific orientation programs for newly hired employees to integrate them with the organization's green practices embedded in its vision and mission.[4]

▪ **Green employee empowerment and participation:** Empowering employees provides them with sufficient autonomy to perform tasks that meet planned objectives, positively impacting the organizational performance as a whole. Involving employees in decision-making and offering a platform for their suggestions boost morale and motivate them to fulfill their roles effectively. In the same vein, and to enhance environmental management applications, organizations aim to create a participatory environment by adopting horizontal organizational structures that are flexible in information sharing and effective in enabling environmental roles. Green empowerment is defined as "sharing power with employees to address environmental issues, granting them autonomy to generate innovative solutions to challenges and better utilize their capabilities."[5]

II. Environmental citizenship:

Interest in the "green movement" emerged in the 1970s to highlight the extent of environmental degradation, especially following the publication of the widely recognized book "Determinants of Growth"which carried a warning message about the impending environmental collapse due to exceeding the Earth's capacity to support human life and other forms of life. From this perspective, the idea of activating environmental citizenship has spread in both academic research and practical applications in contemporary states and organizations.

1. Concept of environmental citizenship:

▪ The Canadian Ministry of Environment defines environmental citizenship as "a personal commitment to learn more about the environment, take responsible environmental actions, and encourage individuals, communities, and organizations to consider environmental rights and responsibilities that fall upon everyone as citizens of the planet Earth. Therefore, environmental citizenship means caring for the Earth, including Canada."[6]

▪ Is the responsible pro-environmental behavior of citizens who act and participate in society as agents of change in the private and public sphere, on a local, national and globle scale, through individual and collective actions, in the direction of solving, contemporary problems, preventing the creation of new environmental problems, achieving sustainablitiy, as well as developing a healthy relationship with nature.[7]

▪ In the context of **organizations**, environmental citizenship is defined as "all the precautions and policies that companies must implement to mitigate risks affecting the environment."[8] It is also defined as "employee participation in various green initiatives (such as pollution prevention, waste management, etc.) to enhance environmental performance."[9]

From the definitions above, it can be said that environmental citizenship involves adopting voluntary behaviors by employees to maintain a pollution-free work environment by adhering to a green work culture and keeping pace with environmental conservation techniques. The influence of this behavior extends beyond the workplace.

2. Indicators of environmental citizenship:

Environmental citizenship indicators are essential elements targeted for development, modification, and change among citizens. They help build an environmental ethic that fosters peace with the environment and are significant indicators for forming environmental responsibility and rational interaction with the environment. These indicators include:

▪ **Environmental information:** The term environmental information (EI) encompasses all available information in written, oral, visual, electronic, or any other material form that allows the organization to manage the direct or indirect negative or positive impacts resulting from its activities, products, or services.[10]

▪ **Environmental awareness:** An action or state of mind aimed at understanding the importance of a clean and healthy environment, among other things, is called environmental consciousness. Environmental awareness can be seen through a person's behaviour and actions in situations where he or she feels free of pressure. Currently, there are many environmental problems that still cannot be resolved, even though the environment is very influential in all aspects of life and its impact is very significant for human life, environmentally frinedly behaviour is described as ordinary actions that pay special attention to the environment. These behaviors can have a regular or irregular connection to the preservation of the environment or natural resources. Examples include the upkeep of particular resources (such as water, air, and land), cutting back on the use of energy sources (such as electricity gas, and oil), recycling (such as paper and pmastics), and protecting life (plants and animals).[11]

▪ **Environmentally responsible behavior:** Research aon environmentally responsible behaviors dates to the 1970s, Lehman considered environmentally responsible behaviors as the behavior and efforts made by individuals to protect the environment, emphasizing environmentally conscious participation and concer, Lee divides environmental responisibilty behaviors into physical behaviors, pro- environmental behaviors, civic bevhaviors, environmentally friendlly behaviors, persuasive behaviors, financial behaviors, and sustainable behaviors.[12]

▪ **Environmental knowledge and education:** Environmental education has become a global concern due to environmental degradation. Its goals include equipping citizens with knowledge, attitudes, and skills, fostering environmental sensitivity and ethics, addressing environmental violations and enforcing environmental laws,

halting degradation and repairing damage, and preventing future environmental decline to safeguard the rights of future generations and achieve sustainable development.[13]

- **Environmental concern:** Has been treated as an evaluation of, or an attitude towards facts, one's own behaviour, or others' behaviour with consequences for the environment ; it seems then as if environmental concern may refer to both a sepecif attitude directly determining intentions, or more broadly to a general attitude or value orientation.

Stern (1992) identifed four different such value orientation. In the first of these, environmental concern represents a new way of thinking called the new environmental paradigm. In a second value orientation, environmental concern is tied to anthropocentric altruisim, people care about environmental quality mainly because they belief that a degreaded environment poses a threat to people's health. Thus , it is not the htreat to the environment, but the threat to the well-being of people that is of central concern.[14]

Field study:

1. **Study population and sample:** The study population was defined as the employees of the public institution for technical landfills in Laghouat and its branches, totaling 80 workers. Questionnaires were distributed among the sample group, resulting in the retrieval of 61 completed questionnaires.

2. **Study tool:** The questionnaire consists of two sections in addition to a cover page. The first section is dedicated to the personal information of the sample members, including: gender, age, educational level, and years of experience. The second section focuses on questions related to the study variables, specifically the green human resource management practices as the independent variable and environmental citizenship as the dependent variable. The total number of items in the questionnaire is 30.

The section on green human resource management practices includes 15 items distributed across three dimensions that reflect its indicators and relate to the sub-hypotheses. These dimensions are: green recruitment, green training and development, and empowerment and green employee participation. The second section is dedicated to environmental citizenship, containing ten (10) items.

Each question in the questionnaire provides five alternative responses according to a standard scale, which allows for an assessment of the positivity or negativity of the responses. This follows the five-point Likert Scale, which includes five degrees ranging from: Strongly Agree, Agree, Neutral, Disagree, to Strongly Disagree. These degrees are weighted in a graduated manner from highest to lowest, measuring the attitudes and opinions of the respondents as follows:

Table No. (01): Likert Scale degrees used in the study

Classification	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Score	5	4	3	2	1

The five-point Likert scale was chosen because it is one of the most commonly used scales for measuring opinions due to its ease of understanding and balanced degrees.

To determine the length of the cells in the five-point Likert scale (minimum and maximum limits), the range is calculated (5-1=4), then divided by the number of cells (5/4=0.8) and this value is added to the lowest value on the scale, which is one (1), to determine the upper limit of the cell. Accordingly, the results will be interpreted according to the following table:

Table No. (02): Responses to the questions and their significance

Answer Option	Code	Arithmetic Mean	Relative Weight
Strongly Disagree	1	1 to less than 1.80	20% to less than 36%
Disagree	2	1.80 to less than 2.6	36% to less than 52%
Neutral	3	2.6 to less than 3.4	52% to less than 68%
Agree	4	3.4 to less than 4.2	68% to less than 84%
Strongly Agree	5	More than 4.2	84% and above

Source: Azza Hassan Abdul Fattah, Introduction to Descriptive and Inferential Statistics Using SPSS, Khwarizmi Scientific House, Jeddah, Saudi Arabia, 1st ed., 2008, p. 540.

3- Testing the reliability and validity of the study tool: The process of calibrating the questionnaire before applying it to the target group is crucial because it leads to a scientific measurement tool that can be relied upon for data collection and, consequently, for generalizing the results. Therefore, the validity and reliability of the questionnaire were measured using Cronbach's alpha, with a value of 60% being statistically acceptable.[15]
The results are illustrated in the following table:

Table No. (03): Results of the validity and reliability test of the study tool

No.	Dimensions and Axes	Number of Items	Cronbach's Alpha	Validity Coefficient
01	Green Employment	05	0.956	0.977
02	Green Training and Development	05	0.853	0.923
03	Green Employee Empowerment and Engagement	05	0.826	0.908
05	Environmental Citizenship Axis	10	0.960	0.979
	All Survey Statements	25	0.961	0.980

Source: Based on the outputs of the SPSS 18 program.

The validity of the questionnaire indicates that its questions effectively measure what they are intended to measure. The validity coefficient was calculated by taking the square root of the reliability coefficient (Cronbach's alpha). From the previous table, it can be observed that all values are high, indicating the validity of the study tool.

The reliability of the questionnaire means that this questionnaire would yield the same result if it were redistributed to the sample members multiple times under the same conditions and circumstances. This implies stability in the results of the questionnaire.

The reliability coefficient ranges from zero to one, with values closer to one indicating higher reliability, and values closer to zero indicating lower reliability. The reliability of the questionnaire was verified using Cronbach's alpha, where it is noted from the table above that the percentages for each axis and dimension significantly exceeded 60%, indicating that the questionnaire items have high reliability values. Therefore, the study tool demonstrates a high degree of reliability that justifies its use for the purposes of this study.

4- Testing and interpretation of hypotheses:

- **Testing the first sub-hypothesis:** The first sub-hypothesis states that: There is a statistically significant relationship between green recruitment and the requirements of environmental citizenship at technical landfill centers of Laghouat at a significance level of (0.05). This hypothesis will be tested using simple linear regression to determine the impact of green recruitment on the requirements of environmental citizenship. This hypothesis can be formulated as follows:

H_0: There is no statistically significant relationship at a significance level of (0.05) between green recruitment and the requirements of environmental citizenship.

H_1: There is a statistically significant relationship at a significance level of (0.05) between green recruitment and the requirements of environmental citizenship. The key results of the simple regression analysis between the independent variable (green recruitment) and the dependent variable (environmental citizenship) are included in the following table:

Table (04): Results of regression analysis for testing the first sub-hypothesis

Correlation Coefficient (r)				0.522	
Coefficient of Determination (R²)				**0.273**	
F-value 22.106	**Significance Level 0.000 Significance Threshold (α)**				**0.05**
Variable	**Unstandardized Coefficients**		**Standardized Coefficients**	**t-value**	**Significance**
	B	**SEb**	**Beta (β)**		
Constant	2.336	0.284		8.222	0.000
Green employment	0.358	0.076	0.522	4.702	0.000

Source: Prepared by the researcher based on the outputs of **SPSS 18**

The previous table shows that the explanatory power of the regression model, represented by the coefficient of determination (R^2), has a value of 0.273, indicating that the independent variable (green recruitment) contributes 27.3% to the behavior of the dependent variable (environmental citizenship). The remaining percentage, estimated at 72.7%, of the influence on the dependent variable is attributed to other factors other than green recruitment. The value of the correlation coefficient (r) (It should be noted that: $+1 \leq r \leq -1$,   r =

$\sqrt{R^2}$1, $0 \le R^2 \le 1$) reached 0.522, indicating a positive relationship between the two variables. Additionally, the F value, which was significant at a 95% confidence level, suggests that the regression line is a good fit for the relationship between the variables.

The slope parameter (regression coefficient), representing the independent variable, was found to be 0.358, which also indicates a statistically positive relationship between the two variables. The significance level for the slope parameter was 0.000, which is less than 0.05, indicating its significance. As for the intercept parameter (constant term), it was 2.336, with a significance level of 0.000, also less than 0.05, which indicates its statistical significance. Therefore, the significance of the two regression coefficients underscores the importance of this variable in explaining variances in the dependent variable.

Consequently, the analysis of the test results presented in the table leads us to accept the first sub-hypothesis, which states that:

There is a statistically significant relationship between green recruitment and the requirements of environmental citizenship

▪ **Testing the second sub-hypothesis:** The second sub-hypothesis states that there is a statistically significant relationship between green training and development and the requirements of environmental citizenship at technical landfill centers in Laghouat at a significance level of (0.05). This hypothesis will be tested using simple linear regression to determine the effect of green training and development on the requirements of environmental citizenship. The hypothesis can be formulated as follows:

H_0: There is no statistically significant effect at the significance level of (0.05) of green training and development on the requirements of environmental citizenship.

H_1: There is a statistically significant effect at the significance level of (0.05) of green training and development on the requirements of environmental citizenship.

The main results of the simple regression analysis between the independent variable (green training and development) and the dependent variable (environmental citizenship) are presented in the following table:

Table No. (05): Results of regression analysis for testing the second sub-hypothesis

Correlation Coefficient (r)			0.398		
Coefficient of Determination (R²)			0.158		
F-value 11.103 Significance Level 0.001Significance Threshold (α) 0.05					
Variable	Unstandardized Coefficients		Standardized Coefficients	t-value	Significance
	B	SEb	Beta (β)		
Constant	2.445	0.366		6.683	0.000
Green training and development	0.301	0.090	0.398	3.332	0.001

Source: Prepared by the researcher based on the outputs of **SPSS 18**

It appears from the table that the coefficient of determination (R²) is 0.158, indicating that the independent variable contributes 15.8% to the behavior of the dependent variable, while the remaining 84.2% of the influence on the dependent variable is attributed to other factors not related to training and green development. The correlation coefficient (r) is 0.398, indicating a positive relationship between the two variables.

The slope parameter value is 0.301, which also indicates a statistically positive relationship between the two variables. The significance level is 0.001, which is less than 0.05, indicating the significance of the slope parameter. As for the intercept parameter, it is 2.445, with a significance level of 0.000, also less than 0.05, indicating its statistical significance. Therefore, the significance of both regression parameters indicates the importance of this variable in explaining variances in the dependent variable.Thus, the previous analysis of the results of the test presented in the table leads us to accept the second sub-hypothesis, which states that:

There is a statistically significant relationship between green training and development and the requirements of environmental citizenship.

- **Testing the third sub-hypothesis:**

The third sub-hypothesis states that there is a statistically significant relationship between empowerment and green employee participation and the requirements of environmental citizenship at technical landfill centers of Laghouat at a significance level of (0.05). This hypothesis will be tested using simple linear regression to understand the impact of empowerment and green employee participation on the requirements of environmental citizenship.

The hypothesis can be stated as follows:

H_0: There is no statistically significant effect at the significance level of (0.05) of empowerment and green employee participation on the requirements of environmental citizenship.

H_1: There is a statistically significant effect at the significance level of (0.05) of empowerment and green employee participation on the requirements of environmental citizenship.

The key results of the simple regression analysis between the independent variable (empowerment and green employee participation) and the dependent variable (environmental citizenship) are presented in the following table:

Table No. (06): Results of regression analysis for testing the third sub-hypothesis

Correlation Coefficient (r)					0.979
Coefficient of Determination (R²)					0.959
F-value:1389.713 Significance Level:0.000Significance Threshold: (α)					0.05
Variable	**Unstandardized Coefficients**		**Standardized Coefficients**	**t-value**	**Significance**
	B	**SEb**	**Beta (β)**		
Constant	0.977	0.073		13.422	0.000
Empowerment and green employee participation	0.791	0.021	0.979	37.279	0.000

Source: Prepared by the researcher based on the outputs of **SPSS 18**

From the table, it appears that the coefficient of determination (R^2) has reached a value of 0.959, indicating that the independent variable contributes 95.9% to the behavior of the dependent variable, while the remaining 4.1% of the impact on the dependent variable is attributed to other factors unrelated to green rewards. The correlation coefficient (r) is 0.979, indicating a strong positive relationship between the two variables.

The slope coefficient (regression coefficient) is 0.791, which also indicates a statistically positive relationship between the two variables. The significance level is 0.000, which is less than 0.05, indicating the significance of the slope coefficient. As for the intercept (constant), it has a value of 0.977, with a significance level of 0.000, which is also less than 0.05, indicating its statistical significance.Therefore, the significance of both regression coefficients highlights the importance of this variable in explaining the variances in the dependent variable.

Consequently, the analysis of the test results presented in the table leads us to accept the third sub-hypothesis, which states that:

> **There is a statistically significant relationship between empowerment and green employee participation and the requirements of environmental citizenship.**

5- Results of testing the relationship between the study variables:

To test the main hypothesis, multiple regression analysis was conducted to identify the impact of the variables: green recruitment, green training and development, and green employee empowerment and participation on environmental citizenship among employees of the institution. The results of the regression analysis are as follows:

Table No. (07): Regression analysis model

Model	R	R square	Adjusted R Square	Std.Error of the Estimate
1	0.981	0.962	0.959	0.10000

Source: Prepared by the researcher based on the outputs of **SPSS 18**

It is evident from this table that the multiple correlation R square or coefficient of determination is (0.962). This means that these variables collectively explain 96.2%of the total variance in the degrees of the dependent variable (environmental citizenship), which is a very large amount of variance explained by these independent variables.

Table No. (08):results of multiple regression analysis

Model	Sum Squares	Df	Mean Square	F	Sig
Regression Residual Total	14.152 0.560 14.71	3 56 60	3.538 0.010	353.803	0.000

Source: Prepared by the researcher based on the outputs of **SPSS 18**

The table above shows the results of the multiple regression analysis of variance, indicating a statistically significant effect (at a level below 0.05) of the three independent variables (green recruitment, green training and development, and green employee empowerment and participation) on the dependent variable (environmental citizenship).

Conclusion:

This study examined the impact of green human resource management practices on fulfilling the requirements of environmental citizenship, based on a field study at the public technical landfill center in the Wilaya (province) of Laghouat. The analysis highlighted key concepts of "green human resource management (GHRM)" and its importance in today's business world. GHRM has become indeed a frequently discussed concept, attracting significant attention in both academic and practical research. It has emerged as a modern management trend with a profound influence on the present and future of organizations, serving as a key factor in achieving sustainable competitive advantage. Additionally, GHRM provides strategic momentum for growth, development, and continuity while preserving both natural and competitive environments. By aligning its practices to foster effective organizational behaviors—such as job satisfaction and organizational performance—it particularly supports 'environmental citizenship behavior,' nurtured through GHRM practices, as evidenced in both the theoretical and practical parts of this study."

❖ Results of the theoretical study
The main results of the theoretical study are as follows:
- Green human resource management practices contribute to achieving the requirements of environmental citizenship in economic institutions by playing a role in building environmental citizenship behaviors in the workplace.
- There is an application of green human resource management practices among employees in economic institutions.
- Employees in economic institutions have awareness and understanding of the concept of environmental citizenship behavior, as evidenced by their adoption of a green approach in performing their jobs.

❖ Results of the field study
The most significant results of the field study are:
- Employees in the public institution managing technical landfill centers have awareness of the green training and development dimension.
- There is a moderate awareness of the green empowerment and employee participation dimension among employees in the public institution managing technical landfill centers.
- The sample population agrees on the environmental citizenship dimension, indicating that employees in the public institution managing technical landfill centers demonstrate environmental awareness and a sense of environmental citizenship.

❖ Results of the hypothesis tests
Through the testing of study hypotheses, the following results have been reached:
- Acceptance of the first sub-hypothesis, indicating a statistically significant relationship at a significance level of (0.05) between green recruitment and the requirements of environmental citizenship at the technical landfill centers of Laghouat.
- There is a statistically significant relationship at a significance level of (0.05) between green training and development and the requirements of environmental citizenship at the technical landfill centers of Laghouat.
- The statistical analysis results have led to the acceptance of the third sub-hypothesis, indicating a statistically significant relationship at a significance level of (0.05) between green empowerment and employee participation and the requirements of environmental citizenship at the technical landfill centers of Laghouat.

Recommendations and suggestions

- It is essential to promote a culture of environmental preservation among employees in eco-friendly organizations that practice green management, using lectures and posters, and ensuring that practitioners actively contribute to awareness efforts.
- It is important to adopt green initiatives to maintain a happy and eco-friendly work environment by organizing competitions among different departments and units within the organization to encourage commitment to green practices, supported by financial and moral incentives.

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