

A Study of the Implementation of Green Human Resource Management Practices at Khemis Miliana University: An SPSS Analysis

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Abstract:

This research aims to explore the extent to which Khemis Miliana University adopts green human resource management practices (green recruitment, green training and development, green performance management, green motivation). The study relies on a descriptive approach to define the concept of GHRM practices, complemented by an analytical approach using a questionnaire as a primary tool. This questionnaire was distributed to a sample of 77 administrative staff members at the university, and the collected data was analyzed using the SPSS v26 statistical package program. The research findings indicate that Khemis Miliana University applies green recruitment and green training and development practices to a moderate degree, while it implements green performance management and green motivation practices to a high degree. However, it applies other practices to a low degree, despite utilizing an incentive package. Based on these findings, the research recommends that the university provide the necessary resources to facilitate green training processes and adopt a structured incentive system to encourage its human resources to assume environmental responsibilities.

Keywords: Green HRM; green recruitment; green training and development; green performance management; green motivation

Jel Classification Codes : M5 ; O15

1. Introduction :

Since the Industrial Revolution, planet Earth has undergone remarkable changes, with many countries experiencing shortages of rainfall, severe droughts, declining water tables, record-high temperatures, and global warming. Faced with the worsening environmental damage caused by the irresponsible production processes of various institutions, whether providing goods or services, industrialized countries and international organizations have held international and regional conferences to find solutions to these environmental challenges. They have sought to obligate production entities to adopt environmental responsibility, culminating in the adoption of the concept of sustainable development. This three-dimensional approach considers the economic, social, and environmental aspects of production processes, with each new conference updating previous outcomes to address weaknesses, enhance strengths, or even introduce new added value.

The United Nations Conferences on Sustainable Development were convened successively, aiming to update the outcomes of previous conferences. These efforts sought to address prior shortcomings, reinforce strengths, or provide new contributions, resulting in the emergence of the term *Green Human Resource Management (GHRM)*. This concept enhances the environmental dimension in various organizational practices. The initiative was first taken by major industrial organizations and economically developed countries, which implemented the concept to varying degrees. Developing countries later joined these efforts at the beginning of the new millennium, adopting GHRM practices for their role in reducing environmental damage at the enterprise level.

As a developing country, Algeria has recently attempted to implement GHRM in various organizations. However, this concept has faced numerous obstacles that have hindered its full realization. Among these challenges is the lack of compliance by most Algerian organizations with internationally recognized environmental management standards. This is evidenced by the limited number of Algerian organizations that hold the ISO 14000 certificate, which is awarded to entities that adhere to environmental laws and regulations.

In order to identify the level of GHRMP implementation in some Algerian organizations, the following question was posed:

To what extent does Khemis Miliana University adopt green HRM practices?

Research hypotheses:

To answer the research question, the following main hypothesis was formulated:

There is a high level of implementation of green HRM practices by Khemis Miliana University.

Under this main hypothesis, the following sub-hypotheses fall under this main hypothesis:

1- There is a high level of implementation of green recruitment practice as one of the green HRM practices at Khemais Meliana University.

2- There is a high level of application of green training and development practice as one of the green HRM practices at Khamis Miliana University.

3- There is a high level of application of the green performance management practice of green human resources management at Khemais Meliana University.

4- There is a high level of application of the practice of green motivation in green human resources management at Khemais Maliana University.

5- There are no statistically significant differences There are no statistically significant differences for the availability of the dimensions of human resource management practices at Khemis Miliana University attributed to the workplace variable.

Research objectives:

The research aims to shed light on the following:

- Exploring the concept of Green Human Resource Management (GHRM) as a contemporary concept that is concerned with preserving the environment;
- Determine the level of application of each GHRMP practice at Khemis Miliana University;
- Discovering the impact of each green practice on green human resource management at Khemis Miliana University;
- Coming up with recommendations to Khemis Miliana University officials to develop and crystallize the concept of green human resource management.

The importance of research:

The importance of the research is evident in the growing interest in the concept of GHRM, as it contributes to minimizing damage to the environment and preserving natural resources on the one hand, and promotes the achievement of sustainable environmental development on the other hand:

- Addressing a newly applied topic in Algeria, namely the concept of GHRM;
- Strengthening the research aspect related to GHRMP;
- Determining the level of application of GHRMP by Khemis Miliana University;
- The possibility of reaching real results based on an accurate statistical study that benefits decision makers.

Limits of the research:

- **Spatial limits:** The research focused on a public service organization, Khemis Miliana University;
- **Temporal limits:** The research period was limited to the months of May and June 2024;
- **Human limits:** The research covered all administrative staff at the institution, according to their different specializations and ranks;
- **Objective limits:** The research focuses on the GHRMP concept of green recruitment, green training and development, green performance management and green motivation.

Research methodology:

In order to serve the objectives of the research in its theoretical part, the descriptive and analytical approaches were adopted, while in the applied part, the statistical approach was adopted using the statistical package program SPSS version 26.

2. The conceptual framework of green human resource management:

2.1. The genesis of green human resource management:

Due to the growing environmental degradation, organizations quickly took action and assumed their responsibilities in protecting the environment by adopting an environmental management perspective and applying policies that improve the impact of their operations on nature. However, this was not enough, as organizations began to pay attention to the human element and its role in implementing environmental activities. Wehrmeyer, in 1996, merged environmental management with human resource management in his book "Green People: Human Resources and Environment Management", announcing the emergence of the GHRM concept. (Shehata, 2024, p. 46)

2.2. Definition of green human resource management:

Table (1): Definition of Green HRM

Number	Reference (author)	Definition
1	(Marhatta & Adhikari, 2013, p. 2)	Eco-friendly HR initiatives for better efficiency, lower cost, and higher levels of employee engagement with their organizations.
2	(Yusliza, Othman, & Jabbour, 2017, p. 9)	It is a key element in enabling organizations to integrate HRM and environmental management objectives by fortifying green empowerment to increase employee engagement.
3	(Alshaabani, Naz, & Rudanäk, 2021, p. 46)	Aligning HRM with environmental management helps organizations drive environmental performance by improving employee commitment to the environment.
4	(Szalla, 2024)	A revolutionary approach to human resource management that aims to integrate environmental awareness and responsibility into all HR practices and processes. From recruitment to development, a holistic approach not only aims to minimize a company's environmental impact, but also to foster a sustainable work culture.

Source: Prepared by researchers based on various sources

2.3. The importance of Green Human Resource Management:

The importance of GHRM is evident in: (Gupta, 2021, pp. 3-7)

- Optimizing the use of resources, saving for the present and compensating enough for the future;
- Obtaining environmentally friendly products;
- Minimizing the effects of the organization's functions that harm natural resources;
- Integrate environmental goals with the overall goals and future plans of the organization.

2.4. Green Human Resource Management requirements:

An organization's pursuit of sustainability and greening must be accompanied by several vital strategies, which include a set of principles such as resource substitution, adaptive reuse, sustainable design, and pollution control. Additionally, the green workforce provided by human resource strategies based on recruitment, retention, training, career development, culture, and diversity is essential. The green work environment also encompasses other aspects, such as global locations, workplaces, physical plants, virtual work environment, waste management, energy efficiency, and green buildings. Research also emphasizes the need to integrate environmental business models into sustainable management by applying the concept of sustainability to traditional organizations and modeling environmental processes at the organizational level; in addition to the importance of governance as an element that enables the accountability of senior management and the board of directors. (Al-Najdawi & Al-Qawasmeh, 2024, p. 231)

2.5. Challenges of Green Human Resource Management (GHRM):

There is no new concept that is not accompanied by challenges that hinder its full realization on the ground, and GHRM is no exception, as its application faces several challenges, the most important of which are: (Djameel, 2020, pp. 279-280)

- Lack of employee enthusiasm to adopt GHRMP;
- Adopting, developing and maintaining a green HRM culture takes time;

- Initially, the process of implementing green practices requires a high investment and may have a low return;
- Difficulty in shifting employee behavior from traditional to green HRM practices in a short time;
- It is difficult to recruit and train employees on green HRM;
- Difficulty in selecting and developing future leaders because it requires creating a green work structure, setting up green processes, providing green tools and creating green thinking for employees.

2.6. Green Human Resource Management Practices:

(Zaid, Jaaron, & Abdul Talib, 2018) focus in their study that GHRMP lies in green recruitment, green training and development, green motivation and green performance appraisal.

Figure (1): Green Human Resource Management Practices



Source: Prepared by the researchers based on (Zaid, Jaaron, & Abdul Talib, 2018)

- **Green recruitment:**

Recruitment and selection are the most important GHRMP, without selecting the right employees using the right methods, the other practices will not work successfully. Green recruitment means looking for potential employees to apply for a job in the organization; selection means the process of selecting the most suitable applicants for the job; and green selection means the process of choosing the most suitable applicants for the job. (Mwita & Kinemo, 2018, p. 37)

- **Green training and development:**

According to (Jirawuttinunt & Limsuwan, 2019, p. 171), it refers to activities to fulfill environmental responsibilities that make employees aware of the need for environmental control, increase their ability to adapt to change, and adopt a Proactive stance towards environmental issues in order to achieve environmental goals. This process, according to (Al-Rumaidi, Azza, & Mohamed, 2020, p. 59), aims to develop and improve the capabilities and skills of employees to increase their awareness of environmental practices, and change their attitude towards green performance, which enables them to develop their ability to implement green initiatives. It also works to assess the training needs of employees in the environmental training process.

- **Green Performance Management:**

Ensures that organizations are green in all their outputs. This requires evaluating green human resources. Performance represents the set of green metrics and standards that organizations use to compare with what was planned and implemented by employees. It starts with employees performing green performance, whether individually or collectively. (Al-Hasnawi, 2019, pp. 458-459)

- **Green Motivation:**

To achieve excellence in environmental performance, a reward system must be available that is linked to green awareness, as it reduces unacceptable behaviors and enhances acceptable behaviors. (Kavitha, Woo, & Garcia, 2022, p. 3)

3. Field study

3.1 Method and tools:

Research method and tool:

The descriptive and analytical methods were adopted through a questionnaire addressed to the leaders and administrative staff at Khemis Miliana University to obtain data for the field side, which included, as shown in the following table, in its first part, the data related to the research sample, and in its second part, the statements related to GHRMP.

Table (2): Components of the questionnaire

Part	Main variables	Variables Dimensions	Phrases		Source
			Number	Total	
1	Metadata	Management leadership	6	6	The questionnaire form
2	Green HRM Practices	Green recruitment	4	16	(Abu Rumman & Siddiqui, 2019) (Khazaal, Al-Mashhadani, & Al-Tayyar, 2020) (Hlovani & Rifaat, 2023)
		Green Training and Development	4		
		Green performance management	4		
		Green motivation	4		

Source: Prepared by the researchers

To analyze the questionnaire data with the Statistical Package for the Social Sciences (SPSS) program, the five-point Likert scale was used to measure the level of implementation of these practices in the two universities as follows:

Table (3): The five-point Likert scale used in the research

Numeric Value	Response Option	Description
1	Strongly Disagree	Strongly oppose the statement
2	Disagree	Disagree with the statement
3	Neutral	Neither agree nor disagree
4	Agree	Agree with the statement
5	Strongly Agree	Strongly support the statement

Source: Prepared by the researchers

In order to test the validity of the research hypotheses, the following statistical tools were used:

- Cronbach's alpha coefficient to determine the stability of the questionnaire's paragraphs;
- Percentages, frequencies and arithmetic mean;
- Standard deviation to recognize the extent of the dispersion of the research sample's answers;
- Correlation, identification and regression coefficients to see how each green practice correlates with GHRM;

To determine the level of agreement of the research sample with each statement of the questionnaire, and each dimension of the GHRM concept, the range of the weighted arithmetic mean was determined according to the following scale:

Table (4): Weighted arithmetic means according to the five-point Likert scale

Weighted Mean Value	Interpretation
1.00 - 1.79	Strongly Disagree
1.80 - 2.59	Disagree
2.60 - 3.39	Neutral
3.40 - 4.19	Agree
4.20 - 5.00	Strongly Agree

Source: Prepared by the researchers

Research population and sample:

The research community includes all administrative employees at Khemis Miliana University. This encompasses staff from the central directorate and its general secretariat, the directorate's deputies and their offices, the seven faculties and the institute along with their general secretariats, the faculties' deputies and their offices, the contracting house and incubator, the central library, the directorate of university services and its offices, as well as members of laboratories and research projects and scientific journal officials during the academic year 2023/2024. This community consists of approximately 246 individuals. The research sample includes 77 administrative employees, representing 31.30% of the community size, all of whom responded to the research tool.

Table (5): Population and research sample

Manifesto	Number	Percentage
Research population	246	%100
Research sample	77	%31.30

Source: Prepared by the researchers

3.2 Results and discussion:

3.2.1: Stability of the research instrument:

In order to measure the stability of the research instrument, Alpha Cronbach's coefficient was used, which takes the value from 0 to 1 to express the percentage of employees from the research sample who repeat the same answers when questioned again under the same conditions.

Table (6): Alpha Cronbach's coefficient

Variants	Alpha Cronbach's
Green Recruitment	0.610
Green Training and Development	0.616
Green performance management	0.808
Green motivation	0.878
Green Human Resource Management	0.889

Source: Prepared by the researchers based on the output of the SPSS V26 program

Table (6) shows that the Cronbach's Alpha coefficient for this research is equal to 0.889 at the significance level of 0.01, indicating that 88.9% of the research sample would repeat the same answers if questioned again under the same conditions. The Cronbach's Alpha coefficient for green recruitment and green training and development were 61% and 61.6%, respectively, while the green performance management coefficient recorded 80.8%, and the green motivation coefficient reached 87%. These percentages indicate that the research instrument is characterized by high stability, is amenable to statistical analysis, and can be relied upon, as it exceeds the minimum threshold of 60%. This means obtaining the same answers when questioning the research sample under the same conditions by 88.9%, which gives credibility to the results we will reach.

3.2.2: Analyzing the results of the questionnaire:

A. Analyzing the metadata: The metadata of the research sample is distributed according to the following categories: workplace, gender, education level, age group, years of experience, and the nature of the training courses participated in:

Table (7): Distribution of the research sample by workplace

Workplace	Institute of Physical Activities	Faculty of Natural and Life Sciences	Faculty of Human sciences	Faculty of Law	Faculty of Material Sciences	Faculty of Science and Technology	Faculty of Letters	Faculty of Economic Sciences	Other
Frequency	9	10	11	9	4	6	3	24	1
Relative frequency %	11.7	13	14.3	11.7	5.2	7.8	3.9	31.2	1.3

Source: Prepared by the researchers based on the output of the SPSS V26 program

From table (7), it is clear that 31.2% of the research sample, which constitutes 24 employees, work at the Faculty of Economic and Commercial Sciences and Management Sciences, the reason being that the concept of GHRM is widely used in the field of economics compared to other fields, followed by the Faculty of Humanities with 14. The College of Natural and Life Sciences with 13%, then the College of Law and the Institute of Physical Activities and Sports with the same percentage estimated at 11.7%, and the rest of the percentage estimated at 18.2% is distributed between the College of Arts, the College of Science and Technology, the College of Material Sciences and other administrative facilities.

Table (8): Distribution of the research sample by gender

Gender	Male	female
Frequency	46	31
Relative frequency %	59.7	40.3

Source: Prepared by the researchers based on the output of the SPSS V26 program

From Table (8), it is clear that the percentage of males in the research sample exceeds the percentage of females. The percentage of females was 40.3%, with 31 female employees, while the percentage of males was 59.7%, with 46 male employees. The ratio of males to females was 1.483, which means that for every 10 female employees, there are approximately 15 male employees. This is due to the aversion of females to holding managerial positions.

Table (9): Distribution of the research sample by educational level

Educational level	University	Postgraduate studies	Another diploma
Frequency	9	67	1
Relative frequency %	11.7	87	1.3

Source: Prepared by the researchers based on the output of the SPSS V26 program

It is clear from Table (9) that 87% of the research sample members hold postgraduate degrees (Master's and PhD), amounting to 67 employees. This is because most employees in Algerian universities generally hold these two degrees and occupy senior administrative positions (director, deputy director, dean, vice dean, head of department, deputy head of department, specialization officer, division officer, laboratory manager, research project manager, journal editor-in-chief, etc.). The rest of the percentage is distributed among employees with university-level or below qualifications, including master's, bachelor's, baccalaureate, and high technical degrees, and this percentage is related to administrative and executive officers.

Table (10): Distribution of the research sample by age group

Age Group	31 to 40 years	41 to 50 years	More than 50 years
Frequency	29	37	11
Relative Frequency %	37.7	48	14.3

Source: Prepared by the researchers based on the output of the SPSS V26 program

From Table (10), it is clear that 14.3% of the research sample are over 50 years old, which is the category that recorded the lowest percentage. The category of 41 to 50 years old recorded the largest percentage, with 48%, represented by 37 employees, while 37.7% were in the category of 31 to 40 years old. This is because most administrative staff with master's and doctoral degrees were more than 30 years old when they graduated. Additionally, most of them start their work in the pedagogical field, and being promoted to an administrative position requires at least 5 years of seniority in a pedagogical position. As a result, most of them are in their 40s when they are promoted to administrative positions.

Table (11): Distribution of the research sample by years of experience

Years of experience	Less than 5 years	5 to 15 years	16 to 25 years	More than 5 years
Frequency	8	45	20	4
Relative frequency %	10.4	58.4	26	5.2

Source: Prepared by the researchers based on the outputs of the SPSS V26 program

Based on Table (11), it is clear that 84.4% of the sample members, i.e., 65 employees, belong to the category with experience between 5 and 25 years, while 10.4% belong to the category with less than 5 years, and 5.2% belong to the category with more than 25 years of experience. This confirms that most managerial positions are given to those with long experience.

Table (12): Distribution of the research sample according to the type of training courses

Training Courses	In-person training	remotely	Hybrid	I did not participate in a training course
Frequency	12	6	42	17
Relative frequency %	15.6	7.8	54.5	22.1

Source: Prepared by the researchers based on the outputs of the SPSS V26 program

Table (12) shows that 60 employees from the research sample participated in training courses. Among them, 12 members (15.6%) participated in in-person training courses only, while 6 employees (7.8%) participated in virtual courses. Additionally, 42 employees (54%) participated in a combination of face-to-face and virtual training courses. This indicates the beginning of Khemis Miliana University's orientation towards adopting a paperless policy in the training of its human resources and in the management of the university as a whole. The exception was 17 employees (22.1%) who did not participate in any training courses.

3.2.3: Analyzing the extent to which Khemis Miliana University adopts the concept of green human resource management:

In order to assess the extent to which the GHRM concept has been adopted, the general trend in the opinions and responses of the university's research sample was studied and analyzed by determining the arithmetic means and standard deviations of GHRM across its different practices.

Table (13): Degree of Khemis Miliana University's adoption of green recruitment practice

Applying Green Recruitment Practices	Arithmetic mean	Standard Deviation	Error	Rating	Ranking
The university announces its human resources needs through its websites on a regular basis	3.84	0.919	0.105	Agree	1
The university adopts video technology in recruitment interviews	1.71	0.776	0.088	Completely disagree	4
The university selects human resources that are characterized by personal initiative in preserving the environment	2.71	1.122	0.128	Neutral	3
The university prefers to recruit candidates who are competent to	3.06	1.128	0.129	Neutral	2

participate in environmental awareness campaigns					
General Quotient	2.83	0.677	0.077	Neutral	

Source: Prepared by the researchers based on the outputs of SPSS V26 program

The table above shows the statements related to the application of green recruitment practice at Khemis Miliana University, where their arithmetic averages ranged between 1.71 and 3.84. The highest rate was recorded in the first statement, "The university announces its human resources needs through its websites continuously", which fell within the area of agreement. The statement related to "The university relies on video technology in recruitment interviews" had the lowest rate, which fell within the area of complete disagreement. The rest of the statements were in the neutral range. Therefore, the overall quotient of the extent of application of the green recruitment practice has an arithmetic mean of 2.83, indicating that the arithmetic mean and standard deviation of the application of the green recruitment practice as one of the GHRM practices at Khemis Miliana University fall within the domain of neutrality.

Table (14): Degree of Khamis Miliana University's adoption of green training and development practice

Implementing green training and development practices	Arithmetic mean	Standard Deviation	Error	Rating	Ranking
The university is interested in training programs related to rationalizing energy consumption and reducing waste	2.75	1.194	0.136	Neutral	4
The university has the necessary supplies in the implementation of training courses electronically	2.90	1.095	0.125	Neutral	3
The university announces seminars and training courses through its website	3.73	0.912	0.104	Agree	1
The university relies on its websites to implement training courses for its human resources	3.27	0.941	0.107	Neutral	2
General Quotient	3.16	0.710	0.081	Neutral	

Source: Prepared by the researchers based on the outputs of SPSS V26 program

The table above shows the statements of the application of green training and development practice, where their arithmetic means ranged between 2.75 and 3.73. The highest percentage was for the statement "the university announces seminars and training courses through its website," which fell within the area of agreement, while the lowest percentage was recorded for the statement "the university's interest in training programs related to rationalizing energy consumption and reducing waste", which fell within the area of neutrality. Overall, three statements fell within the neutral area, and one within the agreement area. The overall arithmetic mean of the extent to which Khemis Miliana University adopts the practice of green training and development is 3.16, placing the standard deviation and arithmetic mean of this green practice within the domain of neutrality.

Table (15): Degree of Khemis Miliana University's adoption of green performance management practice

Implementing green performance management practices	Arithmetic mean	Standard Deviation	Error	Rating	Ranking
The university includes the level of environmental awareness of human resources in the performance appraisal form	2.58	0.978	0.111	I don't agree	3
The university adopts HR suggestions that support green performance	2.73	1.034	0.118	Neutral	1
The university has websites to evaluate the performance of its human resources	2.60	0.963	0.110	Neutral	2
The university implements disciplinary measures against human resources that are not committed to preserving the environment	2.40	0.936	0.107	I don't agree	4

General Quotient	2.58	0.779	0.089	I don't agree
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Source: Prepared by the researchers based on the outputs of SPSS V26 program

It can be seen from the table above that the arithmetic averages of the statements of the application of green performance management practice ranged between 2.40 and 3.73, which places two statements within the field of neutrality, and two statements within the field of disagreement. The phrase “the university adopts the suggestions of its human resources that support green performance” recorded the highest rate, while the phrase “the university implements disciplinary measures against human resources not committed to preserving the environment” recorded the lowest rate. The overall arithmetic mean of the green performance management practice was 2.58, placing the arithmetic mean and standard deviation of this green practice in the area of disagreement.

Table (16): Degree of adoption of green motivation practice by Khemis Miliana University

Implementing Green Motivation Practice	Arithmetic mean	Standard Deviation	Error	Rating	Ranking
The university rewards its human resources who are proactive in minimizing damage to the environment	2.42	1.043	0.104	I don't agree	2
The university's human resources are praised and praised more than others who do not have environmental concerns	2.48	0.912	0.116	I don't agree	1
The university offers financial rewards to its human resources for fulfilling their environmental responsibilities	2.27	1.021	0.126	I don't agree	4
The university announces on its website the human resources that are distinguished in preserving the environment	2.40	1.103	0.099	I don't agree	3
General Quotient	2.39	0.874	0.104	I don't agree	

Source: Prepared by the researchers based on the output of the SPSS V26 program

The table above shows the statements of the application of green motivation practice, where their arithmetic means were between 2.40 and 2.48, which means that all the statements of this green practice fell within the area of disagreement. The phrase “the university's human resources receive praise for their environmental concerns” ranked first, while the phrase “the university provides financial rewards to its human resources for carrying out their environmental responsibilities” ranked last. Overall, the arithmetic mean of the green incentive practice recorded an average of 2.39, which, together with the standard deviation, also fell within the area of disagreement in the responses of the research sample members, as each of the statements of this green practice was within the area of disagreement.

Table (17): Degree of adoption of the concept of green human resource management by Khemis Miliana University

Green HRM Practices	Arithmetic mean	Standard Deviation	Rating	Degree of application	Ranking
Green Recruitment Practice	2.83	0.677	Neutral	Medium	2
Green Training and Development Practice	3.16	0.710	Neutral	Medium	1
Green Performance Management Practice	2.58	0.779	Disagree	Low	3
Green Motivation Practice	2.39	0.874	Don't agree	Low	4
General Quotient	2.74	0.760	Neutral	Medium	

Source: Prepared by the researchers based on the output of the SPSS V26 program

The above table shows that the arithmetic mean of the green recruitment practice is about 2.83, which is equivalent to the neutral range (2.60 to 3.40), which confirms that the level of adoption of the green recruitment practice as a GHRM practice by the research sample is at a moderate level.

The arithmetic mean of the green training and development practice was 3.16, which placed it within the neutral range (2.60 to 3.40), which means that the degree of adoption of this practice at Khemis Miliana University, according to the answers of the research sample members, was moderate.

The green performance management practice achieved an arithmetic mean of 2.58, which is within the neutral range (from 1.80 to 2.60), making the level of adoption of this green practice at Khemis Miliana University according to the general trend of the research sample's responses a low degree.

The green incentive practice recorded an arithmetic mean of 2.39, which is also within the area of disagreement (1.80 to 2.60), which explains that the level of adoption of this green practice as one of the GHRM practices at Khemis Miliana University according to the responses of the research sample members was low.

The overall arithmetic mean for GHRM practices as a whole amounted to 2.74, which belongs to the neutral range (2.60 to 3.40), thus the level of adoption of green HRM practices according to the general attitude of the research sample members at Khemis Miliana University was moderate.

3.2.4.ONE WAY ANOVA

Testing the validity of the fifth hypothesis: Which states that:

- There are no statistically significant differences There are no statistically significant differences for the availability of dimensions of human resource management practices at Khamis Miliana University attributed to the variable of the workplace.
- To test this hypothesis, we applied the ANOVA test because the variable has more than two possible answers.

Table (18): Results of the ANOVA test for differences

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig
green recruitment	Between Groups	2,637	7	,377	,808	,584
	Within Groups	32,189	69	,467		
	Total	34,826	76			
green training	Between Groups	2,293	7	,328	,627	,732
	Within Groups	36,053	69	,523		
	Total	38,346	76			
green performance management	Between Groups	3,455	7	,494	,797	,592
	Within Groups	42,703	69	,619		
	Total	46,157	76			
green motivation	Between Groups	5,786	7	,827	1,089	,380
	Within Groups	52,393	69	,759		
	Total	58,179	76			
green human resource management practices	Between Groups	2,449	7	,350	,904	,509
	Within Groups	26,710	69	,387		
	Total	29,159	76			

Source: Prepared by the researchers based on the output of the SPSS V26 program

The table shows that the F-value for GHRM practices, when considering the workplace variable, was estimated at 0.904. This F-value is not statistically significant. The analysis reveals degrees of freedom of 69 within groups and 7 between groups. The significance level (sig) is 0.509, which is greater than the commonly accepted significance level of 0.05. This indicates that there are no statistically significant differences in the availability of GHRM practices at Khemis Miliana University attributable to the workplace variable.

The table indicates that the F-value for green employment, considering the workplace variable, is estimated at 0.808. This F-value is not statistically significant at the 0.05 level. The degrees of freedom are 69 within groups and 7 between groups, and the significance level (sig) is 0.584. Since 0.584 is greater than 0.05, we can conclude that there are no statistically significant differences in the availability of the green employment dimension at Khemis Miliana University attributable to the workplace variable.

The table indicates that the F-value for green training, considering the workplace variable, was calculated to be 0.627. This value is not statistically significant, as evidenced by the degrees of freedom (within groups: 69, between groups: 7) and the significance level (sig = 0.732). Since 0.732 is greater than the alpha level (0.05), we can conclude that there are no statistically significant differences in the availability of the green training dimension at Khemis Miliana University attributable to the workplace variable.

The table indicates that the F-value for green performance management, as influenced by the workplace variable, is calculated to be 0.797. This F-value is not statistically significant. The degrees of freedom are 69 within groups and 7 between groups. The significance level (sig) is 0.592, which is higher than the alpha level of 0.05. This implies that there are no statistically significant differences in the availability of the green performance management dimension at Khemis Miliana University attributable to the workplace variable.

The table indicates that the F-value for green motivation, considering the workplace variable, was calculated to be 1.089. This F-value is not statistically significant at the 0.05 level. The degrees of freedom are 69 within groups and 7 between groups. The significance level (sig) is 0.380, which is higher than the alpha level of 0.05. This implies that there are no statistically significant differences in the availability of the green motivation dimension at Khemis Miliana University attributable to the workplace variable.

We conclude through the statistical treatment of the fifth hypothesis and through the data recorded in the previous table that there are no statistically significant differences for the availability of the dimensions of human resource management practices at Khemis Miliana University due to the variable of the workplace. This proves the validity of the fifth hypothesis.

4. Conclusion:

The concept of GHRM is of great importance to individuals, organizations, and society as a whole, as it contributes to the preservation of natural resources on the one hand and the reduction of damage to the natural environment on the other.

Therefore, Algerian organizations seek to adopt the concept of green human resource management in its various practices. In light of this, this research aimed to discover the extent of the adoption of this concept at Khemis Miliana University. The research concluded that this concept has not yet received consensus at this institution, but there are currently some efforts to promote the adoption of its various green practices in the near future. As an answer to the research question, the following conclusions were reached:

- The degree of application of green recruitment practice at Khemis Miliana University is moderate, because the arithmetic mean is 2.83, which is equivalent to neutrality according to Likert's five-point scale;
- The degree of application of green training and development practice at Khemis Miliana University is moderate, because the arithmetic mean is 3.16, which is equivalent to neutrality according to Likert's pentagonal scale;

- The degree of application of green performance management practice at Khemis Miliana University is low, because the arithmetic mean is 2.58, which is equivalent to disagreement according to Likert's pentagonal scale;
- The degree of application of the practice of green motivation at Khemis Miliana University is low, because the arithmetic mean is 2.39, which is equivalent to disagreement according to Likert's pentagonal scale; the degree of application of the GHRM concept at Khemis Miliana University is low;
- The degree of application of the GHRM concept at Khemis Miliana University as a whole is medium, because the arithmetic mean as a whole is 2.74, which is equivalent to the degree of neutrality according to the Likert pentagonal scale;
- There are no statistically significant differences for the availability of the dimensions of green HRM practices at Khemis Miliana University attributed to the workplace variable.

Through these conclusions, and in order to enhance the concept of GHRM at Khemis Miliana University, the following suggestions were made:

- The university should adopt video technology in the recruitment process to avoid candidates traveling for the job, as they pollute the environment when they use transportation;
- The university should attract and select environmentally friendly human resources;
- The university should provide the necessary supplies to carry out training processes related to preserving the environment, especially those related to energy conservation and waste recycling;
- The university should adopt the degree of environmental awareness as part of the human resources performance evaluation model;
- The university must involve its human resources in making suggestions that support the development of environmental performance;
- The university should adopt disciplinary measures against human resources that are harmful to the natural environment;
- The university should adopt a green incentive block for its human resources for their environmental responsibilities;

In order to deepen the research on green HRM in Algeria, future perspectives are presented as follows:

- An analytical study on the extent of the application of green employment in Algerian public institutions;
- The reality of green training and development in private organizations in Algeria;
- Green incentives in Algerian industrial organizations - challenges and prospects;
- Assessing and managing green performance in service organizations in Algeria - a comparative study.

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