

Implementing Green Human Resources Management to Promote Sustainability Development: Application from Telecommunication Companies in Kingdom of Bahrain

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Received: 4 Sep. 2021, Revised: 20 Nov. 2021, Accepted: 24 Dec. 2021.

Published online: 1 Jan. 2022.

Abstract: Green Human Resource Management (GHRM) has increasing attention because of the environmental management and development matters. Also, sustainable Green Human Resource Management has gained its unique position in the field of research. The purpose of this study is to discover if the GHRM is applied in the telecommunication companies in the Kingdom of Bahrain. The study distributed 620 survey forms to a random sample of employees working in the human resources of 3 telecommunication companies, namely, Zain, STC and Batelco. While, only 580 forms received and found valid for analysis. The results of the study concluded that the Bahraini telecommunication companies do not have an environmental management system. In addition, the study proved their interest in the application of environmental management practices. The findings also demonstrated that there is a significantly increase in the adaptation of sustainable green human resource management practices.

Keywords: Green Human Resources Management; sustainable Development; green HR initiatives; Environment Management.

1 Introduction

GHRM plays an important role in achieving sustainable development and preserving the environment, where GHRM refers to the use of human resource management policies in a way that contributes to promote the sustainable use of resources in the organization, to make it environmentally friendly. It also increases awareness of employees, and enhance their attitude towards sustainability issues. The GHRM consists of two key components i.e. environmentally friendly human resource practices, and capital preservation knowledge, which reduces costs, increases efficiency, and improves the level of employee participation and retention. There are demands to develop human resource management practices and integrate them with management functions and practices [1].

GHRM includes recruitment, selection, appointment, training, development, motivating, and performance appraisal, which can play a role in solving problems related to the environment. Presently many companies are adopting green practices that help them reduce carbon emissions, by limiting travel, participating in teleconferences, using double-sided paper...etc [2]. Human resources are also responsible for planning and implementing these environmentally friendly practices. The organization should develop human resources, in order to increase its ability to carry out these practices. Without employee development it is difficult to implement GHRM practices. In addition, human resources are the cornerstone of sustainable business development [3].

The research problem lies in the weak adoption of GHRM practices in telecommunication (TEL) companies in the Kingdom of Bahrain. The Bahraini economy, which may have had unclear impact on the achievement of the requirements of environmental commitment in telecommunication companies, and consequently the lack of achieving the company's

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environmental objectives. The importance of the study stems from the lack of sufficient studies that dealt with managing green human resources in TEL companies, as well as identifying the degree of application of GHRM in telecommunication companies. Hence, this study guides companies and policy makers toward the advantages and application of GHRM. The study aims to clarify the concept of GHRM, its objectives, and characteristics, and to identify the challenges facing the implementation of GHRM, highlighting the most important green HR practices, and clarifying the level of Bahraini TEL companies' adoption of GHRM practices. GHRM is a term used to refer to the contribution of management policies and practices human resources towards the environment, in order to protect and preserve natural resources. The management of green human resources generally aims to achieve the environmental objectives of the organization, increase efficiency, reduce costs, and attract the best employees who are aware of sustainability processes such as recycling conservation and production of environment friendly products, which leads to an increase in the organization's competitiveness.

The study has two basic hypotheses:

H1. There is low level of adoption by Bahraini Telecommunication companies of GHRM practices.

H2. Implementation of GHRM has faced a number of challenges that impede its work within Bahraini Telecommunication companies to promote sustainable development.

2 Literature Review

GHRM plays an important role in achieving sustainable development and preserving the environment, where GHRM refers to the use of human resource management policies in a way that contributes to promote the sustainable use of resources in the organization, to make it environmentally friendly. It also increases awareness of employees, and enhance their attitude towards sustainability issues. The GHRM consists of two key components i.e. environmentally friendly human resource practices, and capital preservation knowledge, which reduces costs, increases efficiency, and improves the level of employee participation and retention. There are demands to develop human resource management practices and integrate them with management functions and practices [4], [5].

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The research problem lies in the weak adoption of GHRM practices in telecommunication (TEL) companies in the Kingdom of Bahrain. The Bahraini economy, which may have had unclear impact on the achievement of the requirements of environmental commitment in telecommunication companies, and consequently the lack of achieving the company's environmental objectives [7]. The importance of the study stems from the lack of sufficient studies that dealt with managing green human resources in TEL companies, as well as identifying the degree of application of GHRM in telecommunication companies. Hence, this study guides companies and policy makers toward the advantages and application of GHRM. The study aims to clarify the concept of GHRM, its objectives, and characteristics, and to identify the challenges facing the implementation of GHRM, highlighting the most important green HR practices, and clarifying the level of Bahraini TEL companies' adoption of GHRM practices.

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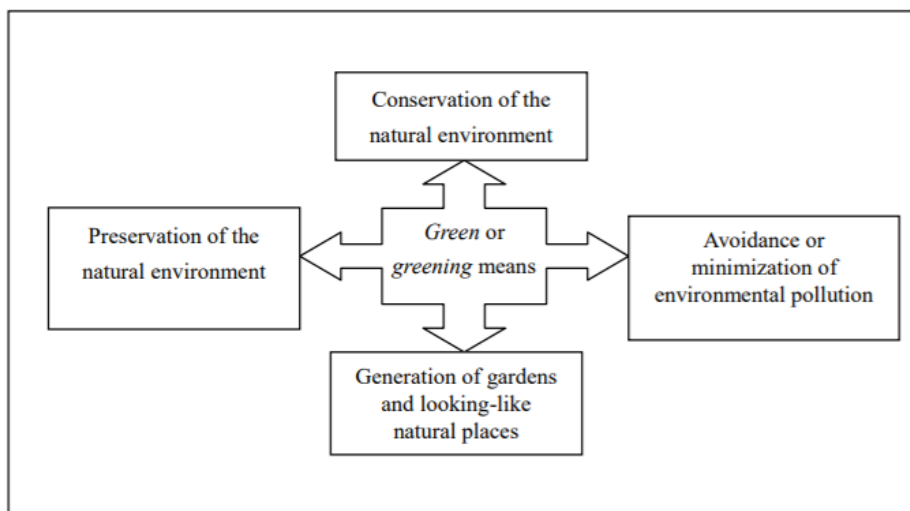


Figure 1. the means of achieving GHRM
 Source: Opatha & Hewapathirana (2019)

Basically, figure 2 shows that GHRM requirements are needed to achieve corporate environmental objectives. GHRM adoption leads to increased efficiency, reduced costs, and enhance employee retention. Literature shows that green HRM covers the awareness of environmental issues and promotes social and economic well-being of the organizations and their employees viewed from a general point of [8].

Figure 2: GHRM requirements

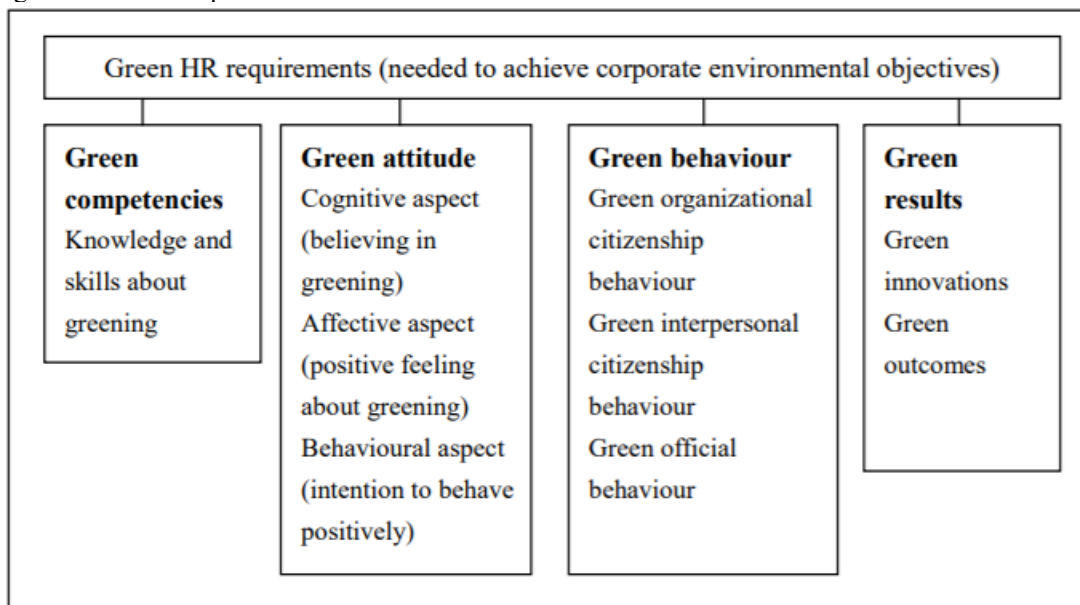


Figure 2. the GHRM requirements are needed to achieve corporate environmental objectives

Rahman and Hosain [9], argue that the main objectives of GHRM is to preserving the natural environment: The green human resources department aims to preserve the environment nature and its sustainability, with the aim of meeting the needs of current individuals without compromising the ability of generations coming to meet their needs. Preserving the health of workers and raising their morale: Maintaining the health of the organization’s employees by preventing smoking inside offices, using harmless materials at work, and provision of natural vegetables and fruits at resource meetings mankind ... and others, which help to maintain the health of workers, and thus raise their spirit morale.

Green human resource management aims to reduce the costs of the organization by using electronic polarization, providing information about the company and job description for positions advertised on its website, holding teleconferences, and

minimizing using paper...etc [10]. GHRM practices improve the overall image of the organization, and increase its ability to compete. Also, reducing interference by the government and other institutions working to implement laws: the organization's adoption of green human resource practices and its interest in preserving the environment from deterioration, this reduces opportunities for government intervention, make employees aware of green and ecosystem HR management practices, thus, the organization becomes environment friendly. Further, the Green Human Resources Department aims to encourage employees to provide green ideas related to their jobs, which works to achieve the environmental goals of the organization, working to change the behaviors of employees and their attitude towards green performance. GHRM can also help the organization to increase its natural resources through the use of recycled materials and reduce waste. Compared with traditional human resource management, GHRM has several characteristics such as:

- 1 - The ability to develop and improve the environmental performance of the organization's employees, according to the human resources department. It is concerned with developing the skills and capabilities of workers in order to improve their level of performance and raise efficiency, increased production, regardless of improved environmental performance.
- 2 - The Green Human Resources Department works to achieve the principle of equality among all employees, and to give everyone is entitled to it, whereas traditional human resource management pays attention only to how to provide the needs to increase production, as workers are just one of the means that help the organization to achieve its objectives, without regard to the achievement of the principle of integrity.
- 3- The main objective of GHRM is to reduce costs, increase production, and employee retention, while producing environment friendly products, which leads to sustainable development, while traditional human resource management aims to increase production regardless of achieving development sustainable.
- 4 - The Green Human Resources Department pays each employee according to his level of performance, which works to encourage and motivate employees to work more effectively to achieve the goals of the organization, in whereas in a traditional HR department, employees receive the same pay regardless of their performance is level organizations today seek to implement GHRM practices, but the implementation of the practices. The green business faces many challenges, the implementation requirements start from the highest level of management until lower level. (Firdaus and Udin, 2014).

3 Green HRM Practices

Human resource management plays a role in achieving sustainable development and preserving the environment, where it refers GHRM is to use human resource management policies in a way that contributes to promoting sustainable use of resources in the organization, to make it environment friendly. It also increases my awareness employees, and enhancing their attitude towards sustainability issues. The green human resource department consists of two key components are environment friendly human resource practices, and capital preservation.

Knowledge, which reduces costs, increases efficiency, and improves the level of employee participation and retention them. There are demands to develop human resource management practices and integrate them with management functions and practices green includes recruitment, selection, appointment, training, development, motivating, and performance appraisal, which can be it is important to play a role in solving problems related to the environment. Many companies are adopting green practices that help them reduce carbon emissions, by limiting travel, participating in teleconferences, using double-sided paper...etc. Human resources are also responsible for planning and implementing these environment friendly practices. The organization should develop and develop human resources, in order to increase its ability to carry out these practices, without employee development it is difficult to implement GHRM practices, thus human resources are the cornerstone of sustainable business development. The following are some of the practices of green human resource management [4].

The green recruitment process aims to attract new employees who are familiar with different environmental practices, or support existing workers and develop and improve their environmental skills and capabilities. In addition to working on policy integration the company's environment with the hiring process. Attracting employees with environmental concerns leads to an increase in production, and improve the company's reputation, thus achieving the organization's green goals.

HR Green performance evaluation

The green performance appraisal process should be compatible with the organization's environmental performance, and a system and management should be established. Environmental monitoring, in order to monitor pollution, and the extent to which the organization uses resources and energy. The aim of the evaluation process to prepare reports on the environmental performance of employees and managers, and to provide feedback green performance too to employees about their environmental performance.

The green training and development process aims to develop, develop and improve the skills and capabilities of employees, from in order to increase employees' awareness of environmental practices, and change their attitude towards green performance, and thus increase their ability to implement green initiatives. It also works to identify training needs for employees, to determine the extent to which employees need environmental training.

Green incentives and rewards system helps maintain environmental performance, and motivates employees to implement green programs on all environmental programs, and encourage them to present environmental ideas, and include incentives

and rewards from material and moral incentives.

4 Methodology

The study relied on the descriptive analytical method to describe the subject of the study in a comprehensive and accurate description through. Data collection and analysis on the extent to which GHRM is applied in telecommunication companies. Study on conducting a field study on a sample of human resource managers in Bahraini telecommunication companies. The form consisted of general and job data, and 3 main axes as follows:

The first axis: It includes the general data of the study sample, and the extent of awareness of the environment and its practices: it includes gender, age, academic qualifications, number of years of experience, job, and does the company carry out its joint social responsibility in preserving the environment?, and do you have a background in the concept of environmental sustainability?, and do you have a background in how to conserve the environment the environment? Does the company have an environmental management system? Does your company care about implementing environmental management practices? Do you think that the Human Resources Department is concerned with the application of environmental practices in its work?

The second axis: deals with the extent to which TEL companies have adopted category "A" human resource practices green. This axis includes 39 phrases. This axis has been divided into seven dimensions that represent the seven human resource management practices to measure the level of adoption within those companies, and these are:

The practices are as follows:

1. The first dimension: green analysis and characterization and includes 5 statements.
2. The second dimension: green polarization and includes 6 phrases.
3. The third dimension: the green choice, which includes 3 statements.
4. The fourth dimension: green orientation and includes 4 phrases.
5. The Fifth Dimension: Green Performance Evaluation, which includes 8 statements.
6. The sixth dimension: green training and development and includes 6 phrases.
7. The Seventh Dimension: Green Rewards, which includes 7 phrases.

The third axis: deals with the obstacles to implementing GHRM practices in telecommunication companies. This axis consists of 7 phrases that were prepared based on the scale. Romeedy (2019) on the obstacles to implementing GHRM practices in companies Arena. As for the second and third axis, it was answered by a five-fold likert scale, where 1 totally disagree and 5 totally agree. To analyze the data of the study and test the hypotheses, the researcher used the program V.25 SPSS. The reliability and validity coefficient test was used to measure the validity of the study tool. Frequencies, percentages, arithmetic averages, and standard deviations: to describe the characteristics of the sample, and the determination of the responses of the sample members towards all axes of the study tool. Pearson correlation coefficient used to determine the strength and direction of the relationship between the study variables. Descriptive analysis of the general and functional data of the sample members.

5 Results

The results show the demographic characteristics that describe the characteristics of the sample items that were conducted. The study included these characteristics, gender, age, academic qualifications, number of years of experience, and they came the responses of human resource managers in these companies to these characteristics are as follows shows that the percentage of male sample members reached (3.94) % of the study population, while the percentage of females reached (7.5)% of the study population, and this indicates the response of males to answering the question. According to 1 (the age group (36 to less than 45 years) ranked first with a percentage of 6.39, followed by the age group (46 to less than 55 years old) with a rate of 8.37%, then the age group (older than the age group (25 to less than 35 years old) with a rate of 7.14 % 55 years) with a rate of 9.11%,. Finally the results showed that about 4.77% of human resource managers in TEL companies are under 55 years old.

Table 1. Demographic dimensions analysis

| VARIABLE | FREQUENCY | PERCENTAGE |
|---------------|-----------|------------|
| GENDER | | 60% |
| MALE | 320 | |
| FEMALE | 260 | 40% |
| AGE | | |

| | |
|--------------------|-----|
| LESS 25 YEARS | 120 |
| 25-35 YEARS | 133 |
| 36-45 YEARS | 228 |
| MORE THAN 45 YEARS | 99 |
| EDUCATION | |
| HIGH SCHOOL | 220 |
| BACHELOR | 320 |
| MASTER | 40 |
| EXPERIENCE | |
| LESS THAN 3 YEARS | 210 |
| 3-5 YEARS | 190 |
| 6-12 YEARS | 95 |
| MORE THAN 13 YEARS | 85 |

Overall, table. (1) shows that the percentage of holders of a bachelor's degree is 94%, of whom are those who have a degree. Master's degree by 3.3%, then diploma holders (postgraduate studies) by 7.2%. According to 1) the percentage of those whose number of years of experience ranges between 13-17 years 3,36% of them have a number of years of experience between 3-7 years, with a rate of 7.27%, then they come from the number of years of experience they have ranges between 8-12 with a rate of 9.19%, then the number of years of experience ranges from %, and finally the number of years of experience they have less than 3 years and they have more than 17 years, with a rate of 8.9 from 6.3%.

Table 2. Descriptive analysis of study variables

| PRACTICE | MEAN | STANDARD DEVIATION | ORDER |
|-------------------------------------|------|--------------------|-------|
| THE GREEN JOB ANALYSIS AND PLANNING | 1.80 | 0.87 | 3 |
| GREEN RECRUITMENT | 2.14 | 0.48 | 1 |
| GREEN HR SELECTION | 1.62 | 0.65 | 7 |
| GREEN TRAINING AND DEVELOPMENT | 1.56 | 0.85 | 6 |
| GREEN EVALUATION | 2.52 | 0.81 | 4 |
| GREEN COMPENSATIONS | 1.68 | 0.86 | 2 |
| THE LEVEL OF GREEN HRM ADOPTION | 1.81 | 0.71 | |

Table (2) shows the descriptive analysis of the study variables Practices Arithmetic mean Standard deviation. Also, shows the level of TEL companies' adoption of human resource management practices. The results showed the adoption of GHRM practices within companies clearly, where the summation mean was 41.1, and the standard deviation was 15.4. For practices, the practice of green polarization ranked first (average arithmetic 14,2), This is followed by the practice of green training and development (arithmetic mean 45.2 J), followed by the practice of analysis and characterization. Green Career (arithmetic mean 84.1j), which has a green performance appraisal practice (arithmetic mean) 69.1i) have the practice of green rewards (arithmetic mean 69.1i), have the practice of green orientation (arithmetic mean 68.1, which has the exercise of green choice, arithmetic mean 64.1.) The following table shows the degrees of approval of the sample's vocabulary towards the obstacles to the application of human resources management green in TEL companies. The results shows the obstacles to implementing GHRM in Bahraini TEL companies. The responses of human resource managers to the expressions of these obstacles are as follows:

233 individuals from the total study sample, representing 4.69%, indicated that the lack of awareness of the practices GHRM within TEL companies is one of the obstacles to the application of GHRM. Reached the arithmetic mean is 89.3, and the standard deviation is 14.1, which indicates that the lack of awareness green practices within TEL companies greatly impede the application of resource management practices green skin.

254 of the total study sample, at a rate of 4.74%, asserted that lack of awareness of the concept of sustainability the environment is one of the obstacles to the application of GHRM in TEL companies. Reached the arithmetic mean is 43.4, and the standard deviation is 97.4, which indicates that the lack of awareness of the concept of environmental sustainability within TEL companies greatly hampers the application of human resource management practices green.

239 of the total study sample, representing 1.71%, believe that the lack of support from the higher management to implement green practices are one of the obstacles to the application of GHRM in companies' arena. The arithmetic mean was 93.3, and the standard deviation was 13.1, which indicates that no availability of senior management support to implement green

practices within TEL companies greatly hampers the application of GHRM practices.

266 individuals from the total sample of the study, with a rate of 2.79%, reported that they do not have the skills necessary for adaptation with green technology, it is considered one of the obstacles to the application of GHRM in companies' arena. The arithmetic mean was 14.4, and the standard deviation was 82.4, which indicates that the lack of availability of skills to adapt to green technology within TEL companies greatly hampers implement GHRM practices.

254 respondents from the total study sample, at a rate of 6.75%, indicated the high cost of implementing initiatives GHRM in the first stage is considered one of the obstacles to the application of GHRM in companies' arena. The arithmetic mean was 12.4, and the standard deviation was 87.4, which indicates that the high the cost of implementing green initiatives in the first stage significantly hampers the application of management practices green human resources.

256 individuals from the total study sample, at a rate of 3.76%, agreed that the low return from implementing green practices in the first period are considered as one of the obstacles to the application of GHRM in TEL companies. The arithmetic mean was 46.4, and the standard deviation was 91.4, which indicates. However, the low return on implementing green practices in the initial period greatly hinders the application of green practices.

GHRM practices.

245 individuals from the total study sample, at a rate of 73%, indicated that the workers' resistance and refusal to implement green initiatives are considered as one of the obstacles to the application of GHRM in companies' arena. The arithmetic mean was 93.3, and the standard deviation was 43.1, which indicates that the resistance of the refusal of employees to implement green initiatives significantly hampers the application of resource management practices green skin.

The Pearson correlation coefficient was conducted to explore the relationship between the presence of obstacles to the application of management practices green human resources and the degree of application within TEL companies. Table (3) shows that there is a significant and inverse correlation between the existences of obstacles to the application of management practices. GHRM and the extent to which TEL companies adopt such practices. The results show that there are a significant correlation between the presence of obstacles to the application of GHRM practices and the level of adopting GHRM practices in TEL companies, and the correlation value reached -648.4**

Table (3) Correlation analysis of study variables

| Correlation | Pearson Coefficient | Sig. |
|---|---------------------|-------|
| the relationship between existing of obstacles in applying GHRM and practicing green job analysis and planning. | -0.593 ** | 0.001 |
| the relationship between existing of obstacles in applying GHRM and practicing green recruiting. | 0.561 ** | 0.002 |
| the relationship between existing of obstacles in applying GHRM and practicing green selecting. | -0.628 ** | 0.012 |
| the relationship between existing of obstacles in applying GHRM and practicing green guiding. | -0.616 ** | 0.00 |
| the relationship between existing of obstacles in applying GHRM and practicing green evaluation. | -0.623 ** | 0.002 |
| the relationship between existing of obstacles in applying GHRM and practicing green training and development. | -0.585 ** | 0.001 |
| the relationship between existing of obstacles in applying GHRM and practicing green compensation. | -0.629 ** | 0.002 |
| the relationship between existing of obstacles in applying GHRM and practicing green hrn. | -0.508 ** | 0.001 |

It is an average inverse correlation, which indicates that there are obstacles to the application of GHRM it clearly reduces the degree of application of these practices within TEL companies. The results also highlighted the existence of a significant correlation between the presence of obstacles to the application of management practices green human resources and the degree of application of green analysis and characterization practice in TEL companies. The value of the correlation amounted to -593.4 ** which is a medium inverse correlation, which indicates that there are obstacles to the application of GHRM clearly reduces the degree of application of this practice within TEL companies. The results also showed that there is a significant correlation between the presence of obstacles to the application of management practices green human resources and the degree of application of green polarization practice in TEL companies. Correlation value -561.4 ** which is a medium inverse correlation, which indicates that there are obstacles to the application of management green human resources clearly reduces the degree of application of this practice within TEL companies. Moreover, the results also showed a nucleus between

the presence of obstacles to the application of practices and the existence of a correlation with the management of green human resources and the degree of application of the green choice practice in TEL companies correlation value -628.4^{**} which is a medium inverse correlation, which indicates that there are obstacles to the application of management green human resources clearly reduces the degree of application of this practice within TEL companies. The results also showed that there is a significant correlation between the existence of obstacles to the application of resource management practices green humanity and the degree of application of green guidance practice in TEL companies. 616.4^{**} which is a medium inverse correlation, which indicates that there are obstacles to the application of human resources management green clearly reduces the degree of application of this practice within TEL companies.

The results also highlighted the existence of a significant correlation between the presence of obstacles to the application of GHRM resources and the degree of application of the green performance assessment practice in TEL company's correlation value -623.4^{**} which is a medium inverse correlation, which indicates that there are obstacles to the application of GHRM clearly reduces the degree of application of this practice within TEL companies. In addition, the results showed a significant correlation between the existence of obstacles to the application of GHRM and the degree of application of green training and development practice in TEL companies. The value of the correlation amounted to -585.4^{**} which is a medium inverse correlation, which indicates that there are obstacles to the application of this represents an obstacle to the application of this practice within the TEL companies GHRM the results highlighted the existence of a significant correlation between the existence of obstacles to the application of resource management practices Green humanity and the degree of application of the practice of green rewards in TEL companies. The value of the correlation reached -629.4^{**} which is a medium inverse correlation, which indicates that there are obstacles to the application of human resources management this contributes to limiting the application of this practice within the TEL companies. We find that the relationship was stronger between the presences of obstacles to apply the results contained in Table 3. GHRM practices and the degree of application of green rewards practice, followed by the degree of green choice practice application, followed by green performance assessment practice score, followed by green performance appraisal practice score the practice of green orientation, followed by the degree of application of the practice of green analysis and characterization, followed by the degree of application the practice of green training and development, and finally the application of the practice of green polarization employees' knowledge, skills, ability and other characteristics significantly influence the sustainability of the organization (Delery & Roumpi, 2017).

6 Discussion and Conclusion

As workers in the agencies concerned with green economy and sustainable development in Egypt, for the dimensions of the study variables, the "GHRM" variable comes in first place; while the variable "Development green economy policies" came in the center now; as for the "sustainable development" variable, it came in the last place. According to mean of arranging the variables. As for the dimensions of the variable "developmental green economic policies" according to the average After "environmental quality of life" in the first place, followed by "environment and productive resources", and then after "economic opportunities and political response" [11] [12].

Moreover, there are many administrative literatures that dealt with the GHRM, and they often dealt with it from the premise of the traditional principles of human resources management with the appendix of the word "green". This premise can be defined GHRM as the use of the policies, philosophies and practices of human resources management to promote the sustainable use of resources and prevent harm caused by a lack of attention to the environment) (GM4). All activities involved in the development, implementation and continuous maintenance of a system aimed at making the organization and what is in it friends of the environment, while coordinating with the environment. The sustainable development goals of the society in which the organization is located, or the GHRM that is interested in transforming the promised into environment friendly, is part of the GHRM.[13]

Contemporary institutions faced many challenges for the implementation of GHRM, the most prominent of which are the following: the lack of a culture of green management and the lack of environmental awareness and sense [14]. Which leads to the difficulty of changing the behavior of employees towards environmental initiatives, and this certainly requires a long period of time and very high costs; As a result, institutions must prepare and prepare before applying them [15]. From this point of view, and given the trend of contemporary institutions towards sustainable development, it is necessary to identify the most important factors for the success of GHRM application, which can be summarized as follows: First: Support and participation of leadership and senior management, which is a critical factor in instilling green values among employees, and clarifies the role of human resources specialists in promoting environment friendly behaviors in the organization, and incorporating the organization's vision and values into a statement in favor of a green environment; In order to align employee work with its environmental strategy, and to incorporate pro-environmental tasks, competencies and behaviors for all functions within the organization. Second: Building a green organization culture supported by the ISO certificate (ISO14000); to encourage green behaviors, create an environment responsible workforce, and also help develop the behavior of environmental citizenship among employees, and establish a set of rules and provisions to control employee behavior around

environmental protection. Third: Continuing training and education for employees; In order to develop their environmental perspective and sense, raise the level of environmental awareness and sustainability, and spread knowledge about GHRM practices in order to change their behavior around environmental initiatives and adopt a culture of green management, Fourth: Incentives and rewards to encourage and motivate employees to feel proud and appreciated through their participation in environmental initiatives, and increase their commitment towards sustainability issues; Thus this approach helps in creating a green workforce. Fifth: Digital transformation in the organization's work environment; this contributes to eliminating the effects of environmental degradation, and the search for alternative energy to reduce the use of limited natural resources [16].

There is a clear and significant decrease in the adoption of resource management practices by Bahraini TEL companies Green skin. The study also showed that the success of applying GHRM practices is achieved [17]. There are many advantages, whether GHRM for companies or employees, that they work to increase awareness among employees, and enhance. Their attitude towards sustainability issues, preserving knowledge capital, reducing costs, and increasing efficiency, improving the level of employee participation and retention. The study also showed that there are a number of obstacles facing the application of GHRM, such as the hasty implementation of environmental initiatives [18], [19] [20].

Lack of skills to adapt to green technology, and weak incentive to implement initiatives environment, and the difficulty of changing the current employee culture. In addition, there is a significant and inverse correlation between [21]. The existence of obstacles to the application of GHRM practices and the degree to which such practices are applied in TEL companies, there is a set of recommendations that TEL companies should make in order to implementing GHRM practices, including environmental tasks and responsibilities within the tasks job opportunities for employees, and setting up a reward system for those with creative ideas in the field of maintaining the environment, including the environmental dimension within the company's concerns, and attention to attracting environment conscious workers high [22], [23].

Recommendations for future studies: a study of the role of GHRM in achieving economic policies. Green for sustainable development in other organizations. Re-applying the current study to the same government agencies that the study sample filled, after five years, as an appropriate period for changing strategies, and then conducting compared to the results of the current study. Studying the relationship between leadership and green management of human resources [24].

Conflict of interest: The authors declare that they have no conflict of interest.

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