

***The Role of Green Human Resource Management Practices in
Enhancing Environmental Management Functions:
A Field Study at Fertial Company, Annaba Branch***

Received date:05/01/2025 Accepted date:10/03/2025 Published date: 25/04/2025

Cheurfa Asma¹

¹ University of Annaba, Algeria,

Email: asma.cheurfa@univ-annaba.dz

Abstract:

This study investigates the role of green human resource management practices in enhancing environmental management at Fertial Annaba, a company specializing in ammonia and agricultural fertilizers. Using a descriptive approach and a Likert-scale questionnaire, data were collected from 74 employees at the general directorate. The findings indicate that green recruitment fosters an environmentally conscious workforce. Additionally, a positive correlation was identified between green recruitment and environmental planning, as hiring environmentally trained talents enhances the organization's ability to develop a workforce aligned with its environmental goals.

Keywords: Green Human Resource Management Practices; Improvement; Environmental Management Functions

Corresponding Author: Cheurfa Asma, Email: asma.cheurfa@univ-annaba.dz

1. INTRODUCTION

Organizations are a hallmark of contemporary society due to the diverse products and services they provide, which facilitate human life. However, they equally pose a threat to human existence and continuity as a result of the risks they create, endangering life on this planet. Consequently, global interest in the natural environment and its impact on societies, as well as on social and environmental performance, has significantly increased.

This concern stems from the idea proposed by the *Club of Rome** regarding the existence of natural limits to economic growth, and from the insights included in the report *Our Common Future***, also known as the Brundtland Report. This report, prepared by the United Nations Environment and Development Program in 1987, highlights the importance of meeting the resource needs of present societies in a way that does not compromise the ability of future generations to meet their own needs. This development led to the convening of the Stockholm Conference on the Human Environment in 1972***, which was considered the first global environmental conference and a guiding framework for the modern environmental era. This conference exerted pressure on industrial organizations to find solutions that balance environmental protection on one hand and the achievement of profits on the other. Among the proposed solutions was the formation of an international advisory group dedicated to developing an international standard capable of establishing a general approach to environmental management, similar to the ISO 9000 quality standard. This system aimed to enhance organizations' ability to improve their environmental performance. Through several meetings held by the technical committee in Toronto in 1993,



Australia in 1994, Oslo in 1995, and finally in September 1996, the ISO 14000 ****series of standards was officially issued. This environmental management system, in its final form, aims to support environmental protection and pollution prevention through a scientific and precise approach to environmental management. Green Human Resource Management (GHRM) is one of the modern concepts in management, focusing on integrating green management principles into human resource strategies. It supports the alignment of environmental goals and strategies with comprehensive development objectives to establish an effective environmental management system. GHRM works to increase employee awareness within the organization and to enhance their attitudes towards sustainability issues. This approach encompasses eco-friendly human resources practices and the preservation of intellectual capital, leading to cost reduction, increased efficiency, improved employee engagement, and enhanced retention and loyalty to the organization. Several requirements are necessary to develop human resource management within organizations, including recruitment, selection, training, development, and performance evaluation. These practices are likely to have a positive impact on addressing environmental challenges.

Fertial Company is among the Algerian organizations that have sought to implement the ISO Environmental Management System. The company obtained the ISO 14001 certification for the first time in 2011, based on the ISO 14001-V2004 standard. This achievement has enabled Fertial to realize numerous environmental objectives aligned with its operations in the production of phosphate-based fertilizers and agricultural supplements, as well as the international export of ammonia.

Accordingly, the study poses the following main research question:
Can Green Human Resource Management practices enhance environmental management functions?

Based on this primary question, the following sub-questions are proposed:

- Does green recruitment contribute to the environmental planning function of the environmental management system at Ferial Company?
- Does green training and development support the implementation of environmental management programs at Ferial Company?
- Does the green appraisal and reward system improve the environmental performance of employees at Ferial Company?

1.2 Significance of the Study:

The importance of this study stems from the centrality of environmental issues and their relationship with industrial organizations, as well as these organizations' continuous efforts to align their activities with international standards and implement the principles of environmental management effectively. Accordingly, the significance of this study can be outlined as follows:

- The topic derives its importance from the novelty of the green human resources variable, which represents a modern trend that contemporary organizations strive to adopt.
- Industrial organizations are among the largest contributors to environmental pollution. Thus, this study provides an overview of the extent to which these organizations adopt environmental management systems and their methods for addressing the risks of environmental degradation.

□ Environmental management and the successful application of its principles are considered distinguishing features of contemporary organizations.

1.3 Objectives of the Study

This study encompasses several key objectives, including:

- Identifying the role of green recruitment in enhancing the principles of environmental management at Fertial Company, Annaba branch.
- Understanding the role of green training and development in improving the application of environmental management practices at Fertial Company.
- Investigating the impact of human resource management practices on improving the environmental behavior of employees at Fertial Company.

1.4 Definition of Study Concepts:

In explaining the terms of this study, we aim to clarify its dimensions and boundaries in order to narrow the scope of the topic as much as possible, enabling a precise and thorough analysis. The key concepts around which this study revolves are as follows:

-Green Human Resource Management (GHRM):

This term is a combination of two concepts: "Human Resource Management (HRM)," which includes traditional practices such as recruitment, selection, performance evaluation, training, and reward systems, and the concept of "greening," which has various meanings, all related to the natural environment.

It refers to the contribution of human resource management policies and practices toward the environment, specifically those that

achieve positive environmental outcomes. This is done through the adoption of eco-friendly practices that help reduce environmental pollution (Naas, Znati, 2023, p: 96).

-Environmental Management:

The United Nations defines environmental management as: "The development of environmental plans and policies to monitor and assess the environmental impacts of an industrial project, covering all production stages, from the acquisition of raw materials to the final product, as well as the associated environmental aspects. It also involves the efficient implementation of regulatory measures, taking into account the costs and tax implications of these measures, as well as the method of resource use. It is essential to clarify the tools and methods used to prevent pollution and ensure the sustainable use of resources" (Kehli,Ghadir, 2011,P:711).

Environmental management is also defined as: "A set of dynamic tools aimed at taking action and implementing measures to assist in formulating strategies for protecting, enhancing, and maintaining the environment, followed by their execution and monitoring."

The International Chamber of Commerce (ICC) defines environmental management as: "The process of creating and designing a comprehensive mechanism that ensures no harmful environmental impacts exist in the organization's products, through all stages, from planning and design to the final product" (Rachi, 2010-2011,P:148).

-Environment:

The environment is defined, as per the United Nations Conference on the Human Environment held in Stockholm in 1972, as: "The stock of material and social resources available at any given time

and place to satisfy human needs and aspirations" (Abdel-Badie, 2006,P:9).

Additionally, the Dictionary of Social Sciences defines it as: "The domain in which all forms of stimulation and interaction occur for every living unit. It encompasses everything surrounding humans, including nature, human communities, social systems, and personal relationships. It is the influence that drives beings to movement, activity, and striving. The interaction between the environment and the individual is continuous, with a constant exchange and interconnection" (Badawi,2016,P:73).

-Industrial Organizations:

Every organization contains a set of fixed elements; it is a group of actors within an organizational structure, roles, and a communication system that allows for the coordination and monitoring of the organization's activities to achieve its objectives. The Encyclopedia of Social Sciences outlines the defining characteristics of an organization, which include:

- Organizations are established with the purpose of organizing social authority.
- The organization has clear objectives and goals.
- The organization is composed of positions with distinct functions and roles, separate from the individuals occupying them.
- The organization has clear rules that govern the relationships between roles (Badawi,2016,P:75).

Thus, an industrial organization is the convergence of efforts from a group of actors within a clearly defined organizational structure, with the aim of transforming a set of resources (inputs) into new resources (outputs) to achieve profit.

-Fertial Company, Annaba Branch:

This study was applied to Fertial Company – Annaba Branch, as it meets the requirements of our research topic. It is a company specialized in the production of fertilizers and agricultural supplements, comprising subsidiary units divided into northern and southern regions. In 2005, the company formed a foreign partnership with the Spanish company Villar Mir, establishing a holding company composed of 21 branches specialized in various activities, including the production of fertilizers and agricultural supplements. The foreign partner holds a 66% stake, contributing \$160 million, while the remaining 34% of the capital belongs to the Algerian group Asmidal. Fertial's total social capital is valued at 17,697,000,000 DZD.

The company's production facilities are concentrated in the industrial sites of Annaba and Arzew, with an annual production capacity of one million tons of ammonia. Part of this is reused in the production of nitrogen, phosphate, and fertilizers. This production capacity has enabled the company to capture a large market share both locally and internationally. Fertial exports nearly 74% of its production, making it a leader in the Mediterranean region, ranking second in the Arab world after Saudi Arabia, and seventh globally. (<https://www.fertial-dz.com/>)

1.5 Previous Studies:

Study by Jumana Bashir Abu Rumman and Abdul Rahman Ghassan Al-Sadeqi (Abu Rumman, Al-Sadeqi, 2019):

The study explored the impact of adopting Green Human Resource Management (GHRM) practices on improving the application of environmental management at Taif University. The study was conducted on a sample of 220 administrative employees at Taif University, selected using a simple random sampling method. The results indicated that the overall level of adopting Green HRM practices was at a medium level, and the degree of improvement in the application of environmental management was also at a medium level. The study revealed that the adoption of Green HRM practices explained 67.1% of the improvement in the application of environmental management.

Study by Fatiha Beljilali (Beljilali, 2022):

The study explored the impact of Green Human Resource Management (GHRM) practices on enhancing the dimensions of strategic leadership in companies such as GEANT, IRIS, and CONDOR. The study aimed to analyze the effects of Green HRM practices in areas such as green recruitment, green development and training, green performance evaluation, and green compensation and rewards on strengthening strategic leadership dimensions, which included risk-taking, creativity and innovation, entrepreneurial leadership, and proactivity. A questionnaire was designed and distributed to 83 employees at CONDOR, GEANT, and IRIS companies. The study concluded with several key findings, notably the existence of a statistically significant relationship indicating the high impact of GHRM practices in enhancing the strategic leadership dimensions of the studied organizations. The study recommended the evaluation of

organizational performance through green performance indicators by incorporating green activities as criteria for evaluation in line with the requirements of the green environment.

1.6 Study Methodology:

This study relied on the descriptive approach, which focuses on studying the reality or phenomenon as it exists in its actual setting. It aims to describe it accurately, either qualitatively or quantitatively, in a way that depicts the phenomenon and clarifies its characteristics. Through quantitative expression, it provides a description and indicates the magnitude or size of the phenomenon and the degree of its correlation with other different phenomena. This is done by tracking, investigating, analyzing the research material, and drawing conclusions.

1.7 Sample and Research Tool:

The research population for this study consists of the employees of Fertial Company, Annaba Branch, specializing in the production of fertilizers and agricultural supplements. The total number of employees is 894, representing different levels and job roles, distributed across the General Directorate and the production plant as shown in the table below:



Roles / Job	General	Production Plant
	Directorate	
Number of Employees	74	820
Total	894	

Prepared by the researcher based on internal data from the company

Thus, a purposive sampling method was used to select employees working at the General Directorate of the company, totaling 74 individuals. This group was chosen because they are constantly updated with the most important and recent organizational and managerial developments within the company, in addition to their participation in decision-making and shaping the company's general policies.

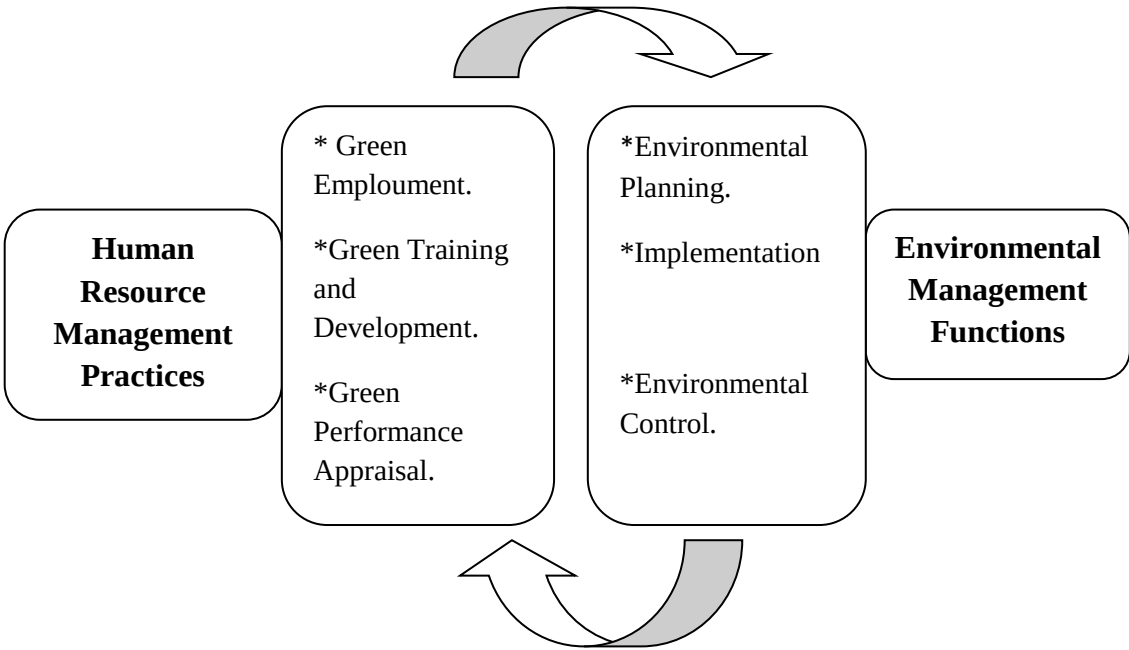
Research Tool:

To carry out the field procedures for this study, the researcher used the Likert five-point scale, as it is one of the most widely used tools for measuring adoption knowledge due to its ease of understanding and balanced grading. Each variable was accompanied by a set of questions directed to the study sample, where respondents selected a specific answer (Strongly Agree, Agree, Disagree, Strongly Disagree, Neutral).

A questionnaire design was developed, consisting of five sections. The first section covers general information about the study sample. The second section addresses green recruitment and environmental planning, including 8 statements. The third section deals with green

training and the implementation of environmental management programs, consisting of 10 statements. The fourth section focuses on the green performance appraisal and rewards system and its impact on improving environmental performance, comprising 7 statements. The fifth section explores the relationship between Green Human Resource Management practices and overall environmental performance, including 6 statements. After distributing the questionnaire, 71 completed forms were returned out of the 74 distributed forms.

1–8 Study Model:



Source : Prepared by the researcher

2. Green Human Resource Management Practices and Environmental Management:

2.1 Green Human Resource Management Practices

Green Human Resource Management practices are represented in the following dimensions:

-Green Recruitment: There has been a growing awareness among job seekers regarding the environmental behavior of organizations in recent years, highlighting the importance of contemporary trends in environmental conservation. In the United States, there has been a shift towards a preference for working in organizations that focus on environmental protection, fostering career growth. Many studies indicate that organizations adopting environmental protection practices enhance their ability to attract human resources. There is a preference for organizations that adopt green approaches, and such organizations can demonstrate their commitment to sustainability and environmental conservation through virtual recruitment methods. Human resource management must ensure that the recruitment process gathers information about the organization's environmental commitment to attract employees who share these environmental values.

Green Training and Development: The aim of green training and development is to enhance and improve the skills and capabilities of employees in order to increase their awareness of environmental practices, shift their attitudes toward green performance, and, ultimately, improve their ability to implement green initiatives. Additionally, it focuses on identifying employees' training needs, specifically assessing their requirements for environmental training.

-Green Performance Evaluation: Performance management in general is defined as the process of motivating and encouraging

employees to improve their performance by enhancing personal skills that contribute to achieving organizational goals. Therefore, it is essential for green human resource management to focus on managing and evaluating green performance if it aims to achieve positive results in environmental performance. Green performance management is viewed as a system that emphasizes environmental responsibility, addressing environmental concerns and policies within the organization. It involves processes through which organizational performance goals are achieved more effectively by encouraging employees to adhere to green performance standards, enhancing their professional skills to achieve these goals, and measuring green performance. To ensure good and sustainable environmental performance, organizations must have an environmental management information system that enables them to meet environmental requirements through monitoring areas such as pollution, waste management, and the use of energy and resources in general. Additionally, this system must be accompanied by environmental audits, the adoption of environmental performance standards, and the creation of green performance indicators at the organizational level.

Green Compensation and Rewards: Given the motivational role of green rewards management, which includes green compensation for managers and employees in general, the importance of this management lies in sustaining environmental performance and generating various environmental initiatives (waste disposal, recycling, energy conservation, paperless offices, etc.), which, in turn, yield multiplied results in return for the rewards granted. It is important to note that compensation for green performance may take financial forms, but it can also manifest as various non-

financial rewards, such as medals, certificates of appreciation, and the like. This latter type (non-financial) is often favored when financial rewards are scarce within organizations (Beljilali, 2022, p. 384).

2-2 Comprehensive Environmental Management Functions:

Environmental management includes a set of functions derived from the traditional management functions in general, though it is distinguished by some specificities related to environmental aspects. Effectively performing these functions leads to improving the environmental performance of the organization.

Environmental Planning: Goals and processes must be identified that enable the organization to implement environmental policies. In this context, global reference standards or specifications from international organizations, such as the International Organization for Standardization (ISO), are used. Environmental planning should encompass all activities of the organization, including supply, production, marketing, human resources management, and accounting.

Implementation: This task involves executing the environmental processes and policies as planned, covering all activities and functions of the organization.

Environmental Control: This refers to monitoring and tracking the processes related to legal procedures, operational requirements, and environmental policy objectives, while also evaluating environmental performance. This involves assessing the success of

the environmental actions and measures taken by the organization. Environmental control is part of the broader monitoring system in the organization.

Environmental Audit: This entails continuous improvement and development of environmental performance by correcting and evaluating processes related to planning, implementation, and environmental monitoring. The goal is to ensure the effectiveness of these processes (Rashi, 2010-2011,P:150).

3- Contributions of Applying the Environmental Management System in Implementing Environmental Responsibility within the Fertilizer and Agricultural Fertilizer Manufacturing Company, Fertil – Annaba.

3-1: Presentation and Analysis of the Sociodemographic Information Results of the Sample Members.

Variable	Categories	Frequency	Percentage
Age	From 25 to 30 years	01	1,42
	From 31 to 40 years	26	37,14
	More than 40 years	43	61,42
	Total	70	100
Seniority at Work	Less than 5 years	00	00
	From 5 to 15 years	28	40
	More than 15 years	42	60
	Total	70	100

Source :Prepared by the researcher based on field study data.

The table above indicates that employees aged over 40 constitute the largest proportion of staff in the General Directorate,



accounting for 61.42% of the workforce. Meanwhile, employees aged between 31 and 40 years represent 37.14%, and those aged between 25 and 30 years make up only 1.42%. These results show that Fertial gives significant attention to human resources over the age of 40, given that this age group typically exhibits accumulated knowledge, experience, maturity, psychological stability, and decision-making capabilities within the company. This is followed by the focus on the age group of 31 to 40 years, representing younger employees who embody innovation, creativity, and initiative in task execution.

Additionally, the absence of employees under 25 years old highlights the lack of recruitment opportunities and the renewal of the workforce. This aligns with the findings related to work seniority. Employees with over 15 years of seniority constitute 42% of the General Directorate's staff, while those with seniority ranging from 5 to 15 years account for 28%. The company does not employ individuals with less than 5 years of seniority, indicating that Fertial retains its existing workforce and refrains from integrating new personnel into its human resources.

3-2 Green Employment and Environmental Planning.

Phrase Number	Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
01	Green employment contributes to supporting environmental plans within the	09 12.67 %	56 78.87%	05 7.04%	01 1.40%	00 00%

02	company. Selecting employees based on environmental criteria helps support the company's environmental goals.	07	68	06	00	00
		9.85%	95.77%	8.45%	00%	00%
03	The company ensures that, within its recruitment criteria, candidates who are aware of environmental issues are selected.	05	52	12	02	00
		7.04%	73.23%	16.90%	2.81%	00%
04	Green employment contributes to steering the company towards achieving environmental sustainability goals.	01	50	14	06	00
		1.40%	70.42%	19.71%	8.45%	00%
05	Green employment contributes in the long term to building an environmentally conscious	09	51	10	01	00
		12.67%	71.83%	14.08%	1.40%	00%



	internal audience.					
06	Job advertisements include the criteria of specialization and environmental training.	05	49	09	08	00
		7.04%	69.01%	12.67%	11.26%	00%
07	Priority in recruitment is given to individuals with environmental qualifications.	01	50	14	06	00
		1.40%	70.42%	19.71%	8.45%	00%
08	Green employment contributes to the formation of an internally conscious audience regarding environmental responsibility.	04	56	10	01	00
		5.63%	78.87%	14.08%	1.40%	00%

Source :Prepared by the researcher based on field study data

The table above examines the relationship between green recruitment and environmental planning through eight statements directed to the study sample. The findings indicate that 56 individuals, representing 78.87% of the sample, believe that green

recruitment supports environmental plans within the company, with 12.67% strongly agreeing. Furthermore, 95.77% of the sample consider that selecting employees based on environmental criteria contributes to supporting the company's environmental goals, while 8.45% remained neutral. The study also reveals that 73.23% of the participants agree that the company ensures candidates aware of environmental issues are selected as part of its recruitment criteria. Additionally, 71.83% of the participants agree that green recruitment contributes to building an environmentally conscious internal audience in the long run. The responses highlight the reciprocal relationship between green recruitment and environmental planning; the more an organization attracts environmentally trained talents, the more it fosters a workforce prepared to integrate into its environmental objectives. According to 69.01% of the sample, the company prioritizes environmental specialization and training as part of its recruitment standards. Moreover, 70.42% believe that the company gives priority to environmentally skilled candidates during recruitment. Additionally, 78.87% agree that green recruitment contributes to fostering an internal audience aware of environmental responsibilities.

3-3 Green Training and Capacity Building, and the Implementation of Environmental Management Programs.

Number	Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
01	Green training introduces me to the functions of environmental management.	09 12.67%	61 85.91%	01 1.40%	00 00%	00 00%



02	Green training introduces me to the methods of implementing environmental management functions.	05	65	01	00	00
		7.04%	91.54%	1.40%	00%	00%
03	Environmental training and development help me identify the risks that threaten the environment.	04	64	02	00	00
		5.63%	90.14%	2.81%	00%	00%
04	The company provides me with continuous training courses in the field of environmental awareness.	01	61	08	01	00
		1.40%	85.91%	11.26%	1.40%	00%
05	Environmental training within the company makes me adopt environmental issues.	01	62	07	01	00
		1.40%	87.32%	9.85%	1.40%	00%
06	I use natural resources within the company in a responsible manner.	09	61	01	00	00
		12.67%	85.91%	1.40%	00%	00%
07	At the end of the	07	63	01	00	00

	workday, I turn off the lights and devices in my office.	9.85%	88.73%	1.40%	00%	00%
08	Environmental training enhances my ability to deal with environmental issues within the company.	11	60	00	00	00
		15.49%	84.50%	00%	00%	00%
09	I report to the company any damage that threatens the environment.	09	61	01	00	00
		12.67%	85.91%	1.40%	00%	00%
10	Environmental training benefits me in preserving the environment both within the company and beyond.	09	61	01	00	00
		12.67%	85.91%	1.40%	00%	00%

Source :Prepared by the researcher based on field study data

The table above examines the contribution of green training and development in implementing environmental management programs through ten statements directed at the study sample. The participants agreed by 85.91% that green training introduces them to the functions of environmental management. They also agreed by 91.54% that green training informs them about ways to implement environmental management functions. Additionally, 90.14% agreed that environmental training helps them identify

environmental risks. This indicates the participants' awareness of the importance of training and development in the environmental field. The participants agreed by 85.91% that the company continuously provides them with training courses in environmental awareness, which leads them to adopt environmental issues. The participants agreed by 85.91% that they use natural resources within the company in a responsible manner and that they turn off lights and devices in their offices at the end of the workday. They also agreed by 88.73% that environmental training enhances their ability to handle environmental issues and that they report environmental damages within the company. This demonstrates that the participants' awareness of the importance of environmental training and development, along with the company's provision of such continuous training, helps promote responsible environmental behavior within the company.

3-4 Green Appraisal and Reward System and Enhancing Environmental Performance.

Number	Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Phrase						
01	The green rewards system encourages me to participate in environmental activities.	09 12.67%	53 74.64%	7 9.85%	02 2.81%	00 00%
02	The environmental	08 11.26%	55 77.46%	07 9.85%	01 1.40%	00 00%

	appraisal system motivates me to improve my environmental performance.					
03	I feel valued when I participate in the company's environmental activities.	08	60	02	01	00
		11.26%	84.50%	2.81%	1.40%	00%
04	The company's recognition of environmental performance encourages me to take the initiative in solving environmental problems.	06	62	03	00	00
		8.45%	87.32%	4.22%	00%	00%
05	Appraisals and rewards help me improve my environmental performance.	07	59	04	01	00
		9.85%	83.09%	5.63%	1.40%	00%
06	The company provides financial rewards for environmental initiatives.	05	51	15	00	00
		7.04%	71.83%	7.04%	00%	00%
07	The company awards medals and certificates to employees who excel in their environmental	09	61	01	00	00
		12.67%	85.91%	1.40%	00%	00%

performance.

Source :Prepared by the researcher based on field study data

The table above examines the relationship between the green appraisal and reward system and the improvement of environmental performance through seven statements addressed to the sample members. The results reveal that 74.64% of the participants agreed that the green rewards system encourages them to engage in environmental activities. Additionally, 77.46% agreed that the environmental appraisal system motivates them to enhance their environmental performance. Participants also reported feeling valued when participating in environmental activities organized by the company. Moreover, 87.32% agreed that the company's recognition of environmental performance encourages them to take the initiative in solving environmental issues. Regarding environmental appraisals and rewards, 83.09% of participants agreed that these measures help them improve their environmental performance. This positive outcome is attributed to the company offering financial incentives for environmental initiatives and awarding medals and certificates to employees excelling in their environmental efforts—a practice endorsed by 85.91% of the participants. These findings provide a clear picture of the company's commitment to environmental performance and its support for engaging human resources in achieving its environmental goals.

3-5 The Relationship Between Green Human Resource Management Practices and Overall Environmental Performance.

Number Phrase	Phrase	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
01	The human resources department communicates with me to inform me about the environmental events organized by the company.	09	61	01	00	00
		12.67%	85.91%	1.40%	00%	00%
02	The green human resources department provides a space for listening to environmental concerns.	12	58	01	00	00
		16.90%	81.69%	1.40%	00%	00%
03	The green human resources department shares the company's environmental achievements with me.	10	56	05	00	00
		14.08%	78.87%	7.04%	00%	00%
04	I enjoy working extra hours to achieve the company's environmental goals.	02	46	16	06	00
		2.81%	64.78%	22.53%	8.45%	00%
05	I volunteer to represent the company environmentally at special	08	53	10	00	00
		1.14%	74.64%	14.08%	00%	00%

06	environmental events.	The human resources department plays an effective role in improving my environmental performance.	09	61	01	00	00
			12.67%	85.91%	1.40%	00%	00%

Source :Prepared by the researcher based on field study data

The table above examines the relationship between green human resource management practices and overall environmental performance through six statements directed at the sample individuals. The sample members agreed 85.91% that the human resources department communicates with them to inform them about the environmental events organized by the company. 81.69% agreed that the green human resources department provides a listening space for environmental concerns. 78.87% agreed that the human resources department shares the company’s green achievements with them. These results indicate that the company’s human resources department plays an active role in communication and information exchange with the sample individuals. As for working extra hours to achieve the company’s environmental goals, 65.78% of the sample agreed, while 8.45% disagreed, and 22.53% remained neutral in their response. Regarding volunteering to represent the company environmentally at special events, 74.64% of the sample agreed, while 14.05% remained neutral in their response. The sample members also agreed 85.91% that the human resources department plays an effective role in improving their environmental performance.

4-Conclusion:

Through this field study, we sought to explore the relationship between green human resource management practices and the enhancement of environmental management functions. The key findings are summarized as follows:

- **Green Recruitment:** In the long term, green recruitment contributes to building an environmentally conscious internal workforce. The correlation between green recruitment and environmental planning is evident; as organizations attract environmentally trained talents, they foster human resources that are more aware and ready to integrate into the company's environmental objectives.
- **Environmental Training:** Environmental training enhances employees' ability to address environmental challenges. The results demonstrated the sample's awareness of the importance of environmental training and the company's continuous provision of such training, which promotes responsible environmental behavior within the organization.
- **Green Appraisal and Rewards:** Green appraisal and reward systems improve employees' environmental performance. Additionally, green rewards motivate employees to engage in environmental activities.
- **Fertial's HR Department Performance:** Fertial stands out for its active human resource department, which consistently provides employees with information regarding environmental performance, facilitates communication, organizes events, and integrates employees into the company's environmental objectives.

5. Bibliography List :

***Club of Rome:** In the summer of 1970, an international team of researchers at the Massachusetts Institute of Technology conducted a study on the implications of continued global growth. They identified five key factors limiting growth on Earth and their consequences: population growth, agricultural production, depletion of nonrenewable resources, industrial production, and pollution. For more information, see:

Meadows, D., Meadows, D., Randers, J., & Behrens, W. (1972). *The Limits to Growth*. Universe Books, New York.

****“Our Common Future” Report:** Published in 1987 by the World Commission on Environment and Development, also known as the Brundtland Commission after its chair, Norwegian Prime Minister Gro Harlem Brundtland. The report emphasized that sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs. For more information, see: Drexhage, J., & Deborah, M. (2010). *Sustainable Development: From Brundtland to Rio 2012*. International Institute for Sustainable Development (IISD), New York.

*****Stockholm Conference:** The United Nations Conference on the Human Environment was held in 1972, attended by representatives from over 115 countries. It addressed global issues facing the Earth and concluded with a declaration of 19 principles that serve as a modern environmental framework. For more information, visit the official United Nations website at:
<http://www.un.org/ar/globalissues/environment/index.shtml>.

******ISO 14000 Standard:** A set of requirements designed to establish an environmental management system adaptable to organizations of all types and sizes, accommodating various cultural, social, and geographical conditions. It aims to support environmental protection and pollution prevention while balancing economic and social needs. The standard simplifies implementation by synchronizing requirements and allowing revisions as needed. For more information, see: Al-Azzawi, Najm & Al-Naqar, Abdullah Hikmat. *Environmental Management: Systems, Requirements, and Applications of ISO 14000*. Dar Al-Maseerah Publishing, Amman.

- 1- Ahmed Zaki Badawi (2016). *Dictionary of Social Sciences Terminology*. Librairie du Liban, Lebanon.
- 2- Mohamed Abdel-Badie (2006). *Environmental Economics and Development*. Al-Ameen Publishing House, Cairo.
- 3- Rachi Tarek (2010-2011). *The Integrated Use of ISO International Standards in Economic Enterprises to Achieve Sustainable Development: A Case Study of the Phosphate Mines Company in Tébessa (SOMIPHOS), Algeria*. Master's Thesis in Strategic Business Management for Sustainable Development, Faculty of Economic Sciences and Management Sciences, Ferhat Abbas University – Sétif, Algeria.
- 4- Belgelali Fatiha (2022). *The Impact of Green Human Resource Management Practices in Enhancing the Dimensions of Strategic Leadership: A Case Study of CONDOR, GEANT, and IRIS Companies*. Journal of Economics and Environment, Vol. 5, No. 2, pp. 377-399. Access the article via the following link: <https://asjp.cerist.dz/en/article/203736>
- 5- Jumana Basheer Abu Roman, Abdulrahman Ghassan Al-Siddiqi (2019). *The Impact of Adopting Green Human Resource Management Practices on Improving Environmental Management Implementation at Taif University*. Journal of Economic Studies, Vol. 13, No. 2, pp. 44-71. Access the article via the following link: <https://asjp.cerist.dz/en/article/98224>
- 6- Kawthar Haj Naas, Nabila Dahman Zenati (2023). *Green Human Resource Management: A Trend Toward Modernity*. Journal of Economics and Sustainable Development, Vol. 6, No. 2, pp. 93-110. Access the article via the following link: <https://asjp.cerist.dz/en/article/231948>
- 7- Salima Ghadir Ahmed, Aicha Keihli Sami (2011). *The Role of Environmental Performance in Enhancing Organizational Competitiveness*. Proceedings of the Second International Conference on Outstanding Performance of Organizations and Governments, Kasdi Merbah University, Ouargla, Algeria, November 22-23, 2011.

