

Impact of digital HR technology between green human resources and environmental performance in Jordanian banks

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Abstract

The present study investigates how green human resource management practices (GHRM) affect Jordanian commercial banks' environmental performance. It also examines the moderating effect of digital HR technology. A survey questionnaire was used to gather data from 12 commercial banks and 4 Islamic banks. PLS-SEM was used to analyze the data from the sample size of 402 questionnaires that were given to HR managers and supervisors at these institutions. The results indicated that dimensions of GHRM are strongly correlated to the environmental performance. In addition, digital HR technology has a negative effect related to environmental performance. Similarly, from the five indirect effect hypotheses, only one was supported, the moderating role of digital HR technology between green empowerment and environmental performance. To optimize the environmental advantages, digital HR technology integration into sustainability programs calls for original thought and inventive solutions. Banks can boost their environmental performance while simultaneously increasing their HR procedures and employee engagement by incorporating these novel concepts.

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1. Introduction

To effectively take advantage of the green potential in businesses, banks must encourage green behavior among their employees. Thus, green behavior is getting more attention. Employees play an essential part in resolving environmental issues. Preserving environmental sustainability requires an organization to look at how green human resource management (GHRM) affects workers' pro-environmental behavior. In the end, this will guarantee the company's total environmental performance.

Recently, business organizations have started focusing on the significance of environment-friendly goals and strategies. Due to the globalization of the corporate world, the traditional financial and economic system has given way to the green economy and green human resource management in the global economy. Since the human resources team strives to maintain green workplaces and green practices to green the company culture, green human resource management has become more valuable in financial organizations. Thus, green HRM is

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a crucial instrument of strategy for commercial enterprises looking to become green to meet their environmental goals. To achieve this, there is a need to attract, talented staff with a particular skill and knowledge of green resources. Green HRM is under survey in Jordan, although it is time for green organizations [1]. Therefore, exploring green HRM in Jordan became essential because a research gap exists.

The main challenge in today's competitive business environment is having dependable and efficient green human resources [2]. Furthermore, it is crucial for suppliers of services, as their success is closely linked to the productivity of their staff. In accordance with green HRM, the primary factor influencing environmental performance is also considered. The link between green HRM and behavioral aspects and environmental performance has been the subject of several research [3-7]. According to all of this research, these factors significantly affect some different facets of the success of green human resources.

Environmental issues are becoming more and more important in developing economies like Jordan [8-10]. One explanation for this is that growing countries have recently started using more natural assets and energy, which has led to environmental deterioration. According to Farrukh [11], there are several reasons why green human resource management has become essential. Workers' awareness of the value of safety, health, training, and a positive work environment is growing [12]. Through the implementation of training and skill development programs for employees in environmental management, the development of suitable performance evaluation and reward systems, and employee selection based on appropriate criteria, researchers claim that green HRM can significantly contribute to HRM change. According to Genty's conclusion, green HRM practices start when a person joins the company and terminate when they leave [13].

Transformation is the outcome of a fundamental transition in behaviors that leads to a basic transition in organizational logic [14]. The development of new strategies and management processes to improve organizational performance is referred to as business transformation [15, 16]. The process of rethinking and rechartering an organization's HR function/department in order to improve performance is known as HR transformation [17]. HR transformation is a response to the idea that HR should move its emphasis from traditional personnel and administrative roles to outcome-oriented strategic roles Sarvaiya, Arrowsmith [18]. This shift is largely driven by the HR Business Partner model created by Zogli [19]. Thus, the HR function might be crucial for a successful HR shift. Furthermore, the fast growth and accessibility of information and communication technologies have encouraged organizational change in some firms [20, 21]. In this context, Wamba [22] found evidence of the importance of HR information systems in successful HR transformation in a secondary data-level analysis. Put differently, HR technology-driven digital business transformation might contribute to the success of the transition. HR technology, as influenced by Thite's, organizational growth and performance enabler model, can be viewed as a successful HR transformation enabler [23].

Several mediating variables have been identified in research on digital technology and performance, including digital innovation [24], strategic alignment [25], and HRM capability [26]. According to resource-based theory, which holds that a company can obtain an edge through its precious, unique, and not replaceable resources [27, 28], the HR function is suggested to mediate the connection between HR digital technology and company performance. Furthermore, very few studies have been conducted that consider 'Digital HR technology' as a moderating factor between GHRM and environmental performance. Even though few studies have been reported, no studies have been conducted with these variables together.

Enterprises have been held accountable for these adverse consequences. The importance of planning organizational actions to protect natural resources and guarantee sustainability has been acknowledged by management literature. Therefore, for the organizational climate to function and create a feeling of sustainability in staff members, human resource management methods were devised. Thus, achieving such a goal required the implementation of green human resource management. Although the majority of prior research has been on manufacturing companies [3, 10, 16, 29], the service sector has been a neglected business realm in terms of GHRM, even though it can significantly contribute to promoting an environmentally friendly business environment.

Furthermore, green induction, according to Puah [30], is a process that introduces new employees to the company's greening initiatives and gives them the tools they need to practice green relational behavior. New hires must comprehend the environmental culture of their company and make plans for it [31]. There are two approaches that organizations can take: general green induction and green work induction [32]. Organizations educate prospective members on environmental sustainability strategies and procedures under general green leadership. During a unique eco induction, recruits are focused on sustainability projects that are relevant to their role. Consequently, it has become imperative to investigate green HRM due to a research shortage in this field.

2. Green human resources management

In the last ten years, there have been several definitions of the novel idea of "green human resource management," or "green HRM," which was first presented in the early 2000s. The financial industry now offers a wealth of research prospects due to the emergence of the green HRM concept. In light of this, it's critical to develop a thorough definition of green HRM that emphasizes the role that human capital plays inside the organization.

According to Holland [33], green human resource management is rapidly growing in importance. In this context, Fapohunda [34] defines it as a way of making sure that an organization's management system is both environmentally friendly and ecologically sound. Generally speaking, definitions of green HRM by different writers are fairly comparable, with a few small exceptions. This concept's primary goal is to define HRM practices by including the term "green" as an environmental system. As an illustration, Dimitrov [35] describes green HRM as "procedures, practices, and systems that make staff members in the company green for the advantage of the person, community, the surrounding environment, and organization."

In a similar vein, green HRM was characterized by Yahaya [36] as a job concept that helps business leaders remember, maintain, develop, and preserve talent needed to fulfill future corporate ambitions and plans. Pangarkar [37] defines green HRM as the integration of HR procedures and regulations into the organization's overall environmental strategy, which centers around the sustainable utilization of natural resources. For Hussain [38], green HRM comprises creating guidelines, procedures, and systems that empower workers to be environmentally conscious for the betterment of the person, the community, the environment, and the company as a whole. Puah [30] defines "green HRM" as HRM that incorporates organizational environmental management. It pertains to how people management practices and procedures help the business accomplish its goals [29]. Likewise, green HRM, according to Jose [39], utilizes every employee contact point and interface to encourage sustainable behaviors and raise staff commitment to sustainability problems.

The organization's commitment to green human resource management takes several forms. For this investigation, just five dimensions will be taken into account. The dimensions include green empowerment, green performance management and assessment, green reward and compensation, green training and development, and green recruiting and selection. The human resources department may establish and integrate green practices across the entire company with the help of these dimensions.

2.1. Green recruitment and selection

According to Yusliza [40], "green recruitment" refers to a method that highlights environmental concerns and integrates them into the organization's core operations. Additionally, candidates have to be excited about working for a "green" organization that cares about the environment and should be full of enthusiasm about it. Ahmad claims that companies may recruit experts who are already conversant with ideas like recycling, conservation, and building a more rational society by looking for people with a green bent. Environmental concerns should be addressed during the hiring process. Bempong [41] states that although an organization's reputation for environmental sustainability will benefit its recruitment efforts in general, it is also conclusive for these organizations to draw applicants who have environmental sustainability as a primary task. Because companies with a reputation for being environmentally conscious constantly seek out applicants who

are concerned about environmental issues, Erdogan [42] argues that this is especially crucial for maintaining a workplace environment that fosters ecological awareness.

2.2. Green training and development

Green training and development programs educate staff members on the importance of environmental management. Along with providing chances for employees to get involved in environmental problem-solving, it educates them on how to operate in ways that conserve energy, minimize waste, and improve ecological concern throughout the business [43]. According to Kim [44], training programs designed to tackle ecological concerns can involve a three-stage planning process that starts with identifying the requirements and justification for the training, describing the objectives of the training session, and creating content that is appropriate for the organization in question. Lebowitz indicates that more and more people are concerned with preserving the environment and appreciate the chance to get expertise in this domain. Leibowitz and Bozalek [45], suggest that staff members should have access to educational events and seminars on 'back wheel' technical, eco-friendly themes including recycling, green construction supplies, energy saving, and decreasing waste. Leibowitz proposes that the HR Department "provide a leadership-success workshop to aid directors in improving their 'front wheelset, interpersonal abilities or behavioral skills, in cooperation, diversity, managing change, and working together" as a means of educating administrators and directors about ecological issues within the organization. Employee understanding of the many facets and advantages of environmental management is increased by green T&D activities, claim Jamal, Zahid [46]. Employees' abilities to handle a range of environmental challenges are also enhanced, and it helps them adopt different conservation strategies, including garbage management inside a firm.

2.3. Green performance management and appraisal

According to Muisyo and Qin [47], green performance management is an assessment method that considers environmental management while evaluating employee performance. Muisyo and Qin [47], assert that it is important to enhance staff enthusiasm to engage in green efforts inside firms. Performance management systems can also be implemented to ensure that the company's expectations are communicated and that all employees are held accountable for meeting individual and group green incentives [48]. As a result, some companies are putting in place a common green performance management standard [49]. However, there are some drawbacks to green performance management. Some are concerned about how the organization's various departments will monitor environmental performance criteria, as well as how to obtain useful data on their performance [50]. Green performance management has four key components: establishing green goals, creating green performance metrics, evaluating workers' green performance, and leveraging dis-benefits [51].

2.4. Green reward and compensation

One of the most crucial methods for HRM is to build support for EM initiatives [47, 52]. Additionally, research that postulated the relationship between ecological sustainability and human resources focused on it at the beginning of the 1990s [53]. The link between environmental management and environmental awareness in Brazilian enterprises was investigated by Jabbour [54]. As these two constructions develop together inside the organization, the writers have found connections between them. Moreover, the study conducted by Yusoff, Nejati [55] revealed that employee environmental awareness had the greatest influence on environmental training. The writers say that the responsibility for creating an environment in businesses that supports environmentally friendly operations falls on this kind of training. This is in line with research by Chen [56], which found that workers could foster EM behaviors by providing pertinent environmental training. In a similar vein, Subramanian [57] highlighted how crucial it is to provide workers with the skills and information they need to function successfully, including through green education and training. All levels of staff training and development programs should cover social and environmental concerns [58]. Singh, Chen [56] state that environmental training has to be planned to maximize training's positive environmental effects.

2.5. Green empowerment

As part of environmental performance enhancement methods, HR managers can enable staff members to take the lead in implementing green and eco-friendly concepts [59]. For this purpose, HR personnel should highlight to upper management the value of establishing a collaborative workplace where staff members are free to dispute, bargain with management, and present alternative solutions to pressing problems [60]. According to Li [61], hearing the views of staff to assist develop environmental objectives is made possible by enhancing organizational structures for workplace involvement and employee empowerment. Nevertheless, since workers can decide on environmental matters and other matters that may come up while implementing environmental sustainability efforts, they must be empowered and included in the process [46]. Furthermore, Promoting staff engagement cultivates socially and environmentally conscious entrepreneurs within the organization [62]. Employees have to be involved in creating an environmental plan that will enable them to grow the expertise needed to promote green goods and services [63]. Employee involvement improves people's implicit knowledge, which has a big influence on handling emergencies, finding preventative solutions, and recognizing the causes of pollution [64]. This leads to better environmental performance [65].

3. Digital HR technology

The expression "digital human resources technology" (HRT) describes the collection of hardware and software components that are used to automate HR tasks in businesses by taking advantage of the latest advancements in information technology. Digital HRT uses social, mobile, analytics, and cloud technologies to increase HR efficiency, productivity, and connectedness. Digital HR technology may help with process management, practice modernization, and social network intelligence—all of which contribute to a greater sense of belonging—according to Muduli [17]. According to Bagozzi's Technology Acceptance Model (TAM), which suggests that perceived utility and perceived ease of use have a significant impact on technology adoption, the user's perception of the usefulness and simplicity of use of Digital HRT may have a significant impact on its implementation [66].

Digital technology has been identified as an important internal dimension that helps organizations transform [67]. Many firms have undergone organizational changes as a result of the advancement of communication and information technologies' fast growth and diffusion, mainly digital technology [68].

A rising number of strategic choices include digital technology, according to research on digital technology management. Strategic HRM service decisions are expected to lead to the planned development of digital HR technology in enterprises, including e-HRM [17]. Effective HRM services might be the anticipated result [69]. Implementing e-HRM strategically can help a business achieve its objectives [10, 70]. The function of e-HRM in HR strategy and how it might improve corporate performance have not been the subject of much research. Ilek, Maier [71], assert that technological advancements may impact human resources in ways that are operational, relational, and transformative. There is, however, little factual support for accomplishing these objectives. The absence of an integrated multidimensional theory of e-HRM is shown by a thorough analysis of the literature to date [72, 73]. This analysis concludes that "more studies on the influence of e-HRM in each domain will be needed."

An increasing number of scholars and industry professionals think that Digital HRT will revolutionize HR operations and help HR move HR practices from administrative to strategic [74, 75]. By boosting productivity, cutting down on administrative tasks, and enhancing HR services for workers, retirees, and job seekers, digital HR—also referred to as HRIS or e-HR—improved HR services for all three groups of people, according to studies by Maamari and Osta [76] and Kim, Wang [77].

4. Environmental performance

Berg and Lidskog [78], Rootes [79], and Nawrotzki [80] note that throughout the preceding decades, governments, industries, politicians, nonprofit groups, businesses, and the international community had all

contributed to the increasing attention that environmental states had received. Preventing environmental issues from occurring had an impact on organizational strategy and practice in order to avoid larger interference and guidelines, as well as costly project postponements. Innovative corporations are beginning to recognize that environmental concerns are business concerns that must be addressed through organizational strategy, policy, and practices [81].

Organizations may enhance their systemic environmental management and avert major environmental mishaps or catastrophes by demonstrating a greater propensity for environmental performance [82], reducing the political, market, and environmental risks associated with environmental accidents. Stakeholder activists advocated for administrators in organizations with a strong environmental tendency to develop environmental practices or policies that improve an environment's chances of performance; as a result, Stakeholders observed environmental performance and tendency closely [83]. A significant ecological proclivity may raise an operation's environmental and financial performance to a greater extent. Environmental proclivity and financial performance have a positive association [84].

Ecological performance in organizations is a concept that has received important attention from academics over the last thirty years. Nonetheless, the variable's difficulty and multidimensionality prevented researchers and regulators from reaching an agreement on how to measure it. Furthermore, defining this concept is as difficult as quantifying it [85].

A review of the several definitions of organizational environmental performance was carried out by Guenther [86]. They have summarized various EP definitions used in theoretical and empirical research thus far and provide an impression of the various contexts used. The authors consider energy and water use, greenhouse gas emissions, toxins released, and spillage in EP. They have listed some of the most recent EP definitions used in research, such as Rowe and Enticott [87] definition, which states that "organizational ecological performance can be described as the extent to which companies are executing a variety of environmental programs and promote management systems to minimize the adverse environmental effects of their operations." "Environmental success is a construct that is multifaceted with variables comprising the ecological effect on the natural world, clients, staff, community members, and other interested parties," write Sarkis [88] and Hong [89] "Environmental performance signifies the corporation's performance with regard to their environmental responsibility." Guenther [86] indicates that two main components make up environmental performance: the tactical dimension that deals with managing shareholder expectations and the environmental consequences created by business operations, which include input and output as well as operation management. According to Canziani [90] and Endrikat [91], "the measurable outcomes of an organization's management of its environmental aspect," his research focused on measuring organizational environmental performance.

5. Research gaps

Existing research contains considerable gaps that should be addressed. Preceding scientific research studies' concepts of green HRM proved to be too narrow or uninterested in academic theory, indicating that most empirical studies focused on environmental training for organizational applications [36, 92, 93]. However, frameworks that combine a wider range of GHRM practices with environmental performance shortage an overarching theory and validation from empirical research [6, 52, 94]. A significant number of theoretical studies, on the other hand, have identified additional HRM practices, such as green HRM, that may promote the execution of ecological initiatives [44, 95].

The management of human resources has been sluggish to take accountability, and many industries are still missing green HRM [96]. These are sectors where there has been wasteful and inappropriate usage of resources. Although research on green HRM has advanced significantly, little is known about how it is implemented and used in businesses daily. There is a lack of interest and opposition to completely accepting the notion and employing it in their everyday operations as the majority of staff members aren't aware of the value of environmental management for human resource management [16, 97]. According to Cherian, Gaikar [98], the

practice of human resources in Arab environments has an important effect on the financial success of the company and employee productivity. The problem addressed by this study stems from the observation that most organization managers, in general, use traditional management styles to motivate their employees. Managers who take this approach place a greater emphasis on negative incentives that penalize poor or ineffective employee performance rather than implementing effective incentive styles or employing positive incentives [99]. To present a practical framework for green HRM, this study aims to explore the problem and offer a remedy.

Although research on the effect of green HRM on environmental performance has been done in underdeveloped nations, this study and research are being performed for other, more convincing reasons. Nevertheless, no empirical research has been done to investigate, using digital HR technology as a moderating variable, the link between environmental performance and green HRM. Moreover, there is a dearth of studies on green HRM in developing nations.

According to the study's identification of the study's gap and research challenge. A framework for tackling the problem of environmental performance in companies in developing nations has been developed by this research, contributing to the body of knowledge. Two major theories are discussed to build a framework for environmental performance. However, given the context of the study, AMO Theory, Resource-Based View Theory, and the Technology Acceptance Model have all been integrated. For example, the resource-based view theory explains the importance of environmental performance in developing a competitive workforce. As a result, to close the knowledge gap, particularly in the Middle East context, this study introduces a new dimension for researchers by combining AMO Theory, resource-based view theory to investigate the antecedents of environmental performance, and digital HR technology as illustrated by the TAM model. Based on the study's issue statement, digital HR technology should be used as a moderating variable to examine the impact of green HRM on environmental performance. The connection between both endogenous and exogenous variables will be strengthened by these ideas. The factors are explained in greater detail in the next section, which is based on the literature that is currently accessible. To address this gap, the present study will look at how GHRM and digital HR technologies affect effective HR transformation. The study will extensively examine how digital HR technologies and GHRM affect environmental performance. The competency model presented in Figure 1 is the suggestion of this study.

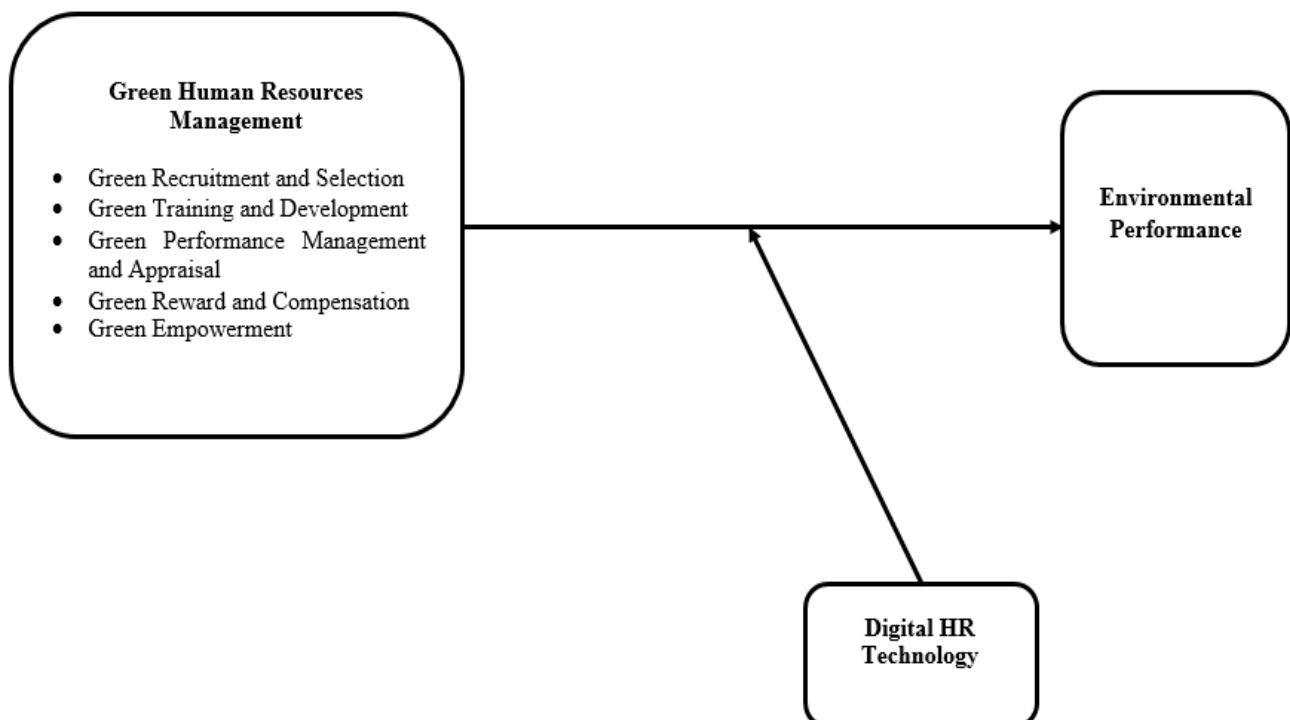


Figure 1. Conceptual framework

It has been determined that digital HRT promotes HR transformation and that administrators should include it in all green HR operations. The implementation of digital HRT can improve transparency in HR operations while lowering the administrative load on HR personnel. Additionally, just integrating digital technology may not help HR become a strategic business partner with strong ecological performance. This allows the HR department to assess each process from both transactional and transformational perspectives. Green HR may fail to convert just by switching from one digital technology to another. Practitioners must consider the strategies and processes that will be utilized to modify employees' working habits, in addition to their roles and duties within the firm. Delivering abilities and flexibility throughout the company through a suitable green HR practice setup may aid in actual transformation.

6. Methodology

The present study aims to investigate the correlation between two variables, namely, green human resource management (GHRM), an independent variable, and the environmental performance of banks, a dependent variable. The study also intends to evaluate the role of digital HR technology as a moderator in this relationship. The Jordanian commercial and Islamic banks' HR managers and supervisors are the study's unit of analysis. The sample size consisted of 402 respondents. This investigation used stratified random sampling as its sampling method. Online surveys are distributed via information technology media, specifically online surveys. The inquiry used a five-point Likert scale. As a data processing tool for this investigation, SmartPLS software is used. Multiple phases of validation testing are performed on each question item and variable, including convergent validity testing, average variance extracted (AVE) testing, and discriminant validity testing.

7. Data analysis

We utilized the SmartPLS 4 version of partial least squares (PLS) modeling, as recommended by Ringle, Wende [100], to assess both the measurement and structural model. This approach was chosen due to its ability to accommodate non-normal survey data, which is often encountered [101].

The analysis plan for the study involves utilizing structural equation modeling to test the suggested linkages. The process was carried out in two parts, with the first step entailing the measurement model's execution and confirmation of its validity through convergent and discriminant tests. Once the validity was established and the appropriate findings were obtained, the second phase of the structural model was completed to assess the study's stated hypotheses. Convergent validity pertains to how well a hidden variable is measured by its components [102]. This validity is verified by evaluating the Average Variance Extracted (AVE) and Composite Reliability (CR). A factor loading of at least 0.5 is necessary to meet the standard. The minimum AVE value should be 0.5, and the required CR value is 0.7. Figure 1 and Table 1 displays all the factor loadings. It can be seen that all the loadings exceed the suggested value of 0.5, as reported by Hair, Babin [102]. Moreover, Table 2 verifies that the recommended values of AVE and CR are met, ensuring the convergent validity of the model.

Table 1. Factor loading

	DHRT	EP	GE	GPMA	GRC	GRS	GTD
DHRT1	0.981						
DHRT2	0.938						
DHRT3	0.964						
EP1		0.927					
EP2		0.897					
EP3		0.849					

	DHRT	EP	GE	GPMA	GRC	GRS	GTD
EP4		0.916					
GE1			0.933				
GE2			0.939				
GE3			0.964				
GE4			0.951				
GPMA1				0.973			
GPMA2				0.911			
GPMA3				0.895			
GPMA4				0.930			
GRC1					0.950		
GRC2					0.941		
GRC3					0.885		
GRC4					0.915		
GRS1						0.877	
GRS2						0.899	
GRS3						0.919	
GRS4						0.908	
GTD1							0.936
GTD2							0.917
GTD3							0.921
GTD4							0.924

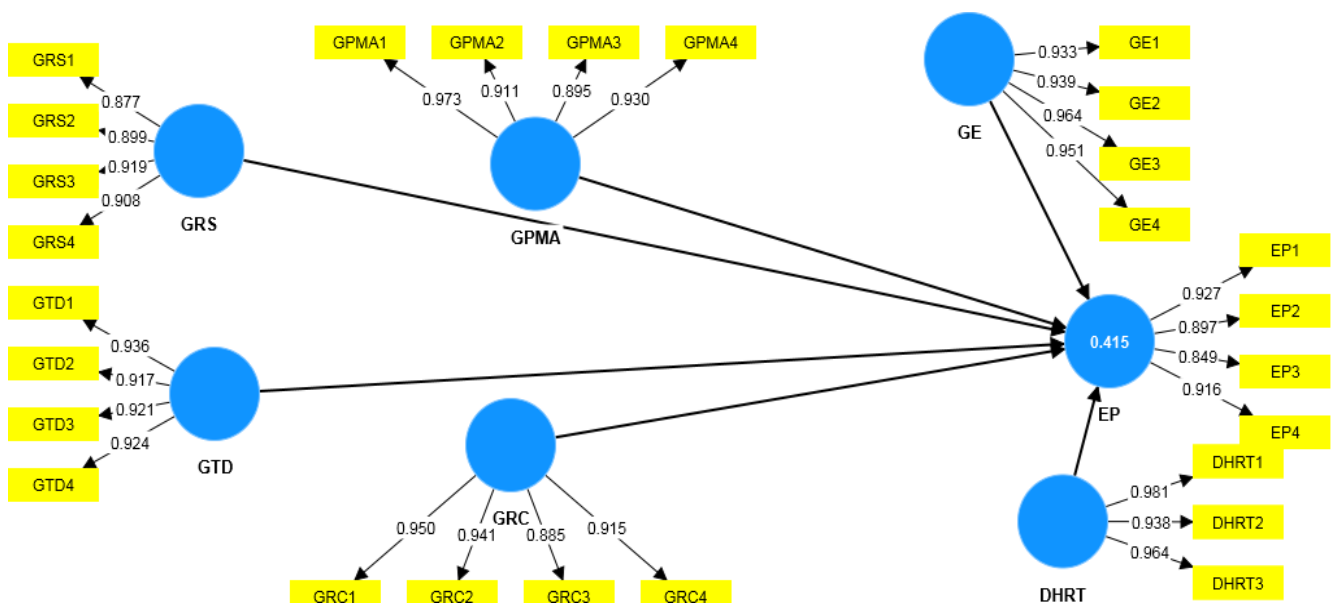


Figure 1. Factor loadings

Table 2. Cronbach's alpha, composite reliability, average variance extracted (AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
DHRT	0.961	1.212	0.973	0.924
EP	0.920	0.930	0.943	0.806
GE	0.963	1.012	0.972	0.897
GPMA	0.946	0.953	0.961	0.861
GRC	0.942	0.952	0.958	0.852
GRS	0.923	0.938	0.945	0.812
GTD	0.944	0.955	0.959	0.855

In Step 2, we evaluated discriminant validity by applying revised HTMT criteria, as proposed by Ringle [103] and Franke and Sarstedt [104]. The HTMT values, as per these criteria, should be less than 0.90. The findings, illustrated in Table 3, indicate that all HTMT values were under 0.90, thus signifying that the participants clearly understood the subtle differences among the four categories. Consequently, we can posit that the measuring items are both reliable and valid.

Table 3. Discriminant Validity (HTMT)

	DHRT	EP	GE	GPMA	GRC	GRS	GTD
DHRT							
EP	0.107						
GE	0.050	0.360					
GPMA	0.047	0.523	0.339				
GRC	0.116	0.327	0.048	0.186			
GRS	0.083	0.389	0.218	0.353	0.119		
GTD	0.096	0.361	0.225	0.279	0.062	0.132	

7.1. Structural model

The researcher utilized bootstrapping as a statistical method to calculate t-values for our research study. The structural model can be observed in Figure 2, and Table 4 furnishes comprehensive information regarding the hypotheses tested, including the direct correlations and moderation findings. The t-values for the direct correlations are illustrated in Figure 2. Our findings suggest that green empowerment has a considerable and favorable impact on environmental performance, as indicated by a t-value of 2.521. Green performance management and assessment have a strong influence on environmental performance, with a t-value of 6.561. Green awards and remuneration also have a significant and favorable impact on environmental performance (t-value = 4.043). Finally, green hiring and choosing to play a crucial role in enhancing environmental performance, with a substantial and favorable impact (t-value = 3.723). The study also suggests that green training and development have a positive impact on environmental performance. This is supported by a significant t-value of 3.660. Moreover, the influence of green empowerment on environmental performance is moderated by digital HR technology, as indicated by a t-value of 2.107.

Table 4. Direct hypotheses testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
DHRT -> EP	0.096	0.094	0.059	1.631	0.103
GE -> EP	0.138	0.142	0.055	2.521	0.012
GPMA -> EP	0.353	0.350	0.054	6.561	0.000
GRC -> EP	0.193	0.189	0.048	4.043	0.000

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
GRS -> EP	0.177	0.180	0.047	3.723	0.000
GTD -> EP	0.166	0.165	0.045	3.660	0.000
DHRT x GRC -> EP	0.006	0.005	0.045	0.125	0.900
DHRT x GTD -> EP	-0.011	-0.006	0.065	0.167	0.868
DHRT x GRS -> EP	-0.075	-0.073	0.052	1.429	0.153
DHRT x GPMA -> EP	-0.108	-0.104	0.058	1.877	0.061
DHRT x GE -> EP	0.121	0.114	0.058	2.107	0.035

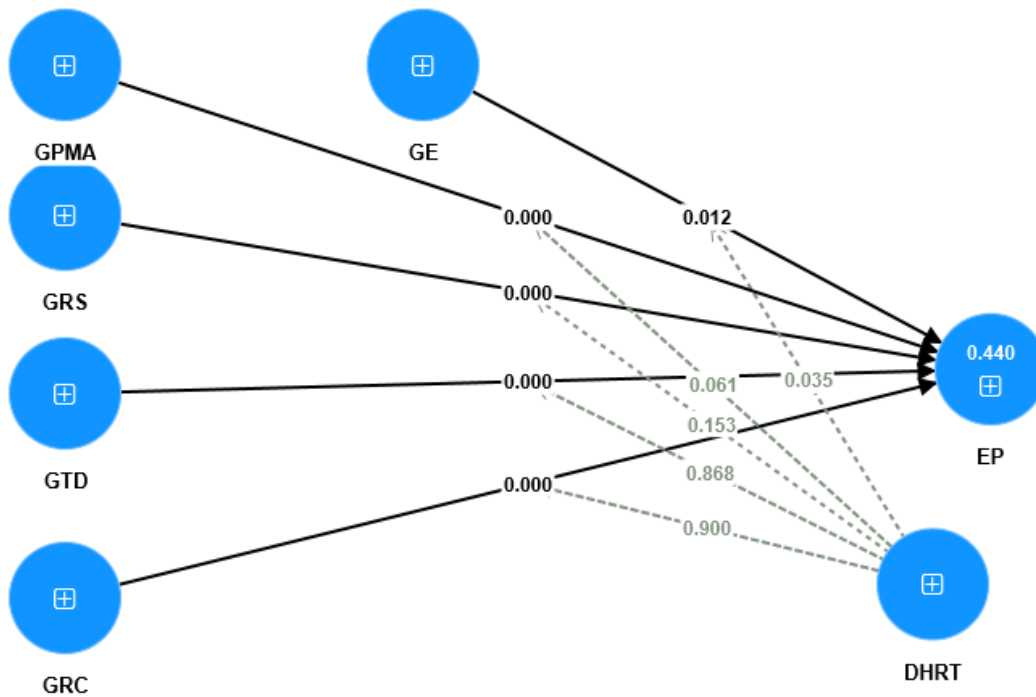


Figure 2. Structural model

8. Discussion

This study investigates how green HRM practices enhance environmental performance in Jordanian banks, with a particular emphasis on the moderating influence of digital HR technology. The study's results are laid out and analyzed according to the research hypothesis. The present study aimed to investigate the relationship between the dimensions of Green Human Resource Management (HRM) and Environmental Performance. Notably, the study findings confirmed a strong association between Green Recruitment and Selection, Green Training and Development, Green Performance Management and Appraisal, Green Reward and Compensation, and Green Empowerment and Environmental Performance. Based on the research conducted by [6, 7, 105-108], the outcomes reveal that for banks to implement green human resource management, they should provide support to their employees in various areas such as recruitment and selection, training and development, performance management and evaluation, reward and compensation, and empowerment. The findings of this investigation suggest that there is no significant connection between digital HR technology and environmental performance, which does not support a hypothesis. Even though there is a lot of evidence on the linkage between digital HR technology and environmental performance, when it comes to digital HR technology, most prior research focused on its impact on digital transformation [109-111], there is little empirical study relating digital HR technology and environmental performance, especially, in the Arab settings. In keeping with the findings of

[112], the outcomes of this current investigation showed a favorable linkage between digital HR technology and environmental performance. This fieldwork adds because it takes a position from an Arabian perspective, whereas previous scholarly work was largely from a Western perspective. To accomplish their goal, scientists and policymakers need to have an active conversation about the positive and negative impacts of digital HR technology on ecological sustainability in banks. Although there is an increasing amount of scientific evidence available, research has yet to explore how digital HR technology will influence social growth objectives. The investigation we conducted adds to the research on those variables affecting digital HR technology by emphasizing the association between GHRM and environmental performance. Earlier studies have demonstrated that GHRM might be connected to business sustainability through the moderating function of digital HR technology. As far as we know, no research has investigated the connection between digital HR technology and moderating variables. Our discoveries are essential to gain a complete understanding of the impact of digital HR technology on bank environmental performance.

Moreover, they will serve as a catalyst for further study into the impact of digital HR technology. Considering the application of digital HR technologies, the present investigation demonstrates how green empowerment can improve environmental performance. With the use of these technologies, firms may promote sustainable procurement, involve staff in environmental projects, assure compliance and reporting, and improve talent attraction and retention through green HR policies. They can also gather and analyze data for data-driven sustainability initiatives. Utilizing digital HR technology, businesses can boost productivity and employee happiness while reducing their impact on the environment, using fewer resources, and working toward a more sustainable future. Based on the investigation's outcomes, it has been determined that GHRM practices improve environmental performance by influencing employees' views and behaviors. As a whole, the study's findings are in line with earlier studies [113, 114], which found that GHRM practices help companies enhance greener minds and a positive attitude toward the environment, resulting in more environmentally conscious behaviors. The study's findings demonstrate that digital HR technology indirectly helps banks achieve their environmental goals by increasing green empowerment and encouraging pro-environmental behavior among workers, resulting in improved environmental performance. Digital HR technology between green human resources and environmental performance in Jordanian banks can be enriched by cloud, IoT along fog computing if fulfilled while preserving security concerns [99-103].

9. Conclusion

The investigation focused on the function of digital HR technology in moderating the link between GHRM and environmental performance. Based on the digital HR technology research findings, firms should create an acceptable role for human resources professionals inside their enterprises. Previous research indicates that when all green HR roles are enabled by digital technology and are performed concurrently, business outcomes such as increased good environmental and sustainability can be improved. In the context of digital HR technology, the findings suggest that using digital HR technology may enhance the degree of green HR procedures while reducing the managerial load on HR professionals. Depending on the maturity of the environmental performance setup, this may allow HR professionals to focus on their specific roles. To put it another way, digital HR technology supports the green HR role's strategic intent by relieving HR of the usual customary transactional load and allowing them to focus on more strategic intentions such as environmental performance. It's worth highlighting that digital HR technology eliminates administrative tasks, enables change with its adaptability, and automates workers' daily routines by shifting HR responsibilities to the relevant department. It was also revealed that just implementing and adapting digital HR technology is not enough for HR transformation unless green HR optimizes the specific job.

Conflict of interest

The authors declare that they have no conflict of interest and all of the authors agree to publish this paper under academic ethics.

Author contributions

Ruba Risheed Al-Ghalabi: Conceptualization, Methodology, Investigation, Writing - Original Draft Preparation. Ghaith Abduraheem Ali Alsheikh: Data Curation, Formal Analysis, Visualization, Writing - Review & Editing. Laith R. Al-Shamaileh: Software, Validation, Resources, Project Administration. Abeer Altarawneh: Supervision, Funding Acquisition, Writing - Review & Editing.

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