

The Link between Green Human Resource Management and Job Performance: Investigating the Mediating Role of Organizational Culture

Sajeda Alma'abreh, Siti Nur 'Atikah Zulkiffli*, Nik Hazimah Nik Mat

Faculty of Business, Economics & Social Development/ Universiti Malaysia Terengganu, Malaysia

*sajedaahmad1990@gmail.com, atikahzulkiffli@umt.edu.my (Corresponding author),
nikhazimah@umt.edu.my*

Abstract. This quantitative study investigates the relationships between green human resource management (GHRM), organizational culture, and job performance among 408 employees in the Jordanian banking sector. The target population comprises human resource managers and supervisors in Jordanian banks. Using a stratified random sampling method. Survey data was analyzed using structural equation modeling. The findings revealed GHRM significantly influences organizational culture and employee job performance. Additionally, organizational culture mediates the GHRM-performance relationship. The paper contributes by addressing gaps in GHRM research in developing countries and providing empirical evidence that institutionalizing green practices through HR systems can shape employee eco-friendly behaviors and consequently their workflow effectiveness. It highlights the key role organizational culture plays in strengthening sustainable outcomes from green management initiatives.

Keywords: Green HRM, Organizational Culture, Job Performance, Bank, Jordan

1. Introduction

The banking industry in Jordan contributes over 11.6% of the nation's GDP, making it one of the most significant economic sectors in the nation (The Times of Jordan, 2022). However, this sector faces a dynamic business environment characterized by constant change and challenges, including increased competition, globalization, and the emergence of financial innovations (Al-Hawamdeh & Alshaer, 2022). To maintain competitiveness, Jordanian banks must enhance their organizational resources, particularly human resources (Ghaith, 2020). Studies indicate a decline in organizational commitment among members in both manufacturing and service sectors, necessitating adjustments through contemporary management techniques (Al-Shattarat & Al-Shattarat, 2021). According to Srivastava and Mohale (2022), emphasize the importance of organizational loyalty among staff members, highlighting its correlation with improved performance, profitability, and competitive advantage.

In Jordanian banks, employee performance often falls short due to inexperience and an inability to meet customer demands, posing challenges for bank management (Alnsour, 2023). Employees, however, are the foundation of any successful firm, including banks. Nonetheless, employees are integral to organizational success, with human resource management recognized as crucial for business operations (Mahapatro, 2021). Effective staff management can lead to enhanced productivity, performance, and reduced turnover (AlHamad et al., 2022; Wiradendi Wolor, 2020). Consequently, management focuses on improving staff performance, aiming for effectiveness and efficiency (Armstrong & Taylor, 2020).

The banking sector, like other industries, faces scrutiny for its environmental impact (Tamvada, 2020). Sustainable practices are increasingly emphasized in organizational management, with green human resource management (GHRM) emerging as a vital approach to instill environmental consciousness among employees (Singh, Del Giudice, Chierici, & Graziano, 2020). Despite its potential, GHRM remains underexplored in Jordanian banks, highlighting the need for research to understand its application and its relationship with organizational factors such as bank culture.

After reviewing earlier research, the study discovered that Jordanian banks were not adequately addressed by the notion of GHRM theoretically, as the majority of the studies focused on other industries. Given the significance of green human resource management (GHRM) and its potential to facilitate the green use of HRM, it is critical to have a better understanding of the extent to which GHRM is being applied in Jordanian banks and to establish links between this level of application and other organizational factors like bank culture.

There are some significant gaps in the current body of research that require attention. Previous empirical investigations (Malik et al., 2020; Muhammad Ali & Nisar, 2023) have conceptualized green HRM in ways that are either excessively limited or unconcerned with academic theory. This is indicative of a focus on environmental training for bank applications. On the other hand, a significant number of theoretical studies have identified other HRM practices, such as green HRM performance, that may aid in the implementation of environmental initiatives (Hameed, Khan, Islam, Sheikh, & Naeem, 2020; P. K. Muisyo & Qin, 2021; Shahzad, Jianguo, & Junaid, 2023); But there is still a lack of an overall theory and empirical support for frameworks that combine a more extensive set of GHRM practices with job performance (Amjad et al., 2021; Hameed et al., 2020).

Existing literature suggests that organizational culture can serve as a mediating variable in this relationship (P. Aggarwal & Agarwala, 2022; Fang, Shi, Gao, & Li, 2022; P. Muisyo, Su, Ho, Julius, & Usmani, 2022; Shahzad et al., 2023). Theoretical frameworks also support the use of organizational culture as a mediator (Ali et al., 2023; Asif & Zaman, 2023; Khalil & Muneenam, 2021). Therefore, this study aims to investigate the relationship between Green HRM and job performance in Jordanian banks, while also examining the mediating role of organizational culture.

Drawing upon the Resource-Based View (RBV) theory and the AMO model, while there is ample literature on the relationship between Green HRM and performance in enterprises (Chowdhury, Mendy,

& Rahman, 2022; Singh et al., 2020; Sobaih, Hasanein, & Elshaer, 2020; Xie & Lau, 2023), there is limited research on how banks, particularly in Jordan, can leverage modern HR concepts and tools for performance improvement (Hussain, Nisar, Khan, Niazi, & Malik, 2023; Zhai, 2018). Given this gap in the literature, this study holds significance in exploring the adoption of strategic orientations such as Green HRM and its impact on job performance, especially within the context of Jordanian banks.

The primary motivation for conducting this research stems from the existing gap in empirical studies within the Jordanian context. While previous research has explored the impact of organizational culture and green HRM on performance in Jordan, there remains a notable absence of empirical investigations into the specific relationship between job performance and green HRM within Jordanian banks, with a focus on organizational culture as a mediating factor. Furthermore, the scarcity of studies on green HRM in the Jordanian context accentuates the need for this research. By addressing these gaps, this study aims to provide valuable insights into the interplay between green HRM practices, organizational culture, and job performance in the unique setting of Jordanian banks.

2. Literature Review

HRM procedures help a business achieve improved environmental performance by supporting the establishment and upkeep of an environmental management system (Anwar et al., 2020). As M. Aggarwal, Dutta, Madaan, Pham, and Lourens (2023) point out, green HRM is actually crucial to the successful expansion and greening of businesses. Apart from the apparent ecological advantages, introducing green initiatives makes a firm more attractive and promotes talent retention, which makes green human resource management an essential aspect of business administration (Jamil, Zaman, Kayikci, & Khan, 2023). Rather of focusing on a collection of practices, earlier research on HRM typically examined the impact of individual practices on a firm's performance (Mehrajunnisa, Jabeen, Faisal, & Lange, 2023). According to Jamil et al. (2023), if green HRM techniques are adopted in tandem, they could have a bigger impact on organizational performance and the environment. According to this theory, the majority of the current research on green HRM has focused on how green HRM practices affect bundles' organizational performance (P. Aggarwal & Agarwala, 2023; Hooi, Liu, & Lin, 2022). Malik et al. (2020), assert that the RBV has the ability to distinguish between the resources that organizations use. According to Mahmood, Ahmed, and Philbin (2023), organizations can enhance their performance by comprehending green HRM methods. Thus:

H₁: Green HRM has a significant influence on job performance

Organizational culture is one of the key determinants of green HRM, according to research (Al-Swidi, Gelaidan, & Saleh, 2021). These found preconditions of green HRM are thought of as immediate contextual cues that point to the importance, necessity, and urgency of implementing green HRM practices within the company. According to Ahmad, Al Mamun, Masukujjaman, Makhbul, and Ali (2023), organizations are also highly motivated to practice pro-environmental practices like green human resource management (HRM) because of their organizational conditions. An organisation can foster a culture that supports green human resource management (HRM) and related practises by prioritising green activities above mere profit-making objectives and finding strategies to reduce their negative effects on the environment while maximising their beneficial effects (Al-Swidi et al., 2021). Thus, green hiring, training, assessment, and incentive programs—all aspects of green human resource management—are encouraged by organizational environmental culture, which creates a culture in which green actions are highly valued (Hadjri, Perizade, & Farla, 2019; Umrani et al., 2022). Thus:

H₂: Green HRM has a significant influence on organizational culture

Numerous studies indicate that performance and organizational culture are positively correlated (Ghaith, Enas, Mutia, & Abdul Malek, 2018; Paais & Pattiruhu, 2020; Sunarsi, 2019). Each aspect of employee performance will be correlated with organizational culture, which has a major impact on it.

The performance culture will have a big impact on the quality and service that is offered. Employee innovation will be influenced by organizational culture since it fosters a sense of commitment among members to the idea that creativity is ingrained in the firm. Employees that are committed to the company are always willing to go above and above and use their ingenuity (Alrefai, Ibrahim, & Ghaith, 2021).

The influence of performance is linked to stability, innovation, social responsibility, and competitiveness, according to organizational culture. Organizational culture may be enhanced by (Abdullahi, Raman, & Solarin, 2021; Ghaith, Al-Gharaibeh, & Al-Naseri, 2023) by combining it with effective and efficient communication, a consistent approach to implementing company culture, an awareness of customer needs, and a sense of belonging to a team. Work should be procedural in nature, particularly in the workplace, flexible enough to adjust to changes in policies, and capable of handling activities like working with others, communicating clearly and effectively, and addressing problems. Thus:

H₃: Organizational culture has a significant influence on job performance

According to Hameed et al. (2020) research, employee involvement and empowerment have a favorable impact on manufacturing enterprises' environmental performance. However, it should be noted that the good impact on environmental performance was surpassed by the effects of green performance management, green hiring and selection, and green organizational culture management. This is consistent with the research conducted by P. K. Muisyo, Qin, Ho, Julius, and Barisoava Andriamandresy (2022), which indicated that employee empowerment and involvement ranked third among the six most crucial GHRM traits. He goes on to say that more employee involvement will lead to a new organizational culture, a process of increased commitment, and a better sense of responsibility. Human resources had a significant role in creating organizational culture, including an environmentally friendly one, so the literature (Ahmad et al., 2023; Fang et al., 2022; Shah et al., 2021) suggested that businesses could implement the Green Business concept through the implementation of Green HRM. Thus:

H₄: Organizational culture has a mediating effect on the relationship between green HRM and job performance

3. Research Methodology

The most suitable research methodology for this topic is quantitative research, which forms the basis of this investigation. Both survey and descriptive measuring techniques were employed in this study. This study takes one individual as its unit of analysis, while the subsequent study concentrates on the managers and supervisors of human resources. Examining the connection between work performance and green HRM. Additionally, this study investigates organizational culture's mediating function in more detail. The study is utilized by HR managers and supervisors in Jordan's banking industry. As a result, the respondents' self-administered questions are used in this survey to gather data. Jordan is the study's target country for banking industry respondents. There are 17 banks in the nation, 14 of which are commercial banks and 3 of which are Islamic banks. The HR staff members of these banks who consent to take part in the study survey will make up the sample. It made use of purposive sampling. Workers who joined sample banks as temporary staff members and spent a minimum of a year there were included in the sample.

During the extensive process of gathering and refining data, 612 questionnaires were first sent to the intended respondents in this study. Following that, 431 replies were carefully collected, indicating a high level of participation from the attendees. Nevertheless, three participants declined to complete the survey, and it is reasonable that their incomplete answers were not included in the study. After a thorough data-cleaning procedure, 13 replies with missing values more than 15% were removed, guaranteeing the dataset's dependability. Furthermore, seven replies were deemed excessive and were

subsequently removed from additional analysis in order to preserve the integrity of the study's conclusions. As a result, the final dataset had 408 well-processed and reliable replies, which provided a good foundation for further analysis.

The instruments used by the researcher to collect data for the examination of the subject under investigation and the pursuit of a definitive truth are known as data instrument tools. Table 1 illustrates how the questionnaire was modified for use as the data collection instrument in the current investigation.

Table 1: Data instrument

No.	Variable	No. of Items	Adaption
1	Job Performance	10	Bohora (2018)
2	Green HRM	23	Masri and Jaaron (2017)
3	Organizational Culture	11	Ghaith and Mutia (2019)

Given the complexity of the model encompassing multiple latent constructs and observable indicators, Structural Equation Modeling (SEM) utilizing software such as AMOS could serve as a suitable analytical tool. Through AMOS, researchers can assess the structural validity of the model by investigating the interrelationships between the constructs and their corresponding indicators.

4. Results and Discussion

AMOS version 24.0 was used to evaluate the data for this investigation. Many scholars, including Awang (2014), Hair et al. (2010), and Kline (2015), recommend that while utilizing AMOS for data analysis, researchers take into account the structural model and confirmatory factor analysis (CFA). Hair et al. (2010) state that the analysis of measurement models attempts to: (a) test for discriminant validity; and (b) test for model fit. Figure 1 displays the measurement model used in the investigation, unaltered. It shows that some of the indices were not satisfied. For example, the IFI, CFI, and GFI ($0.718 < 0.9$) are all less than 0.90. Relative Chi-sq is allowed to be less than 5, and RMSEA is allowed to be less than 0.08, with a value of 0.074. Additionally, there was a 0.80 connection between the factors. The correlation is appropriate. That could, however, have an impact on the measurement model's quality. In order to find high correlation and, if feasible, eliminate them or correlate the items with high correlation, it is necessary to check the modification index, which is an output of AMOS.

The item GR 5 was eliminated from the green recruitment and selection (GRS) variable because of its strong connection. In addition, item number five from the green training and development (GTD) was eliminated in order to enhance the indices. Similarly, because of its strong link with other items, item 5 from the green reward and compensation (GRC) was eliminated. Items 5 and 6 from the green performance management and appraisal (PMA) were eliminated due to a high association with other items in the modification index. In a similar vein, item number 3 from green empowerment (GE) was eliminated. Items OC4 and OC5, from the organizational culture (OC). The items JP8 and JP14 are derived from the job performance (JP). According to Awang (2014) and Hair et al. (2010), researchers can choose to correlate the items or remove one if two items have a significant correlation in the same variable. The items in this study have a correlation. The modification index indicated that there was no more room for index improvement. With the exception of GFI (0.817) and AGFI (0.789), all of the indices are accomplished, as can be seen in Figure 1, which displays the improved measurement model. But as noted by Hair et al. (2010) and Awang (2014), researchers are allowed to move on to further analyses as long as at least three of the indices are met. The study attained the following test results: RMSEA (0.061), relative chi-square (2.529), TLI (0.901), IFI (0.910), and CFI (0.909). Therefore, the measuring model was approved based on this recommendation and the fact that more than three of the indices were met, and more research, including the structural model, was carried out. The redesigned measurement model is displayed in Figure 1.

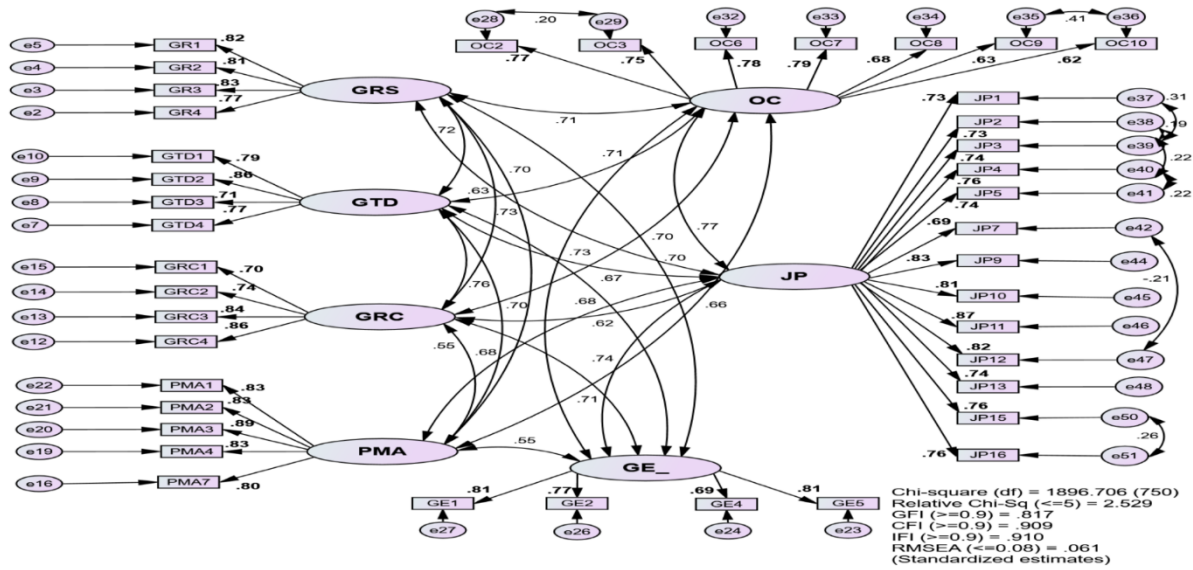


Fig 1: Modified Measurement Model

Factor loading (FL) for the goods must be more than 0.60. Hair et al. (2010); Awang, (2014). Furthermore, the results of the Cronbach's Alpha (CA) and Composite Reliability (CR), which were calculated using SPSS, had to be greater than 0.70. The Average Variance Extracted (AVE), which is expected to be more than 0.5, is what determines whether the variable has the proper convergent validity (Hair, Anderson, Babin, Black, 2010; Hair et al., 2017; Lowry & Gaskin, 2014). The AVE and CR were calculated using an Excel worksheet that Lowry and Gaskin (2014) recommended. The variables' internal reliability exceeds the suggested threshold of 0.7, demonstrating that the dependability was also met. Table 2 presents the variables' factor loading together with Cronbach's Alpha, AVE, and CR.

Table 2: Factor Loading, Reliability and Convergent Validity of the Variables

Variable	Items	FL	CA	CR	AVE
Green recruitment and selection	GR4	.771	0.841	0.861	0.674
	GR3	.825			
	GR2	.812			
	GR1	.825			
Green training and development	GTD4	.770	0.839	0.865	0.616
	GTD3	.705			
	GTD2	.864			
	GTD1	.792			
Green reward and compensation	GRC4	.862	0.849	0.868	0.624
	GRC3	.844			
	GRC2	.738			
	GRC1	.703			
Green performance management and appraisal	PMA7	.797	0.901	0.920	0.698
	PMA4	.834			
	PMA3	.888			
	PMA2	.825			
	PMA1	.832			
Green empowerment	GE5	.814	0.839	0.854	0.595
	GE4	.690			
	GE2	.766			
	GE1	.810			
Organizational culture	OC2	.774	0.802	0.883	0.522
	OC3	.755			
	OC6	.779			
	OC7	.794			

Variable	Items	FL	CA	CR	AVE
	OC8	.684	0.921	0.949	0.592
	OC9	.629			
	OC10	.620			
Job performance	JP5	.736			
	JP7	.689			
	JP9	.831			
	JP10	.811			
	JP11	.874			
	JP1	.725			
	JP2	.734			
	JP3	.740			
	JP4	.756			
	JP16	.764			
	JP15	.764			
JP13	.742				
JP12	.816				

Note: FL: Factor loading, CR: Composite Reliability, CA: Cronbach's Alpha, AVE: Average variance extracted.

In this study, two variables are regarded as dependent variables. The results of the research demonstrated how comparable the two variables' r-squares were. Organizational culture has an R-square of 0.71, and job performance has an R-square of 0.72. This means that 71% of organizational culture and 72% of job performance can be explained by green HRM. Table 3 displays the R-square for each of the two variables.

Table 3: R-Square

Independent variable	Dependent variable	R-square
Green HRM	OC	.71
Green HRM and OC	JP	.72

It was suggested that green HRM and its elements would have an impact on job performance. In this study, the green HRM is a second-order variable. It was anticipated that green HRM will improve employee performance, as demonstrated by H1: In Jordanian banks, green human resource management has a big impact on employee performance. Green HRM has a coefficient of 0.45 and is statistically significant at a P-value less than 0.001, according to Table 4's findings. H1 is therefore supported. Jordanian banks' operational efficiency will rise when green HRM becomes more prevalent.

Table 4: Results of Hypotheses

H	D.V	Path	IV	Estimate	S.E.	C.R.	P	Label
H1	JP	<---	Green HRM	0.45	.091	4.945	***	Supported
H2	OC	<---	Green HRM	.87	.093	9.35	***	Supported
H3	JP	<---	OC	.592	.065	9.106	***	Supported

It was anticipated that green HRM and its elements would have an impact on company culture. According to the primary hypothesis H2, green HRM has a big impact on corporate culture. "H2: Organizational culture in Jordanian banks is significantly impacted by green human resource management." Green HRM was found to have a positive and significant impact on OC (estimate=0.87, P<0.001). H2 is therefore supported. For this reason, banks ought to concentrate on green HRM in order to improve corporate culture. Additionally, it was suggested in this study that organizational culture had a major impact on work performance. "H3: Organizational culture has a significant influence on job performance in Jordanian banks" was the statement made for the third main hypothesis. As can be shown in Table 4, the impact of OC on JP is significant at estimate of 0.592 and p-value is less than

0.05, suggesting that job performance is significantly impacted by organizational culture.

In order to investigate the mediation, the direct and indirect effects were examined, as suggested by Awang (2014) and Hair et al. (2010). A mediation is present if the indirect effect is larger than the direct effect. Awang (2014) and Hair et al. (2010) recommended that the mediator be tested using the standardized estimate. The standardized estimate for the second order structural model is displayed in Figure 2.

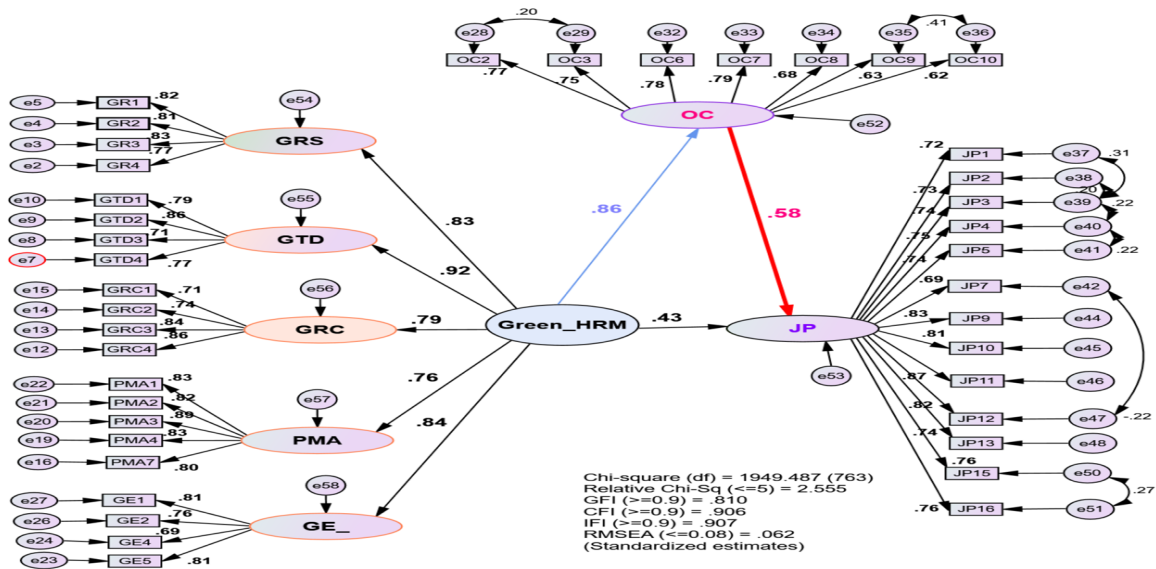


Fig.2: Mediating Effect

"H4: Organizational culture mediates the association between green HRM and job performance" was the hypothesis put forth to explain how OC would act as a mediator between JP and Green HRM in Jordanian banks. To aid in understanding and computation, a new diagram representing the mediation is made using Awang (2014)'s methodology (see Figure 2). While the indirect effect is 0.498 (0.86×0.58), the direct effect is 0.43. Given that the indirect effect outweighs the direct effect, it may be concluded that OC mediated the impact of green HRM on JP. H4 is thus supported. The association between green HRM and JP can be partially explained by OC. This is due to the strong direct and indirect effects, which show that the mediation is only partially effective.

Chuah, Mohd, and Kamaruddin (2021), discovered that accepting employees through job performance has a favorable and significant association with green HRM. Scholars such as (P. Aggarwal & Agarwala, 2023; Hooi et al., 2022) have demonstrated the substantial impact of green human resource management on job performance. Consequently, the researcher can draw the conclusion that green HRM and job performance are positively correlated. The results also indicate that employees' reactions to the green HRM statement fall into a good category. Similarly, for the policies to be implemented successfully, it is the employees' responsibility to adhere to them. In order to improve employee performance, HR must adopt and oversee green practices. The study's findings showed that Jordanian banks' employees' green lifestyles are impacted when GHRM activities are implemented there. Employees who are aware of the implications of GHRM implementation at the workplace for their own personal lives are motivated to engage in sustainable behavior by their organizations' green initiatives or practices.

The suggested correlation between green human resource management and organizational culture in the Jordanian banking industry has been determined to be statistically significant at a 95% confidence level ($\beta=0.87$, $t\text{-value}=9.35$, $p\text{-values}=0.000$), with significance at $p<0.01$, indicating support for

hypothesis H2. This outcome is in line with earlier research on green HRM in the service industry (Hadjri et al., 2019; Umrani et al., 2022). For instance, Yoon, Jang, and Lee (2016) for example, have shown how green HRM helps to accurately predict organizational culture in the banking industry. Thus, the researcher can draw the conclusion that green HRM will benefit employees working in Jordanian banks and has a favorable association with corporate culture. Human resource management research has usually confirmed the notion that implementing green practices that foster employee culture can provide a big advantage for businesses. Given the significance of staff culture in fostering job success, green culture was extensively studied in the workplace. The significance of developing HR procedures to enhance employee behavior and commitment in order to facilitate organizational change for long-term sustainable development was found in this study. In the end, workers who receive training and compensation for participating in environmental initiatives contribute to the growth and promotion of a green culture within the bank. The association between job performance and organizational culture is shown to be statistically significant at $p < 0.01$, with support for H3, at a 95% confidence interval ($\beta = 0.592$, $t\text{-value} = 9.106$, $p\text{-values} = 0.000$). Analogously, other studies (Abdullahi et al., 2021; Ghaith et al., 2023) proposed that organizational culture has a major impact on work performance. Thus, the researcher might draw the conclusion that job performance and corporate culture are positively correlated.

Imran and Ismail (2022), claim that the degree to which cultural values are firmly held or widely and frequently shared is correlated with the performance of banks. Additionally, compared to banks with weak cultures, those with strong cultures saw a significant rise in sales, reserves, and surplus profit after taxes. Research on organizational culture shows that strong cultures outperform weak ones in terms of organizational performance. The work culture of an employee is a significant factor in determining their performance on the job. When assessing this mediating link, the direct and indirect effects are significant, suggesting a partial mediation. The association shows a coefficient of direct effect of 0.43 and a coefficient of indirect effect of 0.498. Therefore, it can be said that there is a substantial relationship between corporate culture and green HRM and job performance. This suggests that organizational culture has a significant impact on how well employees perform on the job in Jordanian banks. Therefore, the theory is approved. This is in line with some earlier research (Ali et al., 2023; Asif & Zaman, 2023; Khalil & Muneenam, 2021) that found a connection between green HRM and job performance in the services industry.

The RBV and AMO theories have been expanded upon by the study's findings. According to RBV theory, partners in a relationship need to feel as though they are benefiting from each other in order for the relationship to succeed. Thus, this study has been able to demonstrate, through the application of the RBV theory, that specific green HRM fosters in employees a sense of ownership of the bank, which in turn motivates them to perform.

The adoption of the Resource-Based View (RBV) theory and the Ability-Motivation-Opportunity (AMO) model provides a comprehensive framework for understanding the dynamics of Green Human Resource Management (GHRM) practices and their impact on organizational culture and performance.

The RBV theory, rooted in the works of scholars like Penrose (1959), Barney (1996), and others, posits that a firm gains a competitive advantage by acquiring, creating, and deploying its physical, human, and organizational resources in ways that offer distinctive value and are difficult for competitors to replicate. This theory emphasizes the importance of internal resources in achieving long-term competitive advantage. In the context of GHRM, it offers theoretical insights into how an organization's human resources can enhance performance and competitive advantage, particularly through the development of green skills and practices. The RBV highlights that possessing valuable and rare resources, such as green HR practices, can lead to sustained competitive advantage, provided these resources are challenging for competitors to imitate or substitute.

The justification for employing RBV in the study of GHRM lies in its departure from earlier

strategic management theories that focused on external factors like market positioning. Instead, RBV shifts the emphasis towards internal resources, aligning with the notion that unique and valuable resources within an organization, such as green HR practices, can contribute significantly to competitive advantage.

Important theoretical advances are made by this study in the literature on work performance. An essential new understanding of the dynamic nature of green behavior is provided by this work. While job performance has been implicitly modeled in previous research, this is the only longitudinal study that I am aware of that looks at the evolution of this model over time. This study has shed light on the ways in which people's performance varies over time by gathering measurements from the same subjects in multiple waves. While no universal pattern was observed across all subjects, the findings corroborate the theory that employees' environmentally conscious behavior evolves with time and that individual development differs. Future research and theory development should take sustainability and environmental knowledge into consideration in order to make more precise forecasts regarding future green behavior.

This research not only highlights the insufficient adoption of green HRM practices within Jordanian banks but also advocates for their incorporation into the performance evaluation framework. By pinpointing the specific GHRM practices that significantly impact job performance, the study offers valuable insights for organizations aiming to improve their overall performance through targeted HR strategies. The identification of key practices, such as green empowerment, green performance management and assessment, green training and development, and green selection and recruitment, underscores their contextual significance in shaping work performance. These findings advance HR management knowledge by presenting a validated framework for implementing GHRM within the distinct environment of the Middle East banking industry.

To ascertain the relationship between green HRM and job performance, future research could extend the model to non-Arab countries. Comparing findings with other studies could involve including less experienced HR personnel in the sample. Additionally, testing the model with bank top management personnel alongside HR staff members could offer comparative insights. Expanding the study to encompass neighboring non-Arab countries could provide a broader perspective. Investigating moderating effects should cover both direct and indirect impacts between variables. Future research might focus on the mediating role of environmental performance and the moderating effect of organizational prestige, enhancing understanding of these relationships. Further study is recommended to refine the definition of success elements for green workplace behavior.

In addition to the recommendations provided, the study could also focus on specific actionable green HRM practices that banks can readily implement. For instance, emphasizing green recruitment, training for sustainability skills, and incorporating performance evaluation criteria based on green principles can be highlighted as actionable GHRM practices. Banks can adopt quantifiable metrics to track progress on triple bottom line performance resulting from green transformations. Furthermore, promoting employee participation and recognition programs aimed at sustaining a green culture within the organization can be beneficial. Furthermore, future research could extend beyond Arab countries to include non-Arab nations to assess the generalizability of the findings. By including samples comprising less experienced or inexperienced HR personnel, comparative analyses can be conducted to contrast the study's results with those of previous research. Additionally, exploring the model's applicability among top management personnel in banks would provide valuable insights into potential differences in perceptions and practices regarding green HRM. Given the shared traits among neighboring countries of Jordan, expanding the study's scope to include non-Arab nations could offer broader insights into the relationships between green HRM and job performance. Future research endeavors should also delve into the moderating effects between factors, considering both direct and indirect impacts between variables. Investigating the mediating role of environmental performance and the moderating effect of

organizational prestige would further enrich our understanding of these relationships.

The scope of this study is limited by its concentration on three specific variables: job performance, organizational culture, and green HRM. It is possible that these variables may not fully capture all determinants across different industries. Furthermore, because the study's conclusions are restricted to opinions held by Jordanian banks, it is possible that they will not apply to other sectors of the economy. Furthermore, consumers' lack of knowledge about green banking products and their advantages may be the main obstacle for Jordanian banks. Prioritizing thorough marketing plans and educational initiatives to enlighten and educate consumers about ecologically friendly financial solutions is necessary to overcome this constraint. Furthermore, Jordanian banks may face obstacles because of issues with the financial sustainability of green banking incentives. Long-term sustainability depends on striking a balance between sustaining profitability and providing alluring incentives; this calls for in-depth financial analysis tailored to the Jordanian market.

Respondent bias within Jordanian banks is another potential restriction of this study that could distort views and compromise the accuracy of the data gathered. Social desirability and workplace culture are two examples of elements that may contribute to this bias, as individuals may give answers that reflect expectations rather than their actual experiences or thoughts. Furthermore, the study can be limited by unreliable and available data, especially when it comes to measuring green HRM practices and job performance. The study's conclusions might not be as solid and reliable in the absence of complete and reliable data. Furthermore, common method bias may be introduced by the study's dependence on self-reported measurements, which could inflate or distort the observed associations between variables. In order to assure the integrity and validity of the study's findings, addressing these limitations necessitates careful evaluation of data gathering methods and validation methodologies.

5. Conclusion

This study makes important empirical and practical contributions regarding implementation of GHRM in Jordanian banks. The results substantiate that adopting formal green HR policies and initiatives can have individual-level impacts by fostering pro-environmental culture and values that translate into superior job execution. This underscores the need for banks to prioritize sustainability goals in everyday operations by aligning systems and processes to a green vision. The mediating effects further shed light on how HR configurations shape critical perceptual factors among employees that drive meaningful change. As Jordanian banking expands, embedding ecological concerns into its growth strategy through transformative, ethical people management practices can set the tone for long term success.

References

- Abdullahi, M., Raman, K., & Solarin, S. (2021). Effect of organizational culture on employee performance: A mediating role of employee engagement in Malaysia educational sector. *International Journal of Supply and Operations Management*, 8(3), 232-246.
- Aggarwal, M., Dutta, M., Madaan, V., Pham, L. T., & Lourens, M. (2023). *Impact of Green Human Resource Management on Sustainable Performance*. Paper presented at the E3S Web of Conferences.
- Aggarwal, P., & Agarwala, T. (2022). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*(ahead-of-print).
- Aggarwal, P., & Agarwala, T. (2023). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*, 30(7), 2351-2376.

Ahmad, J., Al Mamun, A., Masukujjaman, M., Makhbul, Z. K. M., & Ali, K. A. M. (2023). Modeling the workplace pro-environmental behavior through green human resource management and organizational culture: Evidence from an emerging economy. *Heliyon*, 9(9).

Al-Hawamdeh, M. M., & Alshaer, S. A. (2022). Artificial Intelligence Applications as a Modern Trend to Achieve Organizational Innovation in Jordanian Commercial Banks. *The Journal of Asian Finance, Economics and Business*, 9(3), 257-263.

Al-Shattarat, H., & Al-Shattarat, B. (2021). Effect of the regulatory environment in preventing and detecting financial fraud: evidence from Jordanian commercial banks. *J. Legal Ethical & Regul. Issues*, 24, 1.

Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of Cleaner Production*, 316, 128112.

AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429-438.

Ali, M., Malik, M., Yaqub, M. Z., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., & Latan, H. (2023). Green means long life-green competencies for corporate sustainability performance: A moderated mediation model of green organizational culture and top management support. *Journal of Cleaner Production*, 427, 139174.

Alnsour, I. (2023). The effect of financial technology on Islamic banks performance in Jordan: Panel data analysis. *International Journal of Data and Network Science*, 7(4), 1515-1524.

Alrefai, Y. A. M., Ibrahim, I., & Ghaith, A. (2021). Examining ISA engagement scale as mediating between role organizational communication satisfaction and performance in Jordanian hospitals. *Psychology and Education Journal*, 58(2), 11362-11369.

Amjad, F., Abbas, W., Zia-Ur-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H.-u.-. (2021). Effect of green human resource management practices on organizational sustainability: the mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, 28, 28191-28206.

Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*: Kogan Page Publishers.

Asif, M., & Zaman, S. I. (2023). Effect of Green HRM & CSR Practices on Sustainable Performance: Mediating Role of Organizational Culture at Service Sector during Covid-19. *International Journal of Social Science & Entrepreneurship*, 3(2), 677-699.

Bohora, K. B. (2018). *Green Banking Practices and Perceived Financial Performance of Nepalese Commercial Banks in Kathamandu District*. Central Department of Management.

Chowdhury, S. R., Mendy, J., & Rahman, M. (2022). Reimagining Green Human Resource Management for Sustainable Performance: Towards an Integrative Processual Framework. *British Academy of Management*.

Chuah, S.-C., Mohd, I. H., & Kamaruddin, J. N. B. (2021). Impact of Green Human Resource Management Practices Towards Green Lifestyle and Job Performance. *Global Business & Management Research*, 13(4).

Fang, L., Shi, S., Gao, J., & Li, X. (2022). The mediating role of green innovation and green culture in the relationship between green human resource management and environmental performance. *PloS one*, 17(9), e0274820.

Ghaith, A. (2020). Examining Competitive Advantage between Knowledge Sharing, Work Engagement and Organizational Citizenship Behaviour (OCB) In Jordanian Universities. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(6), 7422-7434.

Ghaith, A., Al-Gharaibeh, S. M., & Al-Naseri, D. A. (2023). Exploring the relationship between knowledge management and core competencies to improve universities success in Jordan: Testing the mediating effect of employee engagement. *Periodicals of Engineering and Natural Sciences*, 11(5), 76-90.

Ghaith, A., Enas, A., Mutia, A. H., & Abdul Malek, T. (2018). The Impact of Human Resource Management Practices, Organizational Culture, Motivation and Knowledge Management on Job Performance with Leadership Style as Moderating Variable in the Jordanian Commercial Banks Sector. *Journal of Reviews on Global Economics*, 6, 477-488.

Ghaith, A., & Mutia, S. (2019). Effect of behavioral variables on organizational citizenship behavior (OCB), with job satisfaction as moderating among Jordanian five-star hotels. *International Journal of Ethics and Systems*.

Hadjri, M. I., Perizade, B., & Farla, W. (2019). *Green human resource management, green organizational culture, and environmental performance: An empirical study*. Paper presented at the 2019 International Conference on Organizational Innovation (ICOI 2019).

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of manpower*, 41(7), 1061-1079.

Hooi, L. W., Liu, M.-S., & Lin, J. J. (2022). Green human resource management and green organizational citizenship behavior: do green culture and green values matter? *International Journal of manpower*, 43(3), 763-785.

Hussain, A., Nisar, Q. A., Khan, W., Niazi, U. I., & Malik, M. (2023). When and how big data analytics and work practices impact on financial performance: an intellectual capital perspective from banking industry. *Kybernetes*.

Imran, M., & Ismail, F. (2022). *The Dimensions of Organizational Culture Influence on Organizational Performance in Pakistan's Public Banking Sector*. Paper presented at the Conference proceedings.

Jamil, S., Zaman, S. I., Kayikci, Y., & Khan, S. A. (2023). The role of green recruitment on organizational sustainability performance: A study within the context of green human resource management. *Sustainability*, 15(21), 15567.

Khalil, M. K., & Muneenam, U. (2021). Total quality management practices and corporate green performance: does organizational culture matter? *Sustainability*, 13(19), 11021.

Mahapatro, B. (2021). *Human resource management*: New Age International (P) ltd.

Mahmood, Q.-U.-A., Ahmed, R., & Philbin, S. P. (2023). The moderating effect of big data analytics on green human resource management and organizational performance. *International Journal of Management Science and Engineering Management*, 18(3), 177-189.

Malik, S. Y., Cao, Y., Mughal, Y. H., Kundi, G. M., Mughal, M. H., & Ramayah, T. (2020). Pathways towards sustainability in organizations: Empirical evidence on the role of green human resource management practices and green intellectual capital. *Sustainability*, 12(8), 3228.

- Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474-489.
- Mehrajunnisa, M., Jabeen, F., Faisal, M. N., & Lange, T. (2023). The influence of green human resource management practices and employee green behavior on business performance in sustainability-focused organizations. *Journal of Environmental Planning and Management*, 66(12), 2603-2622.
- Muhammad Ali, Q., & Nisar, Q. A. (2023). Nexus between green human resource management and environmental performance: a green approach for higher education institutes. *Kybernetes*, 52(11), 5706-5729.
- Muisyo, P., Su, Q., Ho, T. H., Julius, M. M., & Usmani, M. S. (2022). Implications of green HRM on the firm's green competitive advantage: the mediating role of enablers of green culture. *Journal of Manufacturing Technology Management*, 33(2), 308-333.
- Muisyo, P. K., & Qin, S. (2021). Enhancing the FIRM'S green performance through green HRM: The moderating role of green innovation culture. *Journal of Cleaner Production*, 289, 125720.
- Muisyo, P. K., Qin, S., Ho, T. H., Julius, M. M., & Barisoava Andriamandresy, T. (2022). Implications of GHRM on organisational citizenship behaviour: the mediating role of enablers of green culture. *International Journal of manpower*, 43(3), 719-741.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
- Shah, S. M. A., Jiang, Y., Wu, H., Ahmed, Z., Ullah, I., & Adebayo, T. S. (2021). Linking green human resource practices and environmental economics performance: the role of green economic organizational culture and green psychological climate. *International journal of environmental research and public health*, 18(20), 10953.
- Shahzad, M. A., Jianguo, D., & Junaid, M. (2023). Impact of green HRM practices on sustainable performance: mediating role of green innovation, green culture, and green employees' behavior. *Environmental Science and Pollution Research*, 30(38), 88524-88547.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762.
- Sobaih, A. E. E., Hasanein, A., & Elshaer, I. (2020). Influences of green human resources management on environmental performance in small lodging enterprises: The role of green innovation. *Sustainability*, 12(24), 10371.
- Srivastava, U. R., & Mohaley, S. (2022). Role of trust in the relationship between authentic leadership and job satisfaction and organizational commitment among indian bank employees. *American Journal of Industrial and Business Management*, 12(4), 616-664.
- Sunarsi, D. (2019). The analysis of the work environmental and organizational cultural impact on the performance and implication of the work satisfaction. *Jurnal Ilmiah Ilmu Administrasi Publik: Jurnal Pemikiran dan Penelitian Administrasi Publik*, 9(2), 237-246.
- Tamvada, M. (2020). Corporate social responsibility and accountability: a new theoretical foundation for regulating CSR. *International Journal of Corporate Social Responsibility*, 5(1), 1-14.
- Umrani, W. A., Channa, N. A., Ahmed, U., Syed, J., Pahi, M. H., & Ramayah, T. (2022). The laws of attraction: Role of green human resources, culture and environmental performance in the hospitality sector. *International Journal of Hospitality Management*, 103, 103222.

Wiradendi Wolor, C. (2020). Implementation talent management to improve organization's performance in Indonesia to fight industrial revolution 4.0. *International journal of scientific & Technology research*.

Xie, H., & Lau, T. C. (2023). Evidence-Based Green Human Resource Management: A Systematic Literature Review. *Sustainability*, 15(14), 10941.

Zhai, X. (2018). *Rethinking the relationship between high-performance work systems and firm performance: A meta-analysis*. Murdoch University.