

Leveraging Green Human Resource Management and Organizational Culture in Performance

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Abstract

The aim of this study is to examine how GHRM and organizational culture impact job performance in the Jordanian banking sector. The study also discusses how the previously mentioned elements related to one another as they were incorporated into the resource-based-view (RBV) theory. A thorough evaluation of recent literature was also included in the study with regard to the quantitative results from looking at GHRM and job performance in the Jordanian environment. The result found a significant relationship between them. Also; research highlights the most significant discoveries made on themes by outlining the connections between all of the components and incorporating the interrelationships into a single distinct model. The study offers the most thorough textual analysis of quantitative findings to date by focusing on work performance. Previous studies verified the connection between these variables. The value of the study helps academic groups interested in job performance and its intricacies in addition to filling a vacuum in the literature.

Keywords: Green Human Resource Management, Organizational Culture, Job Performance, Bank, Jordan.

Introduction

Competition has an impact on every business in the present, dynamic global business climate. The bulk of companies today, especially banks, compete in a risky and uncertain environment. The most important and critical factor for an organization's performance in order to succeed in a cutthroat environment is its workforce.

Job performance has historically been extensively researched and has established itself as a field of study, particularly in the field of HRM, particularly in Jordanian banks (Ghaith et al., 2018). Job performance is crucial for companies since it is thought to be essential to the effectiveness of individuals, teams, and organizations as a whole. Additionally, job performance is crucial for an organization's viability as well as its employees' welfare (Davidescu, Apostu, Paul, & Casuneanu, 2020; de Jonge & Peeters, 2019; Jayasingam, Omar, Mustamil, Hashim, & Bakar, 2020).

The environmental issue has gained popularity in developing nations like Jordan (Albaali, Shahateet, Daoud, & Saidi, 2021). One explanation is that growing economies have just started to use more energy and natural resources, which has led to environmental degradation. In conjunction with that, Green Human Resource Management (GHRM) is now necessary for various reasons (Hajar et al., 2020). Training, work environment, and safety have become the main priority of human resources practices as a result of employees' own realization of their significance (Alkhalidi & Aljolani, 2020; Abunaila, 2022). GHRM can be applied in the whole employment system. For instance, by choosing employees based on the right criteria, introducing training and developing employee skills in environmental management, and building suitable performance assessment and incentive systems, researchers have proposed that GHRM can play a vital role in encouraging change to HRM. According to Macke and Genari (2019), green HRM practices start at the point of employee entry and continue all the way to the point of employee exit.

Jordan's green banking industry is a growing trend that needs more study. This essay is important for a variety of reasons. First, it is increasingly recognized that Jordanian green banking does not work "automatically," but rather requires banking management to promote employee performance (Barua, 2020). Second, diverse cultural methods used by Jordanian banks need to be more thoroughly considered (Julia & Kassim, 2019). Third, we argue that several elements of the information environment can affect the availability of green human resources (Yong et al., 2020). The banking sector in Jordan is one of the most important financial sectors that continuously aims to provide a healthy working environment for employees because of the fierce competition among Jordanian banks for their distinctive human talents, and competencies toward the expansion of local banks (Al-Fakeh, Padlee, Omar, & Salleh, 2020).

The main issue in the competitive Jordanian banks' environment is the lack of dependable and efficient GHRM (Joyce & Vijai, 2021; Rawashdeh, 2018). Furthermore, it is especially important for service providers like Jordanian banks, whose profitability is directly related to

the output of their workforce. According to green HRM, the main factor impacting work performance is organizational culture (Muisyo & Qin, 2021). It is essential to build a link between workplace culture and productivity. The association between green HRM and job performance has been investigated in numerous research employing behavioral traits (Aboramadan, 2020; Hameed, Khan, Islam, Sheikh, & Naeem, 2020a; Moin, Omar, Wei, Rasheed, & Hameed, 2020; Shen, Dumont, & Deng, 2018). These studies collectively show how crucial these traits are to the success of green human resources in a number of different ways. The main impetus behind this study and its research in general is the dearth of green HRM studies in the setting of Jordan. This paper seeks to identify and review the systemic effects of green HRM practices and organizational culture on employee performance based on the discussion of the problem statement mentioned above.

This research makes a theoretical contribution by putting out a paradigm that captures the connection between green HRM practices and job performance, with organisational culture serving as a mediating factor. As far as the researcher is aware, the aforesaid factors have not previously been investigated together in relation to the Middle Eastern nations, notably the banking industry. It offers a solid conceptual foundation for theoretically examining the behavioral aspects of banks.

According to this perspective, the focus of contemporary green HRM literature has mostly been on how green HRM practices affect employees' performance (Amjad et al., 2021). Al Dalaien, Ibrahim, and Aburumman. (2020) assert that the RBV can distinguish between the resources that organizations use. This is thought to have an impact on an organization's performance and eventually help it operate better economically (Solovida & Latan, 2017). Thus, firms might enhance their performance by comprehending green HRM techniques (Arulrajah, Opatha, & Nawaratne, 2015).

By emphasizing the firm's internal resources as the source of its strategic thrust, the RBV departs from past methods to strategy studies. Other viewpoints, on the other hand, viewed the company's resources as movable goods that could be altered or purchased at whim to satisfy the external demands of the environment in which the company operated (Barney, 2014). In other words, the RBV places more importance on internal resources than market positioning when making strategic decisions (Kaufman, 2015). According to Bertram (2016) and Davis & DeWitt (2021), The RBV has gained increasing importance in the academic study of behavioural characteristics and is one of the most widely accepted theoretical stances in the field of strategic management.

The goal of the current article is to investigate the effects of GHRM practices on correlations between job performance and organizational

culture. The described practices may be seen as special intangible resources that Jordanian banks might use to differentiate themselves from competitors. For instance, green HRM is demonstrated in the organizational practices and procedures that can be observed. Such a structure is temporary, controlled directly, and its restricted elements are perceived by the members. As a result, organizational culture is easily impacted, and changes to the culture may become apparent quickly. Because of this, organizational culture may be viewed as a special type of intangible resource that an organization can use to its benefit. The aforementioned explains why RBV was chosen as the theoretical foundation for this investigation.

There are certain significant holes in the current body of research that must be filled. Previous empirical studies' conceptualizations of GHRM were either too limited or unconcerned with academic theory, reflecting the majority of them's emphasis on environmental training for bank applications (Alzgoool, 2019; Assyofa, Rani, & Yuliawati, 2020; Bose & Gupta, 2017; Kusumawati, 2021; Uddin, 2018). Frameworks that combine a wider range of GHRM activities with job performance, meanwhile, still need a unifying theory and empirical support. However, a number of theoretical studies have identified new HRM practices, including green HRM (Aburahma, Amuna, & Aqel, 2020; Hameed, Khan, Islam, Sheikh, & Naeem, 2020).

Literature Review

Job performance refers to the overall outcomes of individual efforts that begin with skills and knowledge of the role or tasks, which are related to the level of achievement and completion component of the function of the individual tasks (Alam & Chouaibi, 2022; Al-Hawary & Banat, 2017). Due to its ability and aptitude to do business, the human element is the primary component of performance and its active ingredient. Individual performance is represented by an integrated system called performance (Sisodia, Nikhil, Kiran, & Shrawgi, 2020). The combination of three factors—skill, effort, and nature of working conditions—is referred to as the performance of a job. These factors include the skills, knowledge, abilities, and competencies that attracted a person to the organization; the effort is the haste with which the person completes his work; and the suitability of the working environment to facilitate and increase the person's productivity (Almomani, 2018).

Combinations of effort, abilities, and working conditions make up a job's performance. Organizational performance and personnel performance have become increasingly important in order to remain competitive in a world that is experiencing fast economic and

workplace change (Alrifae, Wahab, & Ghaith, 2021; Sai & Bhatti, 2014). Therefore, it is crucial for all firms to consider the elements that affect work performance Yozgat, Bilginoglu, and Yurtkoru, (2013). Job performance is acknowledged as the total result that employees bring to the company. Overall, it is full with potential, drive, and opportunities (Abdirahman, 2018).

When it comes to providing direct customer service, an employee's efficacy in their job can be measured by how well they accomplish their duties. First, expect bank conduct such as decency, respect, responsiveness, comfort, teamwork, , communication and professionalism should be evaluated when evaluating the job performance of staff banks. The second is the employees' processes, which include diagnosis, implementation, review, and documentation. Third, service excellence, and fourth, education (Ghaith, Mutia, Enas, & Abdul Malek, 2018).

Performance is likely the most crucial of all the outcomes that Jordanian banks want because it has the ability to affect a bank's ability to exist. Job performance of Jordanian employees in particular has assumed prominence as a crucial idea in the organizational setting. This is due to the fact that work performance is regarded as essential for the continuation and development of Jordanian banks. Osman-(Ghaith, Enas, Mutia, & Abdul Malek, 2018) claim that Jordanian workers can enhance job performance by coming up with ideas and using them as the basis for developing new goods, services, and work procedures.

The term "green human resource management" (GHRM) is a novel one that was first used in the early 2000s. Over the past ten years, numerous definitions have changed. Numerous research opportunities in the financial sector have been made possible by the development of the green HRM concept. It is crucial to provide a thorough definition of green HRM in order to concentrate on the nature of human capital in the bank.

Green HRM is becoming a prominent management discipline (Mahi Uddin, 2022). It is described as the procedure used to make sure that a company's management system is ecologically sound and kind to the environment (Salih, 2020). With a few minor exceptions, most definitions of green HRM from various writers are relatively similar. The primary goal of this idea is to define HRM practices in a way that reflects "green" as an environmental system. For instance, green HRM is defined by Rashidah, Abdul Malek, and Mumen (2020) as well as the systems, procedures, and policies that make firm personnel environmentally conscious for the benefit of everyone involved—people, society, the environment, and the business. According to the researchers (Mehta & Mehta, 2017), green HRM practices like flexible work schedules, electronic filing, car and job sharing, teleconferencing,

virtual interviews, recycling, telecommuting, online training, and energy-efficient office design would boost productivity in an organization and lower employee carbon footprints.

The scope of the organisation's green human resource management mandate encompasses a sizable number of areas. The only five dimensions will be the main focus of this investigation. These elements include green incentive and compensation, green performance management and assessment, green incentive and selection, and green empowerment. The human resource department may find these factors to be effective tools in its efforts to implement and institutionalize green practices within Jordanian banks.

Green HRM research is lacking in Jordan, despite the urgent need for green organizations. Since there is a study void in this field, it is crucial to investigate GHRM in Jordan. The need for the research stems from this gap in the body of knowledge. Therefore, the goal of this study is to emphasize the significance of greening human resource management and explore how such green practices as hiring, training, and development, as well as reward systems, affect organizational environmental performance in the Jordanian banking industry.

The norms and behaviors that direct how the organization's staff members behave are referred to as organizational culture (Becerra-Fernandez & Sabherwal, 2014; Ghaith & Mutia, 2019; Theriou, Maditinos, & Theriou, 2011). Because they are acquired via dealing with challenges and educating new hires on effective problem-solving methods, they are known as assumptions. Within the organization, assumptions are made and approved by its members (Pannu, 2017).

Since culture is changing rather than static, it is a very difficult concept to define (Ghaith & Mutia, 2019). In everyday speech, culture is understood as a group of people's shared tastes in music, fashion, lifestyle, etc. In actuality, the numerous groups of people in the society are products of the culture. Additionally, culture is defined as the understandable traditions and customs that members of various ethnic groups follow. From a more in-depth standpoint, culture encompasses many different factors aside from the race or ethnicity we are born into. Humans are quite susceptible to cultural influences, and they frequently imitate others based on their gender, social class, physical and mental talents, religious and spiritual preferences, age, and other internal and external factors. Individuals are exposed to various cultures as a result of increased globalization, and unique cultures gradually emerge (Zion, Kozleski, & Fulton, 2005).

On the basis of levels, culture can be further analyzed. The culture appears to take on many forms at various levels. This further enhances its dynamism by adding uniformity. The simplest level distinctions can

be made at the national, organizational, and personal levels. This investigation is quite important given how important culture is to organizational performance in today's worldwide, changing corporate environment.

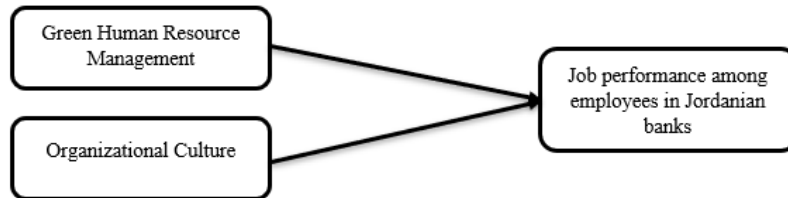
One of the themes that has received the greatest attention from academics and practitioners alike is organizational culture. This is because any aspect that needs to be assessed must take into account an organization's culture. The organizational culture shapes a set of implicit values that govern the organization, which in turn affects how a business or its workers operate.

However, this might be accomplished by using green people resources, who have the competencies, abilities, and skills that constitute the true riches held by Jordanian banks. Achieving the necessary strategic objectives in the Jordanian banking industry depends critically on improving staff performance (Ghaith, Enas, Mutia, & Abdul Malek, 2018). Employee culture is a powerful tool for continuously growing and enhancing performance to meet the strategic goals of Jordanian banks. The organizational culture that takes into account how employees perceive value will be the main subject of this study. By doing this, the researchers establish what employees must feel or believe for an intervention, placing the emphasis on their lived experience rather than presuming that a culture intervention leads to empowered behavior. By recognizing the capacity of various bank cultures that influence the efficacy of job performance in Jordanian banks, such a focused topic area can establish the study problem.

The HRM division has been slow to accept responsibility, and many industries and banks still lack green HRM (Grover & Kaur, 2019; Mahajan, 2021). There has been resource mismanagement and wasteful spending in these industries and banks. Despite the fact that research on green HRM has made great advancements, in-depth studies on how it is really applied in banks on a daily basis are still lacking. Because the majority of HR professionals still do not recognize the significance of environmental management for human resources management, there is indifference and resistance to fully embracing the concept and implementing it in daily activities (Ahmad, 2015; Paillé, Chen, Boiral, & Jin, 2014).

Undoubtedly, employee green behavior has a significant impact on an organization's environmental performance because it can lead to an overall improvement in the performance of the organization's environmental factors (Kim, Kim, Choi, & Phetvaroon, 2019). However, there aren't many actual studies in the literature currently available connecting GHRM practices to firms' success through culture (Kim et al., 2019). The researchers created this model, which is depicted in figure 1, after demonstrating the justification for using this variable and the issues in Jordan.

Figure 1: Conceptual Framework



Source: Prepared by the authors (2022)

Conclusion

The research on GHRM is relevant given that it clarified the job performance theme, according to reviews on the connected topic of competitiveness and work performance in the dynamic corporate environment. Institutions in the financial sector are anticipated to significantly enhance their environmental performance. This study offers implications for GHRM and performance policymakers. As a result, by assessing the extent of application of the GHRM bundle in the banking industry, the study contributes to a deeper understanding of the GHRM bundle as it is described in the literature, particularly in the context of developing countries. Decision-makers may strengthen their strategic plans by giving green activities that have an impact on the sustainability pillars more importance if they are aware of the implementation level. In order to fully profit from green practices, bank management is urged to boost their investments in them. A framework was also developed in this study to help banking industry managers promote green practices to reduce waste production and make it simpler for their institutions to develop a green culture, which will improve both current and future performance. The study's systematic review makes important recommendations for academics, banking organizations, bankers, managers, and government officials in Jordan in order to enhance banks' environmental performance and, as a result, the nation's sustainable economic growth. These recommendations center on the promotion of green banking and the provision of green funding. This research also adds to the body of information regarding green banks by assisting academics in understanding how these practices impact bank financing of green projects and environmental performance.

The main implications for policy were then looked at. Performance was found to be positively impacted by green banking practices, including bank employees, ordinary business operations, and green policy-related procedures. In order to encourage environmentally friendly environments, it was advised that businesses provide their

personnel with crucial environmental training programs. Clarifications were made regarding the relationships between HR practices and green strategic policies for raising organizational performance. It is advised that a sustainability manager post be created to help banks encourage senior executives and staff to commit to sustainable performance and to promote group behaviors toward environmental care. The aforementioned facts have two significant ramifications. First, managers involved in decision-making processes about future investments in green HRM might find the findings useful. They might use the data to support a fact-based case about the consistency of a certain culture and the effects of green HRM practices on production. In actuality, the benefits that those methods could offer Jordanian banks include both improving their environmental performance and attending to environmental issues brought up by clients and regulatory bodies. Second, taking into account our distinctive results about the impacts of green HRM practices on performance, we provide managers with actionable guidance for selecting the set of green HRM practices that are most likely to improve the performance of Jordanian banks. Given their various effects on performance, our findings suggest prioritizing spending on green hiring, green performance management, green performance management and involvement.

This study adds fuel to the ongoing debate concerning how well regulators and the government work to promote ecologically preferred outcomes in terms of their significance for policymakers. However, There is a possibility that the government and regulators are throwing away a chance to boost bank performance through green HRM procedures. By reevaluating the nature of their environmental demands and repositioning them to encourage the adoption of green HRM practices that have a stronger performance impact, policymakers can embrace this opportunity. In order to assess the effects of the study factors on performance, this article finishes by recommending that future research conduct surveys by distributing questionnaires to all businesses in Jordan, including banks, telecoms, hotels, computer companies, etc. This will have a big impact on the resolution of issues faced by managers in many industries, and it will result in very bad research on GHRM, organizational culture, and job performance in Jordan.

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