The Influence of Green Human Resource Management on Organizational Performance in Retail Sector in Bahrain

Mrs. Sara Almeer

MSc. Student. Department of Management & Marketing, University of Bahrain. University of Bahrain.Isa Town, Bahrain

Dr. Qais Ahmed Almaamari

Department of HRM, College of Administrative Science, Gulf University, Kingdom of Bahrain

Abstract

Improving the Organizational Performance is the key factor to ensure the organizations' sustainability in the market. This research attempts to examining the Influence of the Green Human Resource Management in enhancing the Organizational Performance in Retails Sector in Kingdom of Bahrain, the literature review proposed three areas under the organizational performance as per the Triple Bottom Line concept (Financial performance, Social performance, and the environmental performance). And four factors presenting the Human Resource Management (Green Recruitment & Selection (GRS), Green Training & Development (GT&D), Green Performance Management (GPM), Green Rewards & Compensations (GRC)). Quantitative approach was used to examine the relationship through distribution the questionnaire among 416 employees in retail sector in Kingdom of Bahrain, and the data was analyzed by using SPSS version 25.0. The result was showing that (GRS), (GT&D), and (GRC) have statistically significant/positive relationships on the Organizational Performance. However, it did not show a statistically sufficient support for (GPM). So, (GPM) has no important in the dependent (Organizational Performance). Also, it's been found that the demographic factors (Age, Size of the Organization, Level of Employment, Salary Range, Gender, and Years of Experience) are all showing an important influence on the organizational performance except Level of Education which was showing no important in the dependent. As a result, this research is suggesting to the organizations

to develop their Human Resource Management's strategies through GRS, GT&D, and GRC to improve their Organizational Performance.

Keywords

Green Human Resource Management, Organizational performance, Retail Sector.

I. Introduction

Today, Green concept is a popular practice to determine the eco-friendly image of the way businesses are implemented. Firms that are practicing Green processes in their system are more sustainable in the market and gaining more profit through improving their performance comparing with their competitors. Human Resource Management is the core function in any organization that is running the business direct as a key factor influencing the sustainability and the performance of the organization (Almatrooshi et al., 2016). So, it is initially merging the Greening concept with the Human Resource Management Functions to get a bundle of Green Human Recourse Management (GHRM) to ensure the sustainability of the organizations. Green Human Resource Management is all the strategies, policies, and practices that are required to create Green culture, attitude, and behavior in the workplace by impacting direct and indirect the employees in order to the best use of the resources (Diana, 2016). Organizational Performance is defined also as "the actual result of work comparing with the organization's objectives. It's also the effectiveness of the organization to meet its objectives or goals" (Alsaad & Almaamari, 2020). This research will focus in Retail sector in Bahrain. Retail Sector in Bahrain is considered as an active industry with 4.5% contribution to Bahrain's GDP, and it includes Exclusive Stores, Supermarket/Hypermarket, Specialty Retailers, Department Stores, General Merchandise Stores, and Online Retail (Özutku, 2012).

II. Green Human Resource Management (GHRM) Functions

Green Human Resource Management consists of many functions like Recruitment and Selection, Training and Development, Performance Management, Reward and Compensation, and Career Development that are all contribute to enhance the Organizational Performance. Green Human Resource Management (GHRM) is a huge concept developed with the time through the **HRM aspects** of Environmental Management (EM), creating and sustaining a pro-environment organization through integrating HR functions with the green practices to obtain more efficiency during processing the work (Yusop & Adam, 2021). The concept of Green Human Resource Management has started in 1996 by shifting from the common HRM to be developed to GHRM as a part of the contribution by Whrmeye from his book "Greening People: Human Resource & environmental Management (Arqawi et al., 2019; Kaur, 2011). GHRM today doesn't only concern to the environment aspects. However, its extended to cover also the social and the

economic sides of the organization as well (Aldoseri & Almaamari, 2020; Alkadash & Alamarin, 2021; Almatrooshi et al., 2016; Arowoshegbe et al., 2016; Janna et al., 2021).

A. Green Recruitment and Selection

Recruitment and Selection are the required practices to provide the organization with talented, and skilled employees to run the business effectively (V. Jain et al., 2019). **Green Recruitment & Selection** is attracting and selecting the candidates who are adopting green practices and environmental aspects in performing their work to increase the effectiveness of running the business and save the planet in the same time (Alkadash & Alamarin, 2021).

B. Training and Development

Training and Development is the processes, and strategies adopted by the organization to improve the performance of the employees to meet the organizational objectives. **Green Training and Development** is providing the required training to develop the employees in how to process their work efficiently with applying green perspectives to protect the environment and to increase the organizational performance (Ahmad, 2015).

C. Green Performance Management

Performance Management is the process to create efficient and effective work environment to meet the organization's objectives and to insure its successful thorough specific practices and approaches such as people management and learning and development (Bangwal et al., 2017). **Green Performance Management** is assigning sustainable or green goals to challenge the employees with specific system. This system can be used as a measurement by linking the goals with both the organizational and environmental performance in the same time (Ahmad, 2015).

D. Green Compensation and Rewards

Reward & Compensations is the practices used by the organizations to motivate, and recognize their employees to work harder and to perform efficiently to meet the organization's objectives (Nawangsari & Sutawidjaya, 2019). **Green Reward & Compensations** is the practices used to motivate the employees and encourage them to perform and apply green aspects during perfuming their work, the concept here should be extended to give the opportunity to the employees to perform effectively and to find a meaning in doing that (V. Jain et al., 2019).

III. The Benefits of GHRM on Organizational Performance

As per Bangwal et al. (2017), having an effective system of GHRM is helping the organizations to develop their employees, increasing their commitment, ensure

retention, and decreasing the turnover. GHRM includes a lot of functions like Green Recruitment and Selection (GRS) that can be adopted by attracting talented skilled candidates who are concerning of Green concept and welling to learn to be the main asset in the organization. Also its help them to be able to develop their public image (brand reputation), improving the productivity, sales, and allowing maintaining sustainability by reducing the impact of the business in the environment (Anthony et al., 2020).

Green Performance Management (GPM) has also a positive power in enhancing the employee's behavior to reach to a high performance by assigning green goals to be achieved. Having clear green vision will allow the employees to behave according to their believes in decreasing the waste in the workplace and to increase their performance in the same time. Green Reward and Compensation (GRC) can be also a good motivation tool to encourage the employees and to increase their engagement to the work to be part of the organizational' successful. In the long term this can be applied by assigning Rewards for the green goals and behaviors (Alkhateeb, 2018). Another Function is Green Training and Development (GT&D) that can be implemented by providing your employees with green trainings to encourage them and prepare them to implement green concepts in their work. Equipping the employees with the correct skills to ensure reducing waste, and reducing the consumptions of the energy in the workplace which are the main weapons to protect the environment and to improve the organization performance (Castellini, 2019). As a result, implementing functions of GHRM is helping the organizations to manage their workplace with green strategies to improve and to achieve both the organizational and the environmental performance in the same time (Janna et al., 2021).

IV. Methodeology

The objective of this study is to examine the influence of the Green Human Resource Practices in improving the organizational performance in retail sector in kingdom of Bahrain. The frame work used in this model was suggested by Anthony et al. (2020); V. Jain et al. (2019) and a little change is added to meet the objective of the study.

The model is suggested the organizational Performance as a dependent variable, and Green Human Resource Management factors (Green Recruitment & Selection, Green Training & Development, Green Performance Management, and Green Reward and Compensation) as independents, beside analyzing different demographic factors impact on the dependent to support the model (Age, Gender, Level of Education, level of employment, Year of experience, Size of the organization, Range of Salary).

A Quantitative approach was used with self- administrated questionnaire that were structured with close- end items and distributed through emails, whatsApp link, and by scanning par-code to a minimum sample size of approximately 385 employees across all levels (Lower, Middle and Top) who are

working in Bahraini Retail Sector which is considered as the population of this study (Arulrajah et al., 2016; Bhutto & Auranzeb, 2016; Zaid et al., 2018).

The samples were chosen based on Random Sample probability as a result of the huge number of the retail companies in Bahrain like Lulu Hypermarket, Majid al Futtaim Company (Carrefour, city center….), Ikea, Seef mall and more retail organizations will be added if required. The number of retail companies in Bahrain is 948 as per Sijilat website (Alnajdawi et al., 2017).

A. Survey Instrument

Pilot Study

The survey was first given to 30 of the sample to be reviewed and then it adjusted according to their feedback. The minor changes were adjusted to clarify the understanding of the readers for the questions, the 30 responses were excluded from the final data analysis. Pilot survey is necessary to test the reliability and the consistency of the questionnaire before distributing it to the research sample (Al-Maamari, 2020; Almaamari & Alaswad, 2021; Farooq et al., 2018; Obeidat et al., 2020).

Sampling

Probability Random sampling was adopted from Gartenstein-Ross and Blackman (2019) to collect the data as a result of the huge population, the population in this study were unknown and sampling size been calculated by using the online calculator with 95% confidence level, 5% Margin error, and 0.5 population proportion (Gartenstein-Ross & Blackman, 2019). Sample size = **384 employees.**

B. Data Analysis

Respondents Profile

The participants in this research were the employees in Retail Sector in kingdom of Bahrain, and the minimum required number of samples was 384 employees to be covered. However, the respondents reached to 416 without the pilot sample. The ages of the sample were varying between 20 years and 70 years, most of the respondents were in the range from 20 – 36 years with a percentage of 63.7% of the sample. Gender characteristic was showing a demonstrate of the Female with 53.4% and only 46.6% for the Males, the different is too small which allow a fair presenting for the data from the both sides. Besides, the years of experience for the participants were varied with 61.5% for the participants who spent from 0-10 years in their company as a majority, and in the second place is with 26% for the range from 11-20 years of experience with total of 87.5% for both. Also 34.6% of the participants were getting salaries from BD 600-1000 per month as a majority, and in the second place is with 29.6% for the salaries with

range from BD more than 1000. Level of Employment was also showing a high percentage for the three categories (Senior level, Management level, and CEO level) with a total percentage around 50.8% of the sample which means that the data is indicating a good distribution of the questionnaire to present the financial performance of the organization that need a respond from people who are aware of the financial situations in the organization (Masri, 2016; Rawashdeh, 2018; Street et al., 2015).

Reliability Assessment

Test the reliability and the consistency of the questionnaire was tested by using Cronbach's Alpha test, and it was done first on 30 of the sample and then excluded later from the main analysis to be sure of the reliability and the consistency of the questionnaire before distribute it to the research sample. Then again, the whole sample tested to double check of the result and to confirm the reliability and the consistency of the model. The result for the whole model was tested with correlation coefficient 0.961 which is more than 0.7 the accepted value as per Nunnally & Bernstein (1994). Mwita and Kinemo (2018) Table 4.1. also the groups of the variables were tested separately with correlation coefficient varies from 0.877 to 0.936 which is considering as acceptable values as well. Then Internal Consistency tests were done between the groups and their items to get a result vary with significant correlation at $α=0.001$ which made the correlation strong enough to presents its groups. As a result, all the correlation coefficient results in the above tests are reliable with high internal consistency which made the questionnaire ready to be used to test the hypotheses.

Table (4.1) Reliability statistics

Variable	Cronbach's Alpha	Number of Items
Organizational Performance	.877	14
Green Recruitment & Selection	.905	5
Green Training & Development	.903	5
Green Performance Management	.934	5
Green Reward & Compensation	.936	5
Model Over all	**.961**	**34**

Hypotheses Assessment

As the relationship in this research was tested to find out the correlation between the variables, it is a must to use the Regression test to find out the proportion of variation in the dependent variable explained by the independents. Regression is a parametric test can't be used in this research as the data is distribution-free which led the researcher to do the transformation of the data to be normal distributed by using **Natural Algorithm** to test the relationship as a part of meeting the assumptions of the Regression Tests.

Regression Tests

Model overall Summary was showing R= 63,9% to measure the strength of the correlation between the dependent variable and the independents variables. R^2 = 40,8% as the proportion of variation on the dependent that is explained by the 4 independents in the whole model Table (4.2), and while the rest 59.2% is explained by other variables that are not included in this research. The significant of the overall of the model was showing (F-test) with value of 70.839 and by using (α=0.05, D1=4, D2= 411) with F Statistical distribution table (value = 2.370). So, 70.839 > 2.370, which means that the null Hypothesis is rejected and the alternatives can be accepted with significant overall model which means at least one variable of the independents is important to influence the dependent. The significance of the hypotheses were tested by using (T-test) by using (α =0.05, Two tailed test, df= 416) with T Statistical distribution table value = 1.984. So, GRS, GTD, and GRC are all > 1.984 Table (4.3), which means that the Null Hypotheses $(H1_0)$, $(H2_0)$, $(H4_0)$ are rejected and the alternatives can be accepted. However, the Null Hypothesis for $(H3_0)$ is accepted, and the alternative is rejected. As a result, Green Recruitment and selection, Green Training and development, Green Reward and compensation have a significant influence in positive direction on the Organizational Performance (The Dependent). While the influence of the Performance Management variable is not clear on the dependent variable in this research.

Table (4.2) Model Summary

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
Overall	0.639[a]	0.408	0.402	0.18576

a.   Predictors: (constant), log-GRC, log-GTD, log-GRS, log-GPM

b.   Dependent Variable: log-OP

Table (4.3) ANOVA

	Sum of Square	Df	Mean Square	F	Sig
Regression	9.778	4	2.444	70.839	0.000[b]
Residual	14.183	411	0.035		
Total	23.960	415			

a.   Dependent Variable: log-OP

b.   Predictors: (constant), log-GRC, log-GTD, log-GRS, log-GPM

Table (4.4) Coefficients

	β	Std. Error	Coefficients	T	p- value
Constant (OP)	0.829	0.025		33.620	0.000
Log-GRS	0.102	0.041	0.167	2.478	0.014*
Log-GTD	0.162	0.036	0.286	4.547	0.000**
Log-GPM	-0.077	0.044	-0.134	-1.773	0.077
Log-GRC	0.211	0.036	0.383	5.888	0.000**

a.   Dependent Variable: log-OP

b.   p-value was significance: * at 5% significance level (p value <0.05), ** at 1% significance level (p value <0.01).

Table (4.5) p-value

	p-value	**Test the hypotheses**
GRS	0.014 < 0.05	Reject Null(H1$_0$), Alternative can be accepted
GTD	0.000 < 0.05	Reject Null(H2$_0$), Alternative can be accepted
GPM	0.077 > 0.05	Accept Null (H3$_0$), Reject the Alternative
GRC	0.000 < 0.05	Reject Null(H4$_0$), Alternative can be accepted

Table 4.4 and 4.5 are showing the significant of the hypotheses. So, GRS, GTD, and GRC are all < 0.05 which means that the Null Hypotheses H1$_0$, H2$_0$, H4$_0$ are rejected and the alternatives can be accepted. However, the Null Hypothesis for H3$_0$ is accepted, and its alternative is rejected as its p-value was 0.077 > 0.05. As a result, Green Recruitment and selection, Green Training and development, Green Reward and compensation have significant and positive influence on the Organizational Performance the dependent(Campbell et al., 2004; S. Jain & Gautam, 2014).

Also, the result is showing that there is a statistically significant relationship in a positive direction between the dependent variable (Organizational Performance (OP)) and only the three independents Green Recruitment & selection (GRS), Green Training and Development (GTD), and Green Reward and compensation (GRC). However, the influence of Green Performance Management (GPM) was not important on the (Organizational performance (OP)) with no statistically significant influence at 5% significance level with p-value > 0.05. The greatest influence was by the GRC $\beta4 = 0.211$, then the GTD with $\beta2 = 0.162$, the GRS with $\beta1 = 0.102$. As a result, this section answers the second question of the research **" Is there a relationship between Green HRM and Organizational Performance in the retail sector in Bahrain?"**

H1$_0$: There is no significant relationship between *Green Recruitment & Selection* and *Organizational Performance* (Rejected)

H1a: There is a significant relationship between *Green Recruitment & Selection* and *Organizational Performance* (Accepted)

H2$_0$: There is no significant relationship between *Green Training and Development* and *Organizational Performance* (Rejected)

H2a: There is a significant relationship between *Green Training and Development* and *Organizational Performance* (Accepted)

H3$_0$: There is no significant relationship between *Green Performance Management* and *Organizational Performance* (Accepted).

H3a: There is a significant relationship between *Green Performance Management* and *Organizational Performance* (Rejected)

H4$_0$: There is a significant relationship between *Green Reward and Compensation* and *Organizational Performance* (Rejected)

H4a: There is a significant relationship between *Green Reward and Compensation* and *Organizational Performance* (Accepted)

Regression Equation

As a result of the above finding, a regression equation can be developed as the following:

Expected OP = intercept (constant) β_0 + $\beta_1 x_1$+ $\beta_2 x_2$+ $\beta_3 x_3$+ $\beta_4 x_4$+ε

0.829+0.102(x1) + 0.162(x2) - 0.77(x3) + 0.211(x4) + ε

For example, in the case of x1 can be increased by 1 Green Recruitment & Selection (GRS), then the expected value for the Organizational Performance will be increased by 0.102. So, this model can be applied to predict the possible increase in the Organizational Performance

Demographic Factors & Organizational Performance (The Dependent)

Two tests were used to assess the relationship between the demographic factors and the dependent, first Mann-Whitney U Test was used to test the relationship between Gender of the sample and the dependent. And Kruskal-Wallis was used to test the other factors (Age, Size of the Organization, Level of Employment, Salary Range, Level of Education, and Years of Experience). The result shows that there is no significant relationship between level of Education and organizational performance. However, the result shows that there is a significant relationship between (Age, Size of the Organization, Level of Employment, Salary Range, Gender, and Years of Experience) and the organizational performance at α= 0.05. Finally, the result is showing that Level of Education has no important in the Organizational Performance, and the other demographic factors in this research are important to the Organizational Performance.

V. Results

This research is examining the Influence of the Green Human Resource Management in enhancing the Organizational Performance, the research is proposing three categories under the Oorganizational Pperformance as per the Triple Bottom Line concept (Financial performance , Social performance, and the environmental performance) (Al-Harethi & Al-Maamari, 2018). And four factors presenting the Human Resource Management (Green Recruitment & Selection (GRS), Green Training & Development (GT&D), Green Performance Management (GPM), Green Rewards & Compensations (GRC)). The result is showing that (GRS), (GT&D), and (GRC) have significant/positive relationships on the Organizational Performance. However, the result did not show a sufficient support for (GPM), So, (GPM) has no important in the dependent (Organizational Performance) which is against what was suggested in the literature review by (Ahmad, 2015; Cherian & Jacob, 2012). Furthermore, it's been found that the demographic factors (Age, Size of the Organization, Level of Employment, Salary Range, Gender, and Years of Experience) are showing important influence on the Organizational Performance except Level of Education which shows no important in the dependent.

VI. Recommendation

Based on the result given in this Paper to examine the influence of the Green Human Resource Management functions in improving organizational performance, the following recommendations were obtained to help the organizations in Bahrain in the retail sector in this regard:

It is recommended to use the Green Human Resource Management to improve the Organizational Performance by developing its strategies and enhancing them among the employees. As a result, the finding will also help to develop the sustainability of financial performance, environmental performance, and social performance.

1. It is recommended to assign and to develop Green Reward and Compensation strategies as the best solution in the organization and keep the employees aware of improving the Organizational Performance.

2. It is recommended to develop the Green Training and Development schemes and keep the employees aware of improving the Organizational Performance.

3. Improve Green Recruitment and Selection strategies and policies as the third option and keep the employees aware of them to improve the Organizational Performance.

4. Assign and develop the required strategies of the three factors mentioned in this research together "Green reward and compensation, Green training and development, and Green recruitment and selection" and keep the employees aware of them as a motivation to get the best result in improving the Organizational Performance in the retail sector in Bahrain.

5. Give more attention to the demographic factors (age, gender, salary range, size of the organization, years of experience, and level of employment) as they have an essential influence on organizational performance.

6. Provide the employees with enough knowledge about green practices to ensure their awareness and perception through sharing and announcing the possible green activities done in the organization and encourage them to participate.

7. keep updating all green strategies and policies in all the Human Resource practices to keep up with the new green initiatives.

VII. Managerial Implication

Understanding the relationship between Organizational Performance and Green Human Resource Management is an important topic for all Human Resource Managers, decision-makers, and firm's Owners. Thus, the following are some managerial implication that can help in this subject:

1. It is recommended to use the finding of this research by General Managers, HR managers & their representatives, and the decision-makers in the organizations in the retail sector in Bahrain. The finding presents a life solution to improve the Organizational Performance by developing Green Human Resource Management's concept inside the organizations.

2. The finding will help the HR Managers to develop the sustainability of financial performance, environmental performance, and social performance as parts of the Organizational Performance. Thus, it is suggested to assign the required strategies and policies to enhance the organization's Green practice.

3. It is also required from the HR Managers to Keep attracting the employees who are concerning with the Green practices to ensure their capability to be part of the Green Organization culture.

4. Results showed that all efforts done by the organization for supporting the Green practices should be announced to all employees to gain their loyalty and to ensure retention in the organization.

5. All the required trainings to apply green practices need to be provided to the employees to ensure their knowledge and awareness.

6. The application forms need to be developed to have a section to measure the range of adopting green practices by the applicants.

7. HR Managers and the decision-makers need to be informed that Green Performance Management does not influence improving organizational performance in the retails sector In Bahrain.

8. HR Managers and the decision-makers need to be informed that there is no influence of the (level of Education) in improving organizational performance in the retails sector In Bahrain.

VIII. Practical Implications

a. Limitations of the study

First, *the literature review proposed more than the four* functions that were covered in this research and the result shown as well that there are 59.2% was explained by other variables that are not including in this research. This was due to the limited recourse of the researcher and as this research was done for the purpose of getting the Master Degree, the researcher was stricted to the time given to finish the course which prevented her from covering all the functions possible to measure the relationship.

And for the same reason, *the population in this research* was not determined, and the researcher depend on the unknown population formula to measure the sample of the research. So, it would be much better if the population covered as the exist number in Bahrain which might give more close result.

The third point is the *environmental performance* measurement that needs to be measured thorough different and stronger matrix/Scale to present its impact with more accuracy in the relationship.

The fourth limitation is that this research is applicable only for the organizations that are under the retails sector In Bahrain and does not cover the whole busines sectors. Moreover, since the list of the employees was not available for the researchers, and it was left to the HR representative in the organizations

due to the corona situation which might led to some possible bias through distribution the questionnaire.

b. Future Lines of Research

Based in the limitations above, it is suggested to cover more functions of Green Human Resource Management (GHRM) and find out their relationship with the dependent. Also, it is suggested to do the same research but with more accurate calculation for the sample depending on the real number of the population in retails sector in Bahrain. Besides, it would be more beneficially if the research can also cover the remaining sectors of Business in Bahrain or even in other countries to examine the influence of GHRM on the Organizational Performance widely. It is also suggested to manage well the data collection phase to ensure less bias in collecting the data.

References

Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent business & management, 2*(1), 1030817. https://doi.org/10.1080/23311975.2015.1030817

Al-Harethi, A. A. M., & Al-Maamari, Q. A. (2018). The impact of strategic planning on improving institutional performance at limkokwing university of creative technology in Malaysia. *International Journal of Psychology and Cognitive Science, 4*(3), 112-129.

Al-Maamari, Q. A. (2020). The effect of Total Quality Management (TQM) practices on individual readiness for change with in yemeni oil units. *Test Engineering and Management, 83*, 13640-13661. https://www.researchgate.net/profile/Qais-Almaamari/publication/341742040

Aldoseri, F. I., & Almaamari, Q. A. (2020). Factors Influencing Employee Performance at the Banking Sector in Kingdom of Bahrain: Literature Review. *International Journal on Emerging Technologies, 11*(5), 304-309. https://www.researchgate.net/profile/Qais-Almaamari/publication/344242853

Alkadash, T. M., & Alamarin, F. (2021). An Integrative Conceptual Framework on Employee Performance during COVID-19 Pandemic for Bahrain SMEs. *Psychology and Education*. https://ssrn.com/abstract=3803867

Alkhateeb, T. T. Y. (2018). Green human resource management, financial markets and pollution nexus in Saudi Arabia. *8(3), pp. 33-36.*

Almaamari, Q. A., & Alaswad, H. I. (2021). Factors Influencing Employees'productivity-literature Review. *Academy of Entrepreneurship Journal, 27*(3), 1-7.

Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of productivity and performance management, 65*(6), 844-859. https://doi.org/10.1108/IJPPM-02-2016-0038

Alnajdawi, S., Emeagwali, O. L., & Elrehail, H. (2017). The Interplay among Green Human Resource Practices, Organization Citizenship Behavior for Environment and Sustainable Corporate Performance Evidence from Jordan. *Journal of Environmental Accounting and Management, 5*(3), 171-184. https://doi.org/10.5890/JEAM.2017.09.001

Alsaad, L. H., & Almaamari, Q. A. (2020). A SEMI LITERATURE REVIEW OF FACTORS INFLUENCING EMPLOYEE'S PERFORMANCE AT BANKING SERVICE. *International Journal of Management (IJM), 11*(8).

Anthony, L. F. W., Kanding, B., & Selvan, R. (2020). Carbontracker: Tracking and predicting the carbon footprint of training deep learning models. *arXiv preprint arXiv:2007.03051*.

Arowoshegbe, A. O., Emmanuel, U., & Gina, A. (2016). Sustainability and triple bottom line: An overview of two interrelated concepts. *Igbinedion University Journal of Accounting, 2*(16), 88-126. https://iuokada.edu.ng/journals/9F2F7F6B56B433D.pdf

Arqawi, S., Zaid, A. A., Jaaron, A. A. M., Al Hila, A. A., Al Shobaki, M. J., & Abu-Naser, S. S. (2019). Green human resource management practices among Palestinian manufacturing firms-an exploratory study. *Journal of Resources Development and Management, 59*.

Arulrajah, A. A., Opatha, H., & Nawaratne, N. (2016). Employee green performance of job: a systematic attempt towards measurement. *Sri Lankan Journal of Human Resource Management, 6*(1). https://doi.org/10.4038/sljhrm.v6i1.5631

Bangwal, D., Tiwari, P., & Chamola, P. (2017). Green HRM, work-life and environment performance. *International Journal of Environment, Workplace and Employment, 4*(3), 244-268. https://doi.org/10.1504/IJEWE.2017.10008697

Bhutto, S. A., & Auranzeb, Z. (2016). Effects of green human resources management on firm performance: An empirical study on Pakistani Firms. *Eur. J. Bus. Manag, 8*, 119-125.

Campbell, M. K., Thomson, S., Ramsay, C. R., MacLennan, G. S., & Grimshaw, J. M. (2004). Sample size calculator for cluster randomized trials. *Computers in biology and medicine, 34*(2), 113-125. https://doi.org/10.1016/S0010-4825(03)00039-8

Castellini, V. (2019). Environmentalism put to work: Ideologies of green recruitment in Toronto. *Geoforum, 104*, 63-70. https://doi.org/10.1016/j.geoforum.2019.06.010

Cherian, J., & Jacob, J. (2012). A study of green HR practices and its effective implementation in the organization: A review. *International journal of business and Management, 7*(21), 25. https://doi.org/10.5539/ijbm.v7n21p25

Diana, A. C. (2016). A Study on Effectiveness of Green Recruitment practices among HR Executives of IT sector. *IOSR Journal of Business and Management, 1*, 8-11.

Farooq, M. O., Taher, N. E., & Alkhenaizi, A. (2018). Sectoral distribution and Islamic finance: comparative study of conventional and Islamic banks in Bahrain. *Journal of Islamic Financial Studies, 4*(2), 102-121. https://ssrn.com/abstract=3300198

Gartenstein-Ross, D., & Blackman, M. (2019). Fluidity of the fringes: Prior extremist involvement as a radicalization pathway. *Studies in Conflict & Terrorism*, 1-24. https://doi.org/10.1080/1057610X.2018.1531545

Jain, S., & Gautam, A. (2014). Performance management system: A strategic tool for human resource management. *Prabandhan Guru, 5*(1-2), 28-32.

Jain, V., Goyal, M., & Pahwa, M. S. (2019). Modeling the relationship of consumer engagement and brand trust on social media purchase intention-a confirmatory factor experimental technique. *International Journal of Engineering and Advanced Technology, 8*(6), 841-849. https://doi.org/10.35940/ijeat.F1163.0986S319

Janna, N. N., Wolor, C. W., & Suhud, U. (2021). The role of e-training, career development, and employee resilience in increasing employee productivity in Indonesian state-owned enterprises. *Business Excellence and Management, 11*(3), 5-21. https://doi.org/10.24818/beman/2021.11.3-01

Kaur, H. (2011). Impact of human resource factors on perceived environmental performance: An empirical analysis of a sample of ISO 14001 EMS companies in Malaysia. *5*(2), 51-60. https://doi.org/10.5539/jsd.v4n1p211

Masri, H. A. (2016). *Assessing green human resources management practices in west bank: An exploratory study.* (Doctoral dissertation). An-Najah National University. https://hdl.handle.net/20.500.11888/7653

Mwita, K. M., & Kinemo, S. M. (2018). The role of green recruitment and selection on performance of processing industries in Tanzania: A case of Tanzania tobacco processors limited (TTPL). *International Journal of Human Resource Studies, 8*(4), 35-46. https://doi.org/10.5296/ijhrs.v8i4.13356

Nawangsari, L. C., & Sutawidjaya, A. H. (2019). How the Green Human Resources Management (GHRM) Process Can Be Adopted for the Organization Business? (pp. 463-465). Atlantis Press*.* https://doi.org/10.2991/icebef-18.2019.100

Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2020). Leveraging "green" human resource practices to enable environmental and organizational performance: Evidence from the Qatari oil and gas industry. *Journal of Business Ethics, 164*(2), 371-388. https://doi.org/10.1007/s10551-018-4075-z

Özutku, H. (2012). The influence of intrinsic and extrinsic rewards on employee results: An empirical analysis in Turkish manufacturing industry. *Business and Economics Research Journal, 3*(3), 29-48.

Rawashdeh, A. (2018). The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. *Management Science Letters, 8*(10), 1049-1058. http://dx.doi.org/10.5267/j.msl.2018.7.006

Street, A., Murray, T. A., Blitzer, J., & Patel, R. S. (2015). Estimating voter registration deadline effects with web search data. *Political Analysis, 23*(2), 225-241. https://doi.org/10.1093/pan/mpv002

Yusop, H. M., & Adam, A. A. (2021). Pro-environmental Behaviour: A Preliminary Qualitative Study of Green Human Resource Management Practices. *Asian Journal of Behavioural Sciences, 3*(2), 38-54.

Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production, 204*, 965-979. https://doi.org/10.1016/j.jclepro.2018.09.062