

The Effect of Green Human Resources Management Practices on Organizational Performance: A Study of the Manufacturing Sector in Jordan

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Abstract

Amidst increasing environmental and sustainability pressures, this study investigates the effect of Green Human Resource Management (GHRM) practices—specifically green recruitment, green training and development, and green compensation—on organizational performance in Jordan’s manufacturing sector. The study further examines how leadership style (transactional and transformational) and organizational culture (involvement, mission, consistency, and adaptability) enhance employee performance, which acts as a mediating mechanism linking GHRM to firm-level outcomes. In addition, diversity is proposed as a moderating variable that strengthens the relationship between employee performance and organizational performance. Grounded in the Ability–Motivation–Opportunity (AMO) theory and transformational leadership theory, the study advances a comprehensive conceptual model that explains how GHRM practices improve employees’ abilities, motivation, and opportunities to engage in sustainable behaviors. The proposed relationships will be empirically tested using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The anticipated findings are expected to provide insights into which GHRM practices and internal organizational factors most effectively drive employee performance and sustainable organizational development.

Keywords: Green Human Resource Management, Amo Framework, Transformational Leadership, Organizational Culture, Jordan Manufacturing

Introduction

In recent years, organizations have faced growing pressure to improve performance while also responding to environmental and sustainability expectations. This pressure is particularly important in manufacturing industries, where production activities are closely linked to resource consumption, waste generation, energy use, and environmental impact. As a result, firms are increasingly required to rethink how their internal management practices can support both economic performance and environmental responsibility. In this context, Green Human Resource Management (GHRM) has become an important managerial approach because it connects human resource practices with sustainability goals and encourages employees to participate in environmentally responsible behavior at work.

Studying GHRM is important because organizational sustainability cannot be achieved through technology, policies, or environmental strategies alone. Employees play a central role in translating sustainability strategies into daily workplace practices. Green recruitment can help firms attract employees who are more aware of environmental values; green training can improve employees' knowledge and skills; and green compensation can motivate employees to support green initiatives. Therefore, examining how GHRM practices influence employee performance and organizational performance is essential for understanding how firms can improve their competitiveness, efficiency, and sustainability at the same time.

The industrial sector is considered a significant part of Jordan's GDP, employment and industrial investment. Nevertheless, the industry suffers from the same old sectoral competitiveness and productivity related problems (Jordan Strategy Forum, 2022; RHC, 2022). Recent macroeconomic shocks, including the 2008 financial crisis and public health emergency as well as increasing inputs and supply chain disruptions have surfaced underlying frailties among businesses that make people-centered capabilities that enhance organizational efficiency (Kandah 2017; IMF 2022) essential. Meanwhile, global environmental demands are evolving competition and firms that do not consider sustainability as part of their business-as-usual process but a separate strategic game (Hubbard 2009; Mahmood et al. 2022).

Green Human Resource Management (GHRM) aligns with HR practices – such as green recruitment, green training provision, performance management and rewards - to environmental goals to influence employee behaviour at work and thus, organizational outcomes (Renwick et al. 2013; Pham et al. 2020). The previous works connect GHRM with better environmental and operational performance through improving the skills, motivation and engagement (Zaid et al. 2018; Malik et al. 2020; Úbeda-García et al. 2022). However, in under developing countries adoption is less prevalent because of low awareness, capability deficiencies and structural issues (Cheema et al. 2015; Bazrkar and Moshiripour 2021). In Jordan, green practices tend to be in their infancy and organizations find it challenging to integrate sustainability successfully (Rawashdeh 2018; Alabaddi et al. 2020; Rawash and Aloqaily 2022; Al-Swidi et al. 2021).

Additionally, leadership and organizational culture are important contingencies that mediate the translation of GHRM into outcomes. Transformative and transactional leadership affect the vision, accountability and learning climate that drive employees to engage in sustainability work targets (Bass and Avolio 1994; Buil et al. 2019). Similarly, cultural

characteristics—specifically involvement, flexibility, and mission—and consistency create common norms that encourage persistent change focused on the environment (Denison and Mishra 1995; Schein 2010; Al Shaar 2021). However, how these relate to performance in conjunction with GHRM is less researched within the Jordanian manufacturing context.

The proximal mechanism by which HR systems and managerial practices lead to organizational performance is in the form of employee performance (Seibert et al. 2011; DeNisi and Smith 2014). According to the AMO model, HR practices that increase employees' ability, motivation and opportunity to make job-related efforts prompt task proficiency, citizenship behavior and creativity in enhancing performance (Kellner et al. 2019; Kim et al. 2013). These effects may be even stronger for workforce diversity, which when managed well can increase problem solving and adaptability (Ely and Thomas 2001; Duan et al. 2022).

Based on the Ability, Motivation and Opportunity model (AMO) and transformational leadership theory, the present study searches for answers to the questions how GHRM practices, leadership styles, organizational culture impact the organizational performance with employee performance as a mediator and workforce diversity as a moderator. This study has the following theoretical contributions: (i) presenting an integrated AMO-based mechanism for why and the process through which green HR practices lead to performance outcomes, (ii) providing empirical evidence with variance-based SEM suitable for complex, prediction-oriented models, and (iii) generating practical insights into enhancing sustainability-driven organizational performance in resource-constrained manufacturing contexts.

The following are the specific objectives of the research:

- To examine the influence of Green Human Resource Management (GHRM) practices on organizational performance among the manufacturing firms in Jordan.
- To measure the effect of leadership style on Organizational Performance.
- To study the relationship between organizational culture and organizational performance.
- To examine the influence of GHRM, leadership style, and organizational culture on employee performance.
- To investigate employee performance as the mediator in the relationship between (a) GHRM, (b) leadership style, and (c) organizational culture with respect to organizational performance.
- To evaluate the effect of employee performance on organizational performance.
- To evaluate the moderating effect of workforce diversity on the relationship between employee performance and organizational performance.

The significance of this study lies in its theoretical and practical value. Theoretically, the study extends the GHRM literature by explaining how green recruitment, green training and development, and green compensation contribute to organizational performance through employee performance. It also integrates leadership styles and organizational culture into the model to provide a broader explanation of internal organizational factors that support performance. Practically, the study is beneficial for manufacturing managers, HR professionals, policymakers, and sustainability practitioners in Jordan. The findings can help managers identify which green HR practices are most useful for improving employee behavior

and organizational outcomes, while also guiding firms in designing HR policies that support sustainability, competitiveness, and long-term performance.

Literature Review

Organizational Performance

Organizational performance is a measure of how well an institution achieves its objectives while using the least amount of resources (Richard et al. 2009; Singh et al. 2016). Today, performance is considered an umbrella term covering operational at accrue its and innovative capability, social responsibility and sustainability achievements -and not only financial returns (Dess and Robinson 1984; Hubbard 2009; Pavlov and Micheli 2022). This multi-dimensional view recognizes that sustained competitiveness is not only built on profitability but (also) the ability of a company to adjust, change and comply with environmental and social standards (Hubbard 2009; Pavlov and Micheli 2022). In manufacturing, and particularly in emerging economies, performance is seen as the balance between economic productivity and environmental sustainability (Úbeda-García et al. 2022). Firms that take innovation, employee well-being and environmental-consciousness into account in their processes have greater capacity to survive external interruptions and for growth over time and stakeholder trust (Appelbaum 2000; Úbeda-García et al. 2022).

Green Human Resource Management (GHRM)

Green Human Resource Management seeks to integrate environmental issues into the traditional HRM framework and calls for including sustainability metrics in recruiting, training, compensation and employee involvement; (Renwick et al. 2013; Pham et al. 2020). Green recruitment helps organizations recruit candidates whose values are related to sustainability (Pham and Paillé 2019), while green training is a way of building skills needed for environmentally responsible behaviour (Jabbour 2013; Xie et al. 2020; Pinzone et al. 2019) and have a green reward model for promoting desired practices by associating incentives with sustainability performance (Cilliers 2012; Lothe and Myrtveit 2003). These practices contribute to developing an organizational culture which favours environmental efficiency and so improving operational and strategic performance (Paillé et al. 2020; Úbeda-García et al. 2022). In addition, the employees' skills and motivation are directly stimulated through GHRM from a theoretical perspective instead meets these ecological as well as economic targets by Employees now have the necessary qualifications for achieving both an adequate working ability; additionally, they are also motivated to do so due to the devices of conflicting goals (Kellner et al. 2019; Obeidat et al. 2016).

Leadership Styles

Leadership is a key determinant for organizational orientation and employee engagement (Den Hartog and Koopman 2001). The theories of transformational and transactional leadership are found to have a strong empirical base for their impact on employee behavior and outcomes (Bass 1990; Bass and Avolio 1994). Transformational leaders offer a compelling vision and encourage commitment towards it, foster innovation—encouraging climate of learning, empowerment, and sustainability (Avolio & Bass 2004; Masa'deh et al. 2016). Transaction leaders focus on process systems, clear targets and rewards for achievement (Bass and Avolio 1994; Dulewicz and Higgs 2005). Marking which combination balances the discipline and creativity between two types of integration (Buil et al. 2019). From the AMO, leadership affects motivation and opportunity that enable

individuals to apply their abilities and build trust and stimulate discretionary effort (Seibert et al. 2011; Kim et al. 2013).

Organizational Culture

Organizational culture is defined as a set of shared beliefs, values and behavioral norms that influence the way in which members interpret and react to their environment (Schein 2010; Hofstede 2001). A strong and supple culture acts as a binding force that shapes behavior and keeps employees committed to the firm's goals (Denison and Mishra 1995). Participation, creativity, and social or environmental commitment orientated cultures are also linked to increased possibilities to learn, adaptability and performance (Piwovar-Sulej 2020; Úbeda-García et al. 2022). In terms of culture, when environmental values are acknowledged by an organization in their culture and behaviour framework, staff are likely to adopt green behaviours as part of their daily routines (Al Shaar 2021; Piwovar-Sulej 2020). In the industrial field, culture plays a double role: First, it serves as a controlling system that promotes uniform behavior and second, it acts as an engine that allows companies to tune into problems related to sustainability (Denison and Mishra 1995; Úbeda-García et al. 2022).

Employee Performance (Mediating Variable)

Employee performance reflects the effort and results-based activities that employees contribute to their organizations and underpin an organization's success at a micro level (DeNisi and Smith 2014). Applying the AMO model, those with necessary skills (Ability), motivation to take on new goals (Motivation), and enabling conditions to do so (Opportunity) are expected to engage in higher task performance, innovation, and teamwork levels (Kellner et al. 2019; Seibert et al. 2011). The behaviors combine to produce collective effects that enhance organizational efficacy, adaptability and sustainability (Kim et al. 2013; Herawati et al. 2021). Employee performance is therefore a mediation mechanism linking GHRM practices, leadership styles and organizational culture to total performance (Demortier et al. 2014; Obeidat et al. 2016).

Workforce Diversity (Moderating Variable)

The variation in the age, gender, education, and professional experience of employees yields strategic value from human capital by providing new ideas and perspectives for solving problems (Cox 1994; Ely and Thomas 2001). In heterogeneous teams, new divergent perspectives promote innovation and generate original solutions for operational and environmental problems (Galinsky et al. 2015; Arora 2022; Duan et al. 2022). Yet, diversity's value depends on an inclusive climate and good leadership (Choi and Rainey 2010; McKay et al. 2008). Thus, diversity can enhance the relationship between employee performance and organizational outcomes by enabling diverse abilities to be harnessed to achieve the desired result (Arora 2022; Galinsky et al. 2015).

Theoretical Foundations

The Ability–Motivation–Opportunity (AMO) framework serves as the core theoretical background for this work. Developed by Appelbaum et al. (2000), AMO is among the most used frames to describe how HRM practices affect employee behaviour and organisational performance (Boselie et al. 2005; Paauwe 2009). In comparison with other approaches such as the Resource-Based View (RBV) and Contingency Theory (CT), AMO provide a more explicit behavioural mechanism by suggesting that employees perform better when organisations

enhance their capacity through targeting recruitment, development of skills and motivation in terms of rewards and recognition as well as providing avenues for participation and making meaningful contribution to work (Boxall and Purcell 2022; Renwick et al. 2013). Despite being the subject of certain criticisms in terms of conceptual clarity and measurement stability (Bos-Nehles et al. 2023), AMO remains the main lens through which sustainability oriented HRM research is conducted (Pauwe, 2009), most notably in investigations linking GHRM to pro-environmental behaviour and firm performance, with over half of publications post-2000 taking this perspective.

In this study, GHRM practices and leadership styles, organizational culture plan to improve employees' ability-motivation-opportunity through strengthening approach for employee performance and then ultimately improving organizational performance. The present research model, then, was developed based on a review of the GHRM practices and organizational performance literature as well as the relationship between these constructs and employee performance and diversity. The model depicts the mediating effect of employee performance between the independent (GHRM practices, leadership styles and organizational culture) and dependent variable (organizational performance), as well as the moderating role of diversity presented in research problem. Figure 1 shows the integrated model underpinning this study.

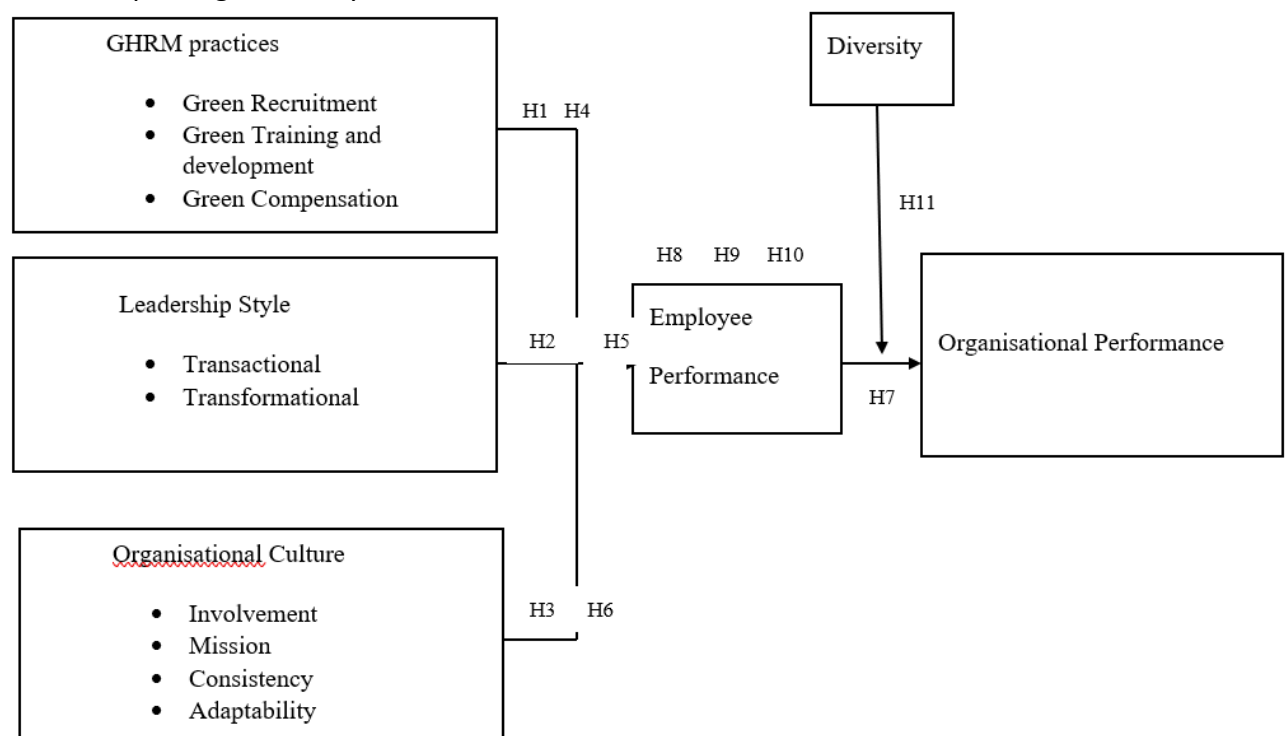


Figure 1: Framework of the Study

Hypotheses Development

Green Human Resource Management practices and organizational performance.

There is a vast amount of empirical evidence indicating that GHRM practices have a strong positive impact on organizational performance. Green HR practices (e.g., green recruitment and selection, green training and development, green performance management, green reward systems) promote employee's pro-environmental attitudes and behaviors that enhance the organization's resources and capabilities (Shayegan et al. 2023;

Tandon et al. 2023; Veerasamy et al. 2024). These behaviours promote employee green behaviour, innovative work behaviour and environmental citizenship to improve the organizational sustainability and overall performance (Japir Bataineh et al. 2023; Meraj et al. 2023). Further, GHRM practices are found to enhance environmental and economic performance directly, as well as indirectly by way of potential mediators such as environmental performance and green supply chain management (Shayegan et al. 2023). Attracting green human resources by recruiting environment-friendly individuals and fostering employees' green skills through training and having orient job systems, the organization builds a culture that promotes Green, which enhances job satisfaction, task performance, commitment with a positive influence on sustainable performance (Ahmad et al. 2023; Liu et al. 2023; Naseer et al. 2023). Consequently, organization should incorporate an environment friendly HRM as a strategic factor for enhancing organizational capabilities, encouraging pro environmental behaviour and enhancing superior organizational performance. Therefore, this study developed following hypothesis:

H1a: Green recruitment has a positive effect on organizational performance.

H1b: Green training and development has a positive effect on organizational performance.

H1c: Green compensation has a positive effect on organizational performance.

Leadership Styles and Organizational Performance

An expanding literature bases focusing attention to the role leadership style play on organizational outcome especially as related to employees' performance and effectiveness. transformational leadership, which is known to motivate employees, inculcate commitment and raise the level of organizational citizenship behavior (OCB) that collectively leads towards better organizational performance (Hameed et al. 2020). Similarly, transactional leadership has been associated with greater employee productivity and operational efficiencies because it focuses on clear goals, rewards, and structured performance expectations in organizations (El Dessouky and Alquaiti 2020; Devi 2018). Previous studies have also underscored that a leadership— transformational or transactional, if effective, can reinforce the implementation of organizational practices such as environment and human resources initiatives which will result in enhanced strategic and sustainable performance (Masri and Jaaron 2017). Taken together, these results imply that leadership styles are critical for influencing employee behavior, with an associated improvement in work outcomes and increased organizational performance. Therefore, based on the above discussion, this study proposes the following hypothesis:

H2a: Transactional Leadership style has a positive effect on organizational performance.

H2a: Transformational Leadership style has a positive effect on organizational performance.

Organizational Culture and Organizational Performance

Organizational culture has always been believed to be a critical factor influencing employee attitudes, behaviors and performance outcomes in prior research (e.g. When culture is strong and considers shared values, trust, teamwork and learning and development for everyone then it can lead to more employee engagement, motivation and efficiency that in turns affect overall organizational performance (Raza and Khan 2022; Onyekwelu 2019; Awadh and Saad 2013; Sharma 2017). These cultures cultivate loyalty, teamwork and belonging which motivate employees to perform above par and support the organizations goals. Furthermore, when organizational culture is that supported by leadership behaviors

and consistent with strategy can become a source of competitive advantage thus favorably affecting individual level & organisational level outcomes.

Therefore, based on the above discussion, this study proposes the following hypothesis:

H3a: Involvement culture has a positive effect on organizational performance.

H3b: Mission culture has a positive effect on organizational performance.

H3c: Consistency culture has a positive effect on organizational performance.

H3d: Adaptability culture has a positive effect on organizational performance.

GHRM practices and Employee Performance

An increasing number of studies show how GHRM practices can influence employee performance. Positive association between HRM practices (GHRM) and employee performance was recorded (Devi 2018); Dessouky and Alquaiti (2020) also reported a positive relationship between GHRM practices and employee performance, Amjad et al. (2021) concurring that green training development, performance appraisal reward system generates firm sustainability through the enhancement of employee performance. Likewise, Samola (2022) found that green recruitment, green development and green rewards are critical GHRM practices which impact employee performance positively as there is the significance of environmental related HR initiatives. This conclusion is further augmented by evidence from Jordan in different sectors. Rawashdeh (2018) and Albloush (2022) also established a significant positive effect of GHRM practices on environmental performance and organizational performance, mediated by human capital in some settings. Researches undertaken at government, education, health and commercial banks found out that GHRM practices improved environmental sustainability, competitive potential advantage and employee performance (Gharibeh 2019 ; Rawash and Aloqaily 2022). Together, these studies confirm that GHRM practices stimulate pro environmental behaviors and enhance employee skills, which ultimately enhance the performance of both employees and the organization. Hence, based on the above empirical evidence, the following hypothesis is proposed:

H4a: Green recruitment has a positive effect on employee performance.

H4b: Green training and development has a positive effect on employee performance.

H4c: Green compensation has a positive effect on employee performance.

Leadership Styles and Employee Performance

Research has shown that leadership does have a major influence on employee performance. Basit et al. (2017) found that democratic and laissez-faire leadership positively relates to employee performance while autocratic leadership negatively affects it. Shang (2023) also added the fact that both transactional and transformational leadership styles have a positive contribution on employee job performance through inspiring employees and setting goals. Likewise, Velu et al. (2017) established a significant correlation between leadership and performance, paramount for transformational and democratic styles of leadership. Overall, these results suggest that participative, supportive and empowering leadership behaviors contribute to better committed, motivated and performing employees.

Evidence from Jordan corroborates this global perspective. Mohammad (2022) observed that transformational and transactional leadership styles positively affect employee performance, with employee engagement serving as a mediating variable. It is in the same vein that Orabi (2016) and Awamleh and Al-Dmour (2004) found a significant effect of

transformational leadership on the organisational performance and employee job satisfactions for Jordanian organisation. However, some research studies have provided diverse evidence on the impact of all elements of transformational leadership on performance outcomes (Alsayed, 2020; Masa'deh, 2016). Recent studies conducted by Almahasneh (2023) and Mahfouz et.al (2020) have extended the debate by noting the importance of organizational culture and employee commitment for enhancing employee performance, in a context of good leadership. Taken together, this research demonstrates that leadership behaviours which motivate, support and include employees can lead to significant improvements in performance. Based on the above empirical evidence, the following hypothesis is proposed:

H5a: Transactional leadership has a positive effect on employee performance.

H5b: Transformational leadership has a positive effect on employee performance.

Organizational Culture and Employee Performance

Organizational culture has been extensively acknowledged as one of the major factors influencing employee performance and most studies have established a positive relationship between the two (Raza and Khan 2022). A positive and interesting working climate will also strengthen the connection, providing more space (motivation, satisfaction, productivity) to employees (Syarifin and Atmaja, 2023; Ihsani 2020). This is especially true in dynamic and competitive industries like those where it operates, such as telecommunications, because a strong culture facilitates the adaptation of employees to changing situations, working together effectively and performance (Al Mamun et al. 2024).

Evidence from Jordan also supports the positivist influence of organizational culture on employee performance. Similarly, Zain-ul-Abidin (2020) and Bashayreh (2017) established a positive correlation between organizational culture and employee performance with some dimensions of culture having stronger effect than other. Amayreh (2023) and Almahasneh (2023) pointed out that organizational culture is instrumental not just in enhancing performance straight away, but also serves to moderate the effects of knowledge management and leadership styles on employee outcomes. Almarashdah (2024) and Magatef (2016) by both suggesting that organisational culture has a mediating role as it enhances the influence of employee training and internal marketing. Dahkoul (2018) and Alkhodary (2023) also recognized the organizational culture as an influential factor for employee performance and wellbeing; emphasizing its role as being responsible to nurture a work place's psychological environment positively. Taken together, these studies confirm that a strong, supportive and value-based organizational culture fosters employee engagement, cooperation and high performance. Based on the above empirical evidence, the following hypothesis is proposed:

H6a: Involvement culture has a positive effect on employee performance.

H6b: Mission culture has a positive effect on employee performance.

H6c: Consistency culture has a positive effect on employee performance.

H6d: Adaptability culture has a positive effect on employee performance.

Employee Performance

The importance of employee performance as a determinant of organizational performance is well documented in the literature. Previous researches reveal that motivated, loyal, and involved employees are the driving force behind organizational success (Chaudhary 2012; Kurniawati, 2022). Performance appraisal systems have to a great extent enhanced this relationship such that employees contributions towards the achievement of organizational objectives are better than before (Butali, 2016). Evidence from Jordan also reveals that employee satisfaction, training and engagement have favorable impact on both employee performance and organizational performance (Dahkoul, 2018; Alrawabdeh, 2014; Al-Dalahmeh et al. 2018; Obeidat, 2016). Taken together, these results show that higher employee performance leads to better organizational performance.

H7: Employee performance has a positive effect on organizational performance.

Mediating Role of Employee Performance

Employee performance is emerging as a crucial medium in which organizational practices and leaders' actions affect organizational outcomes. In line with the Only–Motivation–Opportunity (AMO) theory, employees perform best when they have ability to do so, are motivated to employ that ability and are given the opportunity to do so (See Appelbaum et al., 2000). This supportive context within the organization promotes favorable attitudes, skills, and behaviors by employees, leading to beneficial outcomes at the organizational level. Social Exchange Theory (SET) also supports this reasoning, through which employees return organizational support with greater commitment, involvement and performance (Blau 1964).

Research has indicated that employee performance in filtered relationship between organizational practices (installation of Green Human Resource Management Practices or GHRM, leadership style and Organizational Culture) and organisational performance. GHRM interventions increase employees' skills, motivation and pro-environmental behavior, which in turn enhance organizational outcomes (Amjad et al., 2021; Albloush et al., 2022). Likewise, it is indirectly for transformation and transactional leadership and the effect of organizational performance on improved employee engagement commitment and job performance (Mohammad, 2022; Mahfouz, 2020). Similarly, supportive organizational climate results in the perception of job satisfaction, learning and motivation supported through overall performance of employee strengthening the organization outcomes (Hasan, 2020; Zain-ul-Abidin, 2020; Bashayreh, 2017). Taken together, these findings suggest that employee performance mediates the association between internal organizational practices and leadership behaviors to higher-level organizational performance. Based on this theoretical rationale and empirical evidence, the following mediation hypotheses are proposed:

H8a: *Employee performance mediates the relationship between green recruitment and organizational performance.*

H8b: *Employee performance mediates the relationship between green training and organizational performance.*

H8c: *Employee performance mediates the relationship between green compensation and organizational performance.*

H9a: *Employee performance mediates the relationship between transformational leadership and organizational performance*

H9b: *Employee performance mediates the relationship between transactional leadership and organizational performance.*

H10a: *Employee performance mediates the relationship between involvement culture and organizational performance.*

H10b: *Employee performance mediates the relationship between mission culture and organizational performance.*

H10c: *Employee performance mediates the relationship between consistency culture and organizational performance.*

H10d: *Employee performance mediates the relationship between adaptability culture and organizational performance.*

Moderating Role of Workforce Diversity

Research on how the performance of employees is related to that of their organization in a diverse workgroup are valuable in this regard. A few researchers state that diversity can also strengthen the positive impact of employee performance on organizational outcomes (Farmanesh et al. 2020; Atiyah and Ridha 2016; Susila et al. 2023). But this role is not automatic; Farmanesh et al. (2020) mentioned that the impact of diversity fatigue is able to attenuate the performance–outcome relationship, while Choi and Rainey (2010) indicated that effective practices of diversity management is vital for extracting its benefits. Overall, it appears from the literature that diversity may enhance productivity, innovation and employee satisfaction when effectively managed.

Certainly evidence from Jordan would support this perspective. Diversity at the workforce has been proven to lead to improved performance, both in terms of employees' and organisations themselves, within different sectors such as hospitality, industry or public organizations (Mohammad, 2019; Al-Badareen, 2018; Tahtamouni, 2020). Also, the favorable impact of diversity is enhanced when it is linked to performance management systems, employee engagement and inclusive organizational culture (Almohtaseb, 2020; Dahkoul, 2018; Amayreh, 2023). Taken together, these studies suggest that diversity may increase the strength of the relationship between employee performance and organizational effectiveness when it is effectively managed.

H11: Diversity positively moderates the relationship between employee performance and organizational performance, such that the relationship is stronger in organizations with higher diversity.

Research Gaps

Previous studies have identified a number of significant gaps within the literature on GHRM practices and sustainable organisational performance. While many studies in Jordan and the region have shown a positive relationship between GHRM practices and organizational performance ,competitive advantage (Gharibeh, 2019; Nawafleh, 2020), environmental performance (Rawashdeh, 2018) or employee-related outcomes (ElSisi, 2019; Rawash and Aloqaily, 2022) much of these investigations specifically conducted within education, healthcare and government sectors rather than conducting it into manufacturing sector. Further, studies from other settings also support that green hiring, training, and rewards have some impact on sustainable performance and employee's green behavior (Mousa and Othman, 2020; Adriana et al. 2020; Mishra, 2017; Arulrajah, 2016); yet the results are mixed across countries. Indeed, some studies show robust positive associations between

GHRM and environmental or organizational performance (Chams and García-Blandón, 2019; Muisyo et al., 2022), while others suggest that the effects of GHRM are either weak or non-significant (Rehman et al., 2021), indicating that the influence of GHRM can be context specific rather than generalizable. As such, scholars have called for greater scrutiny of how and when GHRM practices affect sustainability outcomes in emerging economies and resource poor contexts (De Stefano et al., 2018; Ren et al., 2018). Furthermore, research to date has given little consideration to the mechanisms through which GHRM influences performance (e.g., mediating employee behavior) and boundary conditions that may moderate effects (e.g., organizational or workforce factors that intervene). Taken together, these lacunae underline the call for a more holistic framework which could document the mechanisms and underlying conditions by which GHRM effects sustainable organizational performance especially in lack of its application to manufacturing in Jordan.

Conclusion and Future Research Directions

This research incorporates GHRM practices, leadership styles as well as organizational culture into the AMO and Transformational Leadership models to elucidate the mechanisms by way of which sustainability-oriented HR systems contribute to employee and organizational performance. The findings also indicate these relationships are somewhat mediated by the employee's performance and that workforce diversity moderates the linkage between sustainability and performance, contributing to a theoretical (and practical) development for manufacturing devoted toward environmental and competitive goals. Notwithstanding these contributions, some limitations need to be acknowledged: the single-context approach of the study may restrict its generalizability and cross-sectional data collection methodology were adopted; thus future studies should extend to multi-industry contexts. Additional mediators and moderators need to be studied in order to better understand how people-centered practices facilitate sustainable change. In general, this study offers a brief guide for academicians and practitioners who would like to integrate human capital strategies with sustainable performance of the organization in the long run.

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