
The impact of organizational culture on the green human resources management practices: A field study of commercial banks in Jordan

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Abstract---AIM. Finding out the characteristics and effects of organizational culture and green HRM practices on Jordan's commercial banks is the aim of this research. **Methodology.** We used a simple random sample approach using (eight) banks as our sample, and we gave out 210 questionnaires to the study's sample, which consists of these banks' public administration staff. **Results.** The working environment of the Jordanian Commercial Banks is characterized with all the dimensions of the organizational culture from the personnel viewpoints, but to varying degrees. The green human resources management practices are available in the commercial banks of Jordan in all its dimensions from the viewpoint of workers, but to varying degrees. **Conclusion.** The presence of the statistical significance of the organizational culture on the green human resources management practices and its dimensions including; the green recruitment, the green training and development and the assessment of the green performance.

Keywords--- The Organizational Culture; The Green Human Resources Management Practices; Jordanian Commercial Banks.

Introduction

Nowadays, the business organizations face a lot of challenges and environmental changes. That's why, they had to seek ways and means to be adapted to maintain their continuity in the market. As a response to the previous challenges, the organizational culture had been a vital solution as viewed by researchers for the role it plays to identify the efficiency and the performance of both the administrative organizations and the behaviors of their employees. This identification can strongly affect the administrative decisions and, in return, serves the organizational culture as a determining factor to the success or failure of the organizations.

To notice, the human resources administrations are mostly affected by the environmental changes because it is in charge of the main important resource in the organization. That's why it is mandatory for human resources departments to face challenges that occur in the organizations environment and affect their labor. In fact, the procedures that can be taken for that purpose are the adjustments and modifications of the present policies and practices to get new and more effective ones. It is also up to human resources administrations to be a partner and to prepare, develop and achieve strategic plans and take the initiative to evaluate and forecast the circumstances and changes for making a successful management.

To make clear, the integration of environmental management in the human resources is called "the green human resources management". More clearly, it means that the different policies related to recruitment, assessment and the innovation of the performance management, the salary and rewarding are really powerful tools for fitting the labor with environmental strategies of the organization. Therefore, the practices of the green human resources management are real programs for green

management of the human resources. Also, there is a variety of related techniques and procedures that are truly executed for the sake of positive impacts on the organization and the improvement of its environmental performance.

It is evident that there is a significant relation between the practices of the green human resources management and the organizational culture. This later has greatly caught the attention of many specialists as a field in which they profoundly study and analyze the different practices of the green human resources management because the organizational culture is clearly seen as a necessary assisting element in the application of those practices.

Research Problem

The banking sector can be described as sensitive for it is influenced by external factors and the high risk taking when compared to other businesses. Because of that, the Jordanian banks are trying to make a remarkable change in the work environment. As a result, the banks had for a great mission the attempt to develop the administrative banking thought and adopt its work environment for creating a positive organizational culture that support the green human resources management.

Research Aim and Research Questions

The present study attempted to give answer to the main problematic that follows:

To what extend does organizational culture affect the green human resources management practices in the commercial banks in Jordan?

in order to answer the previous question, the following secondary questions raised:

- ✓ What are the dimensions of the common organizational culture existing in the commercial banks in Jordan?
- ✓ What are the main practices of the green human resources management practices in the commercial banks in Jordan?
- ✓ What is the impact of the organizational culture practices of the green human resources management practices on the commercial banks in Jordan?

Research Focus

The significance of the study is to get enough knowledge about the extent to which the commercial banks in Jordan understand the concept of the organizational culture and its practical adoption and impact on the developing the practices of the green human resources management.

The results of this study would provide recommendations to the administrations of the banks discussed through offering a flexible organizational culture. Further, that

would lead those banks to arrive at higher levels of performance including the green practices. Consequently, the banks would assure and maintain a brighter future because of the effective green management updates.

Research Aim

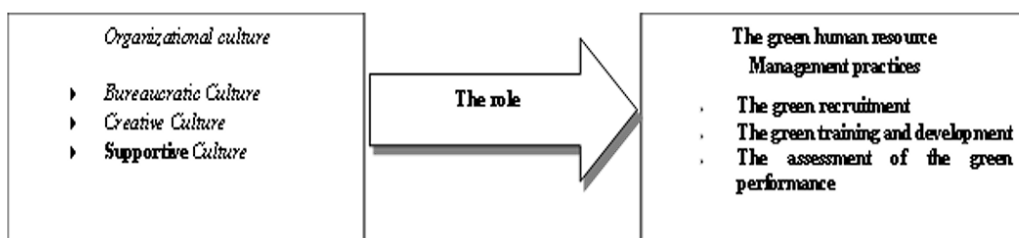
To clarify the contents of the current study and its research hypotheses, a set of objectives have been identified, which can be summarized as follows:

- The current study aims to identify and clarify some of the following points:
- Identifying the different aspects of the organizational culture of Jordanian commercial banks.
- Determine green human resources practices in Jordanian commercial banks and the extent to which their employees are aware of those practices.
- Realizing and clarifying the role that organizational culture plays in implementing green human resources practices in these banks.
- Providing suggestions and recommendations for future studies for researchers in this field.

The Study Research Model

As seen in figure1, the research model for this study is composed of two variables.

Figure (1): The Conceptual Model
The Independent Variable
The Dependent Variable



Source: edited by the researchers using the literature review as a guide.

The Study Hypotheses

According to the study goals and in order to evaluate its model, the following primary and supporting hypotheses were adopted:

The primary Hypothesis

As a result, the following is how the null and alternate hypotheses are stated:

- ▶ (H₀): There is no statistically significant effect of organizational culture in the green human resources management practices at statistical significance ($\alpha < 0.05$).
- ▶ (H₁): There is statistically significant effect of organizational culture in the green human resources management practices at statistical significance ($\alpha < 0.05$).

The Secondary Hypotheses

As a result, the following is how the null and alternate hypotheses are stated:

- ▶ (H₀₁): There is no statistically significant effect of organizational culture in the green recruitment at statistical significance ($\alpha < 0.05$).
- ▶ (H₁₁): There is statistically significant effect of organizational culture in the green recruitment at statistical significance ($\alpha < 0.05$).
- ▶ (H₀₂): There is no statistically significant effect of organizational culture in the green training and development at statistical significance ($\alpha < 0.05$).
- ▶ (H₁₂): There is statistically significant effect of organizational culture in the green training and development at statistical significance ($\alpha < 0.05$).
- ▶ (H₀₃): There is no statistically significant effect of organizational culture in the assessment of the green performance at statistical significance ($\alpha < 0.05$).
- ▶ (H₁₃): There is statistically significant effect of organizational culture in the assessment of the green performance at statistical significance ($\alpha < 0.05$).

The Research Methodology

The present research has been conducted by means of the descriptive analytical methodology which is strongly based on the study variations. Departing from this research, we shall study the impact of the applicable dimensions of both of the culture and the green human resources management practices related to the employees in the commercial banks in Jordan.

The study structure:

- The theoretical framework.
- Methods and Materials

The Theoretical Framework:

The Organizational Culture Definitions:

Although it is easy to recognize and observe culture in organizations, there is no single agreed-upon definition of organizational culture. There are numerous ways to define organizational culture, some of which are:

- "It is a significant set of standards, rules, and values that are shared by employees in the organization and affect the way the organization carries out its work."(Baker-Smith , 2001, p. 09).

- In the same direction, McKinnon & al, 2003 defined culture as "an integrated system of values, trends, norms, and the way in which all members of the organization participate in thinking". (Wu, Chow, McKinnon, & Harrison, 2003, p. 11)

- "It is a systemic concept with a common meaning that employees possess and distinguishes the organization's personality from other organizations".

Accordingly, organizational culture can be viewed as shared values, assumptions, standards, and behaviors among employees in the organization that affect the ways they perform their work and rely on them in carrying out their daily work.

The Importance of the Organizational Culture:

The following succinct statement captures the significance of organizational culture:

- **Making sense of history:** The culture that is traced back in history represents a method which tells about the performance and the perseverant work of organization members.
- **The feeling of oneness:** The culture makes the attitudes united and offers more importance to the different roles. So, it strengthens the common values and the communication and the criteria of the performance.
- **Developing the feeling of membership:** The membership is reinforced through a series of work systems and it gives a functional stability. It also shapes the various parts of the employees' choices in terms of development and training.
- **Promoting exchange among members:** It is achieved through participation with making decisions, developing work teams and coordination among the different administrations, groups and human resources.

The Organizational Culture Types:

Those who follow the literature on organizational culture notice that there is difficulty in defining clear model frameworks through which to define the types of organizational culture. This may be due to the nature of organizational culture itself, which is always linked to individuals and the assumptions and understanding they hold based on the level of awareness they possess.

The main kinds of the organizational culture are as presented in the classification of Wallach ,1983; Wallach has categorized the organizational culture in terms of the type of administrative leadership into the following(Wallach, 1983) :

- **The bureaucratic culture:** In which responsibilities and authorities are well defined and the work would be more organized. There is also some kind of coordination between various units and the authority is structured

hierarchically. In fact, this kind of culture is characterized of control and commitment.

- **The innovative culture:** It is characterized with a good the environment encouraging innovation. The individuals usually tend to take risks in making decisions and competitively facing challenges.
- **The supportive culture:** It is about an environment full of friendship and assistance among employees as a cooperative family. The organization provides trust and equality and cooperation. In short, there is a focus on the human relations in this environment.

Green Human Resources Management Definitions:

To be clear, in this study we try to focus on the given definitions on the green human resources management by a number of specialists in the field. Some are listed in the following:

- "All of the activities related to recruitment, realization and the continuous maintenance to save the ecological green environment as agreed on and understood by the employees within the organization. This trend would cover the organization projects in which the labor is greatly motivated to and more aware how to protect nature. That contributes in the innovative solutions to many environment problems that organization is facing".(Wallach, 1983).
- "The activities, the policies and practices related to the development, realization and the continuous maintenance of the systems that aim at creating a green organization and its employees. More clearly, the role of human resources is to change ordinary employees into green employees using a green methodology for having a safer environment goals and objectives as set by their organization".(Opatha & Arulrajah, 2014).
- "Concerned with the green real programs of the human resources management alongside with operation and techniques by which are practically being achieved. All of that is to reduce what cause negative effects to the environment and increase what can have positive ones. As far as the ultimate goal of the practices of the green human resources management is concerned, it entails the environmentally sustainable performance of the organization"(Arulrajah, Opatha, & Nawaratne, 2015).

According to these definitions, specialized authors and researchers have found many definitions of the green human resources management. Although those definitions differ in both notion and content, they sometimes arrive at the same ideas.

The importance of the green human resources management:

It can be summed up like this:

- It is directly responsible to the green attraction of the employees and to the consideration of the appropriate environmental behavior.

- The human resources department tend to apply the practices of the green human resources management with the aim of developing economic, social and environmental potentials and, hence, their benefits.
- It is greatly concerned with the psychological life of the employees within strong social and ecological relations as part of its social responsibility.
- The green human resources management always seeks the best means and the ways for the organizations to enable them to protect the sustainable and safe environment so that the feeling of responsibility and commitment towards nature would be elevated.

The dimensions of the green human resources management:

Nowadays, the practices of the green human resources management are considered as a part of the traditional human resources management since the aims they both set are agreed on. The implementation of green human resources management is largely facilitated by the efficient administrative aspects of human resources management techniques, which include:

The green recruitment:

Evidently, managers in a lot large number of organizations recognized that having a distinguished reputation can be reached through green work initiatives because it is one of the most effective strategies to attract new green-cultured individuals. The recruitment is done according to this method on the website or phone services when announcing the jobs. It is a paperless procedure and, moreover, there are no travel costs for that (Deepika & Karpagam , 2016, p. 427).

Many studies indicate that organizations respecting environmental safety attract more employees and, consequently, increase the standards of recruitment (Cherian & Jacob, 2012).

Based on a survey conducted in the United Kingdom, the green consciousness has had a great influence on the organizational practices within the organizations.

Besides, the results of another study conducted by the British Carbon Trust corporation revealed that more than 75% of the 1018 employees wish to work in organizations which follow the carbon emissions reducing policy (Renwick, Redman, & Maguire, 2012).

- **Training and innovation:**

It is the whole innovations and discoveries occurring in the organizations due to ecological attitudes and behaviors of employees in order to achieve a totally safe environment. Furthermore, it is the process of acquiring green intellectual and

behavioral skills required for the development of the strategies for better future performances and activities (Jabour, Santos, & Seido Nagano, 2010).

- **The assessment of the green performance:**

It is related to the assessment of the employee's performance during a specific period of time in order to determine his level and weaknesses allowing him to get improved in the future. Obviously, the assessment of the green performance is really beneficial for employees and labor and it is also a tool used by managers to understand the performance and the expectations of the organization's future. The assessment of the employees' performance is measured on the basis of their work and the identification of their weaknesses in the work activities and developments. It is really fundamental for planning and future innovation. The assessment of the employee's is about assessing his performance within a period of time. In fact, it is a tool for assessing the work and competencies of the employees of the organization. That includes their strengths, chances and their weaknesses as well. The remedial of the shortcomings and improving the work is also on the stake for the real evaluation of whether the goals have been met (Daoanis, 2012).

The relationship between the organizational culture and the green human resources management practices:

The green human resources management has recently become the path that organizations should follow in order for them to brighten, be trusted and have the ability to compete within the world of business. Therefore, the need for its good performance and quality products, the organizations were obliged to take steps in terms of environmental policy that keeps them at high levels. The green human resources management certainly plays a great role in directing the green organizations to a better future with more innovative capacities. As a fact, that can only be done through the various practices and dimensions that create a more augmented culture and real commitment for a safer environment by the employees.

Methods and materials:

General Background

This study sought to conduct empirical research to determine the direct impact of organizational culture on green human resources management practices in Jordanian commercial banks.

The data collection and the sample:

The commercial banking industry in Jordan has been the focus of this study. Thus, the study community consisted of a number of employees working in the general administration or the main headquarters of the 13 banks chosen. (See annex 1)

In order to meet the objectives, a sample of employees was selected from 8 banks, which are: The Arab Bank, The Housing Bank for Trade and Provision, The Jordan Bank, The Cairo Bank Oman, The United Bank, The Commercial Bank of Jordan, The Popular Bank of Jordan, The Investment Bank of Jordan.

The sampling unit was represented by individuals working in administrative positions in the general administration of the banks studied, and a available sample of 210 individuals was selected from population members.

Measuring of Variables

This part of the study is concerned with clarifying the measurement that was used to measure the study variables organizational Culture and the green human resources management practices.

***The Organizational Culture:** To measure organizational culture, the current study relied on the tool developed by (Wallach, 1983).

*** The Green Human Resources Management practices:** the green human resources management practices implementation was assessed using items scale developed by Alqudah et al., (2021). The questionnaire items related to organizational culture green human resources management practices were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The Statistical Tools Used

A set of statistical methods were used to describe the study variables and test its hypotheses, as well as to measure the validity and reliability of the study instrument.

- **Descriptive statistic measures**

In descriptive statistics, the response of the study sample members to the dimensions of the study variables and the relative relevance of the study instrument items were ascertained using means and standard deviations.

- **linear regression**

The linear regression method was used to test the study hypotheses and determine the impact of organizational culture on green human resource management practices.

- **Cronbach Alpha**

To measure the reliability of the study instrument, we relied on the most common statistical indicator used to measure reliability, which is the Cronbach's Alpha scale.

The Study Tool Reliability:

Table 1 below displays the study instrument's dependability:

Table 1
The Reliability of The Study Tool

N°	Questionnaire Sections	Reliability coefficient Cronbachs alpha
1	The bureaucratic culture	0.881
2	The innovative culture	0.891
3	The supportive culture	0.787
4	The total degree of the organizational culture	0.937
1	The green recruitment	0.790
2	The green training and innovation	0.782
3	The assessment of the green performance	0.788
4	The total degree of the practices of the green human resources management	0.886

Source: Prepared by the researchers using statistical data from SPSS.

The table (1) reveals that the values of the reliability coefficients for the sections of the practices of the green human resources management ranged between (0.782 - 0.790) and the total degree of the practices of the green human resources management reached (0.886). These values are considered high and accepted for the purposes of the study application. The values of the reliability coefficients related to organizational culture ranged between (0.787 - 0.891). The total degree of the reliability coefficients related to organizational culture reached (0.937) which is considered high and accepted for the purposes of the study application (Sekaran & Bougie, 2006, p. 311).

Results and Discussion

The following characteristics of the organizational culture prevalent in Jordanian commercial banks:

According to Table (2), organizational culture attained an arithmetic average of (3.22) and accounted for 64.4% of the total scale. This means that, as perceived by the sample members, organizational culture in Jordanian commercial banks is average. According to Table (3), organizational culture was mediocre as far as the workers were concerned. (3.22) is its arithmetic average. The bureaucratic dimension achieved the highest arithmetic mean of (4.06) and a standard deviation of (0.56), while the creative dimension achieved the lowest arithmetic mean of (3.20) and a standard deviation of (0.31), which is at an average level.

These results reflect the extent to which Jordanian commercial banks are deeply concerned with official procedures and their commitment to regulations and observations in the workplace. However, the supportive and creative dimensions received less benefit.

Table 2

Descriptive statistics of dimensions of the organizational culture common

Order	Ordering of Organizational Culture Elements	Arithmetic Average	Standard Deviations	Estimation
1	Bureaucratic Culture	4.06	0.56	High
2	Supportive Culture	3.34	0.44	Medium
3	Creative Culture	3.20	0.31	Medium
The Total		3.22	0.61	Medium

Source: Prepared by the researchers using statistical data from SPSS.

The dimensions of the green human resources management practices common in the Jordanian commercial banks

To ascertain the extent and scope of the implementation of green human resources management in Jordanian commercial banks, we consider the following table. Table 3 displays the arithmetical medium for the responses of study sample members to the level of the application of the green human resources management with its dimensions in the Jordanian commercial banks. The dimensions are shown in a descending order according to the arithmetical medium.

Table 3

Descriptive statistics of dimensions of the practice's green human resources management practices common

Number	The dimensions of the practices of green human resources management	Mean	Estimation Degree
1	The assessment of the green performance	3.97	High
2	The green recruitment	3.93	High
3	The green training and innovation	3.83	High
Totality		3.91	High

Source: Prepared by the researchers using statistical data from SPSS.

Viewing table 3, it is clear that the level of the application of the green human resources management and its dimensions (The assessment of the green performance, the green recruitment and the green training and innovation) in the Jordanian

commercial banks have been high. The general mean reached 3.91. For the highest dimension, it was the assessment of the green performance with a medium of mean of (3.97) followed by the green recruitment with an arithmetic medium of (3.93). The green training and innovation came last with an mean of (3.83). All of them had a high degree of application.

Testing the Study Hypothesis

This part is related to testing the validity of the main and subsidiary hypotheses of the study that relate to the nature of causal relationships between the study's independent and dependent variables. Testing the hypotheses and analyzing their results represents an explanation of the type and nature of those relationships. The multiple regression method was used to test the hypotheses. The test results were as follows:

The 1st Hypothesis

- (H₀): At statistical significance ($\alpha < 0.05$), organizational culture has no discernible impact on green recruiting.

The multiple regression analysis of the organizational culture influence on green HR practices is presented in Table (4).

Table 4

Results of testing the impact of organizational culture on green human resources management practices

Organizational Culture	(Beta)	(T)	Significance	(VIF)
Bureaucratic Culture	-0.204	0.146	0.885	2.020
Creative Culture	0.117	0.551	0.798	3.306
Supportive Culture	0.555	3.056	*0.004	2.114
(R²)	0.390			
(F)	7.179			
Significance	*0.000			

Source Prepared by the researchers using statistical data from SPSS. (*sig $\alpha < 0.05$)

According to Table 4, organizational culture has a statistically significant impact on green human resources practices. This is demonstrated by the value of (F = 7.179, significance level = 0.000), which is significant at the significance level ($\alpha < 0.05$). The organizational culture variable explains (39%) of the variance that occurs in the dependent variable, which is represented by green human resources practices, as

indicated by the R^2 value of ($R^2 = 0.390$). The alternative hypothesis, which asserts that organizational culture has a statistically significant effect ($\alpha < 0.05$) on green human resources practices, is thus accepted, and the null hypothesis is rejected.

According to a partial regression analysis, the only organizational culture dimension that had a significant impact on the green human resources practices was supportive culture, with a value of (beta = 0.555, significance level < 0.05). The other two organizational culture dimensions, bureaucratic culture and creativity culture, did not have a significant impact on the green human resources practices, with values of (Beta = -0.204, significance level > 0.05) and (Beta = 0.117, significance level > 0.05), respectively. The Table (4) illustrates this.

It was confirmed that there was no linear interference between the independent study variables by relying on the VIF values, which must be less than 5. Looking back at table (5), it was evident that every study variable had VIF values lower than 5, which is a result that attests to the study model's validity (Berenson, Levine, Szabat, & Krehbiel, 2009, p. 73).

Testing sub-hypotheses

The 1st Minor Hypothesis:

- (H_{01}): At statistical significance ($\alpha < 0.05$), organizational culture has no discernible impact on green recruiting.

The test of this sub-hypothesis is shown in the table.

Table 5

The outcomes of the organizational culture's impact on green recruitment as an independent variable were examined using multiple regression analysis.

Organizational Culture	(Beta)	(T)	Significance	(VIF)
Bureaucratic Culture	0.203	1.127	0.226	2.020
Creative Culture	0.117	0.551	*0.001	3.306
Supportive Culture	0.096	0.454	0.621	2.114
(R^2)	0.392			
(F)	7.240			
Significance	*0.000			

Source Prepared by the researchers using statistical data from SPSS. (*sig $\alpha < 0.05$)

The value of (F = 7.240, the level of significance = 0.000) in Table (5) shows that there is a statistically significant effect of organizational culture on green

recruitment, and this is significant at the significance level ($\alpha < 0.05$). The organizational culture variable explains (39.20%) of the variance that occurs in the dependent variable (green recruitment), as indicated by the R^2 value of ($R^2 = 0.392$). As a result, we accept the alternative hypothesis, which claims that organizational culture has a statistically significant effect ($\alpha < 0.05$) on green recruitment, and reject the null hypothesis.

The effect of organizational culture dimensions on green recruitment is examined using partial regression analysis. The results show that only the creativity culture dimension contributed to the effect, with a value of (beta = 0.555, significance level < 0.05). The other organizational culture dimensions, the supportive and bureaucratic cultures, did not show a significant effect on green HRM practices, with values of (Beta = -0.096, significance level > 0.05) and (Beta = 0.203, significance level > 0.05), respectively. The Table (5) illustrates this.

The 2nd Minor Hypothesis:

In order to confirm the validity of the second major theory, which is: - (H_{01}): Organizational culture has no statistically significant impact on green training or innovation at significance levels ($\alpha < 0.05$) for statistics.

Table (6) shows the multiple regression of the impact of the Organizational Culture on the green training and innovation.

Table 6

The tests of the impact of organizational culture as an independent variable in green training and innovation were conducted using multiple regression analysis.

Organizational Culture	(Beta)	(T)	Significance	(VIF)
Bureaucratic Culture	-0.295	-1.656	0.105	2.020
Creative Culture	0.045	0.198	*0.001	3.306
Supportive Culture	0.701	3.621	*0.001	2.114
(R^2)	0.295			
(F)	4.703			
Significance	*0.030			

Source: Prepared by the researchers using statistical data from SPSS. (*sig $\alpha < 0.05$)

The result of (F = 4.703, the level of significance = 0.030), which is significant at the significance level ($\alpha < 0.05$), in Table (6) shows that there is a statistically significant

effect of organizational culture on green training and innovation. The organizational culture variable explains (29.50%) of the variance that occurs in the dependent variable (green training and innovation), as indicated by the R^2 value of ($R^2 = 0.295$). As a result, we support the alternative hypothesis ($\alpha < 0.05$) that there is a statistically significant effect of organizational culture on green training and innovation, rejecting the null hypothesis.

The effect of organizational culture dimensions on green recruitment was examined using partial regression analysis. The results show that each of the supportive and creative cultures contributed to the effect on green training and innovation, with values of (Beta = 0.701, significance level < 0.05) and (Beta = 0.045, significance level < 0.05), respectively. The findings, however, could not demonstrate how bureaucratic and creative cultures affected green innovation and training (Beta = -0.295, significance level > 0.05). The Table (6) illustrates this.

The 3rd Minor Hypothesis:

- (H_{01}): Organizational culture has no statistically significant impact on how green performance is evaluated at statistical significance ($\alpha < 0.05$).

The multiple regression analysis of the organizational culture's influence on the evaluation of green performance is presented in Table (7).

Table 7

The outcomes of the multiple regression study conducted to determine how the organizational culture, an independent variable, affected the evaluation of green performance.

Organizational Culture	(Beta)	(T)	Significance	(VIF)
Bureaucratic Culture	0.394	2.270	0.235	2.020
Creative Culture	-0.267	-1.204	0.292	3.306
Supportive Culture	0.555	3.621	*0.000	2.114
(R^2)	0.345			
(F)	5.602			
Significance	*0.000			

Source: Prepared by the researchers using statistical data from SPSS. (*sig $\alpha < 0.05$)

Table (7) demonstrates that organizational culture has a statistically significant impact on the evaluation of green performance, as evidenced by the value of (F =

5.602, the significance level = 0.000), which is significant at the significance level ($\alpha < 0.05$). The organizational culture variable explains 34.50% of the variance that occurs in the dependent variable (evaluation of the green performance), as indicated by the R^2 value of ($R^2 = 0.345$). Thus, we reject the null hypothesis and accept the alternative, which claims that organizational culture has a statistically significant effect ($\alpha < 0.05$) on the evaluation of green performance.

According to a partial regression analysis, the only organizational culture dimension that had a significant impact on green recruitment was supportive culture, with a value of ($\beta = 0.555$, significance level < 0.05). The other organizational culture dimensions, bureaucratic and creative, did not have a significant impact on green human resources management practices, with values of ($\beta = 0.394$, significance level > 0.05) and ($\beta = -0.267$, significance level > 0.05), respectively. The Table (7) illustrates this.

Discussion

The discussion aims to provide an interpretation of your results and support for all of your conclusions, using evidence from your experiment (research) and generally accepted knowledge, if appropriate. Suggest future directions for research, new methods, explanations for deviations from previously published results, etc.

In this section, the following should be done:

1. Provide a critical evaluation of the scientific papers related to the research problem.
2. Compare the obtained results with the findings of other researchers' studies.
3. Identify unexplored aspects of the scientific problem that have potential for future research.

To write the sound Discussion, it is necessary to formulate the research questions (hypotheses) and compare the obtained answers with the results of other authors. This should be done separately for each research question. In the discussion, it is essential to compare the research findings with the most recent studies (published after 2021).

You have to specify limitations of the study and discuss them. Please indicate how these limitations may affect the generalizability of the results.

CONCLUSION

Like many other concepts and tools, the emergence of green human resources management and the application of its various practices in organizations was one of the most important results produced by the developments and changes that occurred in organizational culture. Positive organizational culture has contributed significantly to helping organizations adapt to various environmental changes and face the

challenges that may arise from those changes, especially in the competitive aspect. Hence, the success of implementing various practices for green human resources management also requires the availability of a positive organizational and individual culture in all organizations.

The study results:

Based on the results of testing the study model with its main and sub-hypotheses, the study reached a set of following results:

- Organizational culture is a scientific and practical framework that includes a set of common beliefs, values, and principles that help the individual and the organization understand and perform organizational functions and tasks by establishing a set of standards that determine the behavioral aspects of performance.
- The best strategy to realize the environmental performance of the organization is the practices of the green human resources management. That can be achieved through coordinated activities and efforts of the labor targeting the expectations and environmental goals of the organization. In this case, all the employees focus on the environmental performance as a part of the sustainable human resources management. Moreover, there should be serious treatment of the requirements of the environmental sustainability.
- The practices of the green employment are actually crucial because they are the basis for the other positions and roles of the human resources. In other words, without the right selection of employees, there would be no success in the work of the organization.
- The training and innovation in the field of environment is one of the most significant areas in the green human resources management. So, it would be extremely hard for any organization to meet the targeted environmental performance if it didn't rely heavily on the appropriate training and innovation.
- The assessment of the green performance is really beneficial for employees and labor and it is also a tool used by managers to understand the performance and the expectations organization future.
- The study findings demonstrated that, from the perspective of the sample members, Jordanian commercial banks have an average organizational culture. The bureaucratic culture ranked highest, followed by the supporting and supporting cultures, respectively. This suggests that the managements of the banks under investigation are eager to adhere to rules and regulations and to official procedures when carrying out their studies.
- As per the perspective of the sample members, the investigated banks exhibit a significant degree of implementation of green human resources management practices. This indicates that the bank's management recognizes the significance of human resources management practices and its role in accomplishing global work standards.

- The study showed, through the response of the sample members, that organizational culture exerts a significant influence on the implementation of green recruitment in the researched banks.
- The study showed, through the response of the sample members, that organizational culture exerts a significant influence on the implementation of the green training and innovation. in the researched banks.
- The study showed, through the response of the sample members, that organizational culture exerts a significant influence on the implementation of the assessment of the green performance in the researched banks.

Recommendations:

In our field research, the investigations of the data collected from different references and the results of the practical part of this work paved the way for further ideas to be presented as recommendations to the researchers and organizations. That includes the following:

- The necessity of developing a leadership style that contributes to deepening and developing the values, beliefs and principles that constitute the organizational culture and which constitutes the motivation for employees to be creative, innovative and do better work.
- Creating and enhancing a culture of innovation among individuals working in Jordanian commercial banks as it constitutes the most important element in achieving commitment to change within a creative environment that supports employee empowerment and teamwork in order to create new ideas.
- Taking more care about the activities of the green human resources management that the commercial banks in Jordan are working on. The most suitable way for that is structuring organizational units dealing with such activities. These units should be linked to the highest administration with the assistance of consulting authority in charge of studying and analyzing the organism of the banks. It also covers the identification of the weaknesses in the application of the green training and innovation.
- Taking care of the green recruitment in terms of attraction, selection and designation using the hiring procedures that fit the environmental values of the banks in order to minimize the financial cost of the traditional way of recruitment. That can be through setting criteria that attract employees who have positive thoughts and care about the environment.
- Prioritizing the green training and innovation through developing training programs in managing the green environment. That is to expand more knowledge and skills about the environment among the employees and, thus, get them ready to fully apply the practices of the green human resources management.
- Valuing the green performance management by using its own indices in assessing the performance of and putting marks related to the green practices in the employee's assessment form.

- Striving to spread the green culture in banks through formal and informal communication channels, and paying attention to publications and cultural programs to spread the culture of green practices.

Suggestions for Future Research

During the review of scientific publications, we may identify unresolved aspects of the problem that extend beyond the scope of our research. Therefore, the final point in the article involves providing recommendations for conducting future research investigations. These recommendations should be clearly formulated and directly related to your study. The words count should be 100-150 words.

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Appendices

Appendix No. 1

List of Jordanian commercial banks According to data from the Central Bank of Jordan:

1. Arab Bank
2. Arab Banking Corporation Bank
3. Bank of Jordan
4. Cairo Amman Bank
5. Money Bank of Jordan
6. Housing Bank for Trade and Finance
7. Jordan Commercial Bank
8. Jordan Kuwait Bank
9. Jordan National Bank
10. Arab Jordan Investment Bank
11. Jordan Investment Bank
12. SocieteGenerale Bank/Jordan
13. Union Bank