

Nexus between GHRM Practices and Job Performance through Organizational Culture in Saudi Higher Education Institutions: A Conceptual Paper

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Abstract

This conceptual paper examines the role of Green Human Resource Management (GHRM) practices in enhancing job performance within Saudi Higher Education Institutions (HEIs), considering organizational culture as a mediating factor. While previous studies have extensively explored GHRM and job performance, there remains a lack of contextualized research focusing on Saudi HEIs. This paper addresses this gap by integrating theoretical perspectives, particularly Social Exchange Theory (SET), to develop a conceptual framework explaining how GHRM fosters a culture of environmental sustainability, thereby influencing employee performance. Unlike existing studies, which primarily emphasize direct relationships, this paper highlights the indirect impact of GHRM through organizational culture, offering new theoretical and managerial insights. Methodologically, the study adopts a structured literature review approach, synthesizing recent research from 2022 to 2025 to ensure relevance. The findings provide significant implications for policymakers and HR professionals, advocating for sustainable HRM strategies that align with Saudi Arabia's Vision 2030 goals. This paper serves as a foundation for future empirical validation, encouraging further exploration of GHRM's long-term impact on organizational success.

Keywords: Green Human Resource Management, Organizational Culture, Job Performance, Social Exchange Theory, Saudi Higher Education Institutions.

Introduction

Sustainability has become a crucial consideration in organizational management, compelling institutions to incorporate environmentally responsible practices into human resource management (HRM). The emergence of Green Human Resource Management (GHRM) represents a significant shift in traditional HR approaches, aligning recruitment, training,

performance appraisal, and employee engagement with environmental sustainability principles (Pramesti & Waskito, 2025; Prasetyo et al., 2024). This alignment underscores the growing importance of GHRM as a strategic component in promoting organizational sustainability, making it an essential area of study.

Despite the widespread recognition of GHRM's role in enhancing employee performance (Al-Sabi et al., 2024; Dahinine et al., 2024; Al-Ajlouni, 2023; Bhatti et al., 2022), research remains limited in examining its impact within the distinct institutional and cultural context of Saudi Higher Education Institutions (HEIs). This gap is particularly relevant given the increasing emphasis on sustainability as a strategic priority under Saudi Arabia's Vision 2030, which promotes environmentally responsible policies across various sectors, including higher education (Alhashash, 2022; Alhazmi, 2023).

Addressing this gap is vital for several reasons

First, Saudi HEIs function within a unique socio-cultural and regulatory framework, where organizational culture may significantly shape employee attitudes towards GHRM practices. Second, existing studies have predominantly focused on direct cause-effect relationships, overlooking the potential mediating role of organizational culture in reinforcing pro-environmental behaviors.

Third, by exploring how GHRM influences job performance through organizational culture, this study contributes to a more comprehensive understanding of GHRM's utility and effectiveness in achieving sustainable HR outcomes.

This study positions organizational culture as a critical mediator between GHRM practices and employee performance, proposing a conceptual framework grounded in Social Exchange Theory (SET). The framework suggests that employees reciprocate environmentally sustainable HR policies through enhanced engagement and commitment to performance goals. By contextualizing GHRM within the operational realities of Saudi HEIs, the study not only addresses a key gap in the literature but also provides actionable insights for higher education institutions aiming to align HR practices with sustainability objectives.

Research Objectives

1. To conduct a systematic synthesis of recent studies (2022-2025) on GHRM, organizational culture, and job performance to establish a foundation for theoretical development.
2. To develop a conceptual model illustrating how GHRM indirectly influences job performance through organizational culture within Saudi HEIs.

Literature Review

Conceptualization of Green Human Resource Management

Green Human Resource Management (GHRM) has been recognized as a strategic approach that embeds sustainability principles within human resource functions, ensuring that recruitment, training, performance management, and employee engagement align with ecological objectives (Mukherji & Bhatnagar, 2022); (Tanova & Bayighomog, 2022); (Bahuguna, et al., 2023); (Shah & Soomro, 2023); (Ali, et al., 2022); (Kodua, et al., 2022). The increasing need for corporate sustainability has led organizations to adopt HR policies that foster pro-environmental behavior among employees. However, (Ali, et al., 2024) argued that

while GHRM promotes sustainability, its implementation remains fragmented due to inconsistencies in organizational commitment. Tanova & Bayighomog, (2022) contended that many organizations adopt green HRM policies as a symbolic measure rather than a transformative initiative, often prioritizing short-term financial considerations over long-term sustainability. Similarly, Ali et al. (2022) highlighted that GHRM adoption is frequently limited by a lack of integration with business strategies, reducing its effectiveness in driving substantive change. Kodua et al. (2022) emphasized that without clear incentives and organizational support, employees may exhibit minimal engagement with environmental initiatives. Bahuguna et al. (2023) further asserted that the success of GHRM is contingent upon structured HR policies that embed sustainability across all levels of the organization, ensuring that employees perceive green initiatives as fundamental to their professional roles. The role of training and development in GHRM has been widely discussed, with (Alam, et al., 2023); (Veerasamy, et al., 2024); (Sarwar & Mustafa, 2024); (Purba, et al., 2024) asserting that structured environmental training enhances employee awareness and commitment to sustainability. Alam et al. (2023) emphasized that training programs must go beyond general awareness and focus on equipping employees with actionable skills that contribute to environmental goals. In addition, Purba et al. (2024) criticized that organizations that fail to integrate sustainability into their learning and development strategies risk disengagement among employees, who may view green initiatives as peripheral rather than integral to organizational success. Similarly, Sarwar & Mustafa, (2024) indicated that without performance appraisal systems that assess environmental contributions, employees are unlikely to sustain pro-environmental behaviors. However, Veerasamy et al. (2024) cautioned that while training is essential, its impact remains limited if not supported by leadership-driven sustainability efforts. Besides, (Palanivel, et al., 2024) extended this argument, suggesting that the absence of leadership commitment undermines the effectiveness of GHRM, as employees require clear directives and reinforcement to maintain engagement with sustainability objectives.

Integral to the GHRM framework is the recognition of human capital as a critical organizational resource. As such, (Gupta & Jang, 2024) emphasized the imperative for organizations to enhance the availability of green human capital, thereby augmenting their capacity for sustainable practices. In this vein, GHRM extends its purview to encompass the cultivation of a workforce equipped with the knowledge, skills, and attitudes conducive to environmentally responsible practices. To operationalize GHRM effectively, organizations must institute explicit structures. These structures facilitate the seamless integration of green principles into HRM processes, ensuring that every facet of human resource management aligns with the overarching environmental objectives of the organization. Veerasamy et al. (2024) posited that this necessitates the adoption of appropriate tools and processes, preventing unintended environmental consequences and establishing monitoring systems to assess the efficacy of organizational sustainability practices.

In essence, the conceptualization of GHRM involves a strategic alignment of human resource functions with environmental sustainability imperatives. The continued evolution of GHRM conceptualization underscores its significance as a critical area of inquiry within HRM research. However, (Obeidat, et al., 2023); (Zahrani, 2024); (Ali, et al., 2024); argued, its implementation remains inconsistent, often constrained by symbolic adoption rather than substantive commitment. Furthermore, (Gupta & Jang, 2024) ensured that integrating

sustainability into HRM requires more than isolated initiatives; it demands a holistic organizational framework that aligns green practices with business strategy. Bahuguna et al. (2023) indicated that without continuous assessment and refinement, GHRM risks being perceived as a temporary trend rather than a transformative HR paradigm. Addressing these challenges requires further empirical research, sector-specific adaptations, and leadership-driven sustainability integration to ensure that GHRM evolves from a theoretical concept into a practical and impactful organizational strategy.

Practice of Green Human Resource Management: Navigating Variability in Focus Areas

The field of Green Human Resource Management (GHRM) has gained significant traction in recent years, yet a lack of consensus regarding its core components and strategic focus remains evident across the literature (Ercantan & Eyupoglu, 2022; Tuan, 2022; Ercantan & Eyupoglu, 2022; Chen, et al., 2022; Munawar, et al., 2022; Esthi & Setiawan, 2023; Yong, et al., 2023; Mahesh, et al., 2024; Chong & Zeng, 2024). While some scholars emphasized green recruitment, training, and rewards as fundamental pillars of GHRM (Ali, et al., 2022; Kodua, et al., 2022; Bahuguna, et al., 2023; Shah & Soomro, 2023), others argued for a more expansive framework incorporating employee involvement, collective bargaining, and grievance handling (Obeidat, et al., 2023; Zahrani, 2024; Ramachandaran, et al., 2024; Gupta & Jang, 2024). This conceptual divergence has resulted in fragmented implementation strategies, making it challenging to establish standardized guidelines that organizations can universally adopt. The variability in GHRM practice across different industries and cultural contexts further complicates the development of a coherent theoretical model, necessitating a more nuanced and empirical exploration of its key components.

The spectrum of GHRM practices identified in existing literature spans a range of HR functions, reflecting the diverse ways in which organizations incorporate sustainability into their workforce management (Zaid & Jaaron, 2023; Jamil, et al., 2023; Alshuaibi, et al., 2024; Kamboj & Eronimus, 2024; Yoo, 2024; Banga & Gobind, 2025). Green recruitment and selection strategies focus on attracting candidates with environmental awareness and sustainability-driven competencies. In contrast, green training and development initiatives aim to enhance employees' environmental literacy, equipping them with the necessary skills to contribute to corporate sustainability goals. Green performance appraisal mechanisms integrate environmental considerations into employee evaluations, linking workplace contributions to ecological impact. (Alshuaibi, et al., 2024), identified various dimensions of GHRM encompassing green analysis and description of job positions, green performance assessment, green recruitment, green rewards, green selection, and green training. Besides, (Jamil, et al., 2023) delved into three primary components of GHRM practice, namely selection and recruitment, rewards and pay systems, and performance and appraisal. While, (Kamboj & Eronimus, 2024) expanded this understanding by characterizing GHRM as the implementation of policies, philosophies, and practices related to green recruitment and selection, green training and development, green performance appraisal, and green compensation. However, despite these strategic efforts, concerns persist regarding the effectiveness of GHRM in driving substantive organizational change, as many corporations implement sustainability initiatives without establishing measurable performance indicators (Gupta & Jang, 2024).

Green recruitment and selection have been widely discussed as a critical starting point for organizations seeking to institutionalize (Wang, et al., 2024; Okoroafor, et al., 2024; Mardikaningsih, 2024). Proponents argued that hiring individuals with a strong environmental orientation reduces the need for extensive green training programs, thereby accelerating the adoption of sustainability practices within the organization; (Obeidat, et al., 2023) (Zahrani, 2024). However, critics caution that prioritizing sustainability-focused candidates may inadvertently exclude highly skilled professionals who lack formal environmental experience but possess the potential to contribute meaningfully through targeted training (Banga & Gobind, 2025) (Yoo, 2024) (Jamil, et al., 2023). Additionally, empirical findings from (Wang, et al., 2024) suggested that merely assessing environmental awareness during recruitment does not guarantee long-term engagement with green initiatives, as workplace culture and leadership commitment play a more decisive role in shaping employee behavior.

Training and development programs represent another core element of GHRM, designed to cultivate pro-environmental behaviors and align employee competencies with corporate sustainability strategies (Gupta & Arora, 2024; Veerasamy, et al., 2024; Xie, et al., 2024). The integration of environmental topics into employee training has been linked to improved compliance with sustainability policies and greater innovation in green business practices. However, the effectiveness of these programs varies significantly depending on organizational commitment and the extent to which sustainability objectives are embedded into performance management systems (Chong & Zeng, 2024). Besides, (Mahesh, et al., 2024) underscored the need for an integrated training program that aligns with performance evaluation and management, creating a cohesive approach to environmental responsibility. The provision of training on environmental issues not only aids in the implementation of environmental management policies but also contributes to the development of sensitivity among management and human resource professionals, fostering environmentally responsible behavior. Some studies suggested that standalone green training initiatives have limited impact unless reinforced through leadership modeling and incentive structures that reward sustainability-oriented performance (Tuan, 2022).

Performance appraisal mechanisms that incorporate environmental criteria have been recognized as instrumental in reinforcing GHRM objectives, linking employee contributions to broader corporate sustainability goals (Ayana & Wodajo, 2024; Tahir, et al., 2024; Sadek & Karkoulian, 2025). (Ayana & Wodajo, 2024), argued that performance evaluations should not only assess compliance with environmental regulations but also measure proactive sustainability efforts, such as participation in green innovation projects and leadership in environmental initiatives. However, (Tahir, et al., 2024) noted that many organizations struggle to develop standardized metrics for evaluating environmental performance, leading to inconsistencies in how sustainability efforts are recognized and rewarded. Furthermore, (Sadek & Karkoulian, 2025) highlighted that negative reinforcement strategies, such as penalties for environmental violations, may be counterproductive, fostering resistance rather than engagement among employees. Negative reinforcement, such as criticism and suspension, addresses environmental shortcomings. Green rewards play a pivotal role, motivating employee engagement in environmental initiatives. Clear guidance and tangible rewards significantly enhance employee commitment (Yong, et al., 2023). At the individual level, green HRM fosters involvement, commitment, engagement, and retention. At the organizational level, it enhances economic reputation and attractiveness (Esthi & Setiawan,

2023). Policymakers and top managers must holistically approach green HRM for collective progress. Here, the synergistic nature of green HRM practices enables success in economic and ecological domains.

Green rewards and incentives serve as motivational tools to encourage employee participation in sustainability initiatives (Marumbu, et al., 2024) (Das & Dash, 2024) (Sarfo, et al., 2024) (Mehak & Batcha, 2024). While financial rewards such as bonuses and salary increments tied to green performance have been effective in some organizations (Siyambalapitiya & Zhang, 2024) (Eno, et al., 2024), other researchers argued that intrinsic motivators, such as public recognition and career advancement opportunities, play a more sustainable role in fostering long-term commitment to environmental goals initiatives (Marumbu, et al., 2024) (Das & Dash, 2024). However, (Mehak & Batcha, 2024) cautioned that over-reliance on extrinsic rewards may lead to superficial compliance rather than genuine behavioral change, underscoring the need for a balanced approach that integrates both tangible and intangible incentives.

While the practice of GHRM encompasses a diverse array of strategies aimed at integrating sustainability into workforce management, its effectiveness remains contingent upon the extent to which these practices are embedded within an organization's broader strategic framework (Chen, et al., 2022; Munawar, et al., 2022; Tuan, 2022; Yong, et al., 2023; Jamil, et al., 2023; Yoo, 2024; Mahesh, et al., 2024; Chong & Zeng, 2024; Banga & Gobind, 2025). The variability in focus areas and implementation approaches highlights the need for further empirical research to identify best practices tailored to different organizational contexts. Ultimately, organizations that seek to maximize the impact of GHRM must adopt a holistic approach that integrates recruitment, training, performance evaluation, and rewards into a cohesive sustainability-driven HR strategy.

Theoretical Framework: Social Exchange Theory (SET) in Human Resource Management

Social Exchange Theory (SET), established through the work of (Blau, 1964), provides a foundational framework for understanding reciprocal relationships within organizations. The theory suggests that interactions between individuals or groups are shaped through mutual expectations and obligations, where benefits provided by one party lead to positive responses from the other. In the context of Green Human Resource Management (GHRM), SET explains how employees respond to sustainability-driven HRM practices through enhanced commitment, engagement, and job performance (Jiang, et al., 2023). Hence, organizations that prioritize green initiatives create an environment where employees feel valued, leading them to reciprocate through higher levels of performance and organizational citizenship behaviors. Additionally, (Gupta & Jang, 2024), explored the role of SET in the implementation of GHRM, emphasizing that environmentally conscious recruitment, sustainability-oriented training, and green performance management function as mechanisms of social exchange.

When employees perceive the organization's investment in environmental responsibility, they respond with greater commitment to sustainability-related behaviors. This alignment fosters a work environment where the exchange process extends beyond conventional employer-employee interactions, incorporating ethical and environmental dimensions. Furthermore, the principles of SET indicate that when organizations support employees through green initiatives—such as training in sustainable practices, incentives for eco-friendly

behaviors, and an organizational culture that values sustainability—employees develop a sense of obligation to reciprocate (Aukhoon, et al., 2024) (Gupta & Kaur, 2024). This reciprocity may manifest in various ways, including higher levels of engagement, adherence to sustainability policies, and contributions to broader corporate social responsibility (CSR) objectives as supported by (Gupta & Jang, 2024). Thus, GHRM serves as both an antecedent and a reinforcing factor within the social exchange process, shaping employees' attitudes and behaviors toward organizational sustainability goals.

The relationship between GHRM and job performance has been extensively studied, with empirical evidence supporting the notion that sustainability-driven HRM practices enhance employee outcomes (Bhatti, Alyahya, Juhari, & Alshiha, 2022; Al-Ajlouni, 2023; Al-Sabi, Al-Ababneh, Qsssem, Afaneh, & Elshaer, 2024; Dahinine, Laghouag, Bensahel, Alsolami, & Guendouz, 2024). Besides, (Dahinine, Laghouag, Bensahel, Alsolami, & Guendouz, 2024) demonstrated that employees working in organizations with strong GHRM policies exhibit higher levels of job satisfaction, engagement, and performance. From a SET perspective, employees perceive sustainability initiatives as a demonstration of organizational commitment to broader social and environmental responsibilities. In return, they reciprocate through enhanced performance, increased loyalty, and a stronger alignment with corporate goals. Moreover, the influence of SET extends beyond traditional employer-employee dynamics. As such, (Al-Sabi, et al., 2024) argued that GHRM practices can lead to extended reciprocity, where employees not only engage in pro-environmental behaviors within the workplace but also carry these behaviors into their personal lives and communities. This concept of extended reciprocity reinforces the long-term impact of sustainability initiatives, highlighting how GHRM fosters a culture of environmental responsibility that transcends the boundaries of the workplace.

Organizational culture plays a critical role in shaping the exchange mechanisms between GHRM and job performance. In this concern, (Aukhoon, et al., 2024) highlighted the importance of culture in defining workplace norms, values, and expectations. In a sustainability-oriented organizational culture, employees internalize environmental values as part of their professional identity. This process fosters intrinsic motivation, encouraging employees to engage in behaviors that align with both organizational and environmental objectives (Aukhoon, et al., 2024) (Andoh, et al., 2025). The mediating function of culture in the relationship between GHRM and job performance has been substantiated in various empirical studies. Besides, (Sun, et al., 2024) asserted that organizations with a strong sustainability-oriented culture facilitate higher levels of trust, commitment, and shared responsibility, which in turn enhance employee engagement. In this context, social exchange is not limited to employer-employee interactions but extends to peer relationships, where employees influence one another's attitudes and behaviors. This collective commitment strengthens the overall impact of GHRM practices on job performance, creating a workplace environment where employees actively contribute to sustainability goals.

The broader implications of Social Exchange Theory (SET) in Human Resource Management (HRM) extend to various organizational settings, particularly within Saudi higher education institutions, where effective HRM practices shape employee behavior, institutional culture, and overall performance. Within these institutions, SET serves as a foundation for understanding how reciprocal relationships between faculty, administrative staff, and

management influence job satisfaction, motivation, and long-term commitment. Employees who experience fairness, professional development opportunities, and institutional support tend to respond with greater engagement, productivity, and alignment with sustainability goals. In the context of Green Human Resource Management (GHRM), SET explains how environmentally responsible HR practices—such as green recruitment, training, and performance management—cultivate a culture of sustainability, encouraging faculty and staff to integrate pro-environmental behaviors into their daily work. Trust and perceived organizational support play a central role in this exchange, shaping how employees react to institutional policies and adapt to evolving educational and environmental expectations. As Saudi higher education undergoes significant transformation through digital learning, sustainability initiatives, and Vision 2030 reforms, SET offers valuable reflections into how HRM strategies enhance employee resilience, innovation, and institutional success. A culture rooted in mutual commitment and shared responsibility enables Saudi universities to strengthen employee engagement, improve job performance, and foster a sustainable and high-performing academic environment.

Empirical Studies on GHRM Practices and Job Performance

The growing body of empirical research on Green Human Resource Management (GHRM) reflects its critical role in shaping job performance, particularly within higher education institutions (Doghan, et al., 2024) (Zahrani, 2024). In core, (Doghan, 2024) affirmed the positive correlation between GHRM practices and employee engagement, emphasizing their impact on faculty commitment, pro-environmental behaviors, and institutional sustainability. Further, (Ali & Nisar, 2023) highlighted how structured GHRM initiatives enhance faculty engagement, ultimately leading to improved job performance. Similarly, (Dahinine, Laghouag, Bensahel, Alsolami, & Guendouz, 2024) emphasized the strategic role of GHRM in fostering sustainability, demonstrating how environmentally responsible HRM practices influence employee attitudes and work outcomes. Further support is provided through the work of (Muthuswamy & Esakki, 2023), where a direct link between GHRM implementation and faculty satisfaction and commitment is established, reinforcing its contribution to job performance. Within academic settings, scholars such as (Prasetyo, et al., 2024) examined how GHRM encourages pro-environmental behaviors among employees, which in turn translates into higher levels of performance. This perspective aligns with (Doghan, et al., 2024) who focus on the environmental practices within educational institutions, revealing that institutions with well-structured GHRM frameworks experience noticeable improvements in faculty and staff performance. Besides, (Bhatti, et al., 2022) further substantiated this claim, emphasizing how GHRM practices enhance faculty commitment, ultimately leading to stronger job performance outcomes. Also, (Zahrani, 2024) extended this discourse by illustrating how sustainability-driven HR initiatives contribute to an organizational culture that fosters higher engagement, motivation, and job efficiency within academic institutions.

Empirical studies also highlight the broader implications of GHRM beyond individual job performance, encompassing environmental responsibility, institutional effectiveness, and financial sustainability. As such, (Aggarwal & Agarwala, 2023) investigated how employees' personal environmental values moderate the relationship between GHRM and job performance, finding that a strong alignment between organizational and individual green values enhances commitment and performance levels. In a related study (Al-Sabi, et al., 2024)

explored the transformative impact of GHRM, emphasizing its potential to elevate both environmental and financial performance by integrating sustainable HRM strategies into broader organizational objectives. Meanwhile, (Bhatti, et al., 2022) investigated how GHRM affects eco-friendly behaviors and environmental performance in the hospitality industry, finding a statistically significant relationship between green HR initiatives and employees' organizational commitment. These findings suggest that GHRM extends beyond direct job performance outcomes to shape an organization's overall sustainability efforts and institutional culture.

Additional research sheds light on the specific mechanisms through which GHRM practices enhance job performance. Mainly, (Raza & Khan, 2022) investigated how the adoption of green HR policies—such as recycling programs, incentive structures for environmentally friendly behaviors, and the implementation of green technologies—contributes to employee motivation and overall organizational effectiveness. Further, (Alhazmi, 2023) provided further empirical support, utilizing Structural Equation Modeling (SEM) to analyze data from 250 employees in state universities, revealing a significant positive impact of GHRM on performance outcomes. Their findings underscore the critical role of GHRM in fostering organizational effectiveness within university settings, reinforcing the idea that environmentally conscious HR practices create a workplace culture that encourages both professional excellence and ecological responsibility. The following table summarizes key studies on GHRM, organized chronologically from the earliest to the most recent.

Table1

Summary of Recent Studies on GHRM and Job Performance

| Author(s) & Year | Key Focus | Findings | Context |
|-------------------------|------------------------------------|---|---------------------------------|
| Doghan, et al. (2024) | GHRM and employee engagement | Positive correlation between GHRM and faculty commitment, pro-environmental behaviors, and institutional sustainability | Higher education institutions |
| Zahrani (2024) | GHRM and university sustainability | Sustainability-driven HR initiatives enhance organizational culture, engagement, motivation, and efficiency | Academic institutions |
| Ali & Nisar (2023) | GHRM and faculty engagement | Structured GHRM initiatives improve faculty engagement, leading to better job performance | Higher education |
| Dahinine, et al. (2024) | GHRM and sustainability | Environmentally responsible HRM practices influence employee attitudes and work outcomes | General organizational settings |

| | | | |
|----------------------------|--------------------------------------|---|---|
| Muthuswamy & Esakki (2023) | GHRM and faculty satisfaction | GHRM implementation directly enhances faculty satisfaction and commitment, reinforcing job performance | Higher educational institutions in Saudi Arabia |
| Prasetyo, et al. (2024) | GHRM and pro-environmental behaviors | GHRM encourages environmentally friendly behaviors, translating into improved performance | Higher education |
| Bhatti, et al. (2022) | GHRM and faculty commitment | GHRM practices strengthen faculty commitment, enhancing job performance | Higher education institutions |
| Aggarwal & Agarwala (2023) | Employee values and GHRM | Alignment of employees' environmental values with GHRM enhances commitment and performance | General organizational settings |
| Al-Sabi, et al. (2024) | GHRM and financial performance | GHRM improves environmental and financial outcomes through sustainable HRM strategies | Organizational level |
| Bhatti, et al. (2022) | GHRM and eco-friendly behaviors | Green HRM promotes eco-friendly behaviors and enhances environmental performance in hospitality | Hospitality industry |
| Raza & Khan (2022) | Mechanisms of GHRM | Green HR policies (e.g., recycling, incentives, green technologies) improve motivation and organizational effectiveness | General organizational settings |
| Alhazmi (2023) | GHRM impact in universities | Structural Equation Modeling (SEM) confirms a significant positive impact of GHRM on university employees' performance | State universities |

Despite the increasing adoption of GHRM practices, many institutions continue to face challenges in motivating employees to integrate sustainable behaviors into their daily work. Encouraging the swift adoption of green initiatives, cultivating an environmentally responsible organizational culture, and modifying employee behavior remain key concerns. The integration of GHRM not only supports environmental objectives but also contributes to employee morale, institutional performance, and financial sustainability. A strategic approach to GHRM, particularly within Saudi higher education institutions, enhances overall organizational effectiveness by embedding sustainability into HR functions, reinforcing employees' commitment to environmental goals, and fostering long-term improvements in job performance. As a result, the following hypothesis is proposed:

H1: GHRM practices positively influence job performance in higher education institutions*Empirical Studies on the Relationship between GHRM and Organizational Culture*

Number of empirical inquiries have delved into the intricate nexus between Green Human Resource Management (GHRM) practices and organizational culture, yielding valuable insights into sustainable initiatives within organizational contexts. Recently, (Al-Alawneh, et al., 2024) conducted an extensive study examining the impact of GHRM practices on organizational culture, revealing a positive association. Through comprehensive survey methodology and statistical analyses, the study underscored that GHRM practices significantly contribute to the development of a green organizational culture. In a parallel vein, (Gazi, et al., 2024) explored the interplay between GHRM practices and organizational culture, utilizing a moderated mediation model. Their findings indicated that GHRM practices positively influence organizational culture, with the strength of this relationship moderated by environmental proactivity. This nuanced approach provides deeper insights into the contingent nature of the GHRM-organizational culture relationship.

Besides, (Aggarwal & Agarwala, 2023) and (Sajuyigbe, et al., 2024) extended this exploration by investigating the influence of GHRM practices on environmental proactivity as a component of organizational culture. Their results supported a positive relationship, suggesting that GHRM practices play a pivotal role in fostering a pro-environmental culture within organizations. The study by (Shahzad, et al., 2023) expanded the scope by examining how GHRM practices and organizational culture jointly contribute to sustainable performance. The findings reflected the synergistic effects of GHRM practices and a green organizational culture in enhancing overall sustainable performance.

These empirical studies collectively emphasize the connection between GHRM practices and organizational culture. Employing diverse methodologies and examining nuanced aspects of this relationship, these studies contribute to a comprehensive understanding of how GHRM practices shape and influence the development of a green organizational culture within various organizational contexts. Hence, the proposed hypothesis is articulated as follows:

H2: A positive influence is posited to exist between Green Human Resource Management (GHRM) practices and organizational culture in the context of Higher Education Institutions.

Empirical Studies on the Relationship between Organizational Culture and Job Performance

Several reflections from the literature have investigated the intricate relationship between organizational culture and job performance, shedding light on the nuanced dynamics defining this relationship (Aggarwal, 2024) (Saebah & Merthayasa, 2024) (Putra & Nasution, 2024). Additionally, (Fridan & Maamari, 2024) conducted a comprehensive study of organizational culture's impact on employee performance and observed a significant positive correlation. On a large-scale survey across different industries, the study highlighted the role of a positive organizational culture in fostering employee engagement and consequently enhancing job performance. In a different context, (Abid, 2024) conducted a survey of organizational culture dimensions that result in performance in the education sector, showing that adaptability culture and mission clarity were positively connected with enhancing job performance among administrative staff. Besides, (Miao & Zhang, 2024) constructed "big data analysis and model" for the impact of organizational culture on job performance. Their study implied that

employees with a high fit perception between their personal values and organizational culture perform better at work, emphasizing the significance of cultural congruence.

More specific to the higher education sector, (Alyahmadi, et al., 2024) utilized the Competing Values Framework to assess organizational culture and its effects on performance outcomes. The study revealed that an integrated and balanced organizational culture consisting of various cultural orientations has a positive association with improved job performance across various organizational settings. The above empirical studies as a whole emphasize the significance of the relationship between organizational culture and job performance. Relying on these signs, the hypothesis is established as:

H3: Organizational culture has a significant and positive influence on job performance in institutions of higher education.

Empirical Studies on the Mediating Role of Organizational Culture in the Relationship between GHRM and Job Performance

The organizational culture intervening the GHRM practice's job performance relationship has gained extensive research attention in the past decade due to its implications on rising diversity in sustainable organizational practices and their impact on workforce performance. Empirical analyses have time and again underlined that organizational culture is a major driver whereby programs of GHRM are transformed into higher levels of job performance, yet to what degree and how it processes is the target of ongoing analysis (Sajuyigbe, et al., 2024) (Fang, et al., 2022). Additionally, (Alma'abreh, et al., 2024) provided one of the earliest results on this correlation, arguing that an organizational culture with high performance enhances the effectiveness of GHRM practices to deliver improved job performance. Their study highlighted the necessity of a cultural model based on the tenets of sustainability to ensure the maximum effectiveness of green HR policies. However, their study was largely theoretical in nature, necessitating empirical verification. Plugging this gap, (Permadi, et al., 2024) conducted a large-scale quantitative investigation in HEIs, employing survey techniques to empirically test the mediating role of organizational culture. Findings indicated that sustainability-oriented culture exerts a robust positive influence on the effectiveness of GHRM practices, fostering employee commitment to environmental values and, ultimately, improving job performance. This study provided strong empirical support for the theoretical proposition that organizational culture is the key facilitator of the effectiveness of GHRM.

Based on this, (Aloqaily, et al., 2024) suggested a sequential mediation model in which they examined the mediating role of GHRM's influence on organizational culture and, in turn, its impact on job performance. Their study revealed that companies employing green HRM practices formally enhance green culture, which further acts as a catalyst of high-performing employees. This research advanced the literature by giving a finer-grained account of culture's bridging function and demonstrating that absent an ambient cultural foundation, therapeutic effects of GHRM are not automatically realized. Furthermore, (Fang, et al., 2022) developed these findings using structural equation modeling across a range of HEI settings to investigate the mechanisms through which organizational culture served as a mediator in the GHRM-job performance relationship. Not only did their study confirm prior evidence, but it further provided an illustration of the different dimensions of organizational culture (e.g., adaptability, consistency, and mission-oriented culture) in shaping the GHRM-job

performance relationship. This research was a significant step in the right direction by showing that not all cultural dimensions play an equal role in this mediating effect.

In addition, (Sajuyigbe, et al., 2024) took this discussion further by adding leadership as a moderating variable, with the argument that leadership commitment to sustainability greatly enhances the mediating effect of organizational culture. Their multilevel approach supplied empirical evidence that leadership-mediated cultural change enhances GHRM practice effectiveness, suggesting that solid leadership for sustainability can enhance GHRM's effect on job performance via cultural reinforcement. Besides, (Aggarwal & Agarwala, 2023) employed advanced statistical techniques to examine the organizational culture's mediating role in a diverse sample of HEIs, hence reconfirming its mediating role. Their study contributed methodological advance through the use of longitudinal data, thereby offering a dynamic perspective on how GHRM programs gradually shape organizational culture and affect job performance in the long run. Unlike previous cross-sectional studies, this longitudinal framework provided a more vivid picture of cause and effect, lending credibility to the argument that the process of cultural change is continuous but inevitable for the realization of the full potential of GHRM.

All in all, the prior empirical research outputs all unequivocally indicate organizational culture as a mediating factor to assume an essential role to explain the linkage between GHRM and employment performance, particularly that of HEIs. They all evidently distinguish the importance to establish a green organizational culture as a strategic panacea to improve the efficacy of GHRM intervention. In addition, they reveal the impact of GHRM depends not just on the immediate application, but more so on overall cultural and leadership facts that coordinate organizational behavior and dispositions. Although significant inroads into explanation have already been established from traditional research paradigms, further regard for contextual variations, sector diversity, and also longitudinal consequences must be explored if any definitive correlation about the roles cultural dynamics play over GHRM effectiveness in maintaining competitiveness were to emerge. On the basis of these empirical observations, the following hypothesis is proposed:

H4: Organizational culture mediates the relationship between Green Human Resource Management (GHRM) practices and Job Performance in Higher Education Institutions

Research Methodology

This paper adopts an archival research methodology, leveraging an extensive review of scholarly literature encompassing journal articles, conference proceedings, theses, and books. The overarching objective is to systematically comprehend the existing body of knowledge concerning the relationship between Green Human Resource Management (GHRM) practices and job performance within workplace contexts. Through a meticulous exploration of academic databases such as Scopus, Web of Science (WoS), and Google Scholar, the research focused on keywords including "green human resource management," "organizational culture," "green behavior," "employee performance," and "Social Exchange Theory (SET)." This methodological approach is designed to ensure a comprehensive and rigorous synthesis of pertinent insights, thereby informing the development of a robust conceptual framework.

The paper adopts an archival research approach, with a systematic and organized evaluation of scholarly literature used to justify the relationship between GHRM practices and job performance in organizational settings. The adoption of this approach is in line with its aim of synthesizing existing knowledge, determining theoretical gaps, and developing conceptual understanding in this field. A rigorous and transparent literature review upholds academic integrity for this paper work. Academic literature like peer-reviewed journal articles, conference proceedings, doctoral theses, and book chapters authored by specialists were thoroughly retrieved from high-impact scholarly databases like Scopus, Web of Science (WoS), and Google Scholar. To determine the most recent advances in GHRM and job performance, the review focused on research published from 2022 up to now, with emphasis on those offering empirical data and theoretical contributions. A list of pre-determined keywords, including "green human resource management," "sustainable HRM," "organizational culture," "green behavior," "employee performance," and "Social Exchange Theory (SET)," were employed to guide the search process. Boolean operators (e.g., AND, OR) were applied to restrict the search, ensure comprehensiveness, and widen the scope of coverage of literature.

Moreover, the inclusion criteria for literature selection were established to ensure relevance and academic worth and utility of the study. Systematic review of recent literature (2022–2025) on GHRM, organizational culture, and job performance was conducted to establish a basis for theory construction. Besides, empirical and conceptual research only published in reputable, indexed journals or well-established conference proceedings were considered. Research lacking any discernible methodological framework, being non-relevant to GHRM, or being outdated not supporting contemporary discussion were not considered. Multiple sources were cross-examined to ensure reliability, allowing for a strong validation of key findings and emerging theoretical perspectives. Through the use of this structured methodological approach, the study provides a comprehensive synthesis of existing research while identifying conceptual advancements that have been previously overlooked. Engaging critically with contemporary scholarship strengthens the theoretical framework, offering new insights into the evolving discourse on GHRM and job performance.

Conceptual Model Development

The evolving discourse on GHRMPs and their implications for job performance necessitates a deeper exploration of the mechanisms underlying this relationship. While existing research has investigated the direct impact of GHRMPs on performance (Aftab, et al., 2022; Aboramadan, et al., 2022; Bhatti, et al., 2022; Raza & Khan, 2022; Úbeda-García, et al., 2022; Obeidat, et al., 2023; AlKetbi & Rice, 2024; Zahrani, 2024; Ramachandaran, et al., 2024), the mediating role of Organizational Culture remains insufficiently examined, particularly within the context of Saudi higher education institutions. This study addresses this gap by developing a conceptual model grounded in Social Exchange Theory (SET), which provides a theoretical lens for understanding how organizational sustainability initiatives influence employee behaviors and outcomes.

SET posits that employees reciprocate organizational support and ethical practices with enhanced commitment and performance (Jiang, et al., 2023; Gupta & Jang, 2024). When GHRMPs foster an environmentally responsible work culture, employees are more likely to engage in pro-environmental behaviors, reinforcing sustainable organizational values and, in

turn, improving job performance. Previous studies, such as (Alma'abreh, et al., 2024), have highlighted the role of GHRMPs in shaping organizational culture, while (Tuan, 2022) examined the impact of GHRM on performance through leadership styles. However, these studies did not fully explore how Organizational Culture serves as a conduit for translating GHRMPs into performance improvements.

This study's novelty lies in its integration of SET to explain the mediating role of Organizational Culture in the GHRMP-performance relationship within higher education institutions. Unlike prior models that emphasized leadership or direct performance outcomes, this framework underscores how sustainable HRM practices cultivate a workplace environment that aligns employees' expectations and behaviors with the institution's sustainability goals. The conceptual model, illustrated in Figure 1, forms the basis for the following hypotheses:

H₁: There exists a positive influence of GHRM practices on Job Performance in Higher Education Institutions.

H₂: A positive influence is posited to exist between GHRMPs and organizational culture within the context of Higher Education Institutions.

H₃: There is a positive and significant relationship between organizational culture and job performance in Higher Education Institutions.

H₄: Organizational culture mediates the relationship between Green Human Resource Management (GHRM) practices and Job Performance in Higher Education Institutions.

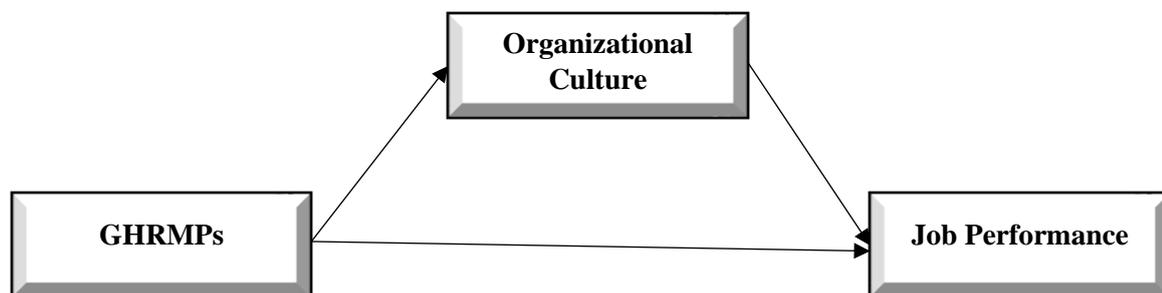


Figure 1: Proposed Research Model

Discussion and Implications

Academically, it advances the literature on sustainable HRM by positioning Organizational Culture as a central mediating factor in the GHRMP-performance relationship, particularly in the underexplored context of Saudi higher education. This model provides a theoretical reference for scholars examining how HRM practices shape employee behavior and institutional sustainability. Practically, the study offers strategic insights for HR practitioners and decision-makers in higher education institutions. Recognizing the role of Organizational Culture in reinforcing sustainable HRM enables institutions to implement targeted policies that improve job performance while aligning with national sustainability priorities. Policymakers can use these findings to develop guidelines that integrate green HRM principles into institutional frameworks, ensuring consistency with broader environmental and economic sustainability strategies. Empirical validation of this model is expected to yield significant implications for both policy and practice. Higher education leaders can refine HR strategies that drive sustainability, while regulatory bodies can incorporate these insights into

sector-wide policy initiatives. Strengthening green HRM practices in higher education enhances institutional effectiveness and supports the broader sustainability objectives outlined in Saudi Arabia's Vision 2030.

Conclusion

In conclusion, the proposed framework suggests a positive effect of Green Human Resource Management Practices (GHRMPs) on Organizational Culture and Job Performance. Moreover, Organizational Culture demonstrates a significant influence on Job Performance and serves as a key mechanism linking GHRMPs to enhanced employee outcomes. Furthermore, Organizational Culture emerges as the central construct, reinforcing the impact of GHRMPs on employee performance and sustainability-driven behaviors. Finally, Organizational Culture mediates the relationship between GHRMPs and Job Performance. In the Saudi higher education context, Job Performance is substantially strengthened through the effective implementation of GHRMPs, a well-established Organizational Culture, and the promotion of sustainability-driven values.

Conflict of Interest

The authors affirm that there is no conflict of interest associated with this research, its findings, or its publication. All contributors have adhered to ethical research practices, ensuring objectivity, transparency, and academic integrity in the conceptualization and presentation of this study. No financial or non-financial interests have influenced the development of this research, reinforcing its credibility and scholarly contribution.

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