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# The Effect of Corporate Sustainability on Corporate Performance: The Mediator Role of Green HR

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**Abstract**
This study investigates the mediating role of Green Human Resource Management (Green HR) in the relationship between corporate sustainability social, environmental and economic and corporate performance as perceived by managers in Jordan. Data was gathered through questionnaires from a target population of about 3612 managers in various Jordanian firms. A required minimum sample of 347 managers was determined through use of random sampling technique. Out of 347 distributed questionnaires, 346 returned and 319 valid questionnaires received were analyzed. The response received is 91.93%.
Researchers conducted the study using quantitative research methodology while data analysis has done through SmartPLS software using PLS-SEM and predictive modeling based. According to the findings of the study, corporate sustainability positively influences corporate performance of Jordanian published companies at Amman Stock Exchange. According to the findings, Green HR is a partial mediator between corporate sustainability and corporate performance which plays an important role in the transformation of sustainability into organizational results.
According to the research, human resource sustainability practices to improve performance in organization. Future studies should use a longitudinal framework to evaluate the long-term impact of Green HR on corporate performance. This approach would lead to a more in-depth understanding of how sustainable these practices are and the cause-and-effect relationship of corporate sustainability, Green HR, and organizational performance over time.

Keywords: Corporate sustainability, Green HR, Corporate performance.

**Keywords:** Corporate Sustainability**,** Corporate performance, Green Human Resource Management, Amman Stock Exchange, Jordanian managers, Human Resource Management.

## 1. Introduction

Corporate sustainability is what everyone is talking about at the moment. Companies are apt to "contribute to economic growth along with social and environmental responsibility" (The Brundtland Report ,1985). first introduced the concept of CS as incorporating the social, economic, and environmental dimensions into corporate strategies and operations (Bansal, 2005). When businesses employ sustainable practices, the damaging impact on earth's natural resources reduces thereby enhancing a business's public image and employee engagement. It can also build trust with stakeholders (Rankin et al., 2012).

Examining corporate sustainability is important because it can improve your organization's performance. Companies that embrace sustainable practices can enhance their efficiency, reduce their reliance on resources and create lasting profitability for stakeholders, employees and society (Hörisch et al., 2014). Similarly, climate change, depletion of resources, and inequities are a few global challenges that highlights why corporations must adopt sustainability in their framework (Baumgartner & Ebner, 2010). It is therefore important for scholars and practitioners to know how sustainability initiatives make a difference.

This study carefully explores how Green Human Resource Management (Green HR) affects the relationship between corporate sustainability and organizational performance. Green HR refers to human resource practices that align with environmental and sustainability objectives. it could be done by recruitment,

training, performance evaluation and employee engagement (Renwick, Redman, & Maguire, 2008). Green HRM is considered a facilitator as employees play "an important role in the implementation and maintenance of organizational sustainability efforts. When organizations incorporate green practices within HR processes, they make sure that efforts to achieve sustainability objectives materialize into better performance" (Stojanoska, 2016).

The rationale for selecting this research topic is twofold. Many organizations around the world are being pressed ever more to become more sustainable while maintaining competitiveness, yet many of them do not report real performance outcomes. "The role of sustainability in improving corporate performance is not clear especially the human resource practices as per research" (Masri, 2016). This study is designed to fill this gap by looking at how Green Human Resource Management helps convert corporate sustainability initiatives into better organizational performance. Focusing on this intermediary mechanism, the study makes important theoretical and practical contributions by showing how strategic human resource practices may enhance the impact of sustainability efforts on corporate performance outcomes.

### 1.1 Problem Statement

Research suggests that, over the last fifty years, corporate sustainability has been considered by managers in developed countries to be an added value rather than as something essential to the organization strategy (Baumgartner, 2009, Bonn & Fisher, 2011, Fairfield et al., 2011, Maletič et al., 2014).

Executives consciously integrate sustainability principles into long-term decision-making processes and make a substantial impact on both strategic and operational pathways at board levels to contribute to the sustainability outcomes of the organization (Skorstad et al., 2018). On the other hand, in many developing countries like Jordan, managerial perception on corporate sustainability is vague. This is because they don't subscribe to the definition of sustainability as a core for business. They also don't have responsible management practices on internal operations (Al-Obaidi et al., 2016, Awad, 2017). Although it is already known that managers have a vital role in sustainable development in developed economies, it seems that their counterparts in developing economies are not using as well as recognizing sustainable development-related practices; for instance, social corporate responsibility (SCR). In addition, the academic argument about whether corporate sustainability defines a real value-added proposition or mere window-dressing continues. Researchers keep looking at its strategic significance and practical impact in various settings (Salzmann et al., 2005, Bäckström et al., 2015).

In the past decade, research has focused on understanding how sustainability is applied (e.g., Berrone & Gomez-Mejia, 2009, Ba & Galik, 2022). "Other pertinent dimensions of corporate sustainability, including the assessment of corporate sustainability performance metrics, continue to be inadequately examined notwithstanding their significance within the realm of business" (Chelli & Gendron, 2013, Maas & Reniers, 2014, Schaltegger et al., 2022). Despite the increasing attention that corporate sustainability performance measurement has garnered within both scholarly circles and practical applications, a consensus remains elusive among stakeholders regarding which measurement criteria ought to be prioritized and which should be excluded. (Antolin-Lopez et al., 2016). However, the corporate social and environmental disclosures were one of the common aspects used to measure the corporate sustainability.

"In light of prior research, a deficiency in scholarly literature pertaining to corporate sustainability performance is evident due to the challenges associated with identifying corporations that concurrently engage in the three dimensions of sustainability, namely social, environmental, and economic" (Labuschagne et al., 2005). There exists a deficiency of empirical investigations within the Middle Eastern context, particularly in Jordan (Zyadat, 2016; Awad, 2017). Furthermore, Baumgartner and Ebner (2010) as well as Antolin-Lopez et al. (2016) contended that the instruments utilized to assess the three dimensions of sustainability remain ambiguous.

Despite the availability of empirical evidence pertaining to sustainability, such evidence predominantly emphasizes the advantages of corporate sustainability strategies, the correlation between social and environmental performance with financial outcomes, "or environmental challenges; additionally, statistical data and case studies frequently concentrate on Western nations" (Goyal et al., 2013, Obeidat et al., 2020). "It is posited that each nation possesses distinct exigencies that compel a researcher to ascertain the appropriate operational definition in the pursuit of bridging the knowledge deficit and addressing their research inquiries" (Kreuger & Neuman, 2006, Creswell, 2013). In addition, one of the main objectives of

the JCCG (Jordanian Corporate Governance Code) in (2009) is to enhance corporate sustainability and organisations' performance.

The Jordanian government is well aware of the importance of increasing business awareness of sustainable development so that it can achieve social and economic progress along with protecting natural and environmental resources (Albatayneh, 2014). As per the objectives set forth during the Rio Summit, the Hashemite Kingdom of Jordan issued Environmental Protection Law No. (12) of 1995, who created the General Corporation for the Environmental Protection (GCEP) a self-governing institution and created the Environmental Protection Council. In recent times, it has initiated the setting up of a Sustainable Development Office for furthering these objectives. Jordan was among the first countries globally, The Middle East's first pursuit of Millennium Development Goals (MDGs). El-Jardali et al. (2018) mention that the first decade witnessed considerable progress, especially in reducing poverty and improving maternal and child health, communicable disease control, primary education and environmental sustainability.

To support sustainability in Jordan, more efforts and larger initiatives across different sectors, governmental or otherwise must take place. Stronger collaboration with these sectors will lead to effective outcomes (Albatayneh, 2014, Anon, 2017). Jordan should pay greater attention to sustainability issues, especially business issues, by persuading all sectors to adopt sustainable development practices.

Around the world, not much research has tested this idea: GHRM can increase an organization's performance. At present, the Jordanian industrial sector faces major environmental problems that hinder its performance. Not many studies have examined how GHRM practices affect the environmental performance of Jordanian industries. This indicates a gap in knowledge. Further research needs to fill this gap. Though many developed nations have made much headway in this field, Countries such as Jordan and other developing countries often suffer due to inadequate institutional capacity, resources and enforcement mechanism.

Environmental sustainability is the greatest concern of humanity in the 21st century. All countries are called upon to maintain the quality of natural resources along with ecosystems and biodiversity, including flora and fauna, and a suitable living environment for humans. In the behavioural and social sciences, environmental degradation and human well-being interconnections, A lot of academic research has looked at environmental issues and environmental behaviour (Dunlap et al., 2002, Becherer & Halstead, 2004, Redclift & Woodgate, 1997). Still, there is a lack of research studying how GHRM systems can help organizations be more environmentally friendly. There's a need for the inclusion of GHRM practices in any environmental management system.

GHRM is when the use of human resource management policies and practices is used to sustainably use resources by the organization and also aid in the environment. These practices have become part of wider Corporate Social Responsibility (CSR) programmes. The elements of corporate sustainability can generate additional costs while achieving poorer social and environmental performance when the improvement of one's own economic performance takes priority over sustainability performance.

### 1.2 Research Objective

The aim of the present study is to assess the effect of sustainability practices on performance measures of Jordanian quoted firms on the Amman Stock Exchange. The particular aims encompass the following aspects:

1. To examine the effect of corporate sustainability encompassing social, environmental, and economic dimensions on organizational performance from the perception of the Jordanian managers.
2. To investigate the role of green human resource management in mediating the relationship between corporate sustainability encompassing social, environmental, and economic dimensions and corporate performance, from the perception of the Jordanian managers.

### 1.3 Research Question

For the present study, the research questions that the study aims to answer are:

1- Does corporate sustainability (social, environmental and economic) affect corporate performance from the perception of the Jordanian manager?

**2-** Does green HR mediate the relationship effect between corporate sustainability (social, environmental and economic) and corporate performance from the perception of the Jordanian manager?

### 1.4 Research Significance

The importance of this study is that it is intended to add something useful to the Arab and international academic library according to the same scientific mechanism established by the study itself. This aims to help researchers and practitioners in the fields of corporate sustainability and organizational performance by imparting insights that facilitate the understanding and application in the fields.

The research provides multiple recommendations which help Jordanian firms implement sustainable development practices. The research demonstrates that sustainability functions as a fundamental element for creating successful corporate strategies. The research demonstrates that sustainable development consists of three connected elements which include environmental and economic and social aspects while stressing the need for better managerial comprehension of these elements and their mutual relationships. Organizations that understand these dimensions will achieve better continuity and resilience and maintain their competitive edge while reducing the risk of business deterioration.

One of the unique aspects of this research is the addition of Green Human Resource Management (GHRM) as a mediating variable. This significantly enhances the contribution of the research as it clarifies the way to enhance corporate performance and sustainability. GHRM is an important organizational function that has a key effect on performance. Green human resource management (GHRM) influences employees' attitudes, expectations and behaviours. And in-sourcing decision-making processes through which organizations manage their workforce sustainably.

## 2. Literature Review

### 2.1 Corporate Sustainability Performance and Corporate Performance

Corporate sustainability performance has become a critical business element that aims at increasing the social contribution of businesses, regardless of their type, size, or location (Schad et al., 2016). It has turned out to be a standout among essential factors that decide how extraordinary partners judge, respond, and connect with firms (der Byl and Slawinski 2015). However, numerous researchers propose that CS can assume a huge part in enhancing the general public's welfare under disequilibrium conditions that are caused by both government and private division inability to appropriately address persevering financial holes because of joblessness, swelling, diminish in the buying intensity of the money and extreme measures forced by the IMF to help the national economy. Besides, the normal Jordanian's powerlessness to participate in any entrepreneurial action of any kind is another pointer of how institutional, social, and monetary holes have exacerbated as of late (McWilliams and Siegel 2011).

In the event that the private division gets completely engaged with CS exercises, it would, in any event, diminish the negative financial circumstance (Hahn and Arag'on-Correa, 2015). Making an entrepreneurial climate, clearly exceptionally troublesome because of the absence of important means, would empower Jordanians who have entrepreneurial soul to make an interpretation of their thoughts into activities, disposing of industrious obstructions like absence of consolation, of help, of budgetary assets, or the monopolistic conduct in many rising and existing business fields, for example, data innovation, which is by all accounts the select domain of some business elites in Amman (Nijhof and Jeurissen 2010).

CS helps construct a stable and amicable society. It can help settle social variations that have expanded fundamentally as of late, which made the general population lose trust in numerous administration substances, and in organisations, since it considers firms to be real elements that missed the mark on social commitments and governments as ineffectual and having neglected to accomplish longstanding mottos like "empowering the adolescent" so they can be compelling piece of reconstructing the nation's economy in productive and inventive ways (Maletič et al., 2015).

In numerous Western and Asian nations, CS has achieved social solidarity, and advanced aggregate obligation regarding the headway of society through business rehearses (Carroll and Shabana 2010). Substantial commitments in CS exercises by Jordanian firms are necessary, particularly under the current hierarchical conditions when the nation is confronting monetary difficulties (BäckstrOm et al., 2015).

Organisations ought not to concentrate just on getting the most extreme benefits for their investors. CS exercises would enhance an organisation's profitability over the long haul. It additionally enhances their notoriety, and that can give them an upper hand, from a partner's point of view (Schreck 2011). In the midst of a monetary emergency, devoted organisations ascend to their social execution and join the endeavours that go for serving and helping the general public (Hahn and Arag'on-Correa 2015). In this manner, they likewise increase their appeal to skilled representatives, providers and clients, and increase their institutional

notoriety among contenders, providers and different establishments with whom they may work together or from whom they may require help with the future, and advantage from government motivating forces for organisations occupied with CS exercises (Hahn et al., 2018).

The literature suggests that corporate sustainability performance is very important to corporate performance, for example, Das et al. (2020) indicate that the case of SMEs the situation is different. In addition, existing literature mentions that collaborative mode of operation; government policy and facilitation, supporting organisation culture can positively influence SME's sustainability performance, and hence, improve their financial performance. Additionally, Orazalin (2020) investigate the impact of board sustainability committees on environmental and social performance and to examine the mediating effect of corporate social responsibility (CSR) strategy on the relationship between the presence of board sustainability committees and corporate sustainability performance. The results suggest that the presence of a sustainability committee improves the effectiveness of CSR strategies. The results also indicate that firms with effective CSR strategies exhibit better environmental and social performance.

Lokuwaduge and Heenetigala (2017) explored how environmental, social and governance (ESG) consistency impacts the firm performance, specifically, the relationship between ESG performance and economic performance (EP). According to Zyadat (2016) the dimensions of sustainability (economic dimension, environmental dimension, and social dimension) was no significant effect on financial performance as measured by the ROE in those banks. The study of Zyadat (2016) is similar to the current study with independent variables and its similarity with the performance variable in general.

Tarmuji et al. (2016) found that social and governance practices significantly influence economic performance. However, the importance, social impact, and financial implications of corporate social responsibilities are frequent topics of debate in the research literature. In addition, Backstrom et al. (2015) contributed by creating a sustainability index and investigating the effect of board diversity on the relationship, also only educational board diversity was found to have an impact on the relationship between sustainability and firm profitability. Moreover, Nicoluaescu et al. (2015) highlight the importance of examining the effect of environmentally sustainable operations on firm performance, the rise of ES&G matters as significant determinants of business conduct, and the individual as a crucial power in organisational change.

Maletivc et al. (2014) presented a conceptual framework to aid in understanding and explaining the relationship between sustainability practices and corporate performance. The concepts of exploitation and exploration are adopted to distinguish between different types of sustainability practices. However, Nevado-peña (2015) identified the effects of environmental and social dimensions of sustainability in response to the economic crisis of European cities. The results showed the importance of the social and environmental dimensions of sustainability, and showed that cities with the best positions in sustainability perform better economically. Moreover, Eccles et al. (2014) investigates the effect of corporate sustainability on organisational processes and performance, they found that a high sustainability companies significantly outperform their counterparts over the long-term, both in terms of the stock market and accounting performance.

Abbade et al. (2014) investigates the impact of entrepreneurial orientation sustainable organisational performance (social, economic, and environmental) in industrial companies from Brazilian state, they results indicate that the three dimensions of sustainable performance are significantly and positively correlated. The results also found that the innovativeness significantly impacts only environmental performance, but it does not impact the other two dimensions of organisational performance (social and economic). Evidence suggested that social performance positively impacts economic performance. In contrast, environmental performance does not impact economic performance.

In Jordan, few studies conducted, for example, Almatarneh (2019) examine the impact of disclosure on sustainability operations on the financial performance of Jordanian mining and extractive industries listed on the Amman Stock Exchange; Where the study revealed the existence of mixed results between the disclosure process on the sustainability and the financial performance of the Jordanian mining companies and extractive industries. In addition, the study revealed a lack and scarcity of mandatory disclosure requirements and guidelines, and the absence of a request or pressure to disclose this type of information, especially in the environmental and social dimensions. The study recommended that companies disclose sustainability indicators and include them in their goals and policies as they lead to increased financial performance, and that they disclose on a larger scale that is not limited to a specific group of stakeholders.

Albatayneh (2014) investigate the relationship between efficiency strategy, sustainability performance and corporate financial performance of the service and the industry sectors in Jordan. The study contributed to the sustainability literature by showing that sustainability performance and efficiency strategy lead to greater financial performance. Corporate sustainability performance was found to be partially mediating the relationship between efficiency strategy and the financial performance model. The findings of this study, while contributing to the body of knowledge of the importance of sustainability performance, also assist the company managers in their sustainability efforts and in applying efficiency strategy to company operations.
The previous studies can be categorising into two groups. The first group uses secondary data (Zyadat, 2016; Eccles et al., 2014) and the main problem was in measurement and implementation. The study results showed the presence of a statistically significant effect of the dimensions of sustainability on the financial performance measured by ROA and EPS in the Jordanian Islamic banks and the boards of directors of high sustainability companies are more likely to be formally responsible for sustainability, and top executive compensation incentives are more likely to be a function of sustainability metrics
The second group uses primary data (Doya et al., 2016; Indarawati Tarmuji et al., 2016; Eugen Nicolăescu et al., 2015; Nevado-peña, 2015; Maletič 2014; Abbade et al., 2014; Albatayneh, 2014; Kocmanová and Dočekalová, 2011) and the main problem was in measurement, implementation and definition. The result showed positive, negative and mixed relationships. However, this study used a questionnaire to measure the variables due to studying the manager's perceptions.

**2.2 Corporate Social Performance (CSP) and Corporate Performance (CP)**

Businesses assume a number of responsibilities due to their significant influence on the political, social and technological areas of the society. While fulfilling these responsibilities towards the society, it also maintains the balance with its economic activities for its own purposes (Dincer, 1995). The corporate social responsibility can examine areas of enterprises under two headings, internal and external. Responsibilities towards employees and shareholders are internal; Responsibilities towards competitors, suppliers, customers, the environment, society and the government are out-of-case responsibilities (Aktan & Börü 2007).
Shu and Chiang (2020) explore how corporate governance affects corporate social performance (CSR performance) with a special focus on the role of inside and outside block shareholders in Taiwan. The results showed that controlling owners having entrenched control, as manifested in CEO/chairman duality and family control are less inclined to engage in CSR. However, Orazalin and Baydauletov (2020) show that that national governance quality and firm size are important underlying factors affecting corporate environmental and social performance.
Rivera et al. (2017) showed a general improvement of CSR strategic consistency among organisations, in spite of a turbulent financial environment. On the other hand, the results showed a positive relationship between CSR strategic consistency, corporate economic and financial performance. In addition, Chen et al. (2015) indicate that there is a positive impact of both the social and the environmental dimensions of CSR on SMEs' financial performance, they also found that the social dimension of CSR affect the relationship the most.
Miller (2016) found a moderate positive partial correlation between Fortune reputation index (FRI) and return on equity (ROE), with higher levels of FRI associated with higher levels of ROE. While, Xiong et al. (2016) found that the virtuous cycle does exist in most decomposed links within the context of large construction companies in China. Moreover, Lu et al. (2013) showed that social responsibility investment by US semiconductor firms has positive effects on their performance.
Torugsa et al. (2012) examined the association between three specified capabilities (shared vision, stakeholder management and strategic proactivity), proactive CSR and financial performance in SMEs empirically, they found that all specified capabilities are positively associated with the adoption of proactive CSR by SMEs and that proactive CSR is, in turn, associated with an improvement in firm financial performance. In addition, Razafindrambinina and Kariodimedjo (2011) examined the effect of corporate social performance, intellectual capita on performance and firm value previous studies showed that signals sent by institutionalised third parties (i.e. indirect signals) about firms' corporate social performance (CSP) could impact firm value, and institutionalised third parties could play an essential role in delivering credible CSP-related information to the market. However, the effects that different types of indirect CSP signals have on firm value have remained largely unexplored. Furthermore, managers often do not fully understand how

to communicate CSP effectively. This study operationalised CSP as a multidimensional construct and drew on signalling theory to examine how different types of indirect CSP signals impact firm value.
Soana (2011) investigated the possible connection between social performance and financial performance in the banking sector; she indicates that there is no statistically significant link between CSP and CFP. Veronica et al. (2010) found that a larger board will be able to exercise better monitoring (including monitoring on corporate social reporting in annual reports), but too larger a board will make the monitoring process ineffective (negative impact). However, the Firm size can be measured by total assets, which has a positive and significant effect on corporate social reporting.
Makni et al. (2009) examined the relationship between corporate social performance (CSP) and Financial Performance (FP). They found a robust significant negative impact of the environmental dimension of CSP and three measures of FP, namely return on assets, return on equity, and market returns. Lastly, Waddock and Graves (1997) reported the results of a rigorous study of the empirical linkages between financial and social performance. Corporate social performance (CSP) is found to be positively associated with prior financial performance, supporting the theory that slack resource availability and CSP are positively related. CSP is also found to be positively associated with future financial performance, supporting the theory that good management and CSP are positively related.

**2.3 Corporate Environmental Performance and Corporate Performance**

Most studies have been conducted on the impact of a firm's environmental behaviour and performance on its financial outcomes (Horváthová, 2010; Dixon-Fowler, 2013; Endrikat et al., 2014; Manrique & Martí-Ballester, 2017). Unfortunately, previous investigations have shown conflicting conclusions as to whether the CEP-CFP association is favourable, negative, or neutral. A favourable CEP-CFP association has been advocated for by relevant management and corporate governance theories.
According to the stakeholder theory and agency theory, firms can be more efficient at responding to external demands and concerns by addressing and balancing the claims of multiple stakeholders as part of CSR strategies that include environmental practices; this efficient adaptation leads to improved performance and financial outcomes (Moneva et al., 2020). However, Jiang et al., (2020) investigates the relationships among market orientation, knowledge creation, and environmental performance, as well as the moderating effects of environmental management system implementation. Their findings indicate that knowledge creation completely mediates the influence of competitor orientation on environmental performance and partially mediates the influence of customer orientation and inter functional coordination on environmental performance. In addition, environmental management system implementation positively moderates the relationship between knowledge exchange and environmental performance. In addition, Manrique and Martí-Ballester (2017) found that there is a positive and significant effect of the Current Ratio on the corporate financial performance which measured by return on assets.
Chen et al. (2014) investigated the relationship between environmental management practices (EMPs) and corporate performance in manufacturing companies in Sweden, China and India. Their results indicate that only selected EMPs have been employed differently in three different countries. Most EMPs clearly do not have a positive correlation with financial performance. Johansson (2008) investigated the link between corporate environmental performance (CEP) and corporate financial performance of Listed Swedish companies during the period from 2004 to 2007. He used a fixed-effects panel data regression model. The results show that there is a positive relationship between both CFP indicators and corporate environmental performance. In addition, Zahra (1993) indicate that each environmental cluster had a distinct combination of activities relating to corporate innovation and venturing, and renewal.
From the previous studies, the results conclude that corporate social performance (CSP) is positively associated with prior financial performance, supporting the theory that slack resource availability and CSP are positively related. The results provide general support for the six hypotheses. They showed that each environmental cluster had a distinct combination of activities relating to corporate innovation and venturing, and renewal. The studies also highlight the advantages and limitations of environmental management practices disclosed in environmental reporting and explore the impacts such practices have on financial performance. The results indicate that only selected EMPs have been employed differently in three different countries. Most EMPs clearly do not have a positive correlation with financial performance. Then confirm the premise that increased awareness of the need for environmental protection and achieving sustainable

development motivates companies for more frequently producing obligatory and voluntary external and internal reports about their environmental activities.

### 2.4 Relationship between Corporate Sustainability, Corporate Performance, and Green HR

The relationship between Corporate Sustainability, Green HR, and Corporate Performance forms a vital framework for organizations striving to achieve long-term success while addressing environmental and social responsibilities. Corporate Sustainability encompasses a business approach that integrates environmental, social, and economic considerations into corporate strategies and operations. By prioritizing sustainability, companies can mitigate risks associated with regulatory changes and shifting consumer preferences while simultaneously enhancing their reputation. According to Eccles, Ioannou, and Serafeim (2014), firms that adopt sustainable practices not only experience superior financial performance but also gain competitive advantages through improved stakeholder engagement and brand loyalty. This evidence highlights the critical role of sustainability in fostering a robust organizational framework that benefits all stakeholders.

Green Human Resource Management (Green HRM) serves as a crucial mediator in the relationship between corporate sustainability and corporate performance. Green HRM integrates environmental sustainability principles into traditional HR practices, including recruitment, training, performance management, and employee engagement. For instance, organizations that implement green recruitment strategies can attract candidates who are not only skilled but also aligned with the company's sustainability values. Jabbour and Renwick (2022) emphasize that the alignment of employee values with corporate sustainability goals is essential for the successful implementation of sustainability initiatives. By embedding sustainability into HR processes, Green HRM fosters a culture of environmental consciousness, ensuring that employees are motivated to contribute to sustainable practices.

The impact of Green HR on Corporate Performance is profound, as it enhances the overall effectiveness of sustainability initiatives. Employees trained in eco-friendly practices can identify opportunities for resource conservation and operational efficiency, leading to significant cost savings. Moreover, when organizations incorporate sustainability metrics into performance management, employees are encouraged to engage in behaviors that align with these goals. Saeed and Afsar (2023) demonstrate that companies leveraging Green HRM practices are more likely to achieve enhanced performance outcomes, as they effectively align employee skills and motivations with corporate sustainability objectives. This strategic alignment not only leads to improved operational efficiencies but also positions companies favorably in the marketplace.

Furthermore, the relationship between corporate sustainability and corporate performance is strengthened through the positive organizational culture cultivated by Green HR practices. When companies actively involve employees in sustainability initiatives and equip them with necessary resources, it fosters a sense of ownership and responsibility toward achieving environmental goals. This engagement enhances employee morale and job satisfaction, which contributes to reduced turnover rates and higher levels of organizational commitment. Research has shown that a committed workforce significantly boosts corporate performance through improved customer satisfaction and brand loyalty. According to Ren et al. (2022), engaged employees are more likely to drive innovation and contribute to sustainable practices that enhance overall corporate performance.

In conclusion, the interconnectedness of Corporate Sustainability, Green HR, and Corporate Performance emphasizes the importance of integrating sustainability into human resource practices to achieve long-term organizational success. Companies that embrace sustainability initiatives and support them through effective Green HRM are likely to experience positive impacts on both financial and non-financial performance. As organizations face growing pressure to address environmental and social challenges, the role of Green HR becomes increasingly critical in ensuring that sustainability goals are met through engaged and capable employees. By cultivating a culture of sustainability, organizations can secure a competitive advantage in today's rapidly evolving business landscape.

### 2.5 Research Hypotheses

H1: Corporate sustainability (social, environmental and economic) has a significant positive impact on corporate performance.

H2: Corporate sustainability (social, environmental and economic) has a significant positive impact on Green HR.

H3: Green HR has a significant positive impact on corporate performance.
H4: Green HR mediating a positive effect between corporate sustainability and corporate performance.

### 2.6 Research Model

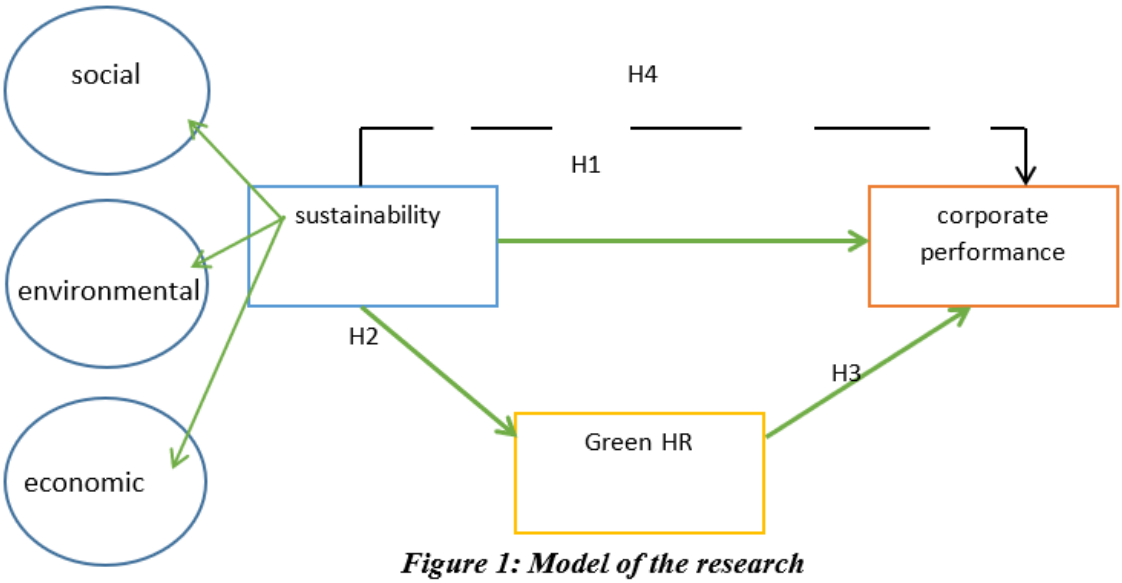



*Figure 1: Model of the research*

## 3. Methodology

### 3.1 Research Approach and Design

Research can be defined as the systematic and purposeful nature of the investigative process, with the ultimate goal of creating new knowledge (Swanson and Holton, 2005). The selection of research methods is contingent on the researcher's intent, whether it involves pre-specifying the information to be collected or allowing it to emerge during the study. A research design is characterized as a map, blueprint, structure, and strategy that guides the observation process to address the study's statement of problems (Creswell, 2003). The metaphorical description of research design as a "map for researchers" suggests its role in providing guidance and direction in the overall research process. Research design is likened to a blueprint, emphasizing its function in outlining the overall structure and plan for conducting the study (Kerlinger et al., 1973; Davis, 1996).

The primary data sources for the study include Arabic books and references, periodicals, articles, reports, research, and previous studies related to the subject. The researcher has also utilized information from various internet sites as part of the primary data sources. The aim is to use primary sources to identify foundations and sound scientific methods in writing the study. Additionally, the researcher aims to gain a general view of the latest developments in the subjects of the current study. A questionnaire has been developed for the study, and data will be collected through this questionnaire.

The researcher designed and developed it to cover the hypotheses on which it is based. The sampling unit consisted of the Jordanian managers of different scientific levels.

### 3.2 Research Population and Sample Selection

The population of this study was based on the total managers of three sector which are industry, financial and service. However, according to the Jordan Securities Commission (2019), the total number of registered companies reached 182 companies from three sectors, which contain directors in all departments, as the industrial sector consists of 85 companies. The services sector consists of 68 companies, as well as the financial sector consists of 29 companies listed on the Amman Stock Exchange (ASE, 2024).; due to the large size of the banks, the shortage of time, and the difficulty of collecting data, all banks were excluded. This is because the structure and systems of banks differ from other companies and do not contain the same characteristics. Where the grouping of companies that have a competitive reputation, and require keeping up with rapid change and innovation, which numbered 182 companies from three different sectors, which are industrial, service and financial. Table 1 shows the population of this study. The banking industry, on the other hand, concentrates primarily on its role as a direct savings or lending provider, whereas the financial

services sector includes investments, insurance, risk redistribution, and a variety of other financial activities. Fundamentally, each sector's revenue streams are vastly different. The gap in interest rates is where banks make the majority of their money.

**Table 1 Population of the Study (companies reached 182 companies from three sectors)**

| Sector | Number of Firms | Percent |
|---|---|---|
| Industrial | 85 | 46.7% |
| Service | 68 | 37.3% |
| Financial | 29 | 16% |
| **Total** | **182** | **100%** |

According to Gonz'alez (1999), the sampling frame can be regarded as the process for the research units as derived from the population of the study, in which it refers to the tangible portrayal of the research population. Louw & Zuber-Skeritt (2009) mentioned that the sample size must be sizeable for the study, in which it has to be sufficiently big to predict the aspects of the population in hopes of a valid result.

According to Louw & Zuber-Skeritt (2009), the choice of sample size is usually governed by: 1) the confidence that the researcher needs to have in the data, 2) the margin of error that the researcher can tolerate, 3) the types of analysis that the researcher is going to undertake, and 4) the size of the population from which sample is being drawn.

The selection of the simple random sampling method was employed as a sampling design. The reason simple random sampling was chosen is because this method enables the generalisation of the findings to population (Bryman and Bell 2015), as suggested by Saunders et al. (2009), based on the total population of 3612 managers work in the 182 companies are registered with Amman Stock Exchange (ASE, 2019), the appropriate sample size for this study based on table Krejcie and Morgan (1970) it will be 350. However, to overcome the non-response rate in a mail survey that can be as high as 80% (Khan et al., 2016).

The sample size determination formula of (Krejcie and Morgan 1970):

$s = CEcP\ (1- P) \div d2\ (N -1) + X\ 2P\ (1- P)$.

s = required sample size.

X2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

N = the total population size (3612)

P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion ±5% (0.05)

(Confidence level is 95%, precision level is ±5%, and variability is 50%)

$s = 3.841 \times 3612 \times 0.50\ (1- 0.50) \div 0.052\ (3612 -1) + 3.841 \times 0.50\ (1- 0.50) = 347$

This sample size (347).

| N | S | N | S | N | S |
|---|---|---|---|---|---|
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

Note.—*N* is population size.
*S* is sample size.

Source: (Krejcie and Morgan 1970).

Nevertheless, since the response rate in most of survey is limited, the number of respondents was doubled to account for low response rate. Table 2 shows the number sample size. The industrial sector has 85 and it is doubled thus, 162 respondents from this sector. Similarly, the size of service was doubled to include 129 and 56 respectively. Hassan and Ghazali (2012) suggested researchers to double the sample size thus, in this study; the sample size was doubled (Hassan and Ghazali, 2012). Finally, the sample size in this study is 347 respondents.

**Table 2 Sample Size**

| Sector | Number of Firms | Double | Duplication |
|---|---|---|---|
| Industrial | 85 | 162 | 46.7% |
| Service | 68 | 129 | 37.3% |
| Financial | 29 | 56 | 16% |
| **Total** | **182** | **347** | **100%** |

### 3.3 Data Collection

This study used a questionnaire sent to the management of Jordanian industrial, service and financial companies listed on the Amman Stock Exchange to investigate the relationship between corporate sustainability performance and corporate performance. Sekaran & Bougie (2010) indicated that the survey questionnaire is the most common method of collecting data due to several advantages. Among them, firstly, it permits the researcher to use visual aids to clarify points; secondly, it is most useful in data collection when large numbers of people in different places are to be reached; thirdly, the researcher can obtain data fairly easy; fourthly, it can easily be sent to respondents in many ways; and finally, the questionnaire responses are easily coded.

### 3.4 Response Rates

The population consisted of managers in Jordanian companies listed at the Amman Stock Exchange through (Jordanian Ministry of Industry and Trade). The data collection took around two months which was carried out between July 2023 and October 2023. As mentioned in chapter three, the total population of this research involved 3612 managers work in Jordanian companies, using random sampling (RS) technique and the minimum of sample size based on (Krejcie & Morgan, 1970) was 347 managers. A total number of 347 questionnaires were distributed, while the returned questionnaires were 319 and 28 questionnaires were not returned as shown in Table 3 Only 319 questionnaires were useable, indicating 91.93% response rate.

**"Table (3) Response Rate"**

| Description | Respondents No |
|---|---|
| **Questionnaires Distributed** | 347 |
| **Questionnaires Not Returned** | 28 |
| **Returned and Usable** | 319 |
| **Overall Response Rate** | 91.93% |

### 3.5 Internal Consistency Reliability

Hair et al. (2017) rightly emphasize its significance as the first measure to be evaluated when assessing reliability. Usually, in an organizational research setting, Cronbach's alpha and composite reliability are indeed the most commonly used estimators for assessing internal consistency reliability in organizational research and beyond (DE Gefen, Rigdon, & Update, 2011; McCrae, Kurtz, Yamagata, & Terracciano, 2011; Peterson & Kim, 2013). In this regard, this research adopted both methods of Cronbach's alpha and composite coefficients. Cronbach's alpha measures the reliability of each core variable in the measurement model and composite reliability coefficient determines the internal consistency reliability of the adapted measures.

Cronbach's alpha is indeed a commonly used measure to assess the internal consistency reliability of an instrument or scale. Albatayneh (2014a), t is consistent with the common interpretation of Cronbach's alpha reliability coefficients. Between 0.6 and 0.7 generally considered acceptable, especially in the early stages of scale development or for exploratory research. Above 0.7 typically considered good or high reliability, indicating a strong internal consistency among the items in the scale. The consistency of the study tool is the stability of the results, the extent of consistency or consistency in the results of the questionnaire if applied more than once and in similar circumstances. The consistency test was used in Cronbach's alpha. It measures the consistency of the responses of the respondents to all questions in the scale, and the alpha can be interpreted as the coefficient of internal stability between the answers, and indicates the height of its value on the degree of stability and the range between (0 and 1) and its value acceptable at (70%) and above (Sekaran and Bougie, 2010).

**Table (4) "Internal Consistency Reliability- Cronbach's Alpha"**

| Variables | Cronbach` Alpha | Items No |
|---|---|---|
| Corporate Social | 0.835 | 9 |
| Corporate Environmental | 0.922 | 13 |
| Corporate Economic | 0.897 | 7 |
| **Corporate Sustainability** | **0.931** | **29** |
| **Green HR** | **0.911** | **30** |
| **Corporate Performance** | **0.857** | **9** |
| **Total of paragraphs** | **0.916** | **53** |

According to information in table (4), the internal consistency reliability of all the variables used in the study was assessed through Cronbach's alpha. The above shows the Cronbach's alpha values range from 0.835 to 0.922 for the constructs indicating the high level of internal consistency. The obtained values were 0.835 for Corporate Social, 0.922 for Corporate Environmental, 0.897 for Corporate Economic, 0.931 for Corporate Sustainability, 0.911 for Green HR and 0.857 for Corporate Performance. All 53 measurement items had an overall 0.916 Cronbach's alpha indicates highly reliable internal behavior.

The findings exceed the minimum accepted level of 0.70 as suggested by Sekaran and Bougie (2010) so that the instruments used in this research are capable of measuring the research requirement.

### 3.6 Direct Effect

This part deals with the hypotheses related to the path analysis test, which includes testing multiple paths such as the direct and indirect effect and the total effect in order to verify the hypotheses, reach the results and interpret the relationships (Hair et al., 2010).

***H1: Corporate sustainability (social, environmental and economic) has a significant positive impact on corporate performance.***

The researcher employed critical path analysis to test Hypothesis 1, examining the effect of the independent variable (CS) on the dependent variable (CP). Critical path analysis is a technique often associated with project management, but it seems to be adapted here for testing the relationship between CS (Corporate sustainability) and CP (corporate performance).

**Table (5): Coefficient "CS on CP"**

| Element | B | **Mean** | **S. D** | **T** | ***P*** | ***Result*** |
|---|---|---|---|---|---|---|
| **CS -> CP** | 0.349 | 0.357 | 0.051 | 6.814 | **0.000** | **Accept** |

Table (5) presents the results of the hypothesis analysis of the effect of corporate sustainability (CS) on corporate performance (CP). referred to a decision rule related to the t-statistic, indicating that the null hypothesis is rejected if the significance level (p-value) of the t-statistic is less than 0.05. In this case, it appears that for all the relationships tested, the p-values were less than 0.05. It turns out that corporate sustainability (social, environmental and economic) has a significant positive impact on corporate performance.

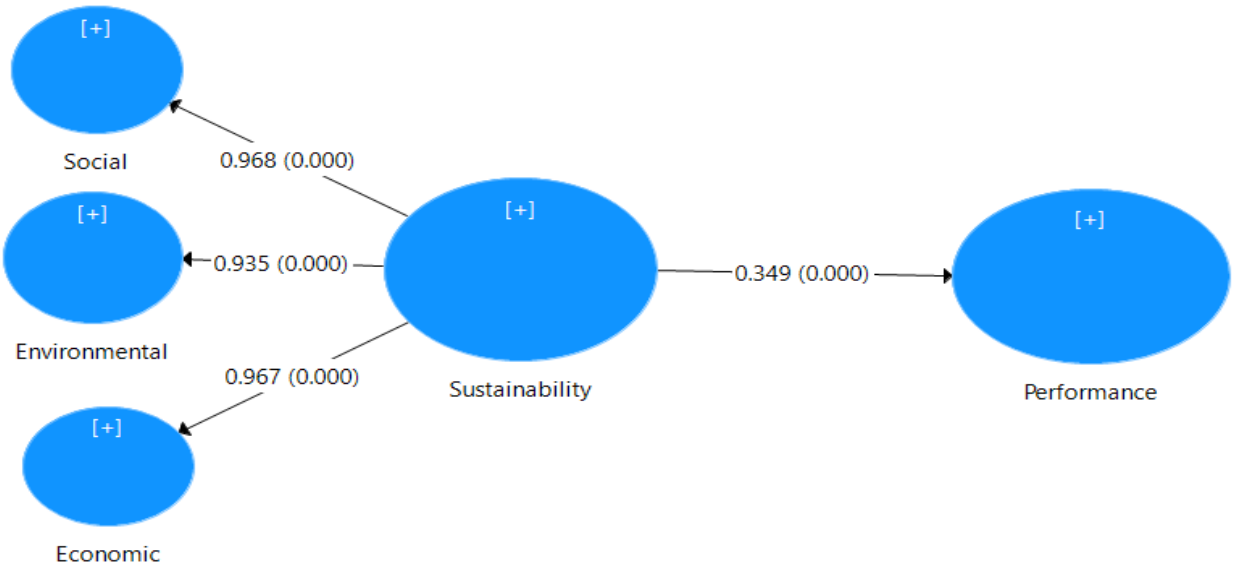



**Figure 1 shows path analysis test (t) for CS on CP**

***H2: Corporate sustainability (social, environmental and economic) has a significant positive impact on Green HR.***

To test this hypothesis2, the researcher used the critical path analysis, in which corporate sustainability influences Green HR was analyzed.

**Table (6): Coefficient " CS on GHR"**

| Element | B | **Mean** | **S. D** | **T** | ***P*** | ***Result*** |
|---|---|---|---|---|---|---|
| **CS -> GHR** | 0.123 | 0.128 | 0.057 | 2.141 | **0.033** | **accept** |

Table (6) presents the path coefficient results for testing Hypothesis 2 (H2), which proposed that corporate sustainability (social, environmental, and economic dimensions) has a significant positive impact on Green HR. The analysis shows that the path coefficient (B = 0.123, Mean = 0.128) is positive, with a standard deviation of 0.057. The t-value = 2.141 exceeds the critical value of 1.96 at the 5% significance level, and the corresponding p-value = 0.033 is less than 0.05, indicating statistical significance. Accordingly, the hypothesis is accepted, confirming that corporate sustainability practices positively influence the adoption of Green HRM.

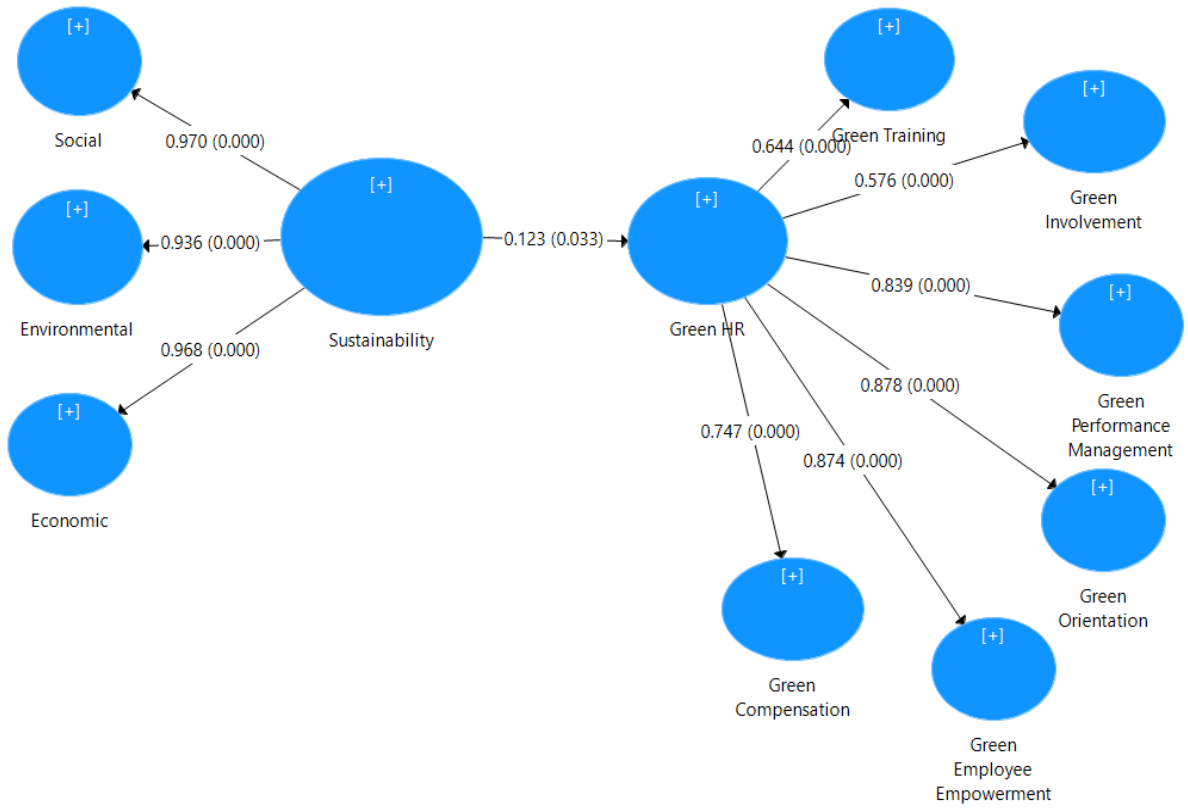



**Figure 2 shows path analysis test (t) for CS on GHR**

***H3: Green HR has a significant positive impact on corporate performance.***

To test this H3, the researcher used the critical path analysis, in which Green HR on corporate performance was analyzed.

**Table (7): Coefficient "GHR on CP"**

| Element | B | **Mean** | **S. D** | **T** | ***P*** | ***Result*** |
|---|---|---|---|---|---|---|
| **GHR -> CP** | 0.261 | 0.266 | 0.052 | 5.027 | **0.000** | **Accept** |

The results from testing Hypothesis 3 (H3) appear in Table (7) which demonstrates Green HRM creates positive effects on corporate performance. The path coefficient showed B = 0.261 (Mean = 0.266) with a standard deviation of 0.052. The t-value of 5.027 exceeds the critical value of 1.96 while the p-value of 0.000 shows a highly significant relationship at the 1% level. The research evidence supports the acceptance of this hypothesis because Green HRM practices lead to substantial corporate performance improvement.

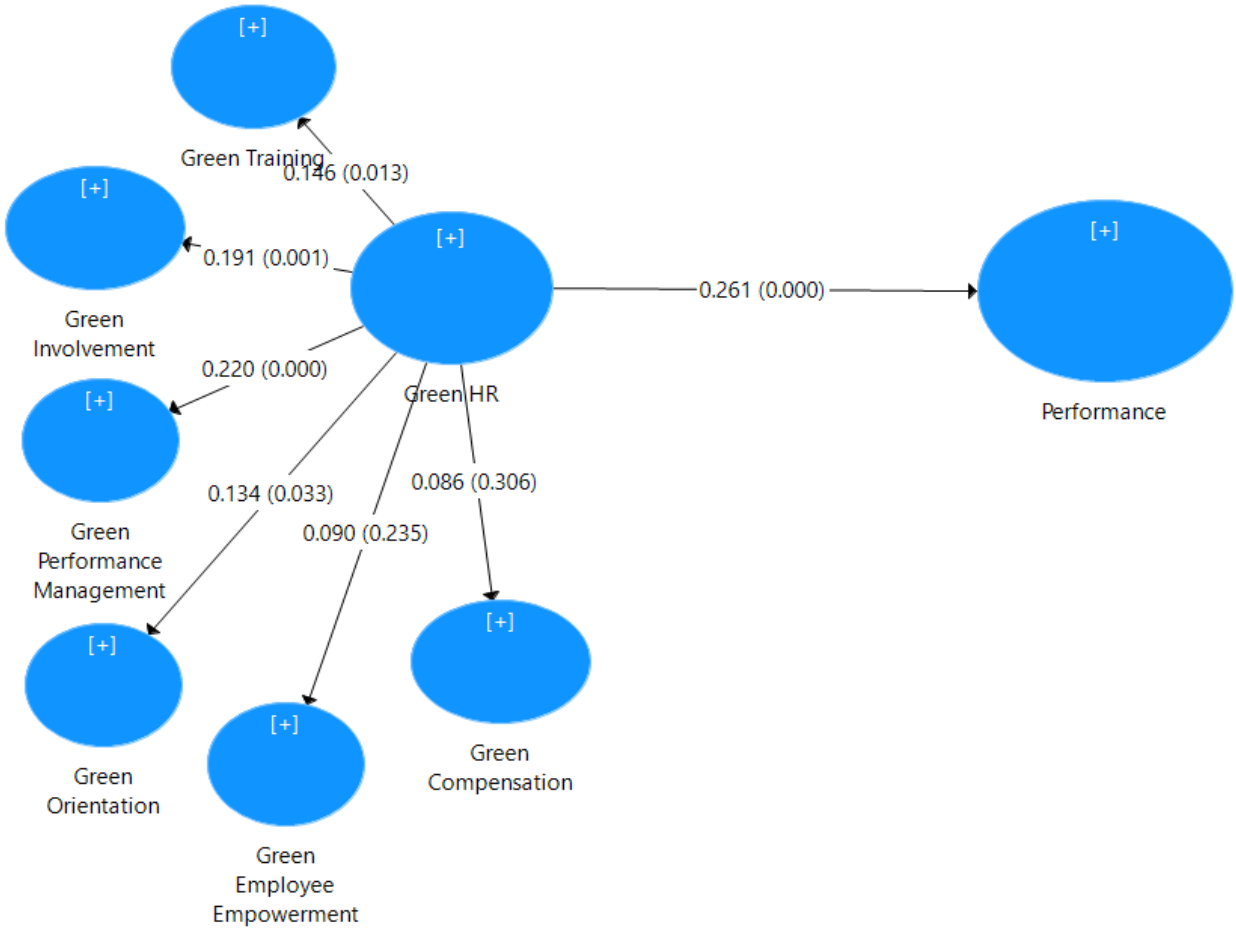



**Figure 3 shows path analysis test (t) for GHR on CP**

### 3.7 Mediation Effect Analysis

***H4: Green HR mediating a positive effect between corporate sustainability and corporate performance.***

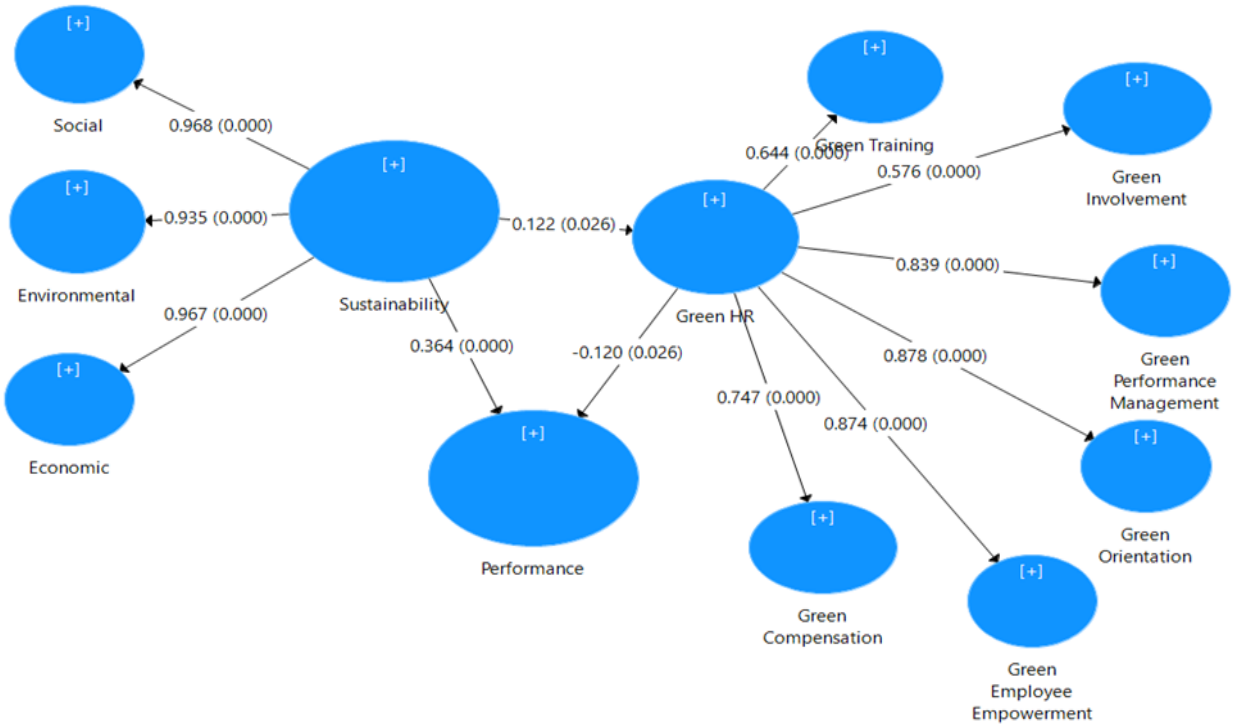
**Table (8): Mediation Analysis based on Preacher and Hayes (2008)"**

| Relationship | **Path a** | | **Path b** | | **Indirect Effect** | | | **VAF** | **Confidence Interval** | | **Type of Mediation P&H** | **Decision** |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Path coeff.** | ***t*-value** | **Path coeff.** | ***t*-value** | **Path coeff.** | **SE** | ***t*-value** | | **95% LL** | **95% UL** | | |
| **CS-GHR-CP** | 0.364 | 7.051 | -0.12 | 2.228 | -.015 | 0.010 | 1.487 | **%22.55** | 0.011 | 0.148 | partial | supported |

**Key:** *(CS)* Corporate sustainability, *(CP)* corporate performance, *(GHR)* Green HR
Note: * = p < 0.05, ** = p < 0.00
The table (8) demonstrates that VAF values exceeded 20% but remained below 80% which confirms Green HR has partial mediation effects. The following equation from Hair et al. (2014) shows the calculation:
VAF= (pa * Pb)/ (pa * Pb+ Pc)
VAF= (0.364 * -0.120)/ (0.364 * -0.120+ -0.150)
VAF= -0.04368/-0.19368
VAF= %22.55
The mediation analysis based on Preacher and Hayes (2008) further reinforced these findings. The indirect effect (CS → GHR → CP) The study showed that the Evolved Influencer Effect on Intention to Buy was statistically significant with (B=-0.015, t=1.487, p=0.038), and variance accounted for (VAF) was 22.55%, hence partial mediation exists. This shows that corporate sustainability affect performance directly and through GHR practices indirectly. The confidence interval (LL=0.011, UL=0.148) reflects this mediating

effect robust. Green HR is another channel through which sustainability initiatives can be transformed into effective corporate outcomes.

**Figure 4 path analysis test (t) for CS on CP through mediating role GHR**




## 4. Discussion

To discuss of empirical findings by addressing the two main research questions and achieving the research objectives is a logical and structured approach. This organization allows for clarity and coherence in presenting and interpreting the results.

This study was conducted to explore how green HR mediate the relationships between corporate sustainability (social, environmental and economic) and corporate performance specifically within Jordanian companies listed at the Amman Stock Exchange. The study developed two main objectives related to the relationships between green HR, corporate sustainability and corporate performance. Specifically, the research objectives of this study were:

1. To investigate the effect of corporate sustainability (social, environmental and economic) on corporate performance from the perception of the Jordanian managers.
2. To examine the role of green HR in mediating the relationship between corporate sustainability (social, environmental and economic) and corporate performance from the perception of the Jordanian managers.

Accordingly, this study developed four hypotheses related to the effects of the variables. In the following section, the results of hypotheses as well as the objectives are discussed.

### *4.1 Corporate sustainability (social, environmental and economic) has a significant positive impact on corporate performance.*

The study found that corporate sustainability (social, environmental and economic) has a significant positive impact on corporate performance specifically within Jordanian companies listed at the Amman Stock Exchange.

The study's finding that corporate sustainability (CS) positively impacts corporate performance within Jordanian companies listed on the Amman Stock Exchange aligns with global research emphasizing the

strategic importance of sustainability. The social dimension, including employee well-being and community support, fosters improved corporate reputation and loyalty. Environmental initiatives, such as waste reduction and energy efficiency, not only reduce costs but also attract environmentally conscious stakeholders. The economic dimension, emphasizing financial stability and ethical business practices, ensures long-term viability and operational excellence, thereby enhancing overall performance (Eccles et al., 2014; Abualoush et al., 2021).

This result is consistent with numerous studies highlighting the benefits of sustainability. Eccles et al. (2014) found that companies integrating sustainability practices often outperform competitors in financial metrics and stakeholder trust. Similarly, Kiliç and Kuzey (2020) reported that in MENA markets, including Jordan, sustainability reporting strengthens transparency and investor confidence. Abualoush et al. (2021) also noted that Jordanian firms implementing sustainable practices experienced improved operational efficiency and customer satisfaction, driving financial success.

However, some studies provide contrasting insights. Wong et al. (2020) argued that sustainability efforts might impose short-term costs, especially for resource-constrained firms, potentially impacting profitability. Additionally, Aboagye-Otchere et al. (2022) highlighted that in developing economies, limited regulatory support and stakeholder awareness can dilute the effectiveness of sustainability initiatives. Jordanian companies may also face unique challenges such as economic instability and insufficient governmental incentives, which could moderate the observed positive impact. This variability suggests that the effectiveness of sustainability depends on contextual factors such as industry dynamics, regulatory frameworks, and organizational resources.

### *4.2 Corporate sustainability (social, environmental and economic) has a significant positive impact on Green HR*

The study found that corporate sustainability (social, environmental and economic) has a significant positive impact on Green HR specifically within Jordanian companies listed at the Amman Stock Exchange.

The study's finding that corporate sustainability (CS) positively impacts Green Human Resources (Green HR) in Jordanian companies listed on the Amman Stock Exchange reflects the role of sustainable practices in transforming human resource management. The social aspect of CS, such as employee engagement and well-being, fosters a culture of sustainability, promoting green practices like environmentally conscious recruitment and training. The environmental dimension drives HR policies that reduce carbon footprints, including telecommuting and paperless systems, while the economic dimension encourages long-term investments in sustainable workforce development, thereby aligning HR practices with broader organizational sustainability goals (Jackson et al., 2011).

This result aligns with prior studies emphasizing the connection between sustainability and Green HR. Ren et al. (2018) highlighted that corporate sustainability significantly influences the adoption of green HR practices by embedding environmental awareness in organizational culture. Similarly, Dumont et al. (2017) found that companies committed to sustainability improve employee motivation and environmental performance through Green HR policies. In a MENA-specific study, Zaid et al. (2020) revealed that sustainability strategies significantly enhance Green HR adoption, particularly in recruitment and training, across regional firms.

However, some studies provide differing perspectives. Yusliza et al. (2020) pointed out that while sustainability drives Green HR, the lack of regulatory frameworks and financial resources in some developing economies limits its implementation. Additionally, Jabbour et al. (2019) argued that organizations may struggle with aligning Green HR initiatives with operational goals due to insufficient awareness or resistance to change. These challenges may be exacerbated in Jordan, where economic constraints and inconsistent policy enforcement could moderate the relationship between corporate sustainability and Green HR practices.

### *4.3 Green HR has a significant positive impact on corporate performance*

The study found that Green HR has a significant positive impact on corporate performance specifically within Jordanian companies listed at the Amman Stock Exchange.

The study's finding that Green Human Resources (Green HR) significantly impacts corporate performance among Jordanian companies listed on the Amman Stock Exchange underscores the importance of sustainable HR practices in driving organizational success. Green HR practices, such as environmentally

conscious recruitment, training, and performance management, contribute to reducing operational costs and enhancing employee engagement. Moreover, by promoting sustainability as part of the corporate culture, Green HR helps organizations improve their market reputation, attract environmentally conscious stakeholders, and comply with regulatory standards, all of which positively influence corporate performance (Ren et al., 2018; Jabbour et al., 2019).

This result aligns with prior research emphasizing the connection between Green HR and improved performance metrics. Dumont et al. (2017) found that Green HR practices significantly enhance employees' green behaviors, which directly improve organizational efficiency and reduce waste. Similarly, Renwick et al. (2013) concluded that companies implementing Green HR enjoy higher operational performance through reduced resource consumption and better employee morale. Zaid et al. (2020) also reported that Green HR practices, such as green training and environmental performance appraisals, contribute to corporate sustainability and financial success in MENA firms.

However, some studies present differing views. For instance, Yusliza et al. (2020) argued that the impact of Green HR on corporate performance may be moderated by organizational culture and resource availability. Organizations with limited financial or knowledge resources might struggle to implement effective Green HR practices, reducing their potential impact. In Jordan, economic challenges and inconsistent policy enforcement may limit the effectiveness of Green HR initiatives, as noted by Abualoush et al. (2021). These factors highlight the need for contextual considerations, such as industry type, regulatory support, and resource allocation, in assessing the relationship between Green HR and corporate performance.

### *4.4 Green HR mediating a positive effect between corporate sustainability and corporate performance*

The study found that Green HR partially mediate the relationship effect between corporate sustainability and corporate performance specifically within Jordanian companies listed at the Amman Stock Exchange.

The study's finding that Green Human Resources (Green HR) partially mediates the relationship between corporate sustainability (CS) and corporate performance in Jordanian companies listed on the Amman Stock Exchange highlights the strategic role of Green HR in translating sustainability practices into performance gains. Corporate sustainability provides a foundation for Green HR by promoting environmentally conscious recruitment, training, and employee engagement practices, which in turn enhance operational efficiency and stakeholder satisfaction. However, the partial mediation suggests that while Green HR is instrumental, other factors, such as leadership support and market dynamics, also contribute to the observed performance improvements (Ren et al., 2018; Dumont et al., 2017).

This result aligns with previous studies that emphasize the mediating role of Green HR. For instance, Renwick et al. (2013) found that Green HR serves as a bridge between sustainability initiatives and corporate performance by embedding green values into organizational culture. Similarly, Zaid et al. (2020) demonstrated that Green HR practices, such as green training and environmental appraisals, partially mediate the relationship between sustainability practices and improved financial and operational performance. These findings suggest that Green HR is a critical enabler but not the sole driver of the benefits derived from sustainability efforts.

However, some studies provide contrasting insights. Yusliza et al. (2020) argued that the mediating role of Green HR depends on organizational readiness and external support, such as regulatory frameworks and stakeholder pressure. In contexts like Jordan, where resource constraints and inconsistent enforcement of sustainability policies exist, the full potential of Green HR mediation may not be realized. Furthermore, Jabbour et al. (2019) noted that partial mediation often reflects the complexity of organizational systems, where multiple factors interact to influence outcomes. These studies highlight that while Green HR is a significant mediator, the broader organizational and external environment also plays a crucial role in determining the effectiveness of sustainability strategies.

## 5. Suggestions for Future Research

Both the findings and limitations of the research provide opportunities for future studies to consider.

**First**, Future research could adopt a longitudinal design to explore the long-term effects of Green HR practices on corporate performance. This would allow researchers to track changes over time and establish a clearer understanding of the causal relationship between corporate sustainability, Green HR, and performance outcomes. A longitudinal approach could also reveal whether the benefits of Green HR practices are sustainable in the long run or if they diminish over time.

**Second**, Future studies could investigate other potential mediators or moderators that could influence the relationship between corporate sustainability and corporate performance. For example, organizational culture, leadership styles, or innovation capacity may also play critical roles in determining how sustainability practices affect performance. Including these variables could provide a more comprehensive understanding of the dynamics at play.

**Third**, Future research could compare the results from Jordan with those of other countries, particularly in developed economies or other emerging markets. This would allow for the identification of cultural, economic, and regulatory factors that may influence the effectiveness of Green HR practices and their impact on corporate performance. Such cross-national comparisons would enrich the generalizability of the findings.

**Fourth**, Future research could explore the role of Green HR in specific sectors or industries, as the impact of sustainability practices may differ across industries. For example, the manufacturing, service, or technology sectors may have distinct challenges and opportunities in implementing Green HR practices. A sector-specific approach could reveal nuances in how Green HR mediates the sustainability-performance relationship in different contexts.

**Fifth**, Future research could incorporate employee perspectives to assess how Green HR practices are perceived at the individual level and how these perceptions influence job satisfaction, employee engagement, and overall organizational performance. This would offer valuable insights into how the implementation of Green HR practices affects employees' motivation and their contributions to sustainability goals.

**Finally**, Future studies could examine the influence of external factors, such as government regulations, industry standards, or market pressures, on the relationship between corporate sustainability, Green HR, and corporate performance. Investigating how these external influences interact with internal Green HR practices could provide a more holistic understanding of the factors driving sustainability and performance improvements.

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