



Empowering Green Job Performance: The Role of Training and Development in Environmentally Committed Organizations

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ABSTRACT

Purpose- The effect of Green Training and development on Green Job Performance (GJP) is increasingly recognized as a critical factor in sustainable organizational practices. This study aims to explore this relationship, contributing to the growing academic discourse on Green Job Performance and its linkage to key Human Resources (HR) functions—specifically, training and development.

Design/methodology/approach- A cross-sectional, quantitative research design. A structured survey was distributed to 200 employees across 10 Egyptian casting companies, all of which implement green strategies and initiatives.

Findings- The study found that HR components—particularly training and development—play a significant role in embedding green performance practices. Organizations that strategically align their training and development efforts with sustainability goals are more likely to achieve successful green outcomes.

Research limitations/implications- The findings are limited to the participating sample. Future research is recommended to adopt a longitudinal approach to examine the impact of training and development on green job performance over time. This would further clarify the role of HR in embedding sustainability practices across different organizational levels.

Originality/value- This study offers valuable insights into the emerging concept of Green Job Performance by empirically examining its connection with Green Training and Development. It contributes to the literature by highlighting the evolving role of HR in promoting environmental sustainability and proposing practical strategies for advancing green HR initiatives.

KEY WORDS

Green Training Development, Green Job Performance

JEL Code: M12, Q56, J24, M14

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1 INTRODUCTION

The number of businesses planning and implementing a series of green initiative projects, strategies, and practices has increased. Companies are expected to be greener-oriented and practitioners in their financial objectives, while minimizing their negative effects on the environment and meeting the global target for sustainability. Their competitive advantage and organisational performance depend heavily on how they respond to the institutional demands which is dependent heavily on how closely they adhere to these standards (Fernández, Fernánde, & Ina, 2019). Human Resource Management (HRM) has not shied away from adjusting its HRM system to this new reality. Organizations with high environmental, social, and governance scores tend to perform consistently and exceed market expectations (Rajesh & Rajendran, 2020). Discussions on the relationship between green and HRM practices have developed over the past few years, mainly through three key study strands (Garavan & McGuire, 2010). With time, the green economy has come to be considered a means of combating climate change, environmental degradation, and the spread of poverty, while the creation of green jobs has become recognized as a potential means of generating new employment. Furthermore, Studies on "green job" concepts are often carried out using one of two methods: qualitative or quantitative.

While the qualitative approach characterizes green employment in terms of the precise skills required to complete activities, the quantitative approach focuses mostly on creating econometric models based on variables defining the quantity of green jobs in national economies (Sulich, Zema, & Zema, Green Entrepreneurship in the European Integration Context, 2018).

Additionally, there are notable differences in how the definition of "green jobs" is defined in the literature currently in publication, particularly with regard to topics such as the economic significance of jobs, environmental preservation, social justice, equality, and equality (Rutkowska & Sulich, 2020); (Poplawski, Rutkowska-Podołowska, & Sulich, 2017).

However, one thing is certain: in an attempt to lessen environmental pollution and climate change, green occupations lead to the development of a new management framework based on the requirement to link to the eco-efficient technologies of the future and to use resources efficiently (Rutkowska & Sulich, 2020). Furthermore, green jobs necessitate dignified work, linking the first Millennium Development Goal (reducing poverty) with the seventh goal (protecting the environment).

Therefore, organizations are now more responsible for sustainable outcomes in general and specifically for the environmental impacts caused by their activities (Pham, Hoang, & Phan, 2020), especially the role of human resource management (HRM). Human resource management (HRM) is concerned with the entire process of an organization related to HR practices, organizational sustainability, leadership, and employee behavior (Jnaneswar, 2023).

Furthermore, a "green job is one that directly deals with information, technologies, or materials that preserve or restore environmental quality," according to the European Commission (Stanef-Puică, et al., 2022). This calls for certain abilities, such as information, education, or experience (e.g., confirming adherence to environmental laws, keeping an eye on resource efficiency within the business, and marketing and selling eco-friendly goods and services). (Müller & Kubátová, 2025) Still, multiple definitions of "green jobs" have been developed by different economists. Colijn therefore offers a somewhat different definition of "green jobs": "A green job features characteristics that support an increase in the use of renewable energy or a reduction in the use of non-renewable energy, thereby contributing to a socio-ecological transition in focus and activity" (Stanef-Puică, et al., 2022) This definition really suggests using multiple shades of green, with a particular shade of green attributed to each type of activity based on how much job activities can be deemed "green" and the degree of involvement in the socio-ecological transition (shaaban, 2021)& (Mahmood & Nasir, 2023).

This study aims to ensure that organizations have the right people in place to drive their sustainability green initiatives by attracting, hiring, and training people who are environmentally conscious and have the required skills and expertise to perform in a green manner (Jnaneswar, 2023).

Organizations must focus on the social and environmental aspects of the business process to sustain their financial viability and deliver green initiatives through Human Resources (Chesbrough, 2003). According to Lee (2009), an environment strategy organization must build a strategic management approach (Lee K. H., 2009).

HRM components, such as, training, and development, play a major role in effectively implementing sustainable environmental strategies, and it is essential to inspire organizations to act green and enhance their employees' attitudes and behavior in alignment with green performance (Ali, Puah, Ali, Raza, & Ayob, 2022).

The objective of this study is to highlight the effect of HRM practices such as Training and development on the concept of Green Job Performance.

To address this objective, we first examine training and development, and GJP. Specifically, we highlight the contribution of Green Initiatives to sustainability and provide further recommendations.

2 LITERATURE REVIEW AND THEORETICAL FRAMWORK

2.1 GREEN JOB PERFORMANCE (GJP)

Job performance (JP) is a universal concept in employee assessment, and scholars have defined it in many ways. The idea is a collection of work-related tasks carried out by employees to meet organizational goals and individual or group objectives. Whitten, Cameron, and Woods (2000) state that JP is viewed as

an entirely distinct phenomenon that is highly impacted by a range of internal (like incentive) and external (like competence) factors. According to Boer et al. (2014) and Nongo (2018), performance can also be defined as an employee's ability to successfully perform tasks within a certain period and generate expected job-related outcomes that are commensurate with their salary. Task performance, contextual performance, and counterproductive work behavior are the three key categories of job performance. When combined, these factors offer a thorough and economical method for assessing the total work performance (Dalal, Baysinger, Brummel, & Lebreton, 2012).

Employee performance in the workplace is evaluated using a variety of standards. Performance can be evaluated using standards such as quantity, quality, accuracy, efficiency, standardization, work ethics, and task completion, according to research from the corpus of literature currently under publication (Rahman, Ferdausy, and Karan, 2012) states that JP can be assessed based on the efficacy of the feedback system, customer relationship management (the ability to win over new clients and satisfy existing ones), and task completion rate (such as meeting sales targets). A third researcher found that the best factors that affect performance include self-assurance, relationships with coworkers, customer service, time management abilities, and supervisor feedback (Mahmood & Nasir, 2023).

Since the effects of various employment on the environment vary and decarbonization is a process that happens gradually, the idea of "green jobs" is likewise constantly evolving, having no set definition or content (Rodríguez, 2019).

The term "green jobs" has begun to take on greater meaning in the literature in recent years, yet published studies (Future, 2024) and national publications (Sulich, Rutkowska, & Popławski, Green Jobs, Definitional Issues, and the Employment of Young People: An Analysis of Three European Union Countries., 2020) take different approaches to the fields that provide these opportunities and specialized skills. However, the absence of a generally acknowledged definition raises a number of problems (Sulich, Rutkowska, & Popławski, Green Jobs, Definitional Issues, and the Employment of Young People: An Analysis of Three European Union Countries., 2020), including the accuracy of the number of such professions, as well as the precise marking of areas. According to Valero et al., a top-down strategy that employs a limited definition of "green jobs" and only takes into account sectors or activities that are directly related to decarbonization results in an estimate of green jobs that makes up less than 5% of the labor force in the economies of the United States and Europe. According to the same study, when applying a "bottom-up" definition, much greater percentages can be achieved when accounting for jobs that are either directly or indirectly tied to the decarbonization process (Future, 2024).

An increase in the popularity of green jobs has been observed, especially with the introduction of the "Green Jobs Initiative", and the 2008–2009 financial crisis (Sulich, Rutkowska, & Popławski, Green Jobs, Definitional Issues, and the Employment of Young People: An Analysis of Three European Union Countries., 2020).

2.2 TRAINING AND DEVELOPMENT

The importance of mitigating threats to the environment and ecological scarcities should be emphasized by the HR training and development program on "training," which should be established and aimed at all levels of employees. The goal of the training program, which consists of knowledge, activities, and skills, is to teach employees how to reduce waste, use organizational resources appropriately, apply low-carbon technology to energy use, and reduce elements that have a negative impact on the environment. Training also gives the worker the chance to become more actively involved in solving environmental problems (Zoogah, 2010). Similarly, the study was conducted among 437 employees. Training on environmental issues is directly related to the growth of embedding management and activities in an organization. Training and learning programs should aim to improve employee knowledge and skills and become an essential part of career advancement, so they should equip employees as future managers and leaders by applying more online courses and materials that are accessible to all. The training programme should include all activities, such as workshops, master classes, sessions, experiential classes (simulation), and experiential classes, where employees obtain knowledge of environmental management in their organization.

Previous studies have indicated that employee pro-environmental behavior as part of socially responsible HRM is associated with HRM policies and practices (Rauf, et al., 2019); (Manzoor, Wei,

Bányai, Nurunnabi, & Subhan, 2019). A study by Hameed, Khan, Islam, Sheikh, and Naeem in 2023 (Fazal & Shaiq, 2023) advocates that the literature related to HRM practices affects employee behavior over different social and psychological processes. Human resource practices improve in-role behavior (an integrated model of CSR) by increasing worker capability (acquiring applicable skills and competencies) and motivation (promoting optimistic attitudes and willingness to participate in socially responsible HRM environment-related activities) (Mohammad, Bibi, Karim, & Durrani, 2019). Thus far, research has shown that HRM practices affect employees' workplace behavior after the Covid-19 pandemic. This study aims to investigate the literature gap by identifying the influence of HRM practices on employee Socially responsible HRM at the workplace, referring to "in-role behavior is defined as formal tasks that are an integral part of an employee performance.

2.3 THEORETICAL FRAMEWORK

This study is grounded in the Ability–Motivation–Opportunity (AMO) framework (Appelbaum et al., 2000) and Institutional Theory (DiMaggio & Powell, 1983), providing a dual-perspective approach to analysing how training and development (T&D) practices can elevate Green Job Performance in organizations committed to environmental sustainability.

The AMO Framework and Green Job Performance

The Ability–Motivation–Opportunity (AMO) framework asserts that employee performance is shaped by three key factors: their ability (A) to execute tasks, their motivation (M) to actively engage, and their opportunity (O) to participate in organizational processes (Boxall & Purcell, 2003). This framework holds relevance in the context of Green HRM, where strategic training and development (T&D) initiatives enhance employees' capabilities by equipping them with essential environmental knowledge and skills (Renwick, Redman, & Maguire, 2013).

Motivational interventions such as embedding green values into an organization's mission or recognizing employees' environmental contributions further strengthen engagement in pro-environmental behaviors (Tang, Chen, Jiang, aillé, & Jia, 2018). Additionally, when employees are provided opportunities through participatory platforms, sustainability projects, or cross-functional green teams, their involvement in environmental initiatives becomes more meaningful, ultimately enhancing Green Job Performance (Pham, Hoang, & Phan, 2020).

Institutional Theory

Institutional Theory offers a macro-level perspective on how organizational behavior is shaped by external forces, including social, regulatory, and normative pressures (Scott, 2008). In the realm of environmental sustainability, organizations face increasing influence from coercive pressures (e.g., environmental regulations), normative expectations (e.g., industry standards and stakeholder demand), and mimetic forces (e.g., benchmarking against leading firms). These dynamics drive the adoption of Green HRM practices, such as environmentally focused training and development initiatives (Zhu, Cordeiro, & Sarkis, 2013). Beyond serving as a strategic response to legitimacy concerns, these practices play a crucial role in embedding environmental values within an organization's culture and enhancing workforce capabilities.

Integrating AMO and Institutional Theory

The integration of AMO and Institutional Theory provides a comprehensive, multilevel perspective on green job performance. While the AMO framework focuses on individual-level mechanisms, illustrating how training and development (T&D) enhance employees' environmental performance, Institutional Theory examines the broader organizational and environmental forces that influence the adoption of such HR practices (DiMaggio & Powell, 1983).

Organizations committed to sustainability respond to institutional pressures by embedding AMO-driven training programs, equipping employees to execute green tasks effectively, willingly, and proactively. This synthesis clarifies how targeted T&D initiatives empower individuals to contribute meaningfully to sustainability objectives, reinforcing environmental commitment at both the employee and institutional levels (DiMaggio & Powell, 1983).

After reviewing the literature and identifying the research objective and main research hypothesis, it is essential to discuss a suitable methodology to study this issue.

3 METHODOLOGY

This study adopts a quantitative research approach using a structured survey to investigate the relationship between the two variables in companies located in Egypt. Figure 1 illustrates the conceptual research model.

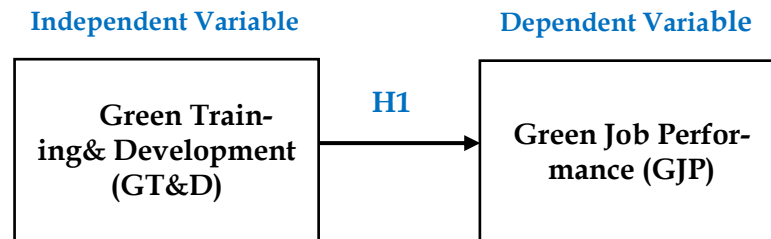


Fig 1. The Study Conceptual Model

Source: Author work

In this study, the independent variable is Training & Development, and the Dependent variable is the Green Job Performance (GJP).

Research aims and Hypothesis

The current research suggests that Green Training & Development one of HR component as dependent variable has positive impact on Green Job performance. To achieve this objective, the following hypotheses will be examined: and English.

H1: There is a positive significant relationship between HR components (Training and Development) and GJP.

H2: There is a positive significant relationship between all HR components and GJP.

Measurements and instrumentation

The questionnaire included three parts that were used to assess study variables. The First part of the questionnaire included demographic data such as age, gender, and work experience. The Second part, measuring HRM green practices, was developed by (Tang, Chen, Jiang, Jia, & Paillé, Green human resource management practices: Scale development and validity, 2017) included 20 items scale to measure the six dimensions of HRM, The third part is green job performance, based on Koopmans (Koopmans, 2015), an 18-item scale to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behavior. All responses ranged from (1) not at all; (2) once in a while; (3) sometimes; (4) frequently; and (5) frequently, if not always, on a 5-point Likert Scale. The survey was conducted in Arabic

Population and sample

A preliminary step involved conducting in-depth focus groups with a sample of business staff to determine the importance of research factors to the intended audience. Given that the size of the population is unknown (Sekaran, 2003), a sample size of 150 workers from ten Egyptian casting and Civil aviation industry companies that filled out questionnaires was found. These characteristics demonstrate the equal distribution of the demographic groupings represented in the data.

Data Collection Process

Data is collected through an online survey distributed via email, to the selected 10 Egyptian companies out of 20 companies. Follow-up emails are sent to increase response rates. Participation is voluntary, and responses are anonymous to ensure unbiased feedback.

The collected data will be analysed using SPSS and regression analysis. The following steps will be undertaken:

1. Reliability & Validity Testing:
Cronbach's Alpha & Composite Reliability (CR) test internal consistency.
2. Hypothesis Testing Using regression
Direct Effects – Correlations and Path analysis will be used to test the direct relationships (H1).

4 STATISTICAL RESULTS

Reliability and Validity

Using Cronbach's alpha coefficient to examine the internal consistency of the subscales, it was found that the value was reassuringly reliable (above 0.6). The findings regarding the dependability of the scales are presented in Table 2. According to (Hair, Black, Babin, & Anderson, 2016), dependability is the degree of consistency between different measurements of a variable. When variables are assessed regularly, it may be seen that they tend to be more consistent than less trustworthy measures.

Table 1. Study Variables Reliability

Scale	Training & Development	Green JP
Alpha	.884	.733

Sources: Author work

Statistical Analysis

The statistical findings demonstrated that correlation analysis was used to determine the association between Training & Development and GJP. The association between all variables is positive and significant for the entire sample, as shown in Table 2, which shows that the association between Training and development, and the GJP is positive and significant.

Table 2. Correlation between All Study Variables

Correlations					
	Mean	Std. Deviation	HR components (1)	Training & Development (2)	Green JP (3)
(1)	69.2125	3.82706	1		
(2)	16.3625	5.11617	.966**	1	
(3)	14.9375	3.54838	.764**	.822**	1

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Sources: Author work

The previous findings demonstrate that each component of the questionnaire has a considerable factor loading on its latent variable. Table 3 lists the fit indices for these factor configurations.

This study used path analysis based on a structural equation module to test the hypotheses. The effects of total of HR component and Training & Development on Green JP were used to examine this relationship. The model has been developed as follows: values of AVE (average variance extracted) and composite reliability (CR) have been tested and confirmed (Fornell & David, 1981)

Table 3. AVE Values

AVE Values					
	Std.β	t-value	Sig.	Reliability	
HRM Approaches (training & development)	0.876	16.203	***	AVE;	0.595
GJP	0.754	18.345	***	CR;	0.782

** Coefficient is significant at 01 level.

Sources: Author work

As Table 3 shows, the results of the path analysis demonstrated that (Training, and Development) together (B; 0.319; $p < 0.001$) and GJP (B; 0.395; $p < 0.001$) positively and significantly affected each other; therefore, H1, and H2, were supported and confirmed. These results indicate that applying HR practices (Training and development) helps in implementing GJS, which leads to the implementation of the company's green initiatives and sustainable strategy; these results show that training, and development are essential for GJP.

5 DISCUSSION

This study examines the impact of training, and development on GJP in the Egyptian industry. Using the conceptual framework of the study as the base, the researcher developed hypotheses to achieve the study's aim. The results for H1 and H2 indicate a significant and positive effect of Training & Development on GJP. These outcomes align with the findings in the literature (Shah & Soomro, 2023) (Anwar, et al., 2020). These positive effects may reflect respondents' well-being in making their companies able to achieve their socially responsible green, sustainable strategy.

Despite a few existing studies on the relationship between HR components, Training & Development and Green Job Performance, which provide theoretical support to the present study, this area is empirically and conceptually well studied; however, such studies are lacking in the Egyptian industry. In the contemporary world, T&D management is hailed as an emerging field of management science that integrates an employee's sustainable performance with environmental management practices. Human resource management is hailed as an emerging discipline in the management sciences that does the same. (Gardas, Mangla, Raut, Narkhede, & Luthra, 2019).

Employees towered green job performance by applying HRM and sustainable HRM as one of the tools used to promote Green JP in Egypt, as one of the requirements of the 2030 government strategy. Furthermore, both HRM and the GJP are crucial for firm sustainability. As a result, managers of organizations, especially those in charge of human resources, must emphasize that organizational efficiency is not exclusively based on a company's financial performance but also needs to consider factors associated with HRM and green performance (Anwar, et al., 2020).

Understanding Green HRM approaches to green performance can be achieved using two strands. First, the strand emphasizes how implementing policies that might influence individuals and groups to adopt behaviors based on training and development is consistent with the green performance concept to improve the company's initiatives, strategy, and performance toward green (Taylor, Osland, & Egri, 2012). The second line of argument states that, in addition to HRM professionals, they can benefit from long-term physical, social, and financial well-being by introducing concepts into human resource management practices. (Stefano, Bagdadli, & Camuffo, 2018); (Taylor, Osland, & Egri, 2012).

The results show that there is a significant positive relationship between HRM components (Training & Development) and Green Job Performance.

This study helped uncover the characteristics and aspects connected to Training & Development as green HRM practices, and their link to Green Job Performance was revealed. However, as evaluations in GJP studies are dynamic processes, new research can evaluate the variables used in this study in various contexts. (Prins, Stuer, & Gielens, 2020) . In addition, this applies to Green Training & Development as both concepts are newly targeted. Future research examining these activities from the perspective of entrepreneurs and managers is advised (Järlström, M. & Vanhala, 2018).

6 CONCLUSION

In conclusion, this study makes several additions to the body of knowledge on Green JP and Training & Development. First, it offers a thorough and empirical assessment of the variable elements of green HRM practices and their relationship with Green JP. Second, this is the first study to introduce the effects of Green HRM practices on Green JP and empirically evaluate Green HRM and its components. In terms of the outcomes for people and organizations, as well as sustainable development, this study supports the research objective of the Green JP area, as well as that of green HRM and sustainability.

Social and Practical implications

Egyptian companies must support HRM practices by setting a clear policy and applying operant learning theory (including punishment and rewards for HRM applications). Furthermore, advanced support for employees who apply these applications will foster a business environment that fosters the coexistence of green practices at the level of HR practices, employee performance, and reward and compensation. The results reflect the suitability of the company and its embedding within these companies and the culture of the Egyptian industry will be created. Simultaneously, it should encourage and promote employee behavior toward social responsibility. Therefore, more money must be spent on

scientific research to promote ideas and social responsibility. In addition, the human resources department of the company must be allocated more effectively, and fresh momentum for sustainable economic growth through green performance should be applied to employees. Training investments must be expanded and high-quality human resources encouraged.

Limitations and Future Research

The results of this study may overestimate the impact of green training and development on sustainable development within the organization. Furthermore, as this study applied a self-reported Green HRM practices scale, some levels of response may have been based on social desirability, and participants may have been motivated to interpret their responses in the most positive way. Therefore, it is recommended to try to confirm the results of the statistical analysis by meeting the sample of respondents in this study, which helps to confirm the results so far. As mentioned "Some researchers have noted that different HRM policies and practices can support readiness for change, also helping to promote high-performance and commitment toward the change process" (Alqudah, Adolfo, & Emilio, 2022), then it is very important to use opener motivation theories, which have the punishment and reinforcement to encourage the human resources to apply the green initiatives for change required for sustainable development. There is still a need for more research to identify the correct policy and best practices that fit Egyptian culture.

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