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Abstract: This study aims to examine the role of HRM practices in promoting a green culture among employees, which will directly affect their performance and behaviour in terms of respecting environmental values and doing environmental operations to produce green employees and products that attract consumers. The research was conducted on Saudi organizations in private and public sectors, through applying a questionnaire on a sample of 168 employees. AMOS technique was used in applying path data analysis to verify the study structures and components of each variable, as well as the mutual relationships among structures in terms of causal modelling. The results show that there is a significant effect of green HR practices on creating green organizational behaviour through acquiring green employees who enable the organization to operate through green instructions and methods. Based on these results, Saudi organizations managers are advised to deal with environmental values and explicit provisions for the protection of environmental values.

Keywords: Green human resources management, HR practices, performance, environmental business.

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1. Introduction

Attention to environmental requirements has become one of the measures of organizational success. It indicates the response of the organization to the business legislations issued by the official parties or social institutions regarding the implementation of green environment policy. Organization theory tells us that the organization is an open system that affects the external environment and is also affected by it. Corporate governance principles focus heavily on environmental issues; therefore, organizations which respect the environmental values and show commitment towards environmental issues are more likely to build a good reputation among different stakeholders, including the society itself. This good reputation will greatly contribute to achieving the goals of the organization: market share, profits, customer satisfaction, etc. The key tool that enables an organization to become pro-environment is the “green employees” who have a good understanding of the importance of environmental values and practices.

2. Study problem and research questions

The observance of environmental values by organizations is one of the basic requirements for the majority of stakeholders like customers, suppliers, employees and government agencies. It is a necessary condition for joining economic alliances and international organizations like WTO (Thomas, 2004). In order for organizations to meet this requirement, they must shift to an environmental organization or a “green organization”. This shift starts with recruiting green employees, which can be done by resource management which needs to green its practices, including recruitment, selection, training and motivation.

This study sets out to build a profile of the green employee in Saudi public and private organizations. The following research questions were addressed:

1. What is the role of green human resource management in turning a traditional organization to an environmental organization?
2. What kind of training is necessary to achieve this goal?
3. How can the recruiter affect the applicants’ perception to become green?

3. Study significance

Previously, organizations mainly focused on not harming the environment through reducing pollution of air, atmosphere, seas, and rivers. But now environmental awareness increased thanks to cultural openness and shift of individuals’ perspectives from social mindedness to global mindedness. This shift has a positive indication: the individual living in a society that does not care about environmental values, when moving to an environmental community (perhaps another country) will be influenced by the environmental practices of the members of that new community. Organizations are now paying more attention to environmental values. The importance of this study lies in the organizational benefits that a company can reap from switching to a green organization, in order to demonstrate the green design in the human capital.

4. Study objectives

The main objectives of this study are related to HRM practices and their role in promoting a green culture among employees, which is crucial for improving competitive and productive abilities. The study aims to investigate the factors that reveal the implementation of green culture in public and private organizations. It attempts to show the effects of green culture on the behaviour and performance of employees through respecting the environmental values, and doing environmental operations to produce green products that attract consumers. Hopefully the study will demonstrate the ability of green employees to reduce costs of operations by using operational facilities rationally by, for example, reducing wastes and costs of maintenance of setups.

5. Literature review

5.1 HRM practices toward green HRM

In the past, the focus of researchers and practitioners was on best practices in human resource management. The best practice was to employ the best applicants who have good knowledge and advanced skills through formal and informal practices in organizational and personal recruitment, in addition to staff retention and satisfaction (Holtom, Mitchell, Lee & Eberly, 2008). HRM in terms of best practices includes training and
development of employees. In this regard, Aguinis and Kraiger (2009) pointed out that training activities have a positive impact on the performance of individuals and teams.

Recently, environmental awareness has developed new obligations on individuals, organizations, and governments (Wagner, 2013). These obligations were the result of many factors. In the first place, we are all aware that resources are limited, and globalization and economic openness led to a race for obtaining productive natural or human resources. Masria and Jaaron (2016) argue that the rational use of resources in order to maintain them is now among the favourite environmental practices of green governments, green organizations and green societies. However, Leszczynska (2016) stipulates that the challenge of HR professionals is broadening the scope of green HRM related to the transformation of green work environment.

Masria and Jaaron (2016) mentioned that HR practices in the organization have led to environmental work system through Green Human Resources Management (GHRM) practices. This will result in high employee’s organizational performance for organisations’ sustainability and values, hence, increasing efficiency. Moreover, Masria and Jaaron’s (2016) study examines the implemented GHRM practices by evaluating the impact of the environmental performance; their study shows the significant effect of the implementation of GHRM. Recently, the integration of environmental management into GHRM and HRM practices has become much more necessary (Fayyazi, 2015).

Moreover, the rules of corporate governance require business organizations to act according to environmental values (Rusinko, 2015), which is true for green organizations in particular. In order to adapt to this new situation, organizations realized that the human element is basic to this tendency especially when managers encourage green behaviour among employees. Therefore, many organizations around the world have started turning HRM activities from traditional practices to green ones through policies and systems that create green behaviour among their employees. According to Opatha and Arulrajah (2014), these green practices and systems can bring forth benefits to the individual, society, natural environment, and the organization. GHRM has several definitions that are given from different perspectives in literature. Marhatta and Adhikari (2013) stated that it is the use of HRM strategies which enhances the sustainable use of the resources of the organization, and supports the purposes of environmental sustainability. Other researchers define GHRM as all activities that perform the development, implementation and continuous updating of a system that aims to create green employees and organization (Opatha & Arulrajah, 2014). Boselie, Paauwe and Jansen (2001) argue that there is a link between human resources strategies and the organizational culture. In this case, HR practices are performed within a system that is consistent with the dominant culture in the organization. So the green culture must run parallel with green strategies for the management of human resources. Yong and Mohd-Yusoff (2016) state that an organization’s strategic skills are the component of green skills within HRM practices. HRM strategic skills lead to influence green HRM among organizations.

5.2 Greenness of HRM traditional practices

Implementing green culture in an organization is not an easy task. It is not a formal manifesto issued by the top management of the organization. The biggest role in the greening of the culture of an organization is the responsibility of managers who are well aware of the need to take into account environmental values in all operations and the output of the organization (Harris & Crane, 2002).

These managers have their convictions that the environmental culture should be changed. In their view, green culture achieves significant benefits to the environment, the organization, and green stakeholders. HRM practices, especially recruitment and training, within a green organizational culture are necessary for the human resource management practices to be green. Moreover, ensuring that new recruits understand well the elements of green culture that govern the organization, they can share its environment values by green training (Jackson & Seo, 2010). Thus, by providing the right learning and orientation for employees, HR professionals may move toward green HRM practices. Hence, organizations will have green recruitment and selection, green learning, green performance assessment and green motivation. (Yong & Mohd-Yusoff, 2016).

According to Longoni and Guerci (2016), the concept of environmental, social and economic performance is the core of organisational responsibility. They adopt
green human resource management GRHM practices in return of green supply chain practices and how the firms will lead high performance toward society. However, the study shows a moderate significant relationship between GHRM and performance.

Tariq and Ahmad (2016) stated that green employee empowerment is considered a new research field. Their research broadens and enhances the future direction of green workforce concepts and discusses the term “green employee empowerment” and its relation to a social capital and work environment.

In light of the above literature review, the researcher decided to conduct this study according to the quantitative approach. For the purpose of data collection, a questionnaire was designed and distributed to a total number of 168 Saudi employees in private and public organizations. The study is built on certain hypotheses using comprehensive variables to measure the impact of each independent variable (green HR practice, green organization, and green culture) on the dependent variables (green product and green employees performance). It is worth mentioning that a great body of literature used similar approaches to investigate the scope of green human resource management using different levels of analysis.

For example, Prathma and Misra (2013) used the green human resource management approach to evaluate green behaviour in terms of the connection between organizations and environmental pollution. Tariq and Ahmad (2016) utilized the same approach to investigate the link between different applications of the model in different areas of the study. Fayyazi (2015) aimed to identify the obstacles of green human resource management in oil industry by using the quantitative approach. These studies, among others, confirm the importance of this approach to assess the different levels of analysis and areas of study. In particular, Fayyazi provided a more useful and reliable model for investigating issues related to GHRM. Similarly, Bernard (2011) pointed out that Cronbach’s alpha quantitative approach is a statistical test to measure the correlation of variables with one another.

6. The Study model

The theory model (Figure 1 below) shows the relationship between the constructs mentioned in the review. Wright, Gardner, Moynihan and Allen (2005) pointed out that the explanations to such models should show a possible connection between the causes and the effects. Other authors like Sokovic, Pavletic and Fakin (2005) stated that the cause and effect is a matrix diagram that depends on research model variable’s relations.

The study model tests the relationships between variables, in the sense that an effect results from a particular cause where green HR practices, green organization and behaviour, green culture are the causes; green product, competition and green employees represent the effects. The study variables in the context of GHRM are defined as follows:

- **Green HRM practices**: Human resources management policies should be directed to achieve environmental sustainability through teaching the staff that the organization needs to be environmentally friendly by linking the HRM practices with the social responsibility (Mandip, 2012).
- **Green organization**: A green organization is characterized by resource care. It should avoid harming the environment and people through reasonable utilization of natural resources. It should also provide ecological products (Baum & Shipilov, 2006).
- **Green culture**: Organizations should adopt a cultural fix model to incorporate the environmental values into the heart of the firm’s culture to support the environmental capabilities that competitors would find hard to imitate.
- **Green employee performance**: It is an employee who embraces the environmental culture of the organization. He believes in this culture and practices it within the scope of his job. He also receives support and motivation from senior management in the organization. (Erdogan, Bauer & Taylor, 2015).
- **Green product**: Green products require the application of green production chain starting from the preparation of raw materials until the product supply in the market. This system should be preceded by a real coordination between the organization, population, and government legislations (Bau mann, Boons & Bragd, 2002).

The GHRM approach determines the way in which the green HR practice (Figure 1), green organization and behaviour, green culture and the model outcomes performance are represented in green product and competition and green employees.
The above constructs were measured using the following scales:

**Table 1: The Measurements of the Research Variables**

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Items</th>
</tr>
</thead>
</table>
| Green HR practices  | • Encouraging employees to work more environmentally friendly  
                     | • Using web or teleconferencing to cut down the travel cost 
                     | • Training program for employees on green practices 
                     | • Recruiting employees with green skills |
| Green organization  | • Offering recycling programs for office products  
                     | • Installing automatic shut-off for equipment  
                     | • Donating office furniture to employees or local charity  
                     | • Partnership with environmentally friendly suppliers  
                     | • Green competencies: employee knowledge and skills about greening  
                     | • Employee green attitude and behavior |
| Green culture       | • Avoiding personal relations in recruitment, training and reward process 
                     | • Applying rules for employee right such racism |
| Green product       | • Brand recognition  
                     | • Competitive advantage  
                     | • Product quality |
| Green employee performance | • Increased employee morale  
                     | • Increased employee retention  
                     | • Increased performance  
                     | • Increased employee loyalty |
7. Study hypotheses

The following hypotheses reflect the model in terms of cause and effect. Green product, green competition and green employee are explained by the variables of green organizational behaviour, green culture and green HR practices. Moreover, the student test is used to confirm the research hypotheses at the level of 5% that obtained if (CR) value exceeds 1.96.

\( (H_1) \) There is a statistically significant positive effect of green organizational behaviour on creating green product and competition.

\( (H_2) \) There is a statistically significant positive effect of green culture on creating green product and competition.

\( (H_3) \) There is a statistically significant positive effect of green culture on acquiring green employees.

\( (H_4) \) There is a statistically significant positive effect of green organizational behaviour on acquiring green employees.

\( (H_5) \) There is a statistically significant positive effect of green HR practices on creating green product and competition.

\( (H_6) \) There is a statistically significant positive effect of green HR practices on acquiring green employees.

7.1 Methodology

This research examines the causal relationships between the variables. The empirical approach is more useful in conducting this research. In this regard, Willing (2000) pointed out that empirical data will help in the decision making about the value of the proposed changes. So, the application of this model in the current research presupposes that the variable “green HR practices” may lead to an expected effect change, namely, “green employees” and “green product and competition”, and so on for the other variables. Blonigen (2005) reported that empirical analysis is most likely to find evidence of occurrence of expected changes of the research model between relations.

The participants in this research are Saudi organizations in both private and public sectors from different areas, with a sample of 168 employees aged between 23-60 years, included 100 men and 100 women from different managerial levels.

The participants were selected using the random sampling method from the top ten public and private organizations in different industrial fields in the Saudi Chamber of Commerce. Then, 100 questionnaires were administered to the employees of these organizations. They were selected for the process of primary data collection. The secondary data was collected from 168 employees from Saudi private and public organizations.

7.2 Study instruments

In order to verify the validity and reliability of the research hypotheses, a questionnaire was designed. It included 25 items—divided into 5 categories—and covered the scope of green human resource management. It was a 5-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5). It aimed to identify the effect of green HRM practices, green organization behaviour, and green culture on green employee, green product and competition. Employees were asked to respond to each statement that measures the study variables. The questionnaire was validated by a list of randomly chosen managers from both private and public sectors. Based on the managers’ comments, some modifications were made, after which the questionnaire was valid for this study. The questionnaire was administered to a sample of 20 employees from different organizations. Reliability was measured using Cronbach’s alpha coefficient. The statistical analysis shows that Cronbach’s alpha coefficient for the whole sample was 0.82.

7.3 Data analysis

Structural equation modelling was applied to measure the relationships between constructs of the structural variables (Rourke & Hatcher, 2013) through exploratory and confirmatory factor analysis and path analysis by testing causal modelling, in additional to covariance, and latent variable. Therefore, it becomes necessary to use “AMOS” technique to measure the degree of contribution of each construct in achieving the proposed situation desired. AMOS is an extra technique of the SPSS statistical model. It is mainly used for structural modelling (Mackinnon, 2008).
7.4 The Exploratory factor analysis (EFA)

The exploratory factor analysis allows us to purify the scales and define the structure of factors to be studied (Abdul-Halim & Che-Ha, 2009). The Bartlett’s Test of Sphericity that is significant at \( p<0.05 \) and Kaiser-Mayer-Olkin (KMO) designates the measure of sampling adequacy (Hair, Black, Babin, Anderson & Tatham, 2006). The KMO value between 0.5 and 0.7 is mediocre, 0.7 and 0.8 is good, 0.8 and 0.9 is great and above 0.9 is excellent (Tennant & Pallant, 2006; Pallant, 2007). Lu and Chan (2007) recommend the item-to-total correlation should be more than 0.50 score. Table (2) shows all Bartlett’s Test scores are significant at 95% and the KMO range from 0.500 and 0.931. The item-to-total correlation scores range from 0.696 to 0.862 for the 17 retained indicators that verified factor loadings above 0.50. Moreover, the explained variance is 70% for all scales.

The dimensionalities of the scales were inspected by the principal components analysis (PCA). The Eigen values exceeded the number of factors or dimensions for each scale (Hair et al., 2006). Henceforward, it indicates the factor analysis is suitable even though the sample size for this study was small. The reliability is the degree to which the scales measure the studied construct (Perrien, Cheron & Zins, 1984). Subsequently, the reliability test is performed using the Cronbach’ Alpha (1951) and Jöreskog’ Rho (1971). The conventional threshold that involves reliability is Cronbach’s Alpha value higher than 0.7% (Duhacheck & Iacobucci, 2005). Moreover, Mohammed (2015) ensures that the threshold for acceptance of Cronbach’s Alpha for judging good internal consistency of measurement scales that constructed our research model is 0.8. The results indicate that all values of Cronbach’s Alpha are greater than 0.8. Thus, all measurements of our research have a good level of reliability (Fornell & Larcker, 1981 and Roussel et al., 2002).

The Jöreskog’s Rho Test is an essential alternative to Cronbach’s Alpha because it takes into account the measurement error and is less sensitive to the number of items analyzed (Odin & Valette-Florence, 1996). The Jöreskog’s \( \rho \) is greater than 0.8, thus it designates good reliability of scale while 0.7 is acceptable according to Fornell & Larcker (1981).

7.5 Confirmatory Factor Analysis (CFA)

After the exploratory analysis is made, the confirmatory analysis is conducted through the tests of convergent validity and discriminate validity (Straub, 1989). According to Hair et al. (2006), the standardized factor loading must have at least a loading estimate of 0.5.

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Eigen values</th>
<th>% of Variance</th>
<th>Bartlett’s Test of Sphericity</th>
<th>Cronbach’s ( \alpha )</th>
<th>Jöreskog’s ( \rho )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green HR practices</td>
<td>2.922</td>
<td>73,043</td>
<td>0.824</td>
<td>0.000</td>
<td>0.876</td>
</tr>
<tr>
<td>Green organization</td>
<td>4.595</td>
<td>76,585</td>
<td>0.931</td>
<td>0.000</td>
<td>0.939</td>
</tr>
<tr>
<td>Green culture</td>
<td>1,803</td>
<td>90,144</td>
<td>0.500</td>
<td>0.000</td>
<td>0.891</td>
</tr>
<tr>
<td>Green product</td>
<td>1,823</td>
<td>91,133</td>
<td>0.500</td>
<td>0.000</td>
<td>0.903</td>
</tr>
<tr>
<td>Green employee</td>
<td>3,212</td>
<td>80,308</td>
<td>0.843</td>
<td>0.000</td>
<td>0.920</td>
</tr>
</tbody>
</table>

We delete the item Green employee to increase Cronbach’s \( \alpha \) from 0.916 to 0.920
Moreover, Table (3) shows that measurement has good convergent validity because of \( P_{vc} > 0.5 \). Hair et al. (2006) recommends the method used here for esteemed discriminate validity. The discriminate validity is recognized by the variance extracted value; whether or not it exceeds the squared inter construct correlations associated with that construct (Fornell & Larcker, 1981). For that reason, the discriminate validity can be confirmed for all constructs.

### Table 3: Analysis of Convergent Validity and Discriminate Validity

<table>
<thead>
<tr>
<th>Constructs</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convergent validity (pvc)</td>
<td>0.99</td>
<td>0.53</td>
<td>0.65</td>
<td>0.69</td>
<td>0.64</td>
</tr>
<tr>
<td>SQART (pvc)</td>
<td>0.99</td>
<td>0.72</td>
<td>0.80</td>
<td>0.83</td>
<td>0.80</td>
</tr>
<tr>
<td>1.Green HR practice</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.Green organizational behaviour</td>
<td>0.145</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.Green culture</td>
<td>0.245</td>
<td>0.171</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.Green product</td>
<td>0.279</td>
<td>0.498</td>
<td>0.160</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5. Green employee</td>
<td>0.296</td>
<td>0.591</td>
<td>0.156</td>
<td>0.417</td>
<td>1</td>
</tr>
</tbody>
</table>

### 7.6 Structural model

The path diagram displays the standardized regression weights (factor loadings) for the common factor and each of the indicators (Figure 2). The squared multiple correlation coefficients (R2), describing the amount of variance the common factor accounts for in the observed variables, are also displayed. Additionally, a \( \chi^2 \) (chi-square) statistic is listed in the column between the tools and the path diagram.

![Figure 2: Structural model](image.png)
The test of the model adequacy allows us to validate it. Thus, it is evident that the twelve items related to green HR practices, green organization behaviour and green culture values load on the common factor while the standardized regression weights for the three values are near 1 and above except for (green culture) item related to green culture factor was (.89) which indicates adequate sampling and the values appear to have a relationship with the hypothesized model factors. Additionally, three factors (green HR practice, green organization behaviour and green culture) explain consistency about 63%-98% of the variance in most of the twelve items. However, the variance (Green culture) is the poorest among the economic indicators of green culture value, with a R2 of 0.18 with adequate standardized regression weight of 1. Meanwhile, the model items have a positive corresponding R2 of 0.0 meaning that model factors explain practically positive variance in these items. The χ2 statistic of 99.6 (df=113) is very large.

Byrne (2001) and Hu & Bentler (1999) recommend checking the below indexes to estimate the quality of the research model fit. Although, Lu et al. (2007) and Hair et al. (2006) indicated that Normed χ² (CMIN/DF) tolerate to be less than 3. Moreover, the comparison of the index AIC, CAIC and ECVI to the values of the saturated model affirmed the parsimony of our default model.

### Table 4: Assessment of the Adjustment of the Global Model

<table>
<thead>
<tr>
<th>The Indices of Absolute Adjustments</th>
</tr>
</thead>
<tbody>
<tr>
<td>GFI : Goodness of Fit Index = 0.927 ≥ 0.9</td>
</tr>
<tr>
<td>AGFI : Adjusted Goodness of Fit Index = 0.901 ≥ 0.9</td>
</tr>
<tr>
<td>RMSEA : Root-mean-square error of approximation = 0.000 &lt; 0.05</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Incremental index</th>
</tr>
</thead>
<tbody>
<tr>
<td>NFI : Normal Fit Index = 0.949 ≥ 0.9</td>
</tr>
<tr>
<td>RFI : Relative Fit Index = 0.938 ≥ 0.9</td>
</tr>
<tr>
<td>TLI : Tucker Lewis Index = 1.009 ≥ 0.9</td>
</tr>
<tr>
<td>CFI : Comparative Fit Index = 1.000 ≥ 0.9</td>
</tr>
<tr>
<td>IFI : Incremental fit Index = 1.008 ≥ 0.9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Parsimony index</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMIN/DF : the relative chi-square = 99.227/113 = 0.878 &lt; 1</td>
</tr>
<tr>
<td>AIC : Akaike Information Criterion = 179.227 &lt; 306,000</td>
</tr>
<tr>
<td>CAIC : Consistent AIC = 339.653 &lt; 919.627</td>
</tr>
<tr>
<td>ECVI : Expected Cross-Validation Index = 1.203 &lt; 2.056</td>
</tr>
</tbody>
</table>

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7.7 Hypotheses testing

The validation of the hypotheses is tested by the Student’s T-Test. Thus, the hypothesis is accepted if the calculated student’s T-Test (CR) is higher since the theoretical student’s T-Test is set to 1.96, then the student’s T-Test calculated (CR) should be greater than 1.96 to confirm the hypothesis of a direct relationship. The significant test at the 0.05 level obtained if its value exceeds 1.96 and at the 0.01 level when its value exceeds 2.56 (Hoyle, 1995).

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
<th>Hypotheses test</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 : Green product and competition ← Green organizational behaviour ← Green_orga_beha</td>
<td>0.550</td>
<td>0.077</td>
<td>7.171</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2 : Green product and competition ← Green culture</td>
<td>-0.315</td>
<td>0.073</td>
<td>-4.335</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3 : Green employee ← Green culture</td>
<td>0.009</td>
<td>0.061</td>
<td>0.150</td>
<td>0.880</td>
<td>Rejected</td>
</tr>
<tr>
<td>H4 : Green employee ← Green organizational behaviour</td>
<td>0.595</td>
<td>0.078</td>
<td>7.660</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H5 : Green product_and_competition ← Green HR practices</td>
<td>0.371</td>
<td>0.088</td>
<td>4.218</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>H6 : Green employee ← Green HR practices</td>
<td>0.279</td>
<td>0.084</td>
<td>3.314</td>
<td>***</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

*** < 0.01

Table (5) output shows standard errors, critical ratios, and p-values for the regression weights. No p-value is listed for the green culture values variable because it was more than (0.05). Moreover, green HR practice, green organization behaviour and the measuring output variables (greening employees, green product and competition) have p-values smaller than (0.05) significance level. In this order, Table (5) shows that all hypotheses are confirmed, except for H3.

8 Discussion

The main purpose of this study is to reveal the opinions of the employees of Saudi private and public organizations about the enablers of turning an organization into an environmental or green organization. The proposed enablers were included in a questionnaire distributed to the sample members with some questions about each one in order to measure the reliability that describes internal consistency. Cronbach’s Alpha for the proposed enablers was between 0.876 and 0.939. The greatest measure was for green behaviour while the lowest measure was for green HR practices. But the literature has assured that the accepted value of Cronbach’s should be between 0.5 and 0.7, (Pallant, et al, 2007). So, the reliability of the questionnaire is very strong. Some researchers like Hayes & Krippendorff (2007) pointed out that Cronbach’s Alpha is a statistical measurement for the ratio of consistency among the respondents when numerical judgments are applied to a set of units. Accordingly, Table 2 shows that green behaviour had the highest level of consistency (0.939), followed by green employees (0.920). This result means that the human element plays an essential role in environmental modelling for organizations. Also, as shown in Table 3, the discriminate validity for all constructs significantly exceeds the squared inter construct correlations associated with the construct. Therefore, the validity of all constructs is accepted.
Also Figure 2 shows that the enablers of turning the organization to become green have different influences in this area and the measure of the contribution of each factor (enabler). By calculating KMO, one can realize the role of each factor in the process of turning the organization to become green. Thus, KMO measurement is useful when multiple indicators are used to prove certain ideas. Moreover, the related literature showed that the degree of the contribution of the factor according to its value is as follows: 0.5 – 0.7 Mediocre, 0.7 – 0.8 Good 0.8 – 0.9 Great and above 0.9 excellent (Pallant, 2006; Lu et al, 2007). For the current study, KMO values were as shown in Table 2: green HR practices 0.824 Great green organization behaviour 0.931 Excellent green culture 0.580 Mediocre green production 0.500 Mediocre green employees 0.843 Great. We can also find that green behaviour has excellent alpha level, followed by green employees, and these two indicators are some of the outcomes of human resource management.

With five hypotheses, the study was conducted to measure the effect of each factor on creating green organizations. Data analysis showed that HR practices have a statistically significant effect on creating green organizations and green behaviour, green products and competition through green employees. Therefore, all of the hypotheses were accepted except (H3) which stipulates “There is a relationship between green culture and creating green employees, green product and competition”. This means that green culture is still weak in Saudi organizations. For hypotheses testing, student test was used to calculate (CR), which indicates that if (CR) was over 1.96 which is the theoretical measurement, the hypothesis is accepted (McDonald, 2014). Accordingly, all hypotheses were accepted except (H3) which stipulates “There is statistically significant relationship between green culture and acquiring green employee, green product and competition”. This may be the result of customers’ perspectives that corporate culture should transform toward the protection of environment rather than the maximization of profit through producing green products (D’Souza et al., 2006).

Data analysis shows a significant effect of green HR practices and organizational behaviour on creating green employee, green product and competition. In this regard, Parthima & Misra (2013) pointed out that green HR practices create awareness among employees and build engagement, which helps organizations to operate through green instructions and methods. Therefore, the findings of this study are nearly consistent with Konar and Cohen’s study (2006) who stated that the green behaviour of green organization through green employees will enhance the market value which can be considered as environmental performance. This green behaviour should guide the organization to provide green products, especially because the consumer will evaluate the product on the basis of what may result from using it of harm and benefit (Lindenberg & Steg, 2007).

9. Recommendations and future research

Environment protection is very important for societies. Therefore, the researcher recommends that Saudi organization managers should deal with environmental values seriously. Saudi organizations should focus on training employees in green countries. Saudi formal legislations should include explicit provisions for the protection of the environmental values. Further research in green human resource management and environmental business is needed. It will be useful to examine green human resource management to become committed to the field of business and research. Further research might compare and measure different variables. Research could explore, for example, other studies population and industrial sector. Future research approaches can highlight integrating green HR practices into environmental business. For example, certain corporate cultures have shaped individual attitudes with regard to the environment or other sustainability challenges (Muster & Schrader, 2011). Therefore, future research should address the indirect effects of linking green HR to environmental management.

10. Limitations of the study

Some of the study limitations are related to time and finance. Lack of financial resources affected the study scope and limited the number of samples. Moreover, the study was not clearly understood by some participants at the managerial level; the concept (green) in business environment is new in Saudi Arabia. In addition, accessing and collecting data from companies are time consuming, not to mention population and sam-
plling size difficulty of dealing with those companies. Therefore, for future research, running an online survey could have easily generated more responses. Finally, the limitation of establishment of a self-developed research model does exist. The model needs more future research by narrowing the gap that some variables need to be measured by further analysis and methodological technics. Also, the culture aspect of the research was hardly to measure and adjust with entire model as the culture was tested by the survey questions.

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