

# The Impact of Green Human Resources Management on Enhancing Entrepreneurial Performance in the Jordan Aircraft Maintenance Limited (Joramco)

**Abdallah Mousa Ahmad Al-Sarayreh**

srt08@live.com

<sup>1</sup> Abdallah Mousa Ahmad Alsarayreh: Student at Al-Balqa' University, Jordan

**Prof. Dr. Aktham AbdulMajeed Al-sarayreh**

a.alsarayreh@bau.edu.jo

<sup>1</sup> Prof. Dr. Aktham Alsarayreh: Amman College University- Al-Balqa' Applied University, Jordan.

## Abstract

This study aimed to identify the impact of green human resources management on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco) in Jordan. The quantitative methodology was implemented and the study's population consisted of (165) participants holding administrative and supervisory positions in the Jordan Aircraft Maintenance Limited (Joramco). The researcher distributed (150) questionnaires, using the Purposive Sample method, from which (139) were retrieved, and after reviewing the questionnaires, (3) questionnaires were excluded for insufficiency, and therefore the number of valid questionnaires for statistical analysis were (136). Several statistical methods that correspond to the objectives of this study were used and a number of results were concluded, the most prominent of which was a statistically significant effect at the ( $\alpha \geq 0.05$ ) level of the green human resources management with its various dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco).

The study recommends that the company in question should adopt environment friendly principles and standards when attracting and recruiting its employees, and to raise their awareness of the importance of the role played by green human resources management at all levels in the entrepreneurial performance.

**Keywords:** green human resources, entrepreneurial performance, Jordan Aircraft Maintenance Limited (Joramco).

## 1. Introduction

As a result of the emergence of environmental pollution problems, organizations have resorted to adopting green human resources management activities and policies, aimed at improving the efficiency of the organizations use of resources in order to contribute to the reduction of various environmental pollutions (Maher, 2020).

Organizations have also tended to become entrepreneurs and adopt the concept of entrepreneurial performance, which is considered an important tool to overcome the problems they face, and an effective tool in keeping pace with global developments, and making the most of organizational resources to achieve distinguished results in the long term (Baker and Sinkula, 2009).

Hence, this study sheds light on the management of green human resources and its impact on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco).

**2. Research problem**

During the researcher’s work in the Jordan Aircraft Maintenance Limited (Joramco), he noticed that green human resources management practices were not given sufficient attention to harness their benefits at work, in spite of having human potentials with a high level of professionalism that enable the company to keep pace and compete with international organizations. It did not focus on adopting green

**4. Research model**

The research model in Figure No. (1), shows that the research is based on the following axes:

human resources management in an optimal manner.

Based on the foregoing, the research problem can be determined by asking a main question, "What is the impact of green human resources management on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco)".

**3. Research objectives**

The objective of this research is to identify the potential impact of adopting green human resources management on enhancing the entrepreneurial performance of the Jordan Aircraft Maintenance Limited (Joramco).

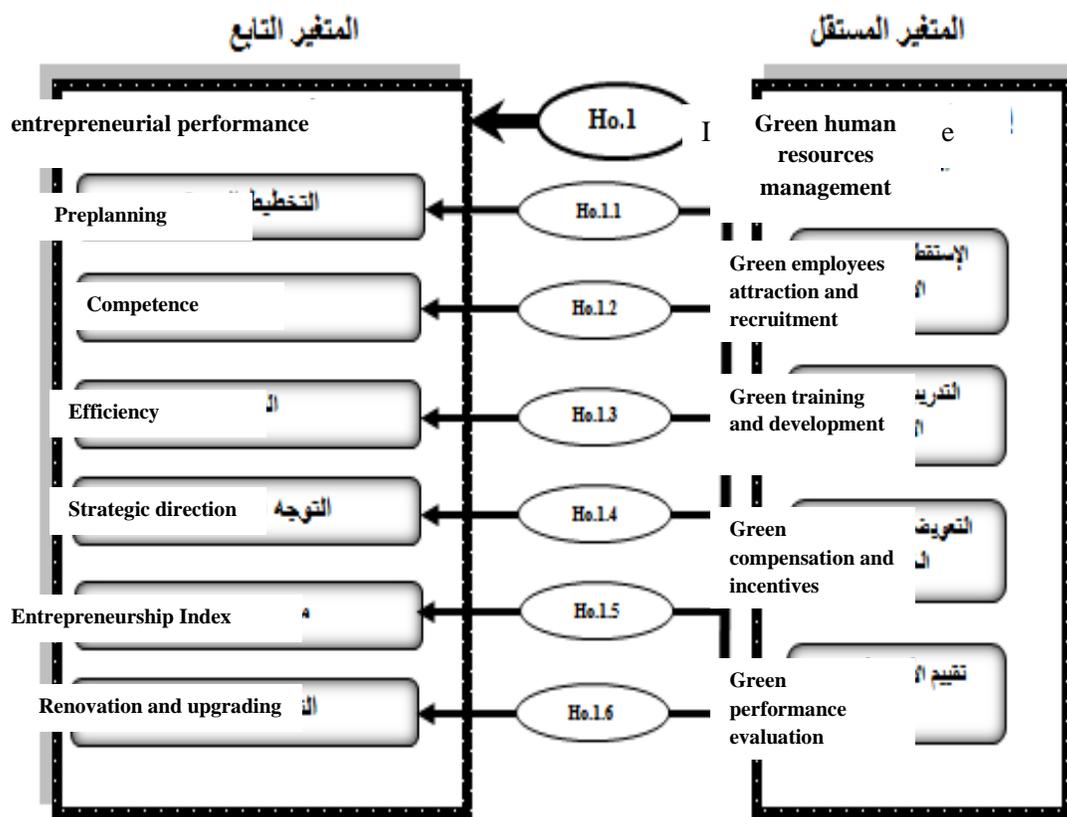


Figure No. (1)

Source: based on the study of: (Neilson, et. al., 2003), (Saimin, et. al., 2020), Abdelraheem and Saad, 2019).

## 5. Research hypotheses

Based on the research problem and its model, the following hypotheses can be formulated:

Ho.1: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco).

The following sub-hypotheses are derived from the above hypothesis:

Ho.1.1: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco) that is attributed to the preplanning variable.

Ho.1.2: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco) that is attributed to the efficiency variable.

Ho.1.3: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco) that is attributed to the effectiveness variable.

Ho.1.4: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco) that is attributed to the strategic direction variable.

Ho.1.5: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco), that is attributed to the Entrepreneurship Index variable.

Ho.1.6: There is no statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its dimensions (green employees attraction and recruitment, green training and development, green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco), that is attributed to the renovation and upgrading variable.

## 6. Research theoretical framework

### 6.1 Green Human Resource Management

#### 6-1-1 The concept of green human resource management

The concept of green human resources management links the activities of human resources management and environmental management, as it is defined as a group of activities that seek to transform the individual in the green organization into a green individual by adopting green activities in work performance, the process of achieving the organization's environmental goals, and the sustainable environmental participation, which benefit the individual, society, environment and business as it reduces the consumption of natural resources

and mitigates the damage caused by environmental pollution (Opatha and Arulrajah, 2014).

### **6-1-2 The importance of green human resources management**

Nijhawan (2014) emphasizes that there is a growing need to integrate human resources management with environmental sustainability, because it plays a major role in establishing the sustainability strategy in the organization, to create skills, motives, values and confidence in the organization's environment. Furthermore, Mehta and Chugan (2015) indicated that organizations that adopt the concept of green human resources have employees who understand and appreciate the importance of environmental sustainability, and create innovative environmental solutions, that contribute to gaining a competitive advantage, reduce staff turnover rates, improve sales and reduce costs more than their counterparts in the business environment. Moreover, Parveen and Phil (2018) identified a number of advantages for Green human resources management which are a healthy work environment, improving the morale of working individuals, reducing the costs of the work environment, flexibility in tasks performance and establishing an environmental balance in the work environment.

### **6-1-3 Dimensions of green human resources management**

There are a number of dimensions for green human resources management which can be summarized as follows:

1. Green employees attraction and recruitment: Attracting and recruiting skilled employees is one of the most prominent challenges for human resource management in light of the intense competition for attracting and hiring talent (Renwick, et. al., 2013). Since good employees attraction and recruitment reflects the extent of satisfaction and sustainability, organizations have now begun recognizing the fact that being green is an effective way to attract and hire skilled workers (Pillai and Sivathanu, 2014).

2. Training and development: The environmental approach requires raising the awareness level among workers and increasing their skills and knowledge. Green training and development are considered important elements in implementing green management, as well as appropriate mechanisms for the sustainability of organizations through creating an opportunity to develop intellectual capital, because green training is one of the important means for developing human resources, and facilitating access to environmental sustainability (Fayyazia, et. al., 2015).

3. Green compensation and incentives: this refers to the process of rewarding employees in the organization for their performance, as it is one of the most important processes necessary to encourage employees, develop their energies and abilities, and link them to the interests and goals of the organization (Masri and Jaaron, 2017).

4. Green performance evaluation: a process based on precise criteria and foundations directed by specific objectives within the framework of the organization. Green evaluation is based on following up and monitoring the progress of work related to production lines and functioning and evaluating them continuously, in addition to setting indicators and measures for the individual and collective performance of employees in the organization and at all job levels (Masri and Jaaron, 2017).

## **6-2 Entrepreneurial performance**

### **6-2-1 The concept of entrepreneurial performance**

The concept of entrepreneurial performance is closely related to management science, as it was and still one of the most important axes focused on as it was defined as one of the indicators of success, a concept that includes financial and non-financial measures that help the organization to employ its resources to achieve its distinguished goals. (Lakovleva, et. al., 2011).

### 6-2-2 The importance of entrepreneurial performance

Kuhhal (2003) believes that the importance of entrepreneurial performance is evident in the fact that it is based on the ideal working approach that is based on setting goals, recognizing work problems, and maintaining focus on the work method, in order to identify its critical points and weaknesses, as well as evaluate performance in accordance with the established high performance standards.

### 6-2-3 Dimensions of entrepreneurial performance

There are many factors of entrepreneurial performance that can differ independently from each other. The following are the factors most frequently observed by researchers:

#### First, Preplanning

Every organization must carry out the planning process for any project before starting it, and planning includes conducting research and analyzing the possibility of getting the product or service to access the target markets (Mcmullan and Kenworthy, 2015). Also, it is an intellectual work that depends on the experiences and skills of the planner in studying the organization's current situation and the circumstances surrounding it, in order to crystallize the available information and facts and develop a plan that correspond to desired achievements. To harness the benefit of planning, it must be proactive, because proactivity is an effective approach, a main component of innovation and upgrading and one of the activities adopted by organizations (Silvester, 2008).

#### Second: Efficiency

Efficiency refers to the extent to which the organization achieves its desired goals (Kizza and Basheka, 2018), to doing things in a correct manner, and to the extent to which the cost of a product or service is lowest. An organization becomes highly efficient when it invests its available resources in areas that give greater returns. (Al Rashidi and Al Sarayreh, 2019).

#### Third: Effectiveness

Effectiveness is one of the important indicators used to measure the extent to which organizations achieve their goals in harmony with the business environment in which they operate in terms of exploiting the available resources (Hill, et. al., 2014). Organizations are concerned with effectiveness because they deal with a changing environment, and they seek to address problems in order to adapt to different environmental variables (Rosler, 2015).

#### Fourth, Strategic direction

Strategic direction revolves around organizing the relationship between the organization and the environment in order to achieve outstanding performance. It also represents an organizational philosophy that the organization believes in which alerts decision makers to the available opportunities through focusing on important aspects of the environment (Isoherranen, 2012).

#### Fifth: Entrepreneurship Index

Entrepreneurship Index provides a detailed review of the nature of projects, and includes organizational data that gives decision makers a tool to understand the mechanism of entrepreneurship and identify the strengths and weaknesses of the organization, thus enabling them to implement policies that enhance performance entrepreneurship (Acs and Szerb, 2012).

#### Sixth: Renovation and upgrading

Renovation has become necessary to ensure survival, adaptation and effectiveness. An effective organization is one in which both individuals and the organization grow and develop (Mckendall, 1993). If the organization does not adopt renovation as a system, it will find itself in the other direction, which is dissipation and failure (Hill, et. al., 2014). Because organizations are constantly changing, but the pace of change may be slow, and local and global competition threatens their survival. Therefore, they must find new ways and methods for their continuation and survival (Rosler, 2015). As for upgrading, it refers to

building and restoring what already exists, as such management upgrading is limited partial restoration efforts with the aim of addressing a specific condition or shortcoming within the organization's framework (Al-Sarayeh, et. al., 2019).

## 7. Research methodology and design

In this research the descriptive analytical approach was followed to identify The Impact of Green Human Resources Management on Enhancing Entrepreneurial Performance in the Jordan Aircraft Maintenance Limited (Joramco).

### 7.1 Research population

The research population consisted of (165) employees in administrative and supervisory positions in the Jordan Aircraft Maintenance Limited (Joramco).

### 7-2 Research sample

The researcher prepared (150) questionnaires and distributed them using the Purposive Sample method. The sample consisted of a (CEO, Director, Department Head, Group Leader,

Team Leader, Supervisor), and (139) questionnaires were retrieved. After reviewing the questionnaires, it was found that (3) Questionnaires with incomplete answers were excluded, and therefore the number of valid questionnaires for statistical analysis was (136), which are appropriate and representative of the research population (Sekaran and Bougie, 2020).

## 8. Results of data analysis and hypothesis testing

8-1 Descriptive statistics for the three study variables

This part of the research is concerned with describing the dimensions of the independent variable (green human resource management) and the dependent variable (entrepreneurial performance), in order to determine the degree of relative importance of the sample members by depending on the arithmetic mean and standard deviation of the participants' responses and the degree of relative importance of the dimensions of all variables, as shown in Table (1).

Table (1): Descriptive statistics results of the study sample's responses to the study variables (green human resources management, entrepreneurial performance)

Independent variable	Arithmetic mean	standard deviation	percentage	Degree of importance	Rank
<b>Green Human Resources Management</b>					
Green employees attraction and recruitment	3.45	0.873	69%	Moderate	1
Green training and development	3.34	0.766	66.8%	Moderate	3
Green compensation and incentives	3.40	0.802	68%	Moderate	2
Green performance evaluation	3.23	0.837	%64.6	Moderate	4
<b>General index</b>	<b>3.36</b>		<b>67.2%</b>		Moderate
Dependent variable	Arithmetic mean	standard deviation	percentage	Degree of importance	Rank
entrepreneurial					

performance					
Preplanning	3.65	0.759	73%	Moderate	2
Efficiency	3.63	0.718	72.6%	Moderate	3
Effectiveness	3.55	0.766	71%	Moderate	5
Strategic direction	3.62	0.788	72.4%	Moderate	4
Entrepreneurship index	3.85	0.730	77%	High	1
Renovation and upgrading	3.52	0.632	70.4%	Moderate	6
<b>General index</b>	<b>3.64</b>		<b>72.8%</b>	Moderate	

As shown in Table (1) the dimension (Green employees attraction and recruitment) achieved the first rank with a moderate degree of importance in relation to the dimensions of green human resources management, while the dimension (Green performance evaluation) was ranked last rank and with a moderate degree of importance. The arithmetic averages ranged between (3.23-3.45), the general index of green human resources management reached (3.36), and this indicates that the Jordan Aircraft Maintenance Limited (Joramco) is interested in managing green human resources at a moderate level.

It is noted that the dimension (entrepreneurship index) was ranked first with a high degree of importance in relation to the entrepreneurial performance dimensions, while the (Renovation and upgrading) dimension achieved the last rank

with a moderate degree of importance. The arithmetic averages ranged between (3.52-3.85), and the general index of entrepreneurial performance reached (3.64), and this indicates that the entrepreneurial performance of the Jordan Aircraft Maintenance Limited (Joramco) was at a moderate level.

## 8-2 Results of testing research hypotheses

### 8-2-1 Result of testing the main (first) hypothesis:

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table No. (2).

Table (2): The results of testing the impact of green human resources management with its dimensions on entrepreneurial performance

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	$\beta$	T calculated value	T Sig
entrepreneurial performance	0.758	0.574	44.145	0.00	4/131	Green employees attraction and recruitment	0.052	0.150	2.043	0.043*
						Green training and development	0.055	0.225	3.306	0.001*
						Green compensation and incentives	0.053	0.195	2.866	0.005*

						Green performance evaluation	0.057	0.401	5.264	0.00*
<b>Significance level (0.05)</b>										
(2.37) = <b>F tabular value</b>						(1.96) = <b>T tabular value</b>				

There is a strong relationship between green human resources management and entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco). The value of the coefficient of determination is (R2 = 0.574) which indicates that the Green human resources management with its dimensions explain (57.4%) of the variance in the entrepreneurial performance of the Jordan Aircraft Maintenance Limited (Joramco). It is shown that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to the Green human resources management with its various dimensions (green employees attraction and recruitment, green training and development,

green compensation and incentives, green performance evaluation) on enhancing the entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco).

**8-2-2 Results of testing the first sub-hypothesis**

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table (3).

Table (3): The results of testing the impact of green human resources management with its dimensions on preplanning

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	$\beta$	T calculated value	T Sig
Preplanning	0.683	0.466	28.629	0.00	4/131	Green employees attraction and recruitment	0.071	0.148	1.807	0.073
						Green training and development	0.076	0.070	0.922	0.358
						Green compensation and incentives	0.072	0.220	2.896	0.004*
						Green performance evaluation	0.077	0.412	4.827	0.00*
<b>Significance level (0.05)</b>										
(2.37) = <b>F tabular value</b>						(1.96) = <b>T tabular value</b>				

Table No. (3) indicates that there is a strong relationship between green human resources management and entrepreneurial performance in the Jordan Aircraft Maintenance Limited (Joramco) attributed to preplanning. The value of the coefficient of determination is (R2 = 0.466) which indicates that the management of

green human resources with its dimensions explains (46.6%) of the variance in preplanning in the Aircraft Maintenance Limited (Joramco), and it is noted that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to Green human resources management with its two dimensions (green compensation and incentives

and green performance evaluation) on preplanning in the Aircraft Maintenance Limited (Joramco).

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table (4).

**8-2-3 Results of testing the second sub-hypothesis**

Table (4): The results of testing the impact of green human resources management with its dimensions on efficiency

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	β	T calculated value	T Sig
efficiency	0.636	0.404	22.220	0.00	4/131	Green employees attraction and recruitment	0.071	0.010	0.117	0.907
						Green training and development	0.076	0.210	2.614	0.010*
						Green compensation and incentives	0.072	0.157	1.952	0.053
						Green performance evaluation	0.077	0.421	4.566	0.00*
<b>Significance level (0.05)</b>										
<b>(2.37) = F tabular value</b>						<b>(1.96) = T tabular value</b>				

Table No. (4) indicates that there is a strong relationship between green human resources management and entrepreneurial performance in the Aircraft Maintenance Limited (Joramco) attributed to the efficiency dimension. The value of the coefficient of determination is (R<sup>2</sup> = 0.404) which indicates that the green human resources management with its dimensions explains (40.4%) of the variance in the efficiency dimension in the Aircraft Maintenance Limited (Joramco), and it is noted that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to Green human resources management with its two dimensions (green

training and development and green performance evaluation) on efficiency in the Aircraft Maintenance Limited (Joramco).

**8-2-4 Results of testing the third sub-hypothesis**

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table (5).

Table (5): The results of testing the impact of green human resources management with its dimensions on effectiveness.

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	β	T calculated value	T Sig
Effectiveness	0.681	0.463	28.291	0.00	4/131	Green employees attraction and	0.072	0.141	1.717	0.088

ess						recruitment				
						Green training and development	0.076	0.234	3.068	0.003*
						Green compensation and incentives	0.073	0.130	1.708	0.090
						Green performance evaluation	0.078	0.363	4.240	0.00*
<b>Significance level (0.05)</b>										
<b>(2.37) = F tabular value</b>						<b>(1.96) =T tabular value</b>				

Table No. (5) indicates that there is a strong relationship between green human resources management and entrepreneurial performance in the Aircraft Maintenance Limited (Joramco) attributed to the effectiveness dimension. The value of the coefficient of determination is ( $R^2 = 0.463$ ) which indicates that the green human resources management with its dimensions explains (46.3%) of the variance in the effectiveness dimension in the Aircraft Maintenance Limited (Joramco), and it is noted that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its two dimensions (green

training and development and green performance evaluation) on effectiveness in the Aircraft Maintenance Limited (Joramco).

#### 8-2-5 Results of testing the fourth sub-hypothesis

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table (6).

Table (6): The results of testing the impact of green human resources management with its dimensions on strategic direction

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	$\beta$	T calculated value	T Sig
Strategic direction	0.678	0.459	27.823	0.00	4/131	Green employees attraction and recruitment	0.075	0.118	1.429	0.155
						Green training and development	0.079	0.279	3.634	0.00*
						Green compensation and incentives	0.075	0.214	2.802	0.006*
						Green performance evaluation	0.081	0.269	3.134	0.002*
<b>Significance level (0.05)</b>										
<b>(2.37) = F tabular value</b>						<b>(1.96) =T tabular value</b>				

Table No. (6) indicates that there is a strong relationship between green human resources management and the entrepreneurial performance in the Aircraft Maintenance

Limited (Joramco) attributed to the strategic direction dimension. The value of the coefficient of determination is ( $R^2 = 0.459$ ) which indicates that green human resources management with its

dimensions explains (45.9%) of the variance in the strategic direction dimension in the Aircraft Maintenance Limited (Joramco), and it is noted that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its various dimensions (green training and development, green compensation and incentives, and green performance

evaluation) on the strategic direction in the Aircraft Maintenance Limited (Joramco).

#### 8-2-6 Results of testing the fifth sub-hypothesis

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table (7).

Table (7): The results of testing the impact of green human resources management with its dimensions on Entrepreneurship Index

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	$\beta$	T calculated value	T Sig
Entrepreneurship Index	0.593	0.351	17.724	0.00	4/131	Green employees attraction and recruitment	0.076	0.242	2.669	0.009*
						Green training and development	0.080	0.175	2.086	0.039*
						Green compensation and incentives	0.076	0.133	1.592	0.114
						Green performance evaluation	0.082	0.217	2.309	0.023*
<b>Significance level (0.05)</b>										
<b>(2.37) = F tabular value</b>						<b>(1.96) = T tabular value</b>				

Table No. (7) indicates that there is a moderate relationship between green human resources management and entrepreneurial performance in the Aircraft Maintenance Limited (Joramco) attributed to the Entrepreneurship Index. The value of the coefficient of determination is ( $R^2 = 0.351$ ) which indicates that the green human resources management with its dimensions explains (35.1%) of the variance in the Entrepreneurship Index dimension in the Aircraft Maintenance Limited (Joramco), and it is noted that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its various dimensions (green employees attraction and

recruitment, Green training and development, green performance evaluation) on the Entrepreneurship Index in the Aircraft Maintenance Limited (Joramco).

#### 8-2-7 Results of testing the sixth sub-hypothesis

To analyze this hypothesis, a multiple linear regression test was carried out, and its results are shown in Table (8).

Table (8): The results of testing the impact of green human resources management with its dimensions on renovation and upgrading

Dependent Variable	Model		Variance analysis			Coefficients table				
	R	R <sup>2</sup>	F calculated Value	F Sig	Df	Green human resources management	Std. Error	$\beta$	T calculated value	T Sig
Renovation and upgrading	0.582	0.339	16.774	0.00	4/131	Green employees attraction and recruitment	0.066	0.090	0.982	0.328
						Green training and development	0.070	0.174	2.054	0.042*
						Green compensation and incentives	0.067	0.090	1.067	0.288
						Green performance evaluation	0.072	0.371	3.902	0.00*
<b>Significance level (0.05)</b>										
<b>(2.37) = F tabular value</b>						<b>(1.96) =T tabular value</b>				

Table No.(8) indicates that there is a moderate relationship between green human resources management and entrepreneurial performance in the Aircraft Maintenance Limited (Joramco), attributed to the renovation and upgrading dimension. The value of the coefficient of determination is ( $R^2 = 0.339$ ) which indicates that the green human resources management with its dimensions explains (33.9%) of the variance in the dimension of renovation and upgrading in the Aircraft Maintenance Limited (Joramco), and it is noted that there is a statistically significant effect at the ( $\alpha \leq 0.05$ ) level to green human resources management with its two dimensions (green training and development, and green performance evaluation) on the renovation and upgrading of the Aircraft Maintenance Limited (Joramco).

## 9. Recommendations

- In light of the findings of this research, the following recommendations were concluded:
- The company in question should adopt all practices of green human resources management and focus on green employees attraction and recruitment as a starting point in order to obtain human competencies capable of dealing with

these practices on a sound practical basis.

- To continuously develop green rewards and incentives systems in order to encourage employees to put into practice their maximum mental and physical capabilities in implementing environmentally friendly initiatives.
- To develop the performance evaluation systems followed in the company to contribute to creating the green employee who is environmentally friendly and aware of the environment's importance.
- The company in question should adopt proactive thinking and action as an approach to achieving entrepreneurship.
- The institutional performance should be entrepreneurial through the preparation and implementation of plans to achieve the objectives, mission and goals of the company.
- To gather information about competing companies and their future plans, as well as those working in the same service sector as the company in question.
- It is imperative for the company in question to adopt the adventurous approach by enhancing the desire of the management of the company to enter into adventurous projects.

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