

HOW DOES GREEN TRAINING IMPACT THE ENVIRONMENTAL AND FINANCIAL PERFORMANCE OF THE MINISTRY OF EDUCATION SULTANATE OF OMAN?

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ABSTRACT

Recently, human activities have caused unprecedented environmental problems. Achieving sustainability is a challenging task globally that requires comprehensive managerial practices. In tackling this issue, a new type of management has emerged known as green management. This study explores the impact of green training on the environmental and financial performance of the Ministry of Education in the Sultanate of Oman through the mediating role of green employee performance. There is a scarcity of studies investigating green training in this context. Data was collected through a survey from all eleven educational Omani governorates, resulting in 225 responses. The findings of this study indicate that green training positively and significantly impacts the environmental and financial performance of the Ministry, as well as the significance of the mediation. In addition, to the theoretical contribution, policymakers can also benefit from the findings of this study to improve management practices and consequently contribute to overall sustainability efforts in the Sultanate of Oman.

KEYWORDS: Green Human Resource Management (GHRM), Green Training (GT), Environmental Performance (EP), Financial Performance (FP).

1. INTRODUCTION

The increase in global environmental problems that mostly resulted from human activities, manufacturing, and savage use of natural resources, has captured considerable global attention at different levels including the United Nations (UN), governments, private organizations, and individuals. It has also become a trend since the 20th century. Many global environmental forums have been held to tackle the problem. The most important outcomes of these forums, first since 2018 green management and environment-friendly policies have been made compulsory by the United Nations Global Compact (UNGC) (Abbas, 2020). Second, they have raised global awareness of the consequences of climate change (Martins et al., 2019). Yet the environmental problems still escalating according to the United Nations Environment Program reported that emissions and the overuse of natural resources still increase (Olhoff & Christensen, 2020).

In the management world, a new type of management has evolved as a new paradigm to deal with environmental problems. It is known as Green Human Resource Management (GHRM), which is the integration of human resources (HR) and environmental management (Yong, Yusliza, & Fawehinmi, 2020). Many organizations all around the world and across various sectors are increasingly recognizing the importance of involving environmentally conscious practices to mitigate environmental problems (Sartal et al., 2020). Surprisingly, an enormous amount of

research has found a positive link between practising conscious environmental management and the financial performance of organizations (Bartolacci et al., 2020; Lameck Yusuph & Lameck Mashala, 2018). However, most of researches were conducted in the private sector especially the manufacturing sector and few of them were done in the public sector. This is considered a gap in the literature to underestimate the direct and indirect impact of the public sector. Therefore, this study is aiming to study the impact of green training (GT) on the Ministry of Education (MOE) in the Sultanate of Oman.

The study is focusing on green training GT and its impact on the environmental performance (EP) and financial performance (FP) of the Ministry through the mediating role of green employee performance GEP. To achieve the objectives of this study a consisted of a quantitative survey has been conducted and covered all eleven educational governorates. The results of this study can provide valuable insights into the impact of GT on the ministry's environmental and financial performance.

2. LITERATURE REVIEW

2.1 Organizational Performance

Organizational performance is a common concept in management that is usually associated with financial performance, productivity, quality of products or services, and recently EP. Undoubtedly, FP is a key indicator of any organizational performance and a tool to assess the status. It also represents the organization's reputation externally to attract investors and strengthen its position in the market and internally to attract first-class employees. The quality of products, materials or services is also an important measurement of organizational performance. Their importance comes from the ability to attract and retain customers, increase the market share and lead to higher profits. This literature review will discuss two significant indicators of organizational performance which are FP and EP. Then, it will analyse the impact of GT on these two aspects of organizational performance. The role of GEP will be also analysed before exploring the environmental performance in the public sector in the Sultanate of Oman specifically focusing on the Ministry of Education.

2.2 Financial Performance

Financial performance plays a crucial role in both the private and public sectors. In the private sector, FP means the ability to generate revenue, manage expenses, and make a profit effectively and efficiently. It is used to be the only factor for assessing organizational performance (Petkoska et al., 2019). Up until the present day, FP has been the cornerstone of organizational success. However, in the public sector, it is different, whereas making a profit is not required as a main objective. It means the ability to achieve social or public service objectives efficiently. It is assessed by the way of managing the fund and using the resources. Governments regularly evaluate their organizations' FP to prevent unnecessary expenditure leaking and to ensure the balance in the budget (Ochuodho & Ngaba, 2020). Auditing is not limited to procurement but includes all internal operations such as recruitment and selection, performance management and appraisal, reward system, and training. Herein the internal operations lie the fundamental role of human resource managers.

2.3 Environmental Performance

These days, organizations are not assessed by their FP solely as it does not provide a comprehensive picture of the organizational performance. Other important aspects were involved in assessing the organizational performance such as shareholder value, social systems, market share, and recently environmental performance. Non-financial performance cannot be ignored anymore in the epoch of Trade World Organizations agreements, and other international trade agreements and environmental agreements. In a study conducted in 2020 by (Brandi et al., 2020) and examined trade agreements between 1984 to 2016 showed that environmental provisions can help in increasing green goods and decreasing hazardous goods.

Organizations that fail to meet local and international laws and agreements may face several consequences such as financial penalties or even shutdown. They may also lose their market share as a result of losing their reputation, and in the long term, they cannot secure their success. This put more pressure on organizations all over the world to be more concerned about the ecological footprint of their business and meeting international environmental standards. The genesis of environmental management was a response to environmental problems, especially after the industrial revolution (Shabbir & Wisdom, 2020). Since then, it has also become an interest of many scholars for instance (Gupta

& Gupta, 2021; Hartmann & Vachon, 2018; Molina-Azorín et al., 2009; Zhang, 2019). The effective implementation of this management has been found positively associated with a positive impact on the environment, the quality of products and services, customer satisfaction and employee performance and retention (Daud et al., 2019). Therefore, organizations need to make revolutionary management changes to catch up with the latest modern practices that lead to better organizational performance that include human resource practices such as green training (Yong et al., 2020). Tajeddini and Martin (2020) considered formal training as a key factor in service organization. The role of the public sector in environmental performance is undeniable. The public sector is responsible for setting the regulations and standards for friendly- environmental practices. By being a role model in implementing green initiatives, the public sector can lead by example and inspire the private sector.

2.4 Green Management

The term Green Management GM has been adopted and appeared in corporate dictionaries to refer to environmental-friendly practices (Alzgoool, 2019). It is about greening all the practices in the organization such as greening the design, greening the purchasing, greening the logistics, greening the process, greening the products, greening the human activities, and greening the workplace (Welmilla & Ransinghe, 2020). Many researchers believed that GM is the management that leads organizations to eco-friendly products and services and minimizes the negative impact on the environment (Abu Mahadi & Abu Al Ross, 2018; Jovita et al., 2019). Organizations are under tremendous pressure to produce green goods, present green services and green the process. They could do that by avoiding using energy produced by all fossil resources like coal, natural gas, and crude oil due to their contributions to carbon emissions that trap in the atmosphere and cause environmental problems (Abbas & Sağsan, 2019). Organizations should also consider the efficient use of water and sustainably recycling wastewater. In addition, they should use stationery including inks, and paper, as well as recycling paper. The consequences of paper consumption go beyond deforestation and habitat destruction. They can also contribute to the increase of carbon in the air if paper production is involved such as the use of energy to run the machines and the use of transportation. These activities contribute to the greenhouse effect and climate change (Bombiak, 2019; Kalyar & Shoukat, 2019). Based on this, GM plays an important role in promoting practices that take care good of the environment.

2.5 Green Human Resource Management

If the term Green Management GM is used to refer to maintaining sustainable practices in the overall organization's strategy and operations, GHRM, on the other hand, is used to refer to the integration of sustainability into HR practices such as recruitment, rewards, training, and performance appraisal. The notion of GHRM draws its roots from the philosophy of GM (Zaid, et al., 2018). They both focus on fostering a green culture and simultaneously reducing the cost and enhancing the reputation of the organization. Figure 1 explains the integration of HRM, GHRM, and environmental management or green management. GHRM practices are approaches that help and motivate employees to engage in green activities while aligning with the general organization's vision (Ojo et al., 2022).

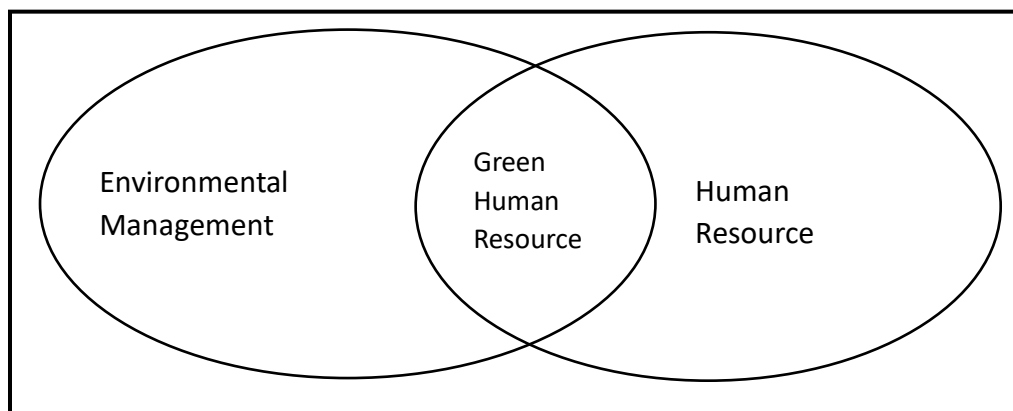


Figure 1. The Intersection Between HRM and Environmental Management (Yusoff, 2020).

For successful implementation of GHRM, organizations are required to maintain strict green environmental practices while carrying out HRM practices such as recruitment, training, reward and appraisal performance Mishra (2017). The mission to minimize the negative impact of these practices is not easy and requires well planning and careful implementation. For instance, concerning the training, which is the main focus of this study, there are many considerations to green the training or make it more environmentally friendly. One of the most aspects that can lead to effective green training is the minimization of energy, water stationery and the need for transportation to the training centres. Other logistic considerations can also contribute to green training such as online training or E-learning platforms, E- certificates and the use of software materials instead of hard ones.

The benefits of implementing GHRM are not limited to the environment but go beyond to benefit the organization and the well-being of the employees. GHRM is an important method to help the environment to retrieve its balance after decades of excessive exploitation to meet the need of modern civilization. The absence of management to control harmful practices and brutal exploitation of natural resources will lead to climate change and environmental degradation (Ajibola, et al., 2020). Mousa and Othman (2020) believed that green management helps in keeping them safe for the coming generations. For organizations and based on the Natural Resource-Based view (NRBV) by Hart (1995), eco-friendly practices can benefits organizations in different ways. First, GHRM helps organizations minimize costs through practices that aim to reduce the consumption of energy, water, and resources (Çankaya & Sezen, 2019). In addition, it helps in increasing the employees' commitment which is an important aspect of the quality and quantity of products or services (Ahmed et al., 2019). Furthermore, according to Santos-Jaén et al. (2021) that organizations that succeeded in marking themselves as corporate social responsibility such as environmental sustainability initiatives are more likely to attract and keep loyal customers. Concerning the benefits for employees Kalei et al. (2022) believed that GHRM practices increase satisfaction.

2.6 Green Training

Green training GT is the alternative approach to having green employees as it is not always feasible to hire them ready with all the environmental skills, knowledge, and attitudes (Yong et al., 2020). GT aims to help the employees to acquire deep knowledge of green practices and improve their skills so they can meet the organization's standards. Employees at all levels must be exposed to GT including top management to help them to get acquainted with organizational culture. GT helps employees to learn a wide range of skills such as recycling, energy and water savings, waste management and other sustainable practices. Therefore, GT must be well designed to provide the trainees with a comprehensive idea and practical examples of various aspects of environmental sustainability and eco-friendly practices. Also, GT programs should be designed in a way that can be easily and directly implemented. Trainers and other staff in training centres must be cautious not to let the trainees see or experience any environmentally harmful practices during the training programs otherwise they may develop negative perceptions or habits. The trainer's qualities can be increased, according to (Aziz et al., 2022), to maintain the effectiveness of online training in the educational system, particularly for the post-pandemic era. This is to avoid any conflict between the aim of the training programs and the real practice of the organization (Ojo et al., 2022).

COVID-19 was a real chance to put new technologies that support trainer-trainee remote interaction into practice (Sneyd et al., 2020). It is a recollection of the idea to offer training programs online as suggested by Masri and Jaaron (2017). Many applications and programs were used during the pandemic for training purposes. They allow public and private organizations to continue training their employees remotely. The success of this experiment should be evaluated and then developed to replace the traditional face-face training if not totally at least partially. In addition, the training materials could be shared online to reduce the use of paper, ink, and electricity. This means a lot for the environment and for the organization's savings. In the public sector environmental training are not as in the private sector as Knies et al. (2022) found and they are more directed to front-line services. AlNuaimi and Khan (2019) stated that employees in the public sector should receive more environmental training.

3. CONCEPTUAL MODEL

This conceptual framework is developed based on the above literature review to explore the impact of GT practices and both environmental and financial performance. (See Figure 2). Since the trend of GHRM literature has mostly focused on the private sector, this study focuses on the public sector. The extreme and urgent need to focus on

the public sector stems from the crucial role of the public sector as a source of legislation that has the ability to shape environmental policies, approaches to implementation and ways of monitoring. In addition, understanding the impact of GT as one of the most important aspects of GHRM practices on the performance of the public sector will provide insight into the real contribution of governmental organizations to sustainability. Yet, this mission is a challenging one in the public sector due to various reasons. One of these reasons is the limited resources in the public sector. Many public sectors have limited budgets and they have to manage them well and mostly they prioritize spending on essential services. This constrains their ability to hire employees with vast experience in environmental management. Another reason is the limited pool of qualified candidates in environmental management and there is also the slow recruitment processes compared to the private sector. Therefore, developing green training programs can help in enhancing the existing employees' knowledge, and skills as well as shape their behaviours. Therefore, this study measures public organizational performance in terms of GT.

The below conceptual framework is supported by the natural resource-based view by Hart, (1995), and the Ability-motivation-opportunity AMO theory by Bailey (1993). The natural resource-based view suggests that organizations can get advantages from preserving natural resources and achieve success in the long term. The AMO theory suggests that employees' performance is influenced by three key elements. These elements are ability, motivation, and opportunity. The alignment of these elements enhances employees' performance and leads to improve organizational environmental and financial performance (Iftikhar et al., 2022).

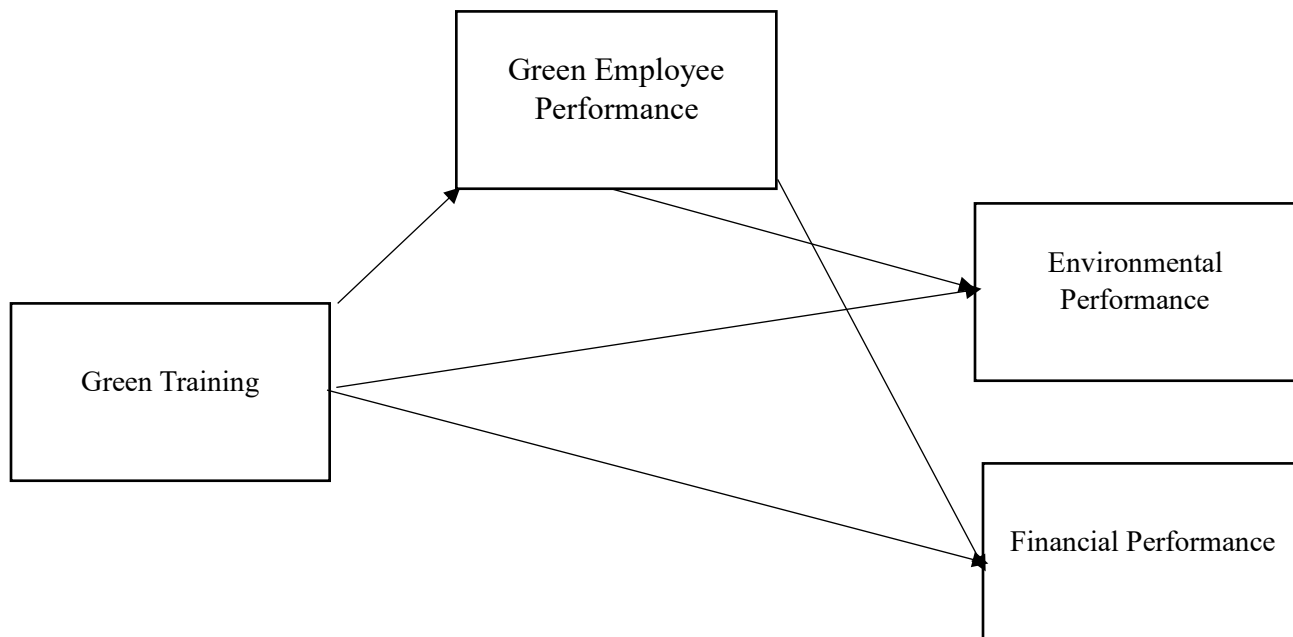


Figure 2. Conceptual Framework

3.1 Development of the Research Hypotheses

The main focus of this study is examining the impact of GT on MOE performance (environmental and financial). They are examined under the mediation impact of GEP. The following is a discussion of the hypothesis development.

3.1 The Impact of GT on the Environment

According to Gupta (2018), GT is one of the most effective approaches in the transition toward sustainability. However, it is a challenging task to achieve the desired level of sustainability without adequate training and developing the culture of green activities and research Hovhannisyanyan (2016). Studies conducted by Islam et al. (2019) and Ojo et al. (2022) showed that GT help in increasing green activities like recycling and waste management. Most importantly,

GT plays a crucial role in developing employees' knowledge and skills necessary for improving organizational performance (Sheeba & Christopher, 2020). This also aligns with the RBV that GT enables the employees to acquire valuable knowledge and skills that can be considered valuable resources. These valuable employees help their organization to adopt sustainable practices and develop more efficient ways to reduce consumption. This is also supported by empirical findings that GT implementation is positively linked to enhancement in employee green practices (Masri & Jaaron, 2017); Yusoff, 2020); Zaid, et al., 2018) as well as to the financial performance of the organization based on Zaid, et al. (2018). Consequently, the following hypotheses can be formed:

(H1a1) GT has a positive influence on the organization's EP.

(H1a2) GT has a positive influence on the organization's FP.

3.2 The Mediating Effect of Green Employee Performance Between Green Training and Organizational Performance

For organizations to attain a high level of performance and thrive in a competitive world, they need high-performing employees. Many studies linked developing employees' performance with training (Niati et al., 2021). In regard to sustainability, GT plays an important role in changing the organizational culture to a greener culture and in developing it. By equipping employees with knowledge and skills related to environmental issues and sustainability practices (Alrowwad et al., 2020). Singh et al. (2019) believed that one of the most important roles of training is raising awareness which will help later in changing the behaviour. This, in turn, will help the organization to improve its EP performance, which is crucial in attracting talented employees, increasing employee satisfaction, increasing customer loyalty and in general promoting the organization as a green one in society Ojo et al. (2022). These benefits which are related to the environment, employees and customers also have financial benefits. Employee retention means less spending in the hiring process and training programs. Also, satisfied and committed employees lead to deliver exceptional services, which enhances the organization's reputation (Aburayya et al., 2020). Moreover, having loyal employees could result in a bigger share market. This is also supported by the AMO theory which suggests that organizations can develop their employees' green performance by enhancing their abilities, skills and competencies with proper opportunities and motivations. Therefore, the following hypothesis can be proposed:

(H2a1) GEP mediates the relationship between GT and the organization's EP.

(H2a2) GEP mediates the relationship between GT and the organization's FP.

4. METHODOLOGY

This study employs a quantitative approach to help the researchers gain sufficient knowledge about the impact of GHRM practices in the Ministry of Educational Governorates. The questionnaire was adopted from previous studies (Abbas & Sağsan, 2019; Ahmed et al., 2019; Agyabeng-Mensah et al., 2020; Bombiak, 2019; Çankaya et al., 2019; Chu et al., 2018; Yong et al., 2020) and modified to meet the purpose of this study. To ensure accuracy, the Arabic version of the questionnaire was revised by Arabic grammarians and then subjected to the back-translation method.

The target population includes all eleven Educational Governorates in the Sultanate of Oman. The data was collected from middle managers, senior managers and experts. Approaching these key figures helps in obtaining more accurate information as they are responsible for carrying out organizational policies. A five-point Likert scale was used in this study, where 1 indicates "strongly disagree," 2 indicates "disagree," 3 indicates "neutral," 4 indicates "agree," and 5 indicates "strongly agree". A random sampling technique was used to collect the data. For this purpose, 225 questionnaires were obtained via the ministry's official e-mail. The duration of collecting the data was three months between February 2023 and April 2023.

4.1 The Measurement Instrument

The study's instrument was divided into five sections. The first section focused on demography and general information about the governorates, gender, age, department name, and job position. The second section consisted of 8 items to measure environmental performance and for the third section, there were 6 items for measuring financial performance. Section 3 has 6 items for measuring GT. The final section had 11 items for measuring GEP.

Table1 Demographic Profile

		Frequency	Per cent	
Gender:	Male	148	65.8%	
	Female	77	34.2%	
	Total	225	100%	
Age:	24-29	1	.4%	
	30-35	12	5.3%	
	36-41	51	22.7%	
	42-47	100	44.4%	
	> 48	61	27.1%	
	Total	225	100.0%	
Department:	Financial Department	7	3.1%	
	Administrative Department	17	7.6%	
	Educational Measurement and Evaluation	14	6.2%	
	Projects and Services Department	8	3.6%	
	Special Education and Continuing Education Department	15	6.7%	
	Educational Supervision Department	88	39.1%	
	Planning and Development Department	11	4.9%	
	Career Guidance and Student Counseling Department	17	7.6%	
	Private Schools Department	9	4.0%	
	Information Systems Department	6	2.7%	
	General Manager Office	33	14.7%	
	Total	225	100.0%	
	Governorate:	Musandam	10	4.4%
		Al Buraymi	18	8.0%
		Al Dhahirah	17	7.6%
		North Batinah	17	7.6%

	South Batinah	47	20.9%
	Muscat	19	8.4%
	Al Dakhiliyah	12	5.3%
	North Al Sharqiyah	20	8.9%
	South Al Sharqiyah	22	9.8%
	Al-wasta	15	6.7%
	Dhofar	28	12.4%
Total	Total	225	100.0%
Position:	Director General	4	1.8%
	Assistant General	16	7.1%
	Manager		
	Department Director	27	12.0%
	Expert	4	1.8%
	Department Director	21	9.3%
	Assistant		
	Head of Section	69	30.7%
	Senior Supervisor	84	37.3%
Total	Total	225	100.0%

4.2 Measurement Model

To ensure accurate testing of the hypothesis and the mediation effects, it is essential to measure the model first. Table 2 provides a summary of the measurement model. The results indicate that the items used to measure these items demonstrate overall reliability and validity. However, there were some statistically weak items such as GEP8, and GEP10 and they need to be removed for better improvement.

Table 2. Results Summary for Reflective Measurement Model

Latent Variable	Indicator	Convergent Validity		Internal Consistency Reliability		Discriminant Analysis
		Loadings	AVE	CA	CR	
Environmental performance	EP1	0.604				
	EP2	0.683				
	EP3	0.667				
	EP4	0.755	0.512	0.863	0.893	Yes
	EP5	0.755				
	EP6	0.758				
	EP7	0.758				
	EP8	0.73				
Financial performance	FP1	0.462				
	FP2	0.883				
	FP3	0.883	0.555	0.829	0.878	Yes
	FP4	0.727				
	FP5	0.744				
	FP6	0.69				
Green training	GT1	0.768				
	GT2	0.772	0.508	0.798	0.857	Yes
	GT3	0.742				
	GT4	0.756				

	GT5	0.752				
	GT6	0.415				
	GEP1	0.729				
	GEP2	0.768				
	GEP3	0.81	0.505	0.879	0.9	Yes
Green employee performance	GEP4	0.796				
	GEP5	0.805				
	GEP6	0.644				
	GEP7	0.635				
	GEP9	0.571				
	GEP11	0.595				

4.3 Hypotheses Testing

According to Hair et al. (2011), the first requirement for validating hypotheses in structural equation modelling (SEM) is that the path coefficient must be at least 0.1 or higher. Ramayah (2018) added that the t-value should exceed 1.96, while the p-value should be less than 0.05. The results indicated that all the hypotheses are accepted as Path Coefficient β higher than 0.1, T statistics exceed the threshold value of 1.96 and the P values are less than 0.05.

Table 3. Hypothesis Testing Results of GT on The Organizational Performance

Hypothesis	Path Coefficient $t \beta$	T Statistics	P Values	5% BCI LL	95% BCI UL	Decision (p < 0.05)
H1a1 Green training has a positive influence on the organization's environmental performance.						
GT -> EP	0.224	2.784	0.003	0.094	0.359	Accepted
H1a2 Green training has a positive influence on the organization's financial performance.						
GT -> FP	0.168	2.184	0.015	0.036	0.288	Accepted

4.4 Testing of Mediation

To perform the mediation analysis, bootstrapping in SmartPLS 4 was used. This study used Preacher and Hayes's (2008) approach and Ramayah et al., (2019) standards of significance. According to Preacher and Hayes (2008), the bootstrap of the indirect effect must be significant and the result of the bootstrap of the confidence intervals level between lower and upper should not contain zero. The standards of significance according to Ramayah et al., (2019) are t-value < 1.96 and p-value > 0.05.

The analysis of the impact of GT effects on EP through the mediation of GEP showed that hypothesis H2a1 is supported and indicates full mediation. This conclusion is drawn from multiple indicators. Firstly, the specific indirect effect demonstrates a significant relationship as the T statistics is 2.15 and the p-value is 0.02. Secondly, the total indirect effect is also significant indicated by a T statistic of 3.651 and a p-value of 0. In addition, the path Coefficient is 0.22 and the T statistic is 2.663 and the p-value is zero. Moreover, the confidence intervals at the 5% and 95% levels do not contain zero.

Similarly, the analysis of the impact of GT on FP through GEP reveals partial mediation and supported the hypothesis. This result is concluded from the specific indirect effect of GT on FP (T statistic is 0.637 and the p-value is 0.26) which is insignificant. Though, the total indirect effect and path coefficient are significant. The T statistic of total indirect effect is 1.949 and the p-value is 0.03. Whereas the path coefficient is 0.16 with a T statistic of 2.081 and the p-value is 0.02. Besides, the confidence intervals at the 5% and 95% levels do not contain zero.

Table 4. Mediation Analysis

Construct	Path Coefficient β	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Confidence intervals		Type of mediation	Hypotheses	
						5%	95%			
specific indirect effect	GT -> GEP -> EP	0.073	0.078	0.034	2.15	0.02	0.088	0.36	full mediation	H2a1 is supported
Total indirect effect	GT -> EP	0.292	0.301	0.08	3.651	0				
path Coefficient	GT -> EP	0.22	0.223	0.082	2.663	0				
specific indirect effect	GT -> GEP -> FP	-0.016	-0.01	0.026	0.637	0.26	0.029	0.28	partial mediation	H2a2 is supported
Total indirect effect	GT -> FP	0.144	0.148	0.074	1.949	0.03				
path Coefficient	GT -> FP	0.16	0.158	0.077	2.081	0.02				

5. DISCUSSION AND CONCLUSION

The purpose of this study was to investigate the impact of GT on the environmental and financial performance of one of the key public sectors in the Sultanate of Oman. Additionally, it examined the mediating role of GEP. The findings provide robust evidence supporting the positive impact of GT on the ministry's environmental and financial performance, which can be discussed through the lens of RBV and AMO theory.

The RBV theory is useful to provide a solid foundation to understand the impact of GT on environmental and financial performance better. Previous studies such as Gupta (2018) and Yafi et al. (2021) indicated the crucial role of GT in enhancing employees' knowledge and skills, which help in transferring them into more valuable resources for organizations. This is in line with the findings of this study, which revealed that GT has a positive influence on environmental and financial performance. The knowledge and skills employees acquired during the GT sessions enable them to engage consciously in green activities, such as switching off air conditions and other appliances, practicing recycling and waste management, and minimizing the use of transportation. These activities have a direct positive impact on the environment according to (Islam et al., 2019; Ojo et al., 2022). This positive impact can be attributed to the reduction of air pollution due to the efficient use of electricity and transportation. In addition to the positive impact of reducing the consumption of natural resources by using less materials, and less water. The outcome of these good environmental activities serves the financial interest of the organization. Therefore, the competitive advantages and superiority that organizations get come from the employees' performance shaped by the GT and become valuable resources that are difficult to imitate, and these are the principles of RBV.

The mechanisms that GT influence the organizations' performance can also be understood through the lens of AMO theory. Employees' abilities are developed through the GT which contributes effectively to environmental sustainability and better financial performance. The more employees are subjected to GT the more they see the purpose of engaging in green activities so their intrinsic motivation is increased as they see how their work can make a difference in the world. Finally, GT provides employees with the resources and support they need to implement effective sustainable activities. For example, GT trains employees on how to use green technologies. To illustrate, GT

programs improve employees' abilities, motivate them, and provide them with opportunities to make a positive impact on their organization and environment.

In addition, the result of the mediation analysis fosters the importance of integrating GT into organizations' training programs. It also provides credibility to the argument that GT impact positively the environment and finances of organizations. The role of GT is stimulating GEP, which in turn plays the role of mediator between GT and EP and between GT and FP. This argument is supported by many recent studies for instance (Chen et al., 2022;).Shoaib et al., 2021). They found that GT can be a good tool for organizations which tries to improve their performance. The benefits that organizations get from GT are an increase in the employees' awareness and the development of green culture. Employees with such levels of awareness, knowledge and attitudes and from such green culture are more likely to implement creative ideas to protect the environment and lead to profits and to financial sustainability. The study conducted by Thaher and Jaaron (2022) is in line with the conclusion of this study that GT contributes to developing green employees who play a crucial role in green management such as waste management and recycling and the involvement in energy, water and materials consumptions.

Practically, this study emphasizes the importance of incorporating and prioritizing GT in the public sector. The ecological footprint caused by traditional HR practices during training in the public sector cannot be underestimated anymore. Organizational traditional training is not sustainable and causes depletion of natural resources and financial losses that can be avoided. During the traditional training, there is an inefficient use of materials as they are mostly hardcopy, and there is also a wastage in electricity and water use as most of the traditional training is conducted in training centres. There is also air pollution caused by transportation. On the other hand, GT offers many benefits for the environment, and for the financial performance of the organization. For the environment, there is a better chance of reduction in the ecological footprint caused by employees. As this study revealed that well-educated employees via GT are more likely to adopt environmentally friendly practices. Additionally, the study conducted by Xie et al. (2020) added that GT help employees act more responsibly toward the environment in and outside their organizations. GT does not only lead to improving employees' sustainable practices but also helps their organizations through their initiatives that can contribute to better environmental practices. Concerning the practicality of this study regarding the FP, well-educated employees can help their organization in cost savings in the long term. They can contribute effectively to lowering the bills of electricity, water and other materials which is a big concern in the public sector. GT can also enhance an organization's reputation. In public organizations, it sends messages to the top authorities about the organization's commitments and adherence to the government's environmental laws and regulations.

The theoretical contributions of this study lie first in the focus of GT on a public organization in Oman while the majority of research focused on private organizations. Second, the focus was not only on the environmental impact but on the financial one and the study successfully linked these two aspects. Moreover, the study supports the theoretical foundations of RBV and AMO theory.

Despite the significant findings and the important contribution of this study, it is also important to acknowledge the limitations. The study was conducted within a specific organizational context, which means the difficulty to generalize it to other ministries. To overcome such limitations in future studies, the impact of GT should be explored in more than one organization.

6. REFERENCE

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