

The Impact of Green Human Resource Management Practices on Achieving Organizational Excellence in Jeddah's First Industrial City

Khaled Abdullah Al-Ghamdi ^{*1}

¹ Business College, King Khalid University, KSA
Alghamdikhaled052@gmail.com

Received: 14/04/2025

Accepted: 24/04/2025

Published: 30/06/2025

Abstract:

This study investigates how Green Human Resource Management (GHRM) practices contribute to achieving organizational excellence within Jeddah's First Industrial City. Employing a descriptive analytical approach, the research focused on four key dimensions: green performance management, green training, green remuneration, and green recruitment. The study population comprised the 1,025 operational factories in the First Industrial City, from which a simple random sampling technique was used to select participants. Based on the study's parameters, a sample of 278 responses was deemed appropriate for analysis. The findings revealed that, while green performance management did not exhibit a statistically significant impact, other dimensions-particularly green recruitment, training, and remuneration-had a positive influence on organizational excellence. As a result, the study recommends strengthening these GHRM practices as a strategic pathway toward sustainability and improved organizational performance.

Keywords: Green Human Resource Management; Organizational Excellence

Jel Classification Codes: L60, M11, M50.

1. INTRODUCTION:

Organizations around the world are increasingly interested in adopting environmental policies and programs that are consistent with global environmental goals, recognizing the importance of aligning human resources activities with the requirements of the surrounding environment, to achieve effective green management that keeps pace with growing environmental challenges (Chen et al., 2020). In light of the worsening global environmental problems and their recurring negative impacts on human health and the planet, it has become necessary for countries and organizations to work seriously to protect the environment by reducing emissions and waste, and promoting recycling practices. This will help achieve sustainable economic development and improve the quality of life. With increasing awareness of sustainable development, it has become

^{*} *Corresponding author*

necessary for institutions to reformulate their management practices in a way that enhances the investment of human and knowledge capital in achieving organizational excellence (Al-Sayed et al., 2023). Notwithstanding the significance of green HR practices, their implementation is hindered by a number of issues, such as inadequate infrastructure, a lack of organizational awareness, and a lack of specialized knowledge, all of which reduce their ability to achieve organizational excellence (Ibrahim, 2020). Thus, this research aims to investigate the effects of green HRM practices on organizational excellence in Saudi Arabia's first industrial metropolis, Jeddah. In order to understand how these practices affect organizational prejudice, we will employ a descriptive analytical approach. After this, we will provide recommendations to get additional businesses in the industrial sector to adopt this strategy.

1.1 Statement of the Problem and Research Questions:

The question of how much green HRM practices impact organizational excellence is raised by the fact that, despite their importance in fostering organizational excellence, they are still not widely used in Saudi industrial institutions, particularly in Jeddah, the country's first industrial city. So, what effect do green HRM practices have on the attainment of organizational excellence in the first industrial city of Jeddah? This is the fundamental topic that drives the research. The main question could be divided into Sub-questions as follow:

- How does organizational excellence in the first industrial city of Jeddah get affected by green recruitment?
- How does organizational excellence in the first industrial city of Jeddah get affected by green training and development?
- How does organizational excellence in the first industrial city of Jeddah get affected by green compensation?
- How does organizational excellence in the first industrial city of Jeddah get affected by green performance management and evaluation?

1.2 Research Hypotheses:

Based on the research question, the main hypothesis could be formulated as follow:

There is a statistically significant correlation, at the significance level ($\alpha < 0.05$), between establishing organizational excellence and using green HRM approaches in Jeddah's first industrial city.

The following hypotheses are derived from the above hypothesis:

- A statistically significant link exists in Jeddah's first industrial city at the significance level ($\alpha \leq 0.05$) between recruitment practices, green hiring, and attaining organizational excellence.
- There is a statistically significant correlation between green training and development techniques and establishing organizational excellence in Jeddah's first industrial city at the significance level ($\alpha < 0.05$).
- There is a clearly noticeable correlation between green compensation methods and attaining organizational excellence in the first industrial city of Jeddah at the significance level ($\alpha < 0.05$).
- There is a strong correlation between achieving organizational excellence and effectively managing and analyzing green performance in Jeddah's first industrial city, with a significance level ($\alpha < 0.05$).

1.3 Research Contribution:

1.3.1 Scientific Contribution: The findings contribute to the existing body of knowledge on green HRM and its connection to high-performing institutions, particularly within Saudi Arabia's manufacturing sector. Moreover, they enhance understanding of the impact of green practices on organizational performance while aligning with contemporary administrative trends toward sustainability.

1.3.2 Practical Contribution: Green HR practices contribute to improved organizational performance—particularly in Jeddah's First Industrial City—by elevating the quality of human capital, supporting the achievement of strategic objectives, and fostering sustainable competitive advantage through better environmental, economic, and social outcomes.

1.4 Research Objectives:

This study explores the impact of green HRM practices on organizational performance within Jeddah's First Industrial City. It specifically investigates how green recruitment, training and development, compensation, and performance appraisal contribute to achieving organizational excellence. Additionally, the study aims to clarify the concept of green HR and its role in enabling companies to realize their full potential.

2. The Theoretical Background:

2.1 Green Human Resource Management Practices:

A few of the most common justifications for "green HRM" are as follows:

- Human resource management with an emphasis on sustainability and a commitment to incorporating environmental concerns into day-to-day operations is known as "green HRM" (Islam et al., 2023).

- In addition to providing incentives and rewards that inspire employees and advance the green movement, green human resources management also entails assisting senior management of environmental policy in motivating staff, educating them about contemporary environmental practices, and facilitating their participation in environmental activities (Junaid et al., 2023).

2.2 Organizational Excellence:

Organizational excellence is defined as a set of leading practices in the management of an organization aimed at achieving results that satisfy all stakeholders, such as customers, shareholders and employees. These practices are divided into several factors, including leadership in its methods that formulate and direct policies and strategies, in addition to managing resources of all kinds, whether financial or human, information systems and various internal processes (Ahmed, 2021).

According to Muhammad (2020), it can also be described as having a clear understanding of the needs and desires of customers and the interest of the organization's components in meeting and anticipating their present and future requirements through performance that surpasses expectations and produces benefits that are equitable for all. It is also believed that companies aim to take advantage of important possibilities through strategic planning, effective performance, and a shared vision that includes resource efficiency and goal clarity (Othman, 2021).

Organizations can turn sustainability into a real competitive advantage by adopting sustainability practices that enhance their reputation and increase their attractiveness to customers and investors. Sustainability in business is an aspiration to balance profitability, preserve the environment, avoid high fines, and improve people's lives, making it a strong competitive advantage that enables companies to attract customers and investors, under the name of "green investments" (Ismail ,2024)

2.3 The role that green human resource management plays in creating Advanced organizational standards:

Many studies have examined how green HRM practices could aid businesses in being more sustainable and effective. Noteworthy among them is the work of Al-Anzi (2024). Finding out how green HR practices relate to organizational success was the driving force behind the research. The findings indicated that, in addition to the fact that green practices foster innovation and the generation of new ideas, the most common green training practices were the incorporation of green training programs into organizational plans. In addition to highlighting the importance of green HR

practices in improving organizational performance, the study recommended building a database to monitor the adoption of green HR policies and their impact on organizational effectiveness. It also demanded the full implementation of environmentally friendly human resource policies and procedures if it was to realize its aim of improving the efficiency of organizational performance. The document also demanded the allocation of the financial, human, and technological assets needed to put these strategies into action in a way that advances the overarching objectives of enhancing organizational performance. The goal of the study (Baidoa and Pocar, 2023) was to determine how human resources management practices—including planning, hiring, training, development, performance reviews, pay, and occupational health and safety—affect attaining organizational excellence. The study's findings demonstrated that all HRM approaches have a morally beneficial effect on attaining organizational excellence. Through digital transformation, the study (Eskef and Hassan, 2024) sought to determine how green HRM practices affected organizational excellence. The study came to a number of conclusions, chief among them being that, in addition to their beneficial effects on digital transformation, green HRM practices also have a morally sound and beneficial effect on organizational excellence. The findings also demonstrated that digital transformation contributes to the quality of organizations. Lastly, green HRM practices help digital transformation advance organizational excellence, so they act as a partial mediator between the two.

3. Research Methodology:

3.1 Research Model:

As illustrated in the figure below, the study model positions organizational excellence as the dependent variable, while green HRM practices serve as the independent variable

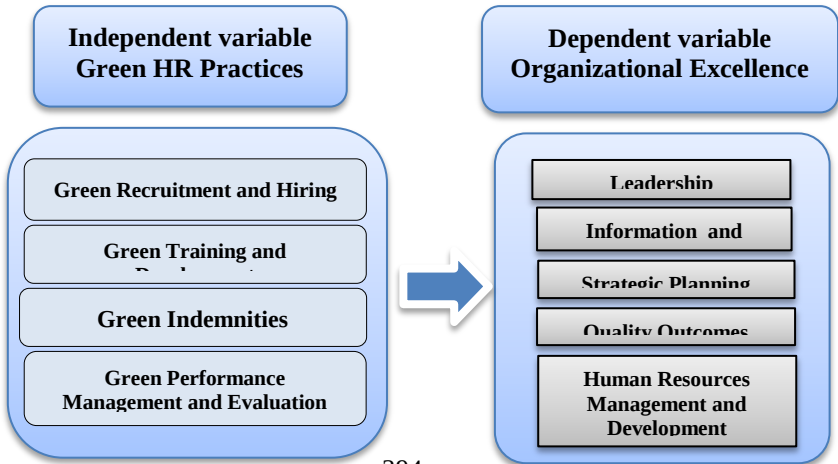


Figure 1. Research Model

The dimensions of each variable can be defined as follows:

- **Green HRM Practices' Dimensions:**

Recruitment and hiring practices aligned with green HRM principles are grounded in eco-friendly values that emphasize social and environmental responsibility. The aim of this approach is to attract candidates who support and embody sustainable behaviors and ecological values (Renwicka et al., 2025). Organizations can enhance employee competencies in environmental sustainability through green training and development initiatives, which involve identifying relevant training needs and offering seminars and workshops (Samir et al., 2023). These efforts seek to foster environmentally responsible behavior aligned with the knowledge and experience of a skilled workforce. According to Mishra et al. (2023), performance management and evaluation play a vital role in assessing employee efficiency and effectiveness, as well as informing future planning. Green performance appraisal, in particular, is considered a foundational practice for encouraging green behavior. It should be clearly tied to job responsibilities outlined in the employee's job description to support the achievement of green organizational objectives. Furthermore, compensation systems are crucial for managing, motivating, and retaining employees. To be effective, these systems must align with the organization's strategic goals, thereby promoting job satisfaction, increasing productivity, and encouraging employees to contribute meaningfully to organizational success (Afiriye et al., 2020).

- **Dimensions of Organizational Excellence:**

Leadership refers to the ability to guide and inspire individuals or teams toward achieving organizational goals. In the context of human resource management, strategic leadership is especially vital, as it directly influences the quality-of-service delivery and the extent to which organizational needs are met (Northouse, 2022). Information, on the other hand, is data that has been processed and analyzed to provide meaningful context, serving the interests of the organization. It encompasses the application of techniques and analytical methods to interpret data, extract patterns, and generate insights that support effective decision-making—thereby increasing the likelihood of achieving successful outcomes (Davenport, 2023). Planning is a critical organizational process that involves setting both short-term and long-term goals and formulating strategies to achieve them. According to Khudair and Ahmed (2017),

effective planning requires a comprehensive evaluation of both the internal and external environments of the organization. Human Resources Management and Development (HRMD) encompasses a holistic approach to improving and advancing all HR-related functions, including recruitment, training, and individual development. Its purpose is to ensure the achievement of organizational goals while enhancing job satisfaction, reducing turnover, and boosting employee productivity and efficiency (Dessler, 2022). Finally, quality outcomes reflect the degree to which a product or service meets established standards. Performance measurement criteria may include customer satisfaction before and after service delivery, adherence to regulatory or internal standards, and the pursuit of continuous quality improvement (Juran, 2021).

3.2 Research Instrument, Population and Sampling:

Focusing on Jeddah—the pioneering industrial city in Saudi Arabia—this descriptive-analytical study aimed to explore the rationale behind green HRM practices, trace their origins within the framework of green human resource management, and examine how these practices support industrial institutions in achieving organizational excellence. The literature review was conducted using a variety of sources, including online databases, printed books, scholarly articles, and oral presentations. To collect primary data, a structured questionnaire was distributed to a sample of employees working in industrial institutions located in Jeddah's First Industrial City. Upon completion, the questionnaires were retrieved and subjected to statistical analysis. The purpose of this data collection was to draw conclusions about the impact of environmentally friendly HRM policies and practices on organizational performance. Demographic information about the study population was also gathered to analyze potential differences based on key characteristics. The study population consisted of the 1,025 factories operating within Jeddah's First Industrial City. A random sample of 278 individuals was selected from these manufacturing establishments to represent the research sample. The questionnaire was distributed to a representative cross-section of this population, and the collected responses were compiled and analyzed to support the advancement of the study's objectives.

4. Empirical Study Analysis:

4.1 Descriptive Analysis of the Research Sample:

Analyzing the first section of the questionnaire, which includes general information questions, offers insight into the characteristics of the research

sample. Descriptive statistics reveal key demographic and functional attributes such as gender, age, education level, and years of experience.

Table 1. Demographic features of the research sample

Demographics		Vocabulary count	Percentage
Type	Male	136	48.92%
	Female	142	51.08%
	Total	278	100.00%
Age	From 20 to under 25 years	42	15.11%
	From 25 to under 30 years	101	36.33%
	From 30 to under 35 years	100	35.97%
	35 + years old	35	12.59%
	Total	278	100.00%
Education Level	Under university	90	32.37%
	University	130	46.76%
	Postgraduate studies	58	20.86%
	Total	278	100.00%
Experience Level	Under 5 years	52	18.71%
	From 5 to under 10 years	119	42.81%
	From 10 to under 15 years	62	22.30%
	From 15 years and above	45	16.19%
	Total	278	100.00%

Source: Created by the researcher based on the statistical analysis results.

Based on the data presented in the previous table, the researcher drew the following conclusions: The sample consisted of 136 male participants. (48.92%) and 142 females (51.08%). The largest age group was 25 to under 30 years, representing 36.33% of the sample, followed by the 30 to under 35 age group at 35.97%. Participants aged 20 to under 25 accounted for 15.11%, while those aged 35 and above comprised 12.59%. Regarding educational attainment, the majority held a university degree (46.76%). Participants with less than a university qualification made up 32.37%, while those with postgraduate degrees constituted 20.86%. In terms The group with the largest number of participants had between 5 and 10 years of work experience. (42.81%), followed by those with 10 to under 15 years (22.30%). Participants with less than 5 years of experience accounted for 18.71%, and those with 15 years or more made up 16.19% of the sample.

1.2 Reliability and Validity of the Research Instrument:

The first issue is whether the arbitrators' opinions are valid. Evidence of validity: The researcher sought advice from a panel of arbitrators and

subject-matter experts before The initial version of the study instrument was submitted for review, and the researcher then incorporated the panel's feedback comments by removing or revising the tool as needed. As a result, the study tool was released in its final form.

The second is structural validity, which is one of the metrics used to assess the tool's validity. It indicates how well the goals for which the study tool was created have been met and how closely each study dimension relates to the test's overall score. The reliability of the scale may be seen by looking at the correlation coefficient that connects the scores on each dimension to the total scores and significance levels of the scale were analyzed. The structural validity results for the study instrument's dimensions are displayed in the following table.

Table No. 2. Instrument Validity

Sub-themes	Corr. coef.	Sig
Green Recruitment and Hiring	.931**	0.000
Green Training and Development	.947**	0.000
Green Indemnities	.946**	0.000
Green Performance Management and Evaluation	.941**	0.000
Leadership	.968**	0.000
Information and Analysis	.966**	0.000
Strategic Planning	.971**	0.000
Human Resources Management and Development	.968**	0.000
Quality Outcomes	.915**	0.000

** Statistically significant at the 1% level.

As shown in the previous table, all sub-dimensions of the scale exhibit statistically significant correlation coefficients with the overall test score at the 1% level or lower. This indicates a strong, statistically significant positive correlation ($p < .001$) between each dimension and the overall score. These results reinforce the internal consistency of the measurement tool, providing the researcher with confidence in its construct validity, as the scale's dimensions align well with each other.

Reliability plays a crucial role in establishing validity, particularly because it is challenging to validate an instrument that lacks consistency. A reliable measurement tool should yield stable and consistent results when administered multiple times under similar conditions with the same participants. To evaluate its reliability, Cronbach's Alpha was computed based on a sample of 278 individuals from the study population. Each section of the questionnaire is presented in its own table, along with the

corresponding Cronbach's Alpha scores used to determine the internal consistency of each part of the instrument..

Table 3. Cronbach's Alpha Coefficient

Sub-themes	Items	Cronbach's Alpha
Green Recruitment and Recruitment	6	0.863
Green Training and Development	9	0.908
Green Indemnities	6	0.871
Green Performance Management and Evaluation	7	0.892
Leadership	5	0.928
Information and Analysis	5	0.927
Strategic Planning	5	0.924
Human Resources Management and Development	5	0.928
Quality Outcomes	6	0.916

According to the data shown in the previous table, the study instrument shows a high degree of reliability, making it suitable for confident use in the field. The Cronbach's Alpha coefficient for all sub-dimensions, along with the overall scale, was found to be 0.983—indicating a very high level of internal consistency and statistically significant stability. This strong reliability suggests that the tool consistently yields similar results upon repeated administration under similar conditions. As a result, the researcher can place full confidence in the validity of the instrument in analyzing the results and testing the study's hypotheses.

1.3 Descriptive Overview of Research Items:

The study examines two main variables: organizational excellence and the adoption of green HRM practices. Each of these variables includes a set of sub-dimensions. The next section provides a summary of the findings based on the descriptive analysis of these variables and their respective dimensions. Descriptive statistics also play a key role in illustrating the relationships among the study's variables, sub-dimensions, and individual items, offering a comprehensive overview of the data distribution and interconnections.

Table 4. Descriptive analysis of variables and dimensions

Variable	Dimensions	Statistical Analysis				Sort by of the arithmetic mean
		Arithmetic mean	Deviation Standard	Torsion	Kurtosis	
Independent variable: Green HRM practices	Green Recruitment and Hiring	3.827	0.786	-1.221	0.865	3
	Green Training and Development	3.833	0.791	-1.355	1.341	2
	Green Indemnities	3.857	0.809	-1.384	1.314	1
	Green Performance Management and Evaluation	3.819	0.806	-1.419	1.433	4
Total Independent Variable		3.834	0.751	-1.580	1.839	-
Dependent Variable: State of Organizational Excellence	Leadership	3.685	1.017	-0.922	-0.356	5
	Information and Analysis	3.695	1.008	-0.857	-0.430	3
	Strategic Planning	3.690	0.998	-0.882	-0.528	4
	Human Resources Management and Development	3.711	1.012	-0.885	-0.542	2
	Quality Outcomes	3.727	0.936	-0.973	-0.135	1
Total dependent variable		3.702	0.953	-0.975	-0.368	-

These findings can be attributed to the researcher's analysis of the preceding table: The overall mean of green HRM practices was 3.834, indicating a general perception of the study sample, with green compensation first coming in at an average of 3.857, followed by green training and development at 3.833, and green recruitment at 3.827. The overall average of organizational excellence was 3.702, where quality results came first with an average of 3.727, followed by human **resources** management and development 3.711, information and analysis 3.695, strategic planning 3.690, and leadership 3.685.

1.4 Hypothesis Testing:

In this context, multiple regression analysis is employed To assess the connection between green HRM practices and particular organizational performance indicators. The initial sub-hypothesis states: " The dimensions of green human resource management practices have a positive and significant effect on leadership. This represents the study's initial working hypothesis. The results of the multiple regression analysis used to The results used to evaluate this hypothesis are shown in Table 5.

Table 5. Results of the multiple regression analysis for the first sub-hypothesis

Variables	Standardized. Regr. Coef.	T-Stat.	Sig.
	B		
Green Recruitment and Hiring	0.585	6.561	0.000
Green Training and Development	0.199	2.006	0.015
Green Indemnities	0.009	0.092	0.927
Green Performance Management and Evaluation	0.060	0.627	0.531
N	278		
F-Value	78.532***		
Adj.R2	52.80%		

Source: Prepared by the researcher based on statistical analysis findings

From the data shown in Table 5, several key conclusions can be drawn. The model demonstrated statistical significance, as indicated by an F-value of 78.532 and a p-value of 0.000. At the 5% level of significance, the regression coefficients (B) for green recruitment, green training and development, and green recruitment were found to be significant. Specifically, green recruitment and green recruitment exhibited positive effects on leadership, with regression coefficients of 0.585 and 0.199, respectively, for green training and development. The model's coefficient of determination (R^2) was 0.528, suggesting 52.8% of leadership variance is attributable to green components HRM practices. These findings lend strong support to the first sub-hypothesis, which posits that eco-conscious HRM practices positively influence leadership, particularly in terms of ethical and moral leadership behaviors.

Second Sub-Hypothesis Test: The second sub-hypothesis of the study suggests that the dimensions of green HRM practices have a positive and statistically significant impact on Table 6 shows the results of the multiple regression analysis used to test this hypothesis

Table 6. Results of the Multiple Regression Analysis for the Second Sub-Hypothesis

Independent Variables	Standardized regression coefficients	T-Stat.	Sig.
	B		
Green Recruitment and Hiring	0.479	5.256	0.000
Green Training and Development	0.172	2.713	0.018
Green Indemnities	0.045	0.452	0.652
Green Performance Management and Evaluation	0.051	0.522	0.602

N	278
F-Value	72.388***
Adj.R2	50.80%

Source: Prepared by the researcher based on the results of the statistical analysis

As shown in Table 6, the statistical analysis confirms the model's significance. With an F-value of 72.388 and a p-value of 0.000, the regression coefficients (B) for green HRM dimensions, particularly green recruitment, are significant at the 5% level. Additionally, green training and development were also found to be statistically significant. The regression coefficient for green recruitment was 0.479, while the coefficient for green training and development was 0.172, indicating a positive impact of both dimensions on The efficiency of information management and analysis. The (R²) value for the model was 0.508, suggesting that 50.8% of the variance in information and analysis outcomes can be attributed to these green HRM practices. These results support the second sub-hypothesis, which asserts that eco-friendly HRM strategies—particularly green recruitment and green training—positively and ethically influence organizational data handling and analytical processes.

Third Sub-Hypothesis Test: The third sub-hypothesis states: " The dimensions of green HRM practices positively and significantly influence strategic planning". The outcomes of the multiple regression analysis The results used to test this hypothesis are shown in Table 7.

Table 7. Results of the multiple regression analysis for the third sub-hypothesis

Variables	Standardized regression coefficients	T-Stat.	Sig.
	B		
Green Recruitment and Hiring	0.517	5.927	0.000
Green Training and Development	0.077	0.803	0.422
Green Indemnities	0.135	2.401	0.016
Green Performance Management and Evaluation	0.049	0.528	0.598
N	278		
F-Value	85.425***		
Adj.R2	54.90%		

Source: Prepared by the researcher using the statistical analysis results

As presented in Table 7, the model was found to be statistically significant, with an F-value of 85.425 and a p-value of 0.000, the regression coefficients (B) for the green HRM dimensions—specifically green recruitment and green

compensation—were statistically significant at the 5% level of significance. Strategic planning was...With an F-value of 85.425 and a p-value of 0.000, the regression coefficients (B) for the green HRM dimensions—specifically green recruitment and green compensation—were statistically significant at the 5% level of significance. Strategic planning was...positively influenced by green recruitment and recruitment (regression coefficient = 0.517), as well as by green compensation (regression coefficient = 0.135).

The model's coefficient of determination (R^2) was 0.549, indicating that 54.9% of the variance in strategic planning can be explained by these dimensions of green HRM practices. These findings provide strong support for the third sub-hypothesis, which posits That green compensation, green recruitment, and green hiring practices have a positive and ethical contribution to strategic planning within the organization.

Fourth Sub-Hypothesis Test: The fourth sub-hypothesis of the study posits that the dimensions of green human resource management practices have a positive and significant impact on human resource management and development. The results from the corresponding multiple regression analysis are shown in Table 8.

Table 8. Results of the multiple regression analysis for the fourth sub-hypothesis

Variables	Standardized regression coefficients	T-Stat.	Sig.
	B		
Green Recruitment and Hiring	0.514	5.721	0.000
Green Training and Development	0.178	2.803	0.007
Green Indemnities	0.036	0.359	0.720
Green Performance Management and Evaluation	0.027	0.276	0.782
N	278		
F-Value	76.737***		
Adj.R2	52.20%		

Source: Prepared by the researcher based on the results of the statistical analysis

As shown in Table 8, the model is statistically significant, with an F-value of 76.737 and a p-value of 0.000. The regression coefficients (B) for green recruitment and hiring, and green training and development were all significant at the 5% level. The analysis shows a positive impact on human resource management and development, with regression The coefficients were 0.514 for green recruitment and selection, and 0.178 for green training and development.

The total coefficient of determination (R^2) was 0.522, indicating that 52.2% of the variance in human resource management and development is explained by these dimensions of green HRM practices. These results support the fourth sub-hypothesis, which posits that green HRM practices—particularly green recruitment and training—have a positive and ethically beneficial influence on HRM and development.

Fifth Sub-Hypothesis Test: The fifth sub-hypothesis states: "The dimensions of green human resources management practices have a positive and significant impact on the quality of outcomes. The findings from the multiple regression analysis performed to test this hypothesis are displayed in Table 9.

Table 9. Results of the multiple regression analysis for the fifth sub-hypothesis

Variables	Standardized regression coefficients	T-Stat.	Sig.
	β		
Green Recruitment and Hiring	0.489	6.041	0.000
Green Training and Development	0.111	2.246	0.021
Green Indemnities	0.136	2.522	0.013
Green Performance Management and Evaluation	0.090	1.035	0.302
N	278		
F-Value	110.257***		
Adj.R2	61.20%		

Source: Prepared by the researcher based on the results of the statistical analysis

As displayed in Table 9, the regression model demonstrates statistical significance, with an F-value of 110.257 and a p-value of 0.000, which affirms the model's validity at the 5% significance level. The findings indicate that various green HRM practices, including green recruitment, green training and development, and green compensation, positively impact quality outcomes. These practices collectively account for 61.2% of the variance in quality results, as reflected in the coefficient of determination. ($R^2 = 0.612$).

These findings lend strong support to the fifth sub-hypothesis, which asserts that environmentally responsible HRM practices—such as green hiring, development, and compensation—have a morally and practically positive impact on organizational quality outcomes.

The summary of hypotheses testing could be given in the following table:

Table 10. Hypotheses Testing Summary

No.	Questions	Objectives	Assumptions	Assumption results
1	What is the effect of green HRM practices on organizational excellence	Assess the influence of these practices on organizational excellence.	There is a statistically significant effect.	Fully Accepted
2	What role does green recruitment play in achieving excellence	Assessment of recruitment approaches that support environmental responsibility	There is a statistically significant effect.	Partially accepted
3	What is the role of green training and development in achieving excellence	Assess the influence of green training and development	There is a statistically significant effect.	Partially accepted
4	What is the impact of green compensation on organizational excellence?	Examine the effects of green damages	There is a statistically significant effect.	Partially accepted
5	What are the effects of green performance management and evaluation on organizational excellence?	Assess the influence of green performance management and evaluation.	There is no clear moral trace.	Reject Assumption

Source: Prepared by the researcher

5 Conclusion:

To effectively support the implementation of green human resource management practices, several actionable recommendations are proposed across different responsible entities within the organization:

- **Green Recruitment and Selection:** The Human Resources Department should develop environmentally focused employment policies and actively seek candidates who align with these values. Efforts should be made to attract qualified individuals who are committed to sustainability and environmentally responsible practices.
- **Green Training and Development:** The Human Resources Department is encouraged to organize environmental training workshops and continually update training content to align with the company's green objectives. This ensures that employees are well-equipped to contribute to the company's sustainability goals.
- **Green Compensation:** With the support of senior management and HR, the company should link employee incentives to environmental performance. This encourages sustainable behavior and Emphasizes the

value of environmental responsibility across all levels of the organization.

- Green Performance Evaluation: The Human Resources Department should revise existing evaluation tools by integrating green performance indicators. These tools should be continuously improved to reflect the evolving environmental goals of the company.
- External Collaboration for Green Orientation: Senior management should initiate partnerships with like-minded, environmentally oriented companies. These collaborations would foster the exchange of expertise and experiences, reinforcing the organization's green direction and learning culture.

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