

Midocean University
College of Management
Graduation Project



The Role of Green Human Resource Management in Achieving Sustainable Development: A Case Study of Modern Building Leaders Company

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Abstract:

Green Human Resource Management (GHRM) has emerged as a crucial strategy for organizations aiming to achieve sustainable development. By integrating environmentally friendly practices into HR policies and procedures, companies can not only enhance their operational efficiency but also contribute positively to environmental sustainability. This study focuses on the role of GHRM in achieving sustainable development within Modern Building Leaders Company. Through a detailed case study analysis, the research explores how the implementation of green HR practices influences the company's performance, operational efficiency, and employee satisfaction. The findings provide valuable insights into the benefits and challenges of adopting GHRM, highlighting its potential to drive sustainable growth and foster a culture of environmental responsibility.

This study aimed to investigate the role of green human resource management in achieving sustainable development: a case study of Modern Building Leaders' company to achieve the study's objectives, the researchers designed a questionnaire consisting of 16 statement to collect primary data from a sample of 42 respondents. Data were collected, analyzed, and hypotheses tested using the Statistical Package for Social Sciences (SPSS), employing statistical methods such as spearman correlation coefficient analysis. The analysis led to several key findings:

- There is a statistical relationship between the application of green human resources management and achieving sustainable development in Modern Building Leaders Company.
- There is a statistical relationship between the application of green human resource management and increased levels of job satisfaction and employee engagement in Modern Building Leaders Company.
- There is a statistical relationship between the application of green human resource management and achieving operational efficiency in Modern Building Leaders Company.

Recommendations:

1. Continue to enhance and expand GHRM practices to further improve operational efficiency and employee satisfaction.
2. Regularly review and update green policies to keep pace with best practices and emerging trends in sustainability.

Chapter One

Introduction

In recent years, sustainable development has become imperative as organizations globally are urged to integrate environmental considerations into their operational strategies. Green Human Resource Management (GHRM) is central to this effort, advocating for the incorporation of sustainable practices into HRM functions. GHRM goes beyond traditional HRM practices to include recruitment, training, performance evaluation, and employee engagement initiatives that promote environmental sustainability within organizational cultures (Jackson, et al., 2011). This approach not only enhances corporate social responsibility but also contributes to long-term sustainable development goals by reducing environmental impacts and fostering green organizational ethics (Renwick, *et al.*, 2013).

This study explores the specific role of GHRM within Modern Building Leaders Company (MBL), a leader in the construction sector known for its environmental stewardship. Through a detailed case study, this research aims to examine the implementation and effectiveness of GHRM practices at MBL, evaluating their alignment with sustainable development objectives. By analyzing the impact of GHRM on employee engagement, organizational culture, and environmental performance metrics, this study seeks to provide insights into the benefits and challenges associated with integrating GHRM into organizational strategies.

Study Problem

The challenge faced by MBL Company revolves around effectively applying green human resource management (HRM) practices within its organizational framework. This includes addressing issues such as inadequate environmental awareness among staff, limited resources for implementing green initiatives, and resistance to change within the company's culture.

Moreover, the study explores how these challenges impact both the company's performance and its contribution to public sustainability goals.

Research Importance

Theoretical Importance:

The theoretical importance of studying the role of green human resource management (HRM) in achieving sustainable development lies in its potential to contribute significantly to academic discourse and theoretical frameworks related to sustainability and organizational management. Key theoretical aspects include:

1. Green HRM integrates environmental sustainability principles into HRM practices, aligning organizational goals with broader sustainability objectives. This integration contributes to theoretical understandings of how organizational practices can foster sustainable development.
2. It provides insights into how HRM can effectively manage environmental aspects within organizations, influencing theoretical discussions on environmental management practices and their impact on organizational outcomes.
3. Examining the strategic alignment of green HRM with organizational objectives advances theories related to strategic HRM, sustainability strategy, and corporate social responsibility (CSR), highlighting how HRM practices can support sustainable business practices.

Practical Importance:

The practical importance of this research focuses on its implications for organizations implementing green HRM practices and striving towards sustainable development. Practical implications include:

1. Adopting green HRM practices enhances an organization's reputation as environmentally responsible, which can attract socially conscious consumers and investors.
2. By promoting resource efficiency and innovation, green HRM contributes practically to cost savings, improved operational efficiencies, and product/service innovation aligned with sustainability goals.
3. Green HRM practices help organizations comply with environmental legislation and regulations, reducing legal risks and potential penalties.
4. By embedding sustainability principles into HRM, organizations can mitigate environmental risks associated with resource depletion, pollution, and climate change impacts.

Study Objectives

1. Main Objective:

- To explore the role of Green Human Resource Management (GHRM) in promoting sustainable development through a case study of Modern Building Leaders Company.

2. Sub-Objectives:

- To analyze the impact of Green Human Resource Management strategies on the balance between the economy and the environment.
- To improve efficiency and innovation in enterprises by adopting Green Human Resource Management practices.

- To support strategic decision-making with information that contributes to the development of policies that promote environmental and economic sustainability.

Research Questions

- Main Research Question:

1. How does Green Human Resource Management contribute to achieving sustainable development in companies, through a case study of Modern Building Leaders Company?

- Sub-Research Questions:

1. How can awareness and participation in Green Human Resource Management be promoted among companies and communities?

2. How do Green Human Resource Management practices impact organizations' economic and environmental performance?

3. How can Green Human Resource Management be used to promote innovation and improve enterprise resource efficiency?

Hypotheses

1. There is no statistical relationship between the implementation of green human resource management and achieving sustainable development in Modern Building Leaders Company.
2. There is a statistical relationship between the implementation of green human resource management and increased levels of job satisfaction and employee engagement in Modern Building Leaders Company.
3. There is a statistical relationship between the implementation of green human resource management and achieving operational efficiency in Modern Building Leaders Company.

Theoretical premises of the study

1. Resource-Based View (RBV) (Peteraf & Barney, 2003)

The Resource-Based View (RBV) of the firm asserts that sustainable competitive advantage stems from internal resources that are valuable, rare, and difficult to imitate or substitute. In the context of green HRM, this theory suggests that human resources managed through environmentally sustainable practices can become a source of competitive advantage. Green HRM practices, such as training employees in sustainability practices or integrating environmental criteria into performance evaluations, can enhance organizational capabilities and foster innovation in sustainable practices.

2. Human Capital Theory (Barney & Wright, 1998)

Human Capital Theory posits those investments in human resources—such as education, training, and health—can lead to increased productivity and organizational performance. In the context of green HRM, this theory emphasizes how investments in employees' knowledge and skills related to environmental sustainability contribute to achieving sustainable development goals. Organizations that engage in green HRM practices attract and retain talented individuals who are committed to sustainability, thereby enhancing their ability to innovate and respond to environmental challenges.

3. Stakeholder Theory (Donaldson & Preston, 1995)

Stakeholder Theory proposes that organizations should consider the interests of all stakeholders, including employees, in their decision-making processes. In the context of green HRM, this theory suggests that organizations can enhance their legitimacy and reputation by engaging employees as stakeholders in sustainability efforts. Green HRM practices, such as involving

employees in environmental decision-making or providing opportunities for green employee networks, align employees' interests with the organization's environmental goals, leading to improved organizational performance and stakeholder relationships.

4. Institutional Theory (DiMaggio & Powell, 1983)

Institutional Theory examines how organizations conform to institutional pressures, norms, and expectations to gain legitimacy and ensure survival. In the context of green HRM, organizations adopt environmentally sustainable practices not only to comply with regulatory requirements but also to enhance their legitimacy and reputation among stakeholders. Green HRM practices, such as adopting green recruitment policies or embedding sustainability in organizational culture, help organizations respond to societal expectations and pressures for environmental responsibility, thereby enhancing their long-term sustainability and competitive advantage.

5. Triple Bottom Line (TBL) Theory (Carter & Rogers, 2008)

The Triple Bottom Line (TBL) Theory evaluates organizational performance based on three dimensions: economic, social, and environmental. In the context of green HRM, organizations adopt practices that balance profit (economic), people (social), and planet (environmental) considerations. Green HRM practices, such as implementing green employee engagement programs or setting environmental performance goals, enable organizations to integrate sustainability principles into core business strategies. By focusing on the TBL approach, organizations can enhance their operational efficiency, improve stakeholder relations, and achieve long-term sustainable development goals.

Chapter Two

Review of Literature

Introduction

Previous studies play a pivotal role in scientific research as they provide the theoretical framework and foundational knowledge essential for comprehending the research topic. This chapter will explore the literature on the role of Green Human Resource Management (GHRM) in achieving sustainable development, with a specific focus on Modern Building Leaders Company.

Green Human Resource Management practices have significantly influenced various sectors, including construction, by transforming how companies interact with the environment and utilize resources efficiently. Understanding how these practices impact HR operations and employee behavior in companies like Modern Building Leaders is crucial. In this chapter, we will review existing studies on the impact of sustainable HR practices on development and employee behavior, evaluating the methodologies and outcomes of these studies and their relevance to our research objectives.

Moreover, we will pinpoint the existing gaps in the literature and explain how our study intends to fill these voids. This review aims to offer a detailed and scientifically robust analysis of how sustainable HR practices influence operations at Modern Building Leaders and the wider construction industry.

Previous studies

Renwick, D. W., Redman, T., & Maguire, S. (2013) conducted a study titled "Green Human Resource Management: A Review and Research Agenda," aiming to review the literature on green human resource management (GHRM) and identify existing research gaps. The study provides a comprehensive review of previous research on GHRM, highlighting that such practices can enhance an organization's environmental performance by promoting sustainable practices among employees. It also emphasizes the need for further research on

the relationship between GHRM and business performance, suggesting a future research agenda focusing on this topic .

Shen, J., & Benson, J. (2016) conducted a study entitled "Green Human Resource Management: A Case Study of a Multinational Company in China," aiming to explore the application of GHRM practices and their impact on the company's environmental performance. The study found that the company successfully implemented GHRM practices, leading to improved environmental performance. Green training and development strategies effectively raised environmental awareness among employees. Additionally, the study emphasized the importance of employee engagement and incentive strategies as crucial elements for the success of GHRM initiatives.

Wei, L. Q., & Lau, C. M. (2019) conducted a study titled "Green Human Resource Management and Environmental Performance: A Model Analysis," which aimed to analyze the relationship between GHRM practices and environmental performance in Chinese companies. The results of the structural model analysis indicated a positive relationship between GHRM practices and environmental performance. GHRM contributed to improving environmental performance by enhancing employees' environmental commitment and awareness. The study also highlighted the importance of innovation and green technology as complementary factors for improving environmental performance.

(Ab & Wahyuni, 2023) conducted a study entitled "Implementation of Green Human Resource Management in Improving Environmental Performance at Hospital in Makassar" The study aimed to analyze the impact of GHRM consisting of green recruitment and selection, green training, and partially or together green compensation variables on the environmental performance of hospitals in Makassar City. The major theory used in this research is the theory of ecological centrality and the triple bottom line. The

population in this study were hospital employees of government hospitals in the city of Makassar, numbering 2,270 people. Using the Slovene formula and the stratified proportional random sampling method, the number of samples that became responsive in this study was 248 people. This research was processed using multiple linear regression analysis techniques. The results showed that green recruitment and selection, green training, and green compensation have a partly significant impact on environmental performance in hospitals in Makassar City. Green recruitment and selection, green training, and green compensation together have a significant impact on environmental performance. The study also recommended that the factors that can improve environmental performance in hospitals in the city of Makassar are green recruitment and selection, green training, and green compensation. There are many factors that have a significant impact on improving environmental performance. To increase the green recruitment and selection factor, hospital management is necessary to develop a more environmentally friendly recruitment and selection system, trying to increase the presence of many green training factors, one of which is to provide training to understand prevention, handling and ways to reduce hospital waste. Management can also provide a change in mindset regarding the importance of preserving the environment in providing training and waste management so as not to pollute the environment. This study has limitations, in the form and number of variables and units of analysis. Therefore, the importance of this study comes as it prepares the basis for further research by adding many units of analysis and variables used, to increase the contribution of a more diverse number of studies in the field of human resource management.

(Almemari, et al., 2021) conducted a study entitled "The Impact of Green Human Resource Management on the Sustainable Performance of The Manufacturing Companies In The Uae" The purpose of this study was to

broaden research on the effects of green human resource management. It also focused on the impact of green human resource management on the sustainable performance of the manufacturing industry in the UAE. Social, environmental and economic performance indicators have been identified. The researchers conducted a survey, where the number of respondents was 111 industrial employees in the UAE. The data gained were analyzed using various statistical methods such as t-test, analysis of variance (ANOVA) and Pearson's correlation. The results indicated a generally acceptable level of green practices and sustainable performance. However, about 16% of respondents reported low performance and application levels in their companies. The results also showed a positive impact of green human resource management on environmental, economic and social performance indicators. The value of this paper comes from being the first study to investigate the impact of green human resource management on performance in the UAE.

Comment on previous literature

These studies collectively illustrate the diverse impacts of GHRM across different sectors and geographical regions. They highlight the crucial role of GHRM in enhancing environmental performance, the importance of employee engagement, and the need for further research to explore the intricate relationship between GHRM and overall business performance. Each study contributes uniquely to the field, offering practical insights and setting the stage for future research to build upon their findings.

Our study titled "The Role of Green Human Resource Management in Achieving Sustainable Development: A Case Study of Modern Building Leaders' Company" stands out from previous research in several key aspects:

While previous studies have examined Green Human Resource Management (GHRM) practices across various sectors, our research focuses specifically on the construction industry. By concentrating on Modern Building Leaders' Company, we provide insights tailored to the unique challenges and opportunities within the construction sector, which has distinct environmental impacts and sustainability needs.

Our study employs a holistic analytical framework that not only assesses the direct impact of GHRM practices on environmental performance but also considers the broader implications for sustainable development. This includes evaluating social and economic dimensions, offering a more integrated understanding of how GHRM contributes to sustainability goals.

By focusing on a single company, Modern Building Leaders, within a specific geographical context, our research offers detailed, context-specific insights. This localized approach allows us to delve deeply into the practical implementation and outcomes of GHRM practices, providing a rich narrative that can inform similar companies in the region and beyond.

Our study highlights innovative GHRM strategies and practical applications that have been successful within Modern Building Leaders. This includes examining specific training programs, recruitment strategies, and employee engagement initiatives that have contributed to sustainable development. These detailed examples serve as a practical guide for other organizations looking to implement or enhance their own GHRM practices.

Unlike some earlier studies that primarily focused on theoretical aspects, our research aims to fill existing gaps by providing empirical evidence on the effectiveness of GHRM practices in achieving sustainable development. We also identify specific areas where further research is needed, paving the way for future studies to build on our findings.

Our study incorporates perspectives from various stakeholders within Modern Building Leaders, including management, employees, and external partners. This multi-faceted approach ensures a comprehensive understanding of the impact of GHRM practices from different viewpoints, enhancing the credibility and applicability of our findings.

Theoretical framework

The Green Organization is dedicated to ensuring its environmental sustainability and longevity, benefiting future generations. The organization aims to use natural resources more efficiently and effectively, provide renewable energy sources, and reduce global warming. It focuses on minimizing carbon emissions and negative impacts while enhancing positive environmental effects. By preserving the environment and implementing initiatives to reduce the environmental footprint, the organization strives to offer the best eco-friendly services and products.

1. Green management Definitions

Green management means that management integrates environmental issues into its strategies and takes actions aimed at reducing activities harmful to the environment and promoting environmental sustainability. This includes the provision of systems and policies aimed at reducing the environmental impact of operations. (Razab, et al., 2015).

A broad and structured process that continues to monitor, prevent, and combat environmental pollutants resulting from the organization's activities. This includes implementing measures to preserve the environment and ensure environmental sustainability. (Haden, et al., 2009).

1.1. Green HR management

Green HR management differs from HR green management in goals and practices. Green HRM focuses on using human resource management policies and philosophies to promote the sustainable use of resources and reduce environmental damage within the organization, preventing damage caused by lack of concern for the environment. In turn, green human resource management encompasses all activities related to the development, implementation and maintenance of a system aimed at making the organization and its employees environmentally friendly, in coordination with the external environment to achieve the sustainable development goals. In other words, green human resource management is concerned with improving environmental policies within the framework of human resources, while green human resource management aims to transform the organization and its employees into elements supporting environmental sustainability (Arulrajah, 2015).

1.2. Definitions of Green Human Resource Management (Green HR):

- Green Human Resource Management refers to integrating the organization's environmental goals with HR practices such as recruitment, selection, training, development, performance management, evaluation, and rewards Jafri (2012).

- Green HR is defined as the activities, policies, practices, and systems aimed at encouraging employees to adopt green approaches to achieve the organization's environmental goals Jain (2016).

- Green HR is defined as integrating environmental management into HR functions. Distinct policies in recruitment, performance management, evaluation, training, development, employee relations, and compensation are seen as powerful tools to align employees with the organization's environmental strategy Renwick et al. (2008).

- Green HR is defined as aligning the functional dimensions of HR management—such as job descriptions, recruitment and selection, training, performance evaluation, and rewards—with environmental objectives Jabbour et al. (2010).

- Strategies and practices aimed at integrating environmental dimensions into human resources management, to promote institutions' environmental and economic sustainability (Ehnert, 2009).

1.3. Objectives of Green Human Resource Management:

Green Human Resource Management aims to achieve the organization's environmental goals, reduce costs, increase efficiency, and attract the best employees with awareness of sustainability practices, such as producing eco-friendly products and recycling, thereby enhancing the organization's competitiveness (Hosain and Rahman, 2016). The main objectives include:

1. **Preserving the Natural Environment:** Meeting the current needs of individuals without compromising the ability of future generations to meet their own needs.
2. **Reducing Costs:** Accomplished through electronic recruitment, providing information and job descriptions on the company's website, holding remote conferences, and minimizing paper use.
3. **Maintaining Employee Health:** Improving employee morale by banning smoking in offices, using non-toxic materials, and providing healthy food options like fresh vegetables and fruits during HR meetings.
4. **Gaining Competitive Advantage:** Enhancing corporate social responsibility as a core responsibility and implementing green HR practices.

5. **Raising Environmental Awareness:** Increasing employee awareness of green HR practices and environmental systems to make the organization eco-friendly, improving its public image and competitive edge.
6. **Encouraging Innovation:** Motivating employees to propose green ideas related to their jobs, thus helping achieve the organization's environmental goals and promoting green performance behaviors.

1.4. Factors of GHRM (Green HRM Practices):

(GHRM) encompasses the most utilized functions and practices aimed at achieving the organization's environmental goals.

1. **Green Job Design and Analysis:** This process is essential for implementing green human resource management. It involves defining job nature, roles, and responsibilities according to the organization's environmental goals. Job descriptions should include environmental tasks, while specifications should outline social and technical requirements.

2. **Green Recruitment and Selection:** Green recruitment and selection are crucial for effective green HR management. Green recruitment involves seeking environmentally conscious candidates and encouraging them to apply. Green selection focuses on evaluating candidates' environmental knowledge using various assessment tools.

3. **Green Training and Development:** Effective green recruitment is meaningful only if employees are trained properly. Green training aims to enhance employees' knowledge and capabilities in applying environmental practices at work. Organizations should provide green training to all employees, including knowledge management, environmental awareness, and environmental protection activities.

4. **Green Performance Management:** Green performance management involves assessing employee activities and outcomes based on

predefined environmental goals. Performance evaluations should include environmental criteria, such as responsibilities and policies, to measure and improve employees' environmental performance.

5. **Green Reward Systems:** Green reward systems should align with the organization's environmental goals. Green rewards include both financial incentives, like cash awards, and non-financial rewards, such as special recognition. These rewards help enhance employees' commitment and motivation towards achieving environmental objectives.

6. **Green Employee Involvement:** Employee performance can be improved when they are actively involved in the organization's environmental initiatives. Supervisors should welcome green suggestions from employees and ensure their active participation in environmental practices and problem-solving.

7. **Green Organizational Culture:** Green HR management extends beyond recruiting, training, and retaining green employees to building a strong green organizational culture. A green culture fosters a safe and healthy work environment, embedding environmental awareness into the organizational culture. Top management should prioritize environmental goals, regularly communicate with employees through various programs, provide feedback on environmental performance, and address negative performance.

2. Sustainable development

Sustainable development is a central goal pursued by many countries and organizations today. It aims to balance economic, social, and environmental needs to ensure the well-being of current and future generations. The core idea of sustainable development is to meet the needs of the present without compromising the ability of future generations to meet their own needs. It advocates for promoting economic growth, enhancing social equity, and

preserving the environment, requiring an integrated approach to achieve a future that is viable and equitable for all.

2.1. Sustainable development definition

- Growth that meets the needs of present generations without adversely affecting future generations' ability to meet their needs (Sachs, 2015).

- Environmental Sustainability: Preserving ecosystems and reducing the negative environmental impact through sustainable strategies and practices (Rockström, et al. 2009).

- Economic Sustainability: Ability to sustain economic growth sustainably without sacrificing natural resources and the environment (Daly, 1996).

2.2. Dimensions of Sustainable Development

Sustainable development is commonly understood through three interconnected dimensions: economic, social, and environmental (El-Zeftawi, et al., 2003).

2.2.1. Economic Dimension: This dimension emphasizes maximizing long-term benefits while managing natural resource levels. Researchers, such as Solow (1974), demonstrated that sustainable welfare can be achieved over time by maintaining overall capital. Solow's theory suggested that depleting natural capital could be mitigated by investing in industrial or other forms of capital. Although not explicitly addressing sustainability, Solow's work laid foundational ideas for considering economic growth as a sustainable goal.

2.2.2. Social Dimension: Social sustainability focuses on creating healthy and livable communities by ensuring equitable access to resources and opportunities for all members of society. It emphasizes social justice, which includes fairness and inclusivity, and promotes activities that foster a diverse, self-governing, and just society. Social sustainability involves building social

capital through trust and strong relationships, which are crucial for collective beneficial activities. Key aspects include poverty reduction, gender equality, and social equity.

2.2.3. Environmental Dimension: This dimension revolves around maintaining the natural environment's health and resilience to support human life. It requires sustainable use of natural resources, ensuring that resource extraction rates do not exceed natural replenishment rates and that waste production remains within the environment's capacity to absorb it. Environmental sustainability also addresses the impact of climate change, such as rising temperatures, sea levels, and greenhouse gas concentrations, which pose significant challenges to ecosystem stability and biodiversity.

3. The Role of Green Human Resource Management Practices in Supporting Sustainable Development:

In the context of global efforts towards sustainable development, the importance of applying green human resource management practices as an effective tool in supporting the environmental and development goals of organizations is highlighted. These studies seek to explore the role of green human resource management practices in enhancing environmental performance and achieving strategic objectives, highlighting the factors supporting and hindering the application of these practices:

- **Popli (2014):** This study highlighted that the focus on green practices has shifted from the individual level to the organizational level, emphasizing the need to develop global environmental standards and integrate them into organizational strategies.
- **Masri (2016):** The study revealed a significant positive relationship between green HRM practices and environmental performance. It identified environmental considerations as the main driver and implementation costs as

the primary barrier, with the expected benefit being enhanced environmental social responsibility among employees.

- **Dumont et al. (2017):** This research aimed to develop a green HRM scale and examine its impact on green work behaviors, considering the mediating roles of green psychological climate and individual green values. Results indicated that green HRM affects green work behaviors both directly and indirectly and has an indirect effect on extra-role green behavior through the green psychological climate.
- **Rawashdeh (2018):** The study found a positive relationship between certain green HRM practices (such as green recruitment and selection, green training and development, and green rewards) and environmental performance in healthcare organizations.
- **Yusoff et al. (2018):** This research explored how different green HRM practices influence environmental performance. It found significant relationships between green recruitment and selection, green training and development, green rewards, and environmental performance, while there was no significant relationship between green performance appraisal and environmental performance.
- **Abdallah (2019):** This study investigated the impact of green HRM practices at the Arab Open University on achieving strategic goals, with organizational strength as a moderating variable. Results showed that green HRM practices positively affected both strategic goals and organizational strength, with organizational strength also influencing the achievement of strategic goals.

Chapter Three

Study Methodology

Introduction

The study uses a descriptive-analytical approach to examine “The Role of Green Human Resource Management in Achieving Sustainable Development: A Case Study of Modern Building Leaders Company”. This method enables a detailed description and analysis of how Green Human Resource Management affects Sustainable Development.

We will outline the research design, sampling techniques, data collection tools, and analysis methods used in the study. Additionally, we will explain the rationale behind choosing these methods and how they contribute to the validity and reliability of the study's results.

Study Methodology:

The study employs a descriptive-analytical approach to investigate "The Role of Green Human Resource Management in Achieving Sustainable Development: A Case Study of Modern Building Leaders Company." This approach allows for a detailed description and analysis of how green HRM practices contribute to sustainable development within the company.

study Methods:

1. Data Sources:

- a. **Primary Data:** Collected through a structured questionnaire distributed to employees of Modern Building Leaders Company. The questionnaire will gather insights on perceptions, attitudes, and behaviors related to green HRM practices and their impact on sustainable development.
- b. **Secondary Data:** Includes company reports, policies, and relevant literature on green HRM practices and sustainable development initiatives.

2. Study tool:

- **Questionnaire:** Designed to capture quantitative data on employees' perceptions of green HRM practices, their awareness, and their engagement with sustainable practices.

3. Statistical Analysis:

- a. **Descriptive Analysis:** Utilized to summarize and interpret survey responses, providing an overview of employees' views on green HRM practices.
- b. **Inferential Analysis:** Employed to analyze relationships between variables using statistical methods such as correlation analysis.

Study tool

The questionnaire will be the main tool for data collection, as it will be distributed to M. B. L. Company employees, suppliers and key partners in the supply chain.

Study population and sample:

The study population consists of all employees of Modern Building Leaders Company in Saudi Arabia.

As for the study sample, 42 employees were selected, and (50) electronic forms were sent via e-mails for all company employees, and (42) responses were obtained and analyzed statistically, and the following table shows the demographic distribution of the study sample according to their demographic characteristics:

Analysis of the characteristics of the sample members:

1. Age

Table 1: Distribution of the study sample according to (Age)

Categerious	Number of Respondents	Percentage %
Less than 25 year	4	9.5
25-34 year	33	78.6
35-44 year	3	7.1
45-54 year	1	2.4
55 years and above	1	2.4
Total	42	100 %

It is clear from the previous table that the distribution of the study sample according to the age groups that the most participating age group in answering the questionnaire was (25-34 years) where its percentage was (78.6%), and the least participating groups in the questionnaire (45-54 years) and (55 years and above) and the percentage of each group separately was (2.4%) of the total percentage.

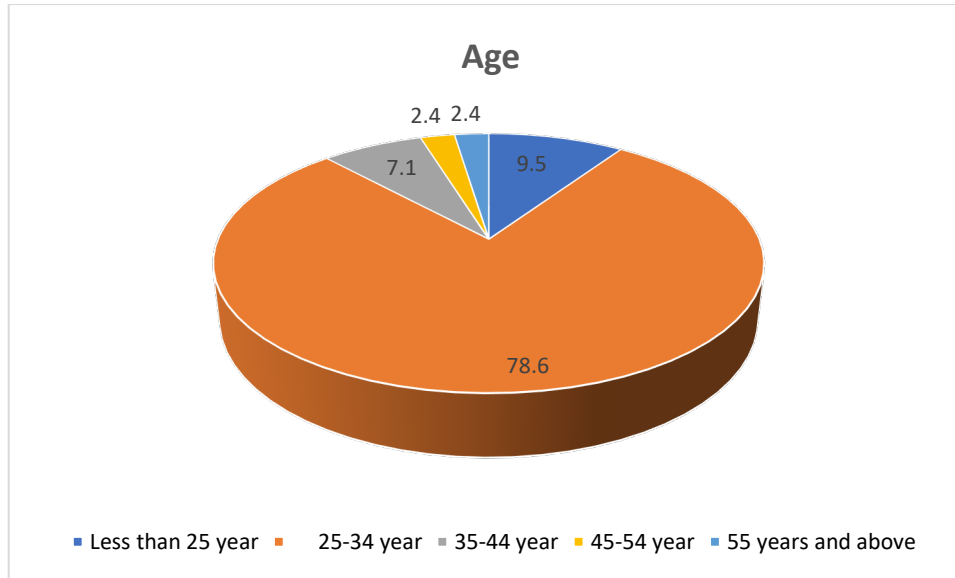


Figure 1: Distribution of the study sample according to (Age)

2. Gender

Table 2: Distribution of the study sample according to (Gender)

Categerious	Number of Respondents	Percentage %
Male	32	76.2
Female	10	23.8
Total	42	100 %

Table data (2) indicates that most of the study sample members were males, reaching (32) (76.2%), while females (23.8%).

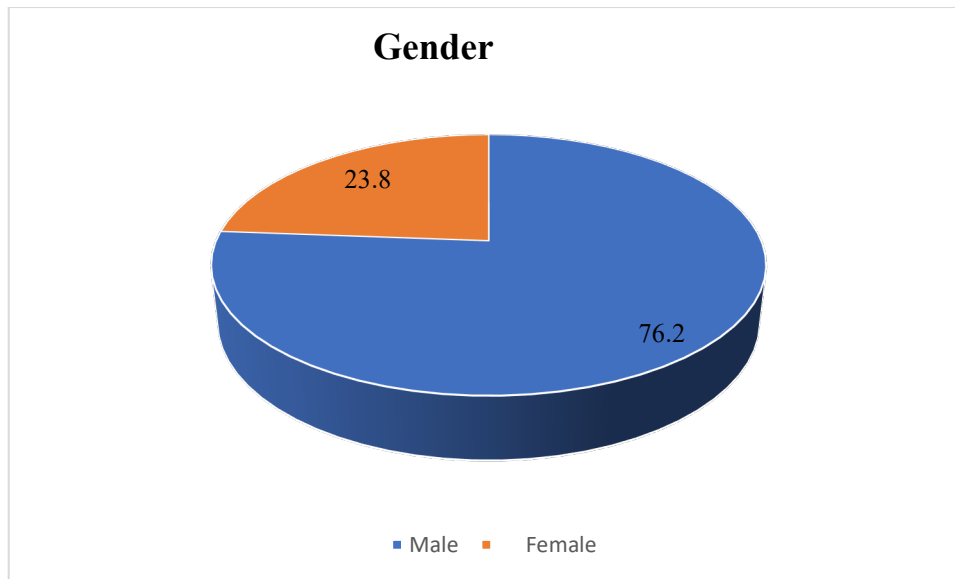


Figure 2: Distribution of the study sample according to (Gender)

3. Education level

Table 3: Distribution of the study sample according to (Education level)

Categerious	Number of Respondents	Percentage %
High school	8	19
Diploma	1	2.4
Bachelor	28	66.7
Master	-	-
Doctorate	5	11.9
Total	42	100 %

The educational level of the study sample, as shown in the previous table, was distributed to 4 levels, and through the results the highest educational level was (Bachelor) by (66.7%), then came the educational level (High school) and its percentage was (19%), then the educational level (Doctorate) was (11.9%),

and the lowest educational level was (Diploma) where its percentage was (2.4%), and for the educational level (Master) no one was involved.

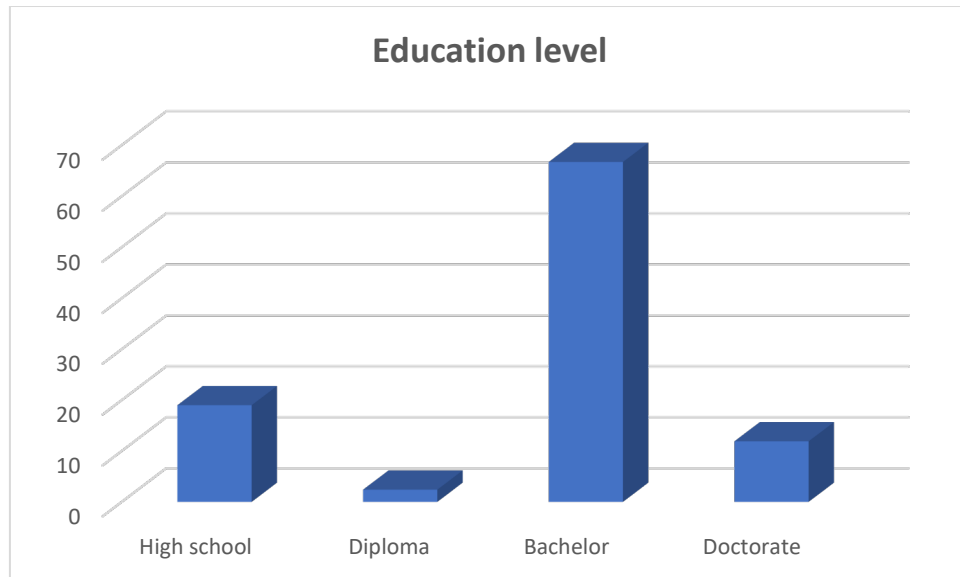


Figure 3: Distribution of the study sample according to (Education level)

4. Years of service in the company

Table 4: Distribution of the study sample according to (Years of service in the company)

Categerious	Number of Respondents	Percentage %
Less than 1year	8	19
1-3 years	1	2.4
4-6 years	28	66.7
7-9 years	-	-
10 years and above	5	11.9
Total	42	100 %

It is clear from the previous table the distribution of the study sample based on the number of years of service in the Modern Building Leaders Company, it

was found that the largest percentage was for the category (4-6 years), where the percentage was (66.7%) higher than half of the total percentage, then the category (Less than 1 year) came by (19%), and the lowest category was (10 years and above) by (11.9%).

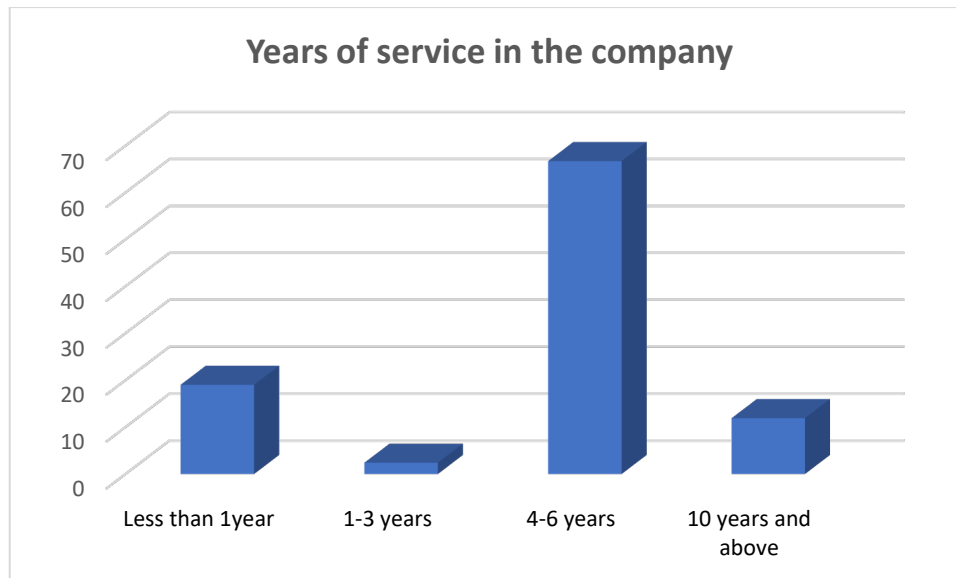


Figure 4: Distribution of the study sample according to (Years of service in the company)

Research Tools:

Questionnaire:

To achieve the objectives of the study, a questionnaire was developed to measure the Role of Green Human Resource Management in Achieving Sustainable Development: A Case Study of Modern Building Leaders Company based on what was reviewed from previous studies and the theoretical framework, as follows:

- **Part I:** demographic data, including (age, gender, education level, and Years of service in the company).
- **The second part:** It is related to the independent variable (Application of Green Human Resources Management in the Company) and includes a set of paragraphs that measure the extent of its use within the company.
- **The third part:** related to the dependent variable (The extent to which sustainable development is achieved in Modern Building Leaders Company).
- **Part IV:** related to the (Levels of job satisfaction and employee engagement in Modern Building Leaders).
- **Part V:** Achieving Operational Efficiency in Modern Building Leaders Company.

Each paragraph of the questionnaire was given a score to identify the extent to which the study sample agrees with the paragraphs related to the variables of the study model, as follows:

Table 5: Model of a five-Likert scale

Answer	Strongly agree	agree	neutral	Disagree	Strongly disagree
Value	5	4	3	2	1

The validity of the study tool:

1- Face Validity

The questionnaire underwent review by a panel of faculty members to verify the validity of its items. Their feedback was incorporated, leading to revisions of some items and necessary adjustments to ensure balanced and accurate content throughout the questionnaire. Furthermore, a pilot test was carried out with a sample of 10 employees from M. B. L. Company, which is

the focus of this study. The purpose of the pilot test was to evaluate how respondents engaged with the questionnaire items. The participants' willingness to engage confirmed the validity of the tool.

2- Validity

This validity refers to how well the paragraphs related to each variable in the study accurately reflect the variable they are intended to measure. Efforts were made to ensure that each variable was precisely associated with a set of paragraphs that effectively measure that variable. The content validity of the questionnaire was assessed by evaluating the relationship between each paragraph and the items it pertains to, with statistical significance determined at a level below 0.05, as follows:

1. Application of Green Human Resources Management in the Company

Table 6: Correlation coefficient of paragraphs of the first item (Application of Green Human Resources Management in the Company)

N	Pearson Correlation	Sig.
1	**0.882	0.000
2	**0.881	0.000
3	**0.919	0.000
4	**0.920	0.000

** Correlation is significant at the 0.01 level.

It is clear from the previous table that the correlation coefficients for the paragraphs of the dimensions of the first item (Application of Green Human Resources Management in the Company) ranged between (0.881) and (0.920), which is statistically significant at the level (0.01), and this indicates that there is internal consistency between the paragraphs of this variable.

2. The extent to which sustainable development is achieved in Modern Building Leaders Company

Table 7: Correlation coefficient of paragraphs of the second item (The extent to which sustainable development is achieved in Modern Building Leaders Company)

N	Pearson Correlation	Sig.
5	**0.594	0.000
6	**0.626	0.000
7	**0.712	0.000

** Correlation is significant at the 0.01 level.

It is clear from the previous table that the correlation coefficients for the paragraphs of the dimensions of the second item (The extent to which sustainable development is achieved in Modern Building Leaders Company) ranged between (0.594) and (0.712), which is statistically significant at the level (0.01), and this indicates that there is internal consistency between the paragraphs of this variable.

3. Levels of job satisfaction and employee engagement in Modern Building Leaders

Table 8: Correlation coefficient of paragraphs of the third item (Levels of job satisfaction and employee engagement in Modern Building Leaders)

N	Pearson Correlation	Sig.
8	**0.910	0.000
9	**0.940	0.000
10	**0.952	0.000
11	**0.905	0.000

** Correlation is significant at the 0.01 level.

It is clear from the previous table that the correlation coefficients for the paragraphs of the dimensions of the third item (Levels of job satisfaction and employee engagement in Modern Building Leaders) ranged between (0.905) and (0.952), which is statistically significant at the level (0.01), and this

indicates that there is internal consistency between the paragraphs of this variable.

4. Achieving Operational Efficiency in Modern Building Leaders Company

Table 9: Correlation coefficient of paragraphs of the fourth item (Achieving Operational Efficiency in Modern Building Leaders Company)

N	Pearson Correlation	Sig.
12	**0.915	0.000
13	**0.955	0.000
14	**0.948	0.000
15	**0.933	0.000
16	**0.948	0.000

** Correlation is significant at the 0.01 level.

It is clear from the previous table that the correlation coefficients for the paragraphs of the dimensions of the fourth item (Achieving Operational Efficiency in Modern Building Leaders Company) ranged between (0.915) and (0.955), which is statistically significant at the level (0.01), and this indicates that there is internal consistency between the paragraphs of this variable.

Reliability of the study tool:

To ensure the stability of the study tool, internal consistency was calculated according to Cronbach's alpha equation for all study variables, as follows:

Table 10: Values of Internal Consistency Coefficients Using Cronbach Alpha Test

Study variables	Statements	Alpha value
Application of Green Human Resources Management in the Company	1-4	0.938
The extent to which sustainable development is achieved in Modern Building Leaders Company	5-7	0.933
Levels of job satisfaction and employee engagement in Modern Building Leaders	8-11	0.962
Achieving Operational Efficiency in Modern Building Leaders Company	12-16	0.975
Total	1-16	0.981

The values of Cronbach alpha for all study variables and for the questionnaire in general were higher than (80%), which is a very good percentage in research and studies, which indicates its high reliability, and the following table illustrates this.

Statistical processing used:

To answer the study questions and test its hypotheses, the researcher used the Statistical Package for Social Sciences - SPSS as follows:

1. First: Descriptive Statistic Measures

To describing the demographic and functional characteristics of the sample of study individuals, which include:

- Frequencies and percentages to describe the characteristics of the study sample and measure the relative frequency distributions for them.
- Arithmetic mean to measure the average of the respondents' answers to the questionnaire items.

- Standard deviation to measure the extent of dispersion of answers from their arithmetic mean.

2. Second: Analytical statistics

- Spearman correlation coefficient to verify the validity of the paragraphs' construction dimensions of the study variables, and to verify the absence of a complete correlation between the study variables.
- Cronbach's Alpha reliability coefficient to identify the stability of the study scales.

Limitations of the study

1. Temporal Boundaries (Temporal):

The study investigates the period within the current year [2024], focusing on the implementation and effects of green human resource management (HRM) practices at Modern Building Leaders Company during this timeframe.

2. Spatial Boundaries (Spatial):

The spatial scope of the study is limited to Modern Building Leaders Company, examining how green HRM practices are applied and their impact within this specific organization.

3. Subjective Boundaries (Subjective):

The study's subject matter revolves around assessing the role of green HRM in promoting sustainable development within Modern Building Leaders Company.

Chapter Four

Results and Hypothesis Testing

Findings of the Study

This chapter presents the results of the study that the researcher reached through analyzing the data he obtained from the answers of the study sample, according to the study questions that aimed to identify the role of green HRM in promoting sustainable development within Modern Building Leaders Company. The following is a presentation of these results:

- **The questions of the study**

To answer the questions of the study, the answers of the study sample were analyzed on the items of the questionnaire, by obtaining the arithmetic means, standard deviations, and the following table shows this:

The first question: How does Green Human Resource Management contribute to achieving sustainable development in companies, through a case study of Modern Building Leaders Company?

To answer this question, the respondents' responses to the second item of the questionnaire were analyzed in terms of means, standard deviations and the order of the statements in order.

- 1. The extent to which sustainable development is achieved in Modern Building Leaders Company**

The arithmetic means and standard deviations of the responses of the study sample individuals on the item of (The extent to which sustainable development is achieved in Modern Building Leaders Company) were extracted, and table (11) shows these results.

Table 11: The arithmetic means and standard deviations of the responses of the study sample members for the paragraphs of the axis (The extent to which sustainable development is achieved in Modern Building Leaders Company) are arranged in descending order.

N	Statement	N	Mean	St.d	Level	Rank
1	Green human resource management helps achieve the company's sustainable development goals.	42	3.83	1.480	High	1
2	The company achieves better results in environmental performance thanks to green HR practices.	42	3.78	1.423	High	2
3	Green human resource management contributes to enhancing the environmental reputation of the company.	42	3.69	1.522	High	3
Overall Mean		42	3.76	1.386	High	

Based on the mentioned table, it is clear that the arithmetic means of the items ranged between (3.69 and 3.83), and the items obtained an overall arithmetic mean of (3.76), which is at a high level. Paragraph (1) states: "Green human resource management helps achieve the company's sustainable development goals.) in the first trip, based on the opinion of the study sample, with an arithmetic average value of (3.83), which is the highest rank, and then came paragraph No. (2), which states (The company achieves better results in environmental performance thanks to green HR practices.) in second place, where the arithmetic average was (3.78) at a high level, and in the third and last place came paragraph (3), which stated (Green human resource management contributes to enhancing the environmental reputation of the company.) had an arithmetic mean of (3.69) at a high level, and we conclude from these results that Modern Building Leaders Company achieves sustainable development at the highest level.

- The second question: How can awareness and participation in Green Human Resource Management be promoted among companies and communities?

To answer this question, the respondents' responses to the fourth item of the questionnaire were analyzed in terms of means, standard deviations and the order of the statements in order.

2. Achieving operational efficiency in Modern Building Leaders Company

The arithmetic means and standard deviations of the responses of the study sample members on the sales axis were extracted, and table (12) shows these results.

Table 12: The arithmetic means and standard deviations of the responses of the study sample members for the paragraphs of the axis (Achieving operational efficiency in Modern Building Leaders Company) are arranged in descending order.

N	Statement	N	Mean	Std	Level	Rank
1	Implementing green HR practices contributes to enhancing the operational efficiency of the company.	42	3.69	1.422	High	1
2	Green HR management helps reduce operational costs.	42	3.52	1.485	Average	5
3	The company leverages green human resource management in improving production processes.	42	3.59	1.546	Average	3
4	I believe that green practices foster innovation within the company.	42	3.57	1.483	Average	4
5	The application of green policies contributes to improving the quality of products or services provided by the company.	42	3.64	1.445	Average	2
Overall Mean		42	3.60	1.409	Average	

Based on the mentioned table, it is clear that the arithmetic means of the items ranged between (3.52 and 3.69), and the items obtained an overall arithmetic mean of (3.60), which is at a high level. Paragraph (1) states: "Implementing green HR practices contributes to enhancing the operational efficiency of the company.) in the first trip, based on the opinion of the study sample, with an arithmetic mean value of (3.69), which is the highest rank, and then came paragraph No. (5), which states (The application of green policies contributes to improving the quality of products or services provided by the company.) in second place, where the arithmetic average was (3.64) at an average level, and in the third place came paragraph (3), which stated (The company leverages green human resource management in improving production processes.) had an arithmetic mean of (3.59) at an average level, and in the fourth place came paragraph (4), which stated (I believe that green practices foster innovation within the company.) had an arithmetic mean of (3.57) at an average level. finally, in the fifth place came paragraph (2), which stated (Green HR management helps reduce operational costs.) had an arithmetic mean of (3.52) at an average level. and we conclude from these results that Modern Building Leaders Company achieves sustainable development at the highest level.

We conclude from the above that the company's operational efficiency is achieved at an average level that tends to a high level, which indicates the great role played by Green Human Resource Management in achieving sustainable development.

- The third question: How do Green Human Resource Management practices impact organizations' economic and environmental performance?

To answer this question, the respondents' responses to the first item of the questionnaire were analyzed in terms of means, standard deviations and the order of the statements in order.

3. Green HR Management App in the Company

The arithmetic means and standard deviations of the responses of the study sample members on the (Green HR Management App in the Company) item were extracted, and table (13) shows these results.

Table 13 :The arithmetic means and standard deviations of the responses of the study sample members for the paragraphs of the item (Green HR Management App in the Company) are arranged in descending order.

N	Statement	N	Mean	St.d	Level	Rank
1	The company follows policies to reduce environmental impact in its HR operations.	42	3.50	1.383	Average	1
2	The company encourages employees to adopt environmentally friendly work practices.	42	3.35	1.478	Average	2
3	The company provides green practices training to its employees.	42	3.26	1.397	Average	4
4	The company follows policies for recycling and reducing waste in the workplace.	42	3.35	1.495	Average	3
Overall Mean		42	3.36	1.322	Average	

Based on the mentioned table, it is clear that the arithmetic means of the items ranged between (3.26 and 3.50), and the items obtained an overall arithmetic mean of (3.36), which is at an average level. Paragraph (1) states: "The company follows policies to reduce environmental impact in its HR operations.) in the first trip, based on the opinion of the study sample, with an arithmetic mean value of (3.50) at an average level, and then came paragraph No. (2), which states (The company encourages employees to adopt

environmentally friendly work practices.) in second place, where the arithmetic mean was (3.35) at an average level, and in the third place came paragraph (4), which stated (The company follows policies for recycling and reducing waste in the workplace.) had an arithmetic mean of (3.35) at an average level, and in the fourth place came paragraph (3), which stated (The company provides green practices training to its employees.) had an arithmetic mean of (3.26) at an average level.

We conclude from the above that the company enjoys the application of green human resources management at an average level in general from the point of view of the study sample.

- The fourth question: How can Green Human Resource Management be used to promote innovation and improve enterprise resource efficiency?

To answer this question, the respondents' responses to the third item of the questionnaire were analyzed in terms of means, standard deviations and the order of the statements in order.

4. Levels of job satisfaction and employee engagement in Modern Building Leaders

The arithmetic means and standard deviations of the responses of the study sample members on the (Levels of job satisfaction and employee engagement in Modern Building Leaders) item were extracted, and table (14) shows these results.

Table 14: The arithmetic means and standard deviations of the responses of the study sample members for the paragraphs of the item (Levels of job satisfaction and employee engagement in Modern Building Leaders)

N	Statement	N	Mean	St.d	Level	Rank
1	I feel good about my work because of the company's eco-friendly practices.	42	3.64	1.511	Average	1
2	Green practices in the company make me more involved in my work.	42	3.64	1.445	Average	2
3	I believe that green HR management reinforces my commitment to the company.	42	3.50	1.418	Average	4
4	I see the company as caring about employee well-being through its green practices.	42	3.57	1.483	Average	3
Overall Mean		42	3.58	1.387	Average	

Based on the mentioned table, it is clear that the arithmetic means of the items ranged between (3.50 and 3.64), and the items obtained an overall arithmetic mean of (3.58), which is at an average level. Paragraph (1) states: "I feel good about my work because of the company's eco-friendly practices.) in the first trip, based on the opinion of the study sample, with an arithmetic mean value of (3.64) at an average level, and then came paragraph No. (2), which states (Green practices in the company make me more involved in my work.) in second place, where the arithmetic mean was (3.64) at an average level, and in the third place came paragraph (4), which stated (I see the company as caring about employee well-being through its green practices.) had an arithmetic mean of (3.57) at an average level, and in the fourth place came paragraph (3), which stated (I believe that green HR management reinforces my commitment to the company.) had an arithmetic mean of (3.50) at an average level. The use of green human resource management at Modern Building Leaders promotes innovation and improves the efficiency of the organization's resources, as evidenced by the level of employee satisfaction within the company.

- **Testing the hypotheses of the study**

This section deals with testing the hypotheses of the study through the use of a simple regression analysis test, as follows.

First hypothesis H0₁:

- **There is no statistical relationship between the implementation of green human resource management and achieving sustainable development in Modern Building Leaders Company.**

Table 15: Correlation Coefficients Between implementation of green human resource management and achieving sustainable development in Modern Building Leaders Company.

Variables	R	Sig
Implementation of green human resource management	**0.673	0.000
Achieving sustainable development		

* Statistically significant at the level of ($\alpha \leq 0.05$)

The correlation coefficient of 0.673 indicates a high positive relationship between the implementation of green human resource management (variable 1) and the levels of job satisfaction (variable 2).

The p-value of 0.000 is less than the significance level of 0.01. This means that the observed correlation is statistically significant, indicating that the relationship between the implementation of green human resource management (variable 1) and the levels of job satisfaction is unlikely to be due to chance.

The results don't support the hypothesis that there is no statistical relationship between the implementation of green human resource management and achieving sustainable development in Modern Building Leaders Company.

Second hypothesis H0₂:

- **There is a statistical relationship between the implementation of green human resource management and increased levels of job satisfaction and employee engagement in Modern Building Leaders Company.**

Table 16: Correlation Coefficients Between implementation of green human resource management and levels of job satisfaction.

Variables	R	Sig
Implementation of green human resource management	**0.819	0.000
Levels of job satisfaction		

The correlation coefficient of 0.819 indicates a high positive relationship between the implementation of green human resource management and the levels of job satisfaction. Since the value of significance (0.000) is less than 0.05, this means that this relationship is statistically significant.

Third hypothesis H0₃:

- **There is a statistical relationship between the implementation of green human resource management and achieving operational efficiency in Modern Building Leaders Company.**

Table 17: Correlation Coefficients Between implementation of green human resource management and achieving operational efficiency in Modern Building Leaders Company.

Variables	R	Sig
Implementation of green human resource management	**0.783	0.000
Efficiency in Modern Building Leaders Company		

The correlation coefficient of 0.783 indicates a high positive relationship between the implementation of green human resource management and achieving operational efficiency in Modern Building Leaders Company. Since the value of significance (0.000) is less than 0.05, this means that this relationship is statistically significant.

Chapter five

Conclusions and recommendations

Results

1. The table indicates that the most participating age group in the survey was (25-34 years) with a percentage of (78.6%), while the least participating groups were (45-54 years) and (55 years and above), each with a percentage of (2.4%). Regarding gender, most of the sample were males, accounting for (76.2%), while females made up (23.8%).
2. Concerning the educational level, the highest level among the sample was bachelor's degree at (66.7%), followed by high school at (19%), then Doctorate at (11.9%), and finally Diploma at (2.4%). No participants had a master's degree.
3. Regarding years of service at Modern Building Leaders Company, the largest category was those with (4-6 years) of service, representing (66.7%), followed by those with less than 1 year at (19%), and lastly those with 10 years or more at (11.9%).
4. The results related to Green Human Resource Management (GHRM) indicate that the arithmetic mean of the items ranged between (3.69 and 3.83), indicating a high level. The highest-rated statement was "Green Human Resource Management helps achieve the company's sustainable development goals" with an arithmetic mean of (3.83), while the lowest-rated statement was "Green Human Resource Management contributes to enhancing the company's environmental reputation" with an arithmetic mean of (3.69).
5. Regarding operational efficiency, the results showed that the arithmetic mean of the items ranged between (3.52 and 3.69), indicating a high level. The highest-rated statement was "Implementing Green HR practices enhances operational efficiency" with an arithmetic mean of (3.69), while the lowest-rated statement was "Green Human Resource Management helps reduce operational costs" with an arithmetic mean of (3.52).

6. Concerning environmental policies, the arithmetic mean of the items ranged between (3.26 and 3.50), indicating a medium level. The highest-rated statement was "The company follows policies to reduce environmental impact" with an arithmetic mean of (3.50), while the lowest-rated statement was "The company provides training on green practices" with an arithmetic mean of (3.26).
7. Regarding employee satisfaction, the results showed that the arithmetic mean of the items ranged between (3.50 and 3.64), indicating a medium level. The highest-rated statement was "I feel good about my work because of the company's eco-friendly practices" with an arithmetic mean of (3.64), while the lowest-rated statement was "Green HR management enhances my commitment to the company" with an arithmetic mean of (3.50).
8. The relationship between green practices and job satisfaction indicated a strong positive correlation, with a correlation coefficient of (0.673) and a p-value of (0.000), which is less than 0.01, indicating that the relationship is statistically significant.
9. The results also indicated a strong positive correlation between green practices and operational efficiency, with a correlation coefficient of (0.783) and a p-value of (0.000), which is less than 0.05, confirming that the relationship is statistically significant.

These results demonstrate that the implementation of Green Human Resource Management at Modern Building Leaders Company significantly contributes to achieving sustainable development, enhancing operational efficiency, and increasing employee satisfaction.

Conclusions

The study reveals several key insights about the workforce and the impact of Green Human Resource Management (GHRM) at Modern Building Leaders Company. The age group of 25-34 years was the most active in the survey, indicating high engagement among younger employees, while the gender distribution highlighted a significant male majority (76.2%). The educational background of participants showed a predominance of bachelor's degree holders (66.7%), with no representation from Master's degree holders, suggesting a potential gap in higher education. In terms of tenure, most employees had between 4-6 years of service (66.7%), reflecting a stable and experienced workforce, though fewer had over 10 years of service (11.9%). The implementation of GHRM practices was highly rated, particularly for their role in achieving sustainable development goals and enhancing the company's environmental reputation. These practices were also positively correlated with improved operational efficiency and cost reduction. Despite the overall positive perception, there is a need for increased training on green practices. Additionally, a strong positive relationship was found between GHRM practices and employee satisfaction, indicating that green initiatives contribute to a more positive work environment and higher employee commitment. These findings underscore the significant benefits of GHRM in promoting sustainability, enhancing operational performance, and increasing employee satisfaction within the company.

Recommendations

- Implement initiatives to promote gender diversity and inclusion within the company to address the current gender imbalance.
- Encourage and support employees to pursue higher education, such as master's degrees, to fill the educational gap and enhance the overall skill set of the workforce.
- Increase training programs focused on green practices to ensure all employees are well-versed in sustainable operations and environmental policies.
- Develop strategies to retain long-term employees and reduce turnover, particularly among those with 10 or more years of service.
- Continue to enhance and expand GHRM practices to further improve operational efficiency and employee satisfaction.
- Regularly review and update green policies to keep pace with best practices and emerging trends in sustainability.
- Implement a robust monitoring and evaluation framework to track the effectiveness of GHRM initiatives and make data-driven adjustments as necessary.
- Foster a culture of environmental responsibility and engage employees in sustainability initiatives to enhance their commitment and involvement.

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Appendices

Midocean University

College of Management

Graduation Project



Survey Questionnaire

This questionnaire is designed to gather essential data for examining "The Impact of the Pandemic on Global Supply Chains: A Case Study on ROSHN Real Estate" as part of a business administration graduation project. You have been selected to provide your responses to the questions included.

Please read each section carefully and answer the questions objectively, as this will significantly affect the accuracy of the study's findings. Rest assured, all information collected will be kept confidential and used solely for research purposes.

Thank you for your cooperation.

Part I: Personal Data

1- Age

- less than 25 years
- 25-34 years
- 35-44 years
- 45-54 years
- years and above

2- Gender

- Male
- Female

3- Education level

- High school or less
- diploma
- Bachelor
- Master
- Doctorate

4- Years of services in the company

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10 years and above

Part Two: Questionnaire Questions

Please answer each of the following statements by placing an (x) in the box representing your opinion:

N	Statements	Answer alternatives				
		Strongly agree	Agree	neutral	Disagree	Strongly disagree
Green HR Management App in the Company						
1.	The company follows policies to reduce environmental impact in its HR operations.					
2.	The company encourages employees to adopt environmentally friendly work practices.					

3.	The company provides green practices training to its employees.					
4.	The company follows policies for recycling and reducing waste in the workplace.					
The extent to which sustainable development is achieved in Modern Building Leaders Company						
5.	Green human resource management helps achieve the company's sustainable development goals.					
6.	The company achieves better results in environmental performance thanks to green HR practices.					
7.	Green human resource management contributes to enhancing the environmental reputation of the company.					
Levels of job satisfaction and employee engagement in Modern Building Leaders						
8.	I feel good about my work because of the company's eco-friendly practices.					
9.	Green practices in the company make me more involved in my work.					

10.	I believe that green HR management reinforces my commitment to the company.					
11.	I see the company as caring about employee well-being through its green practices.					
Achieving operational efficiency in Modern Building Leaders Company						
12.	Implementing green HR practices contributes to enhancing the operational efficiency of the company.					
13.	Green HR management helps reduce operational costs.					
14.	The company leverages green human resource management in improving production processes.					
15.	I believe that green practices foster innovation within the company.					
16.	The application of green policies contributes to improving the quality of products or services provided by the company.					

Thank you.....

الملخص العربي

برزت إدارة الموارد البشرية الخضراء (GHRM) كإستراتيجية حاسمة للمنظمات التي تسعى لتحقيق التنمية المستدامة. من خلال دمج الممارسات الصديقة للبيئة في سياسات وإجراءات الموارد البشرية، يمكن للشركات تحسين كفاءتها التشغيلية والمساهمة بشكل إيجابي في الاستدامة البيئية. تركز هذه الدراسة على دور إدارة الموارد البشرية الخضراء في تحقيق التنمية المستدامة داخل شركة قادة المباني الحديثة. من خلال تحليل دراسة حالة مفصلة، تستكشف الأبحاث كيف يؤثر تطبيق ممارسات الموارد البشرية الخضراء على أداء الشركة، وكفاءتها التشغيلية، ورضا الموظفين. توفر النتائج رؤى قيمة حول الفوائد والتحديات المرتبطة بتبني إدارة الموارد البشرية الخضراء، مسلطة الضوء على إمكاناتها في دفع النمو المستدام وتعزيز ثقافة المسؤولية البيئية.

هدفت هذه الدراسة إلى التحقيق في دور إدارة الموارد البشرية الخضراء في تحقيق التنمية المستدامة: دراسة حالة لشركة قادة المباني الحديثة. لتحقيق أهداف الدراسة، صمم الباحثون استبيانًا يتكون من 16 عبارة لجمع البيانات الأولية من عينة مكونة من 42 مشاركًا. تم جمع البيانات وتحليلها واختبار الفرضيات باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS)، مستخدمين طرقًا إحصائية مثل تحليل معامل ارتباط سبيرمان. أدى التحليل إلى العديد من النتائج الرئيسية:

- توجد علاقة إحصائية بين تطبيق إدارة الموارد البشرية الخضراء وتحقيق التنمية المستدامة في شركة قادة المباني الحديثة.
- توجد علاقة إحصائية بين تطبيق إدارة الموارد البشرية الخضراء وزيادة مستويات الرضا الوظيفي واندماج الموظفين في شركة قادة المباني الحديثة.
- توجد علاقة إحصائية بين تطبيق إدارة الموارد البشرية الخضراء وتحقيق الكفاءة التشغيلية في شركة قادة المباني الحديثة.

التوصيات:

1. الاستمرار في تعزيز وتوسيع ممارسات إدارة الموارد البشرية الخضراء لتحسين الكفاءة التشغيلية ورضا الموظفين.
2. مراجعة وتحديث السياسات الخضراء بانتظام لمواكبة أفضل الممارسات والاتجاهات الناشئة في الاستدامة.

دور إدارة الموارد البشرية الخضراء في تحقيق التنمية المستدامة :
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