

RESEARCH
ARTICLE**The Impact of Green Human Resource Management on Service Quality: A Field Study from the Perspective of Employees at the General Electricity Company in Bani Walid, Libya****Alzrooq Taha**

Phd Student

Laboratory of Entrepreneurship and Tourism Development, University Center Morsli Abdallah - Tipaza

Algeria

Email: alzrooq.taha@cu-tipaza.dz

Bounehas Adel

Professor

University Center Morsli Abdallah - Tipaza,

Algeria

Email: meido.chatour@yahoo.com

Doi Serial<https://doi.org/10.56334/sei/8.8.8>**Keywords**

Green Human Resource Management, green recruitment and selection, green training, green performance appraisal, green rewards and motivation, energy conservation, service quality, electricity company.

Abstract

This study aimed to explore the impact of Green Human Resource Management (GHRM) across its key dimensions—green recruitment and selection, green training, green performance appraisal, green rewards and motivation, and energy conservation—on service quality from the perspective of employees at the General Electricity Company in Bani Walid. To achieve the study's objective, the researcher adopted a descriptive analytical approach. A questionnaire was used as the primary tool for data collection. A total of 60 questionnaires were distributed, and the data were analyzed using the SPSS v24 statistical software. Key statistical methods employed included Cronbach's Alpha, arithmetic mean, and simple linear regression analysis. The study concluded that GHRM practices—specifically green recruitment and selection, green training, green performance appraisal, green rewards and motivation, and energy conservation—have a statistically significant impact on service quality as perceived by employees at the General Electricity Company in Bani Walid.

Citation

Alzrooq, T., Bounehas, A. (2025). The Impact of Green Human Resource Management on Service Quality: A Field Study from the Perspective of Employees at the General Electricity Company in Bani Walid, Libya. *Science, Education and Innovations in the Context of Modern Problems*, 8(8), 72-84; doi:10.56352/sei/8.8.8. <https://imcra-az.org/archive/375-science-education-and-innovations-in-the-context-of-modern-problems-issue-8-vol-8-2025.html>

Licensed

© 2025 The Author(s). Published by Science, Education and Innovations in the context of modern problems (SED) by IMCRA - International Meetings and Journals Research Association (Azerbaijan). This is an open access article under the **CC BY** license (<http://creativecommons.org/licenses/by/4.0/>).

Received: 09.02.2025

Accepted: 12.04.2025

Published: 25.06.2025 (available online)

Introduction

In light of the accelerating global environmental challenges, it has become essential for institutions to evolve from being purely economic entities into environmentally responsible organizations that contribute to sustainable development. Green Human Resource Management (GHRM) has emerged as one of the core pillars supporting this transformation in modern institutions. This is achieved by integrating environmental considerations into all HR practices, such as recruitment, training, performance evaluation, and employee motivation.

The General Electricity Services Company is among the sectors most affected by and influential on the environment. This is due to its vital role in both energy production and consumption, which leads to direct and indirect environmental impacts. Therefore, adopting green HR practices in this sector is not merely an option but a strategic necessity. It enables companies to balance environmental performance with the quality of services they provide.

However, there is a noticeable lack of studies that link green HR practices to service quality, especially from the perspective of employees. Employees are the face of the organization and play a key role in service delivery. Through interviews conducted by the researcher with several employees, department heads, and managers in the company under study, it was observed that there are shortcomings in applying green HR practices, such as green recruitment, environmental training, and performance evaluation based on sustainability criteria. This is despite the presence of official trends toward sustainability. A number of employees also indicated that, where such practices do exist, they are still limited or not yet institutionalized. Additionally, the company's commitment to a sustainability strategy was described as insufficient.

Research Problem

From this context, the study seeks to answer the following central question:

To what extent do Green Human Resource Management practices affect service quality in the electricity company, from the perspective of its employees?

Research Hypotheses

Based on the research problem and guiding question, the study proposes the following hypotheses:

- **Main Hypothesis:** There is a statistically significant impact of Green Human Resource Management on service quality from the perspective of the employees.
- **Sub-Hypotheses:**
 1. There is a statistically significant impact of green recruitment and selection on service quality from the employees' perspective.
 2. There is a statistically significant impact of green training on service quality from the employees' perspective.
 3. There is a statistically significant impact of green performance appraisal on service quality from the employees' perspective.
 4. There is a statistically significant impact of green rewards and motivation on service quality from the employees' perspective.
 5. There is a statistically significant impact of energy conservation on service quality from the employees' perspective.

Study Objectives

1. To analyze the extent to which Green Human Resource Management (GHRM) practices are applied at the electricity company under study.
2. To measure the impact of these practices on employee satisfaction and service quality.
3. To examine the effect of green policies on improving organizational performance and operational processes.

Research Significance

1. To highlight the importance of green human resource practices in the electricity sector.
2. To provide a deeper understanding of the relationship between GHRM practices and service quality.
3. To contribute to the Arabic academic literature in the field of green human resource management and service quality.

Previous Studies

A study by Hassousa and Al-Qahtani (2022) aimed to clarify the role of Green Human Resource Management in promoting sustainable development within the Saudi Electricity Company in the Asir region. The findings indicated a statistically significant effect at the 0.05 level for GHRM practices—including green recruitment, green training and development, green performance appraisal, and green compensation and rewards—on the environmental, economic, and social dimensions of sustainable development. However, the study noted a limited influence of green employment and recruitment. It also highlighted that green compensation, particularly in connection with technological aspects of sustainability, showed no significant impact.

Another study by Mohammed (2022) explored the influence of Green Human Resource Management on employee retention within the workforce. The Electricity Distribution Company in Gaza was used as a case, employing 373 staff members. A random sample of 130 employees was selected. The study used a questionnaire combined with a descriptive analytical approach. Results showed that the overall influence of GHRM on employee retention was 65.7%, a relatively modest level. Notably, green employment and green performance appraisal had little effect on retention. The analysis also revealed no statistically significant differences in responses based on age, years of service, or academic qualification. However, there were statistically significant gender differences, favoring male respondents.

The study recommended developing a recruitment guide that defines environmental standards aimed at improving resource efficiency and reducing excess waste. It also encourages training programs designed to equip employees with the necessary skills to engage in green performance practices, reduce environmental errors, and motivate those who contribute to waste reduction and environmental preservation.

The study by Ahmed and Lakhdar (2024) aimed to examine the impact of implementing environmentally sustainable practices in human resource management—such as green recruitment and selection, green training, green performance appraisal, and green rewards—on enhancing job performance within the Chlef ECDE Cement Corporation and its subsidiaries. To achieve this objective, a structured questionnaire was used, and 112 valid responses were analyzed using SPSS version 24. The findings indicated a statistically significant impact of sustainable HR practices on job performance. Specific dimensions, including green recruitment, training, and rewards, were found to positively influence performance. Based on these results, several recommendations were made to support the advancement of green practices within the organization.

The study conducted by Briki and Zouhir (2024) aimed to clarify the role of environmentally sustainable HR practices in promoting organizational citizenship behavior among employees of the Tax Directorate in El Bayadh Province. A structured questionnaire was administered to a randomly selected sample of thirty employees. The empirical results indicated that there was no statistically significant relationship between sustainable HR practices and organizational humanitarian behavior among the employees studied. Nevertheless, the research highlighted the need to activate green HR practices and strengthen environmental supervision to encourage voluntary participation.

Adam's study (2024) focused on analyzing the impact of Green Human Resource Management in its various dimensions—green recruitment, green training and development, green performance appraisal, and green motivation—on achieving sustainable development within sports institutions in the Kingdom of Saudi Arabia. The study employed a descriptive analytical approach, using a questionnaire as the main data collection tool. A random sample of 102 administrative staff and managers in sports institutions across the Makkah region was selected. Data analysis was carried out using the AMOS software. The results showed a clear interest in applying GHRM practices, especially in green recruitment and motivation, indicating a trend toward adopting sustainability principles. The study also revealed a positive response toward the dimensions of sustainable development, particularly on environmental and social levels. A statistically significant relationship was found between green training and sustainable development. However, no significant link was observed between green performance appraisal and sustainability. The study recommended encouraging sports institutions to adopt green recruitment policies that take environmental and social competencies into account.

First: Theoretical Framework of the Study

Definition of Green Human Resource Management

Green Human Resource Management (GHRM) is defined as a set of policies, activities, systems, and practices

aimed at selecting skilled employees and promoting environmentally sustainable processes within organizations (Mishra, 2017).

Bilali and Semlali (2018) emphasized that when modern HR management is aligned with environmental management inside an organization, it supports sustainable resource use through the adoption of green practices. These practices include green recruitment, green training, environmental performance evaluation, environmentally aligned compensation, and the development of environmentally oriented relationships. Such practices contribute to fostering green behavior among both leaders and staff, which positively influences environmental performance and supports the organization's progress toward sustainable development.

The Importance of Green Human Resource Management

Green Human Resource Management (GHRM) plays an active role in raising awareness of environmental issues. This requires institutions to develop HR policies and practices that align with environmental goals. It also involves training employees to increase their environmental awareness and to support the implementation of environmental protection laws. In addition, GHRM helps employers and manufacturers build a positive organizational image that can be used in promoting products or services (Al-Sakarne, 2017). GHRM is seen as a driving force towards achieving environmental sustainability within organizations. It aligns HR policies, practices, and programs with sustainability goals. These policies are used to preserve, maintain, and protect natural resources (Ismail, 2019).

Green Human Resource Management Practices

Green Recruitment and Selection

Green recruitment refers to attracting individuals who care about environmental management issues and selecting candidates with experience in this field. Organizations should focus their recruitment efforts on new talents who are aware of environmental sustainability, have knowledge of green practices, and are capable of generating ideas that help implement such practices within the organization (Renwick, 2008; Ghrabli et al., 2021). Integrating environmental strategies into an organization's recruitment policy is a key requirement in identifying effective green hiring practices. It also ensures that selected individuals possess personal traits, behaviors, and innovative thinking related to environmental concerns (Mandip, 2012).

Green Training

Green training helps employees and managers acquire the skills and knowledge needed to improve environmental performance by teaching them best green practices (Aykan, 2017, p. 166). Green training and development include a range of methods designed to reduce waste, manage resources efficiently, conserve energy, and limit the causes of environmental degradation. This form of training also provides an effective opportunity to involve employees in addressing environmental challenges and contributing to sustainable solutions (Ullah, 2017, p. 14).

Green Evaluation Management

When conducting an evaluation of green human resource performance, evaluators must establish clear criteria and indicators to measure environmental performance at all levels. It is important to gather useful data on the environmental performance of human resources to support managerial decision-making in the environmental domain (Margaretha & Saraglih, 2013). Through green performance evaluation, organizations can define responsibilities toward environmental preservation, identify environmental concerns, and anticipate potential environmental incidents.

Green Motivation and Rewards

This approach includes rewarding individuals who demonstrate strong environmental performance and who adopt effective practices to protect the environment. It also involves encouraging and rewarding teams that achieve excellent environmental outcomes. Reward policies should be designed to promote environmentally friendly practices within the organization. Companies can develop incentive plans that support environmental protection and make use of both financial and non-financial rewards to enhance environmental performance. Moreover,

offering innovation-based environmental rewards can motivate employees to be more creative and innovative (Al-Romeedy, 2019).

Energy Conservation

Energy conservation is the process of saving all forms of energy. Its purpose is to protect the environment through efficient energy use. It also aims to reduce fuel consumption costs, increase both individual and community responsibility towards the environment, and utilize technology to deliver the same level of energy services while using less energy (Yusoff, 2015).

Service Quality

The Concept of Service Quality

Service quality refers to a set of activities that aim to improve the services delivered to customers. These activities can be categorized into those that occur before service delivery, during service delivery, and after service delivery (Al-Azzawi & Al-Dabbagh, 2019, p. 173). Service quality is also defined as the gap between customers' expectations and the actual service received. It represents the ability of a product or service to meet consumer needs (Parasuraman, 1985).

Dimensions of Service Quality

Reliability is the ability to perform the promised service reliably and accurately. It also refers to the organization's ability to consistently provide the service it promised in a precise, correct, and stable manner (Naar & Mallahi, 2025, pp. 451-466).

Responsiveness

Responsiveness refers to how willing the organization is to assist customers and deliver services effectively. It includes understanding customer needs and expectations, ease of service access, and the personal attention offered by staff. It also involves how carefully the organization handles customer problems in a way that ensures their safety and satisfaction (Al-Azzam, 2015, p. 47).

Tangibility

Service users often judge service quality based on the institution's physical appearance. This includes waiting areas, the tools and equipment used, the external appearance of the organization, the appearance of employees, available communication channels, and other tangible elements (Al-Taie & Al-Alaq, 2007, p. 246).

Empathy

Empathy is defined as the individual care and attention a company gives to its customers. It includes offering personalized attention, having staff who understand customer needs, accompanying customers during working hours, and making them feel welcomed. This is especially achieved through direct contact with employees (Al-Azzam, 2015, p. 47).

Second: The Applied Part of the Study

Study Methodology

The methodology outlines the steps taken by the researcher to conduct the field study. These steps are summarized as follows:

Research Method

The research method represents the path the researcher follows to reach findings. Due to the nature of this study and its objectives, the descriptive method was used. This method was chosen because it suits the goals and context of the study.

Study Population and Sample

The study focused on employees of the General Electricity Company in Bani Walid. The researcher distributed questionnaires to a sample of 60 employees.

Table (1): Distribution of the Sample and Questionnaire Movement

Statement	Distributed questionnaires	Missing questionnaires	Questionnaires subject to analysis	
			number	ratio
Total	60	10	50	90%

Table (2): Five-year approved study scale

Study Tool: - Table (2) Five-year approved study scale Opinion	Totally agree	OK	neutral	Disagree	Totally disagree
degree	5	4	3	2	1
Scope of estimation	4.20- 5	3.40-4.20	2.60-3.40	1.80-2.60	1- 1.80

Statistical methods used in the study

To achieve the research objectives and analyze the collected data, the Statistical Package for the Social Sciences (SPSS), version 25, was used. The analysis included Cronbach's alpha coefficient, arithmetic mean, standard deviation, and linear regression to determine the effect of the independent variables on the dependent variable.

Reliability of the Study Tool

To verify the reliability of the questionnaire, Cronbach's alpha coefficient was used to assess the internal consistency of each dimension as well as the overall instrument. The results are presented in the following table:

Table (3): Cronbach's Alpha Coefficient

Axes	Number of paragraphs	stability coefficient
Green Human Resources Management	15	0.890
Quality of service	10	0.909
All axes	25	0.980

Presentation of Descriptive Analysis for the Dimensions of Green Human Resource Management and Study

Hypotheses

1. Descriptive Analysis of the Dimensions of Green Human Resource Management

This section presents the arithmetic mean and standard deviation for the first variable.

Table (4): Descriptive Analysis of the Arithmetic Mean and Standard Deviation for the First Variable

T	phrase	arithmetic mean	standard deviation	Arrangement	
1	The company is recruiting new individuals with knowledge or background in green practices.	2.88	1,520	3	neutral
2	The company is constantly monitoring employees' commitment to environmental sustainability standards.	2.88	1,520	3	neutral
3	The company handles most of its recruitment processes online.	2.90	1.389	3	neutral
4	The company is conducting an analysis of the training needs of employees related to the environment.	2.84	1.434	3	neutral
The dimension of attraction and employment		2.87	1.291	neutral	
5	It is done to Identify individuals who need training in environmental management	3.32	1.377	3	neutral
6	The company is holding training programs on green human resources management.	2.88	1,520	3	neutral
7	The company provides training materials for employees electronically to reduce paper use.	3.18	1.438	3	neutral
Green training dimension		3.12	0.864	neutral	
8	The company integrates environmental management objectives into its performance evaluation model.	2.88	1,520	3	neutral
9	The company sets green goals and responsibilities for all employees for the purpose of evaluating green performance.	2.72	1.144	3	neutral
Green Performance Evaluation Dimension		2.80	1.11	neutral	
10	The company provides financial rewards to employees based on their performance in the environmental field.	2.88	1,520	3	neutral
11	The company management encourages its employees to carry out environmentally friendly activities.	2.92	1.455	3	neutral
12	The employee receives moral appreciation for his efforts in the work related to his green performance.	2.88	1,520	3	neutral
Dimension of Enrichment and Green Rewards		2.89	1.22	neutral	
13	The company asks all employees to turn off electrical appliances when leaving to conserve energy.	3.48	1.374	3	neutral
14	The company is using electronic means to	2.88	1,520	3	neutral

	reduce paper use.				
15	The company is increasing employee awareness of the importance of energy conservation.	3.38	1.308	3	neutral
Energy conservation dimension		3.24	0.79	neutral	
Overall average for the Green Human Resources Management axis		3.0840	1.06529		

Source: Prepared by the researcher based on SPSS results.

The study results show that the average responses of employees regarding green human resource management practices at the electricity company fell within a “neutral” level across all sub-dimensions. The overall mean for this dimension was (3.08 out of 5), with a standard deviation of (1.06). This reflects a moderate level of adoption of such practices within the organization, as perceived by the employees.

The four calculated means ranged between (3.12, 2.87, 2.80, and 2.89), with an overall average of (3.084). These findings suggest that the company applies some aspects of green human resource management in a partial or inconsistent way. Employee assessments were mostly neutral. These points to a clear need to strengthen the organization's environmental culture, enhance training and evaluation policies, and increase employee motivation toward environmental practices.

Table (5): Descriptive Analysis of the Arithmetic Mean and Standard Deviation for the Second Variable

T	phrase	arithmetic mean	standard deviation	Arrangement
1	The staff are well-groomed, elegant and courteous in dealing with customers.	2.88	1,520	3
2	In the workplace, there are informational signs directing citizens to the relevant employee to complete their transaction.	2.88	1,520	3
3	Speed in responding to citizens' immediate and urgent requests	2.88	1,520	3
4	The company's management places the interests of citizens at the forefront of its concerns.	2.88	1,520	3
5	It is estimated Employees understand the conditions and circumstances of citizens and sympathize with them.	3.38	1.383	3
6	The company is concerned with the problems of its clients and citizens and allocates sufficient time to listen to them.	2.88	1,520	3
7	The company's management is committed to providing the best services to citizens correctly and the first time.	3.46	1.265	4
8	Management of work to fulfill the promises made to complete citizens' transactions	2.88	1,520	3
9	The company's employees are kind and generally courteous in dealing with others.	3.84	.955	4
10	The company's employees have sufficient knowledge to answer citizens' inquiries and assist them.	2.88	1,520	3
Overall average of the service quality axis		3.0840	1.06529	

Source: Prepared by the researcher based on SPSS analysis results.

The table above shows the trend of responses from the study sample regarding the items related to the service quality dimension. All arithmetic means fell within the "neutral" range. The overall mean for this dimension was 3.08, with a standard deviation of 1.065. This indicates that the participants' responses were relatively consistent

and leaned toward a moderate viewpoint.

Hypothesis Testing

To test the study's hypotheses, a simple linear regression model was used. This model was applied to examine the relationship and effect of the independent variables on the dependent variable. The hypotheses were formulated as follows:

Main Hypothesis

Null Hypothesis (H_0): There is no statistically significant relationship at the 0.05 significance level between the dimensions of green human resource management (green recruitment and selection, green training, green performance evaluation, green rewards and motivation, and energy conservation) and service quality.

Alternative Hypothesis (H_1): There is a statistically significant relationship at the 0.05 significance level between the dimensions of green human resource management (green recruitment and selection, green training, green performance evaluation, green rewards and motivation, and energy conservation) and service quality.

Table (6): Linear Regression Analysis to Test the Relationship Between Green Human Resource Management Dimensions and Service Quality

Independent variable	Correlation coefficient R	coefficient of determination R ²	regression coefficient B	Value T calculated	Significance level
Green Human Resources Management Axis	0.940+	0.89	0.942	19.40	0.000

Source: Prepared by the researcher based on SPSS analysis results.

Table (6) shows the effect of the dimensions of green human resource management (as the independent variable) on service quality (as the dependent variable). The statistical results presented in the table indicate that the calculated T-value was (19.40), with a significance level of 0.000. Since the p-value is less than the significance level of 0.05, the null hypothesis is rejected.

As a result, the alternative hypothesis is accepted, which states that "there is a significant effect of integrating green human resource management (as an independent variable) on service quality (as a dependent variable)."

Since the correlation coefficient R is positive and equals (+0.940), this indicates a positive effect. Therefore, the relationship is direct: as the values of green HRM dimensions increase, the values of service quality also increase, and vice versa.

The coefficient of determination R² shows that 89% of the change in the dependent variable (service quality) is explained by the change in the independent variable (green HRM dimensions). The regression coefficient B is (0.942), meaning that a one-unit increase in the independent variable leads to an increase of (0.942) in the dependent variable (service quality).

1. Testing the First Sub-Hypothesis

Table (7): Linear Regression Analysis to Test the Relationship Between Green Recruitment and Selection and Service Quality

independent variable	Correlation coefficient R	coefficient of determination R ²	regression coefficient B	Value T calculated	Significance level
After recruitment and employment	0.930+	0.865	0.767	17.54	0.000

Source: Prepared by the researcher based on SPSS analysis results.

Table (7) presents the analysis of the effect of the green recruitment and selection dimension (as an independent variable) on service quality (as a dependent variable). The statistical results in the table show that the calculated T-value reached (17.54), with a significance level of 0.000. This means that the significance level is lower than 0.05. Therefore, the null hypothesis is rejected.

As a result, the alternative hypothesis is accepted. It states that “there is a significant effect of the green recruitment and selection dimension (as an independent variable) on service quality (as a dependent variable).” Since the correlation coefficient R is positive and equals (+0.940), this indicates a positive effect.

2. Testing the Second Sub-Hypothesis

Table (8): Linear Regression Analysis to Test the Relationship Between the Green Training Dimension and Service Quality

Independent variable	Correlation Coefficient R	coefficient of determination R ²	regression coefficient B	Value T calculated	Significance level
After training	0.610+	0.372	0.751	5.33	0.000

Source: Prepared by the researcher based on SPSS analysis results.

Table (8) presents the analysis of the effect of the green training dimension (as an independent variable) on service quality (as a dependent variable). The statistical results in the table show that the calculated T-value was (5.33), with a significance level of 0.000. This indicates that the p-value is less than 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. It states that “there is a significant effect of the green training dimension (as an independent variable) on service quality (as a dependent variable).”

Since the correlation coefficient R is positive and equals (+0.610), this indicates a positive effect.

3. Testing the Third Sub-Hypothesis

Table (9): Linear Regression Analysis to Test the Relationship Between the Green Performance Appraisal Dimension and Service Quality

Independent variable	Correlation coefficient R	Coefficient of determination R ²	Regression coefficient B	Calculated T-value	Significance level
After evaluating the performance	+0.876	0.768	0.837	2.60	0.000

Source: Prepared by the researcher based on SPSS analysis results.

Table (9) presents the analysis of the effect of the green performance appraisal dimension (as an independent variable) on service quality (as a dependent variable). The statistical results in the table show that the calculated T-

value reached (12.60), with a significance level of 0.000. Since this value is lower than the accepted significance level of 0.05, the null hypothesis is rejected.

Accordingly, the alternative hypothesis is accepted. It states that “there is a significant effect of green performance appraisal (as an independent variable) on service quality (as a dependent variable).” The correlation coefficient R is positive and equals (+0.876), which indicates a positive effect.

4. Testing the Fourth Sub-Hypothesis

Table (10): Linear Regression Analysis to Test the Relationship Between Green Rewards and Motivation and Service Quality

Independent variable	Correlation Coefficient R	coefficient of determination R ²	regression coefficient B	Value T calculated	Significance level
After rewards and motivation	0.906+	0.821	0.790	14.84	0.000

Source: Prepared by the researcher based on SPSS analysis results.

Table (10) presents the analysis of the effect of the green rewards and motivation dimension (as an independent variable) on service quality (as a dependent variable). The statistical results recorded in the table show that the calculated T-value reached (14.84), with a significance level of 0.000. Since this value is less than the accepted significance level of 0.05, the null hypothesis is rejected.

Accordingly, the alternative hypothesis is accepted. It states that “there is a significant effect of the green rewards and motivation dimension (as an independent variable) on service quality (as a dependent variable).” The correlation coefficient R is positive and equals (+0.906), which indicates a positive effect.

5. Testing the Fifth Sub-Hypothesis

Null Hypothesis (H₀): There is no statistically significant relationship at the 0.05 level between the energy conservation dimension and service quality.

Alternative Hypothesis (H₁): There is a statistically significant relationship at the 0.05 level between the energy conservation dimension and service quality.

To verify this hypothesis, regression analysis was used to examine the relationship and effect of the energy conservation dimension (as an independent variable) on service quality (as a dependent variable). Table (11) presents the results.

Table (11): Linear Regression Analysis to Test the Relationship Between the Energy Conservation Dimension and Service Quality

independent variable	Correlation coefficient R	coefficient of determination R ²	regression coefficient B	Value T calculated	Significance level
After saving energy	0.531	0.282	0.715	4,337	0.000

Source: Prepared by the researcher based on SPSS analysis results.

Table (11) presents the analysis of the effect of the energy conservation dimension (as an independent variable) on service quality (as a dependent variable). The statistical results shown in the table indicate that the calculated T-

value reached (14.84), with a significance level of 0.000. Since this value is lower than the threshold of 0.05, the null hypothesis is rejected.

Accordingly, the alternative hypothesis is accepted. It states that “there is a significant effect of the energy conservation dimension (as an independent variable) on service quality (as a dependent variable).” The correlation coefficient R is positive and equals (+0.906), which indicates a positive relationship.

Study Findings:

- There is a statistically significant effect of green human resource management (GHRM) dimensions on service quality from the perspective of employees in the company.
- The study results showed that the overall mean for implementing green HRM practices was (3.08 out of 5), with a standard deviation of (1.06). This indicates that the level of implementation is considered moderate and leans toward neutrality, as perceived by employees.
- There is a partial tendency from management to provide environmental awareness and training programs, though these efforts still require strengthening and expansion.
- There is a noticeable weakness in integrating environmental considerations into formal performance appraisal systems.
- The company appears to rely partially on digital tools such as the internet and video calls for recruitment. It also makes some efforts to attract environmentally aware candidates; However, these practices are not fully institutionalized or standardized.

Recommendations

- Work towards integrating green human resource practices into institutional policies by developing a comprehensive guide that includes clear standards for green recruitment, environmental training, and environmentally aligned performance evaluation.
- The company should increase employee awareness of environmental sustainability and its role in improving service quality. This can be achieved through regular workshops and training sessions that connect environmental practices with professional and service performance.
- Include environmental sustainability indicators within employee performance appraisal models and link these indicators to reward and incentive systems. This approach helps strengthen employee commitment to environmental practices in the workplace.
- Develop and upgrade e-recruitment systems in a way that considers environmental criteria, such as reducing paper usage and conducting interviews via digital platforms. These efforts contribute to lowering the institution's carbon footprint and support its environmental image.

References

1. Al-Taie, HA & Al-Alaq, BA (2009). Service Marketing. Dar Al-Yazouri for Publishing and Distribution, Amman.
2. Naa'r, A. & Malahi, R. (2025). The Impact of Service Quality Dimensions on Tourist Satisfaction: A Case Study on a Sample of Tourists in Mostaganem Province, Algeria.
3. Ismail, (2019). Green Human Resource Management Practices and Their Impact on Sustainable Performance: A Field Study at the General Authority for Geological Survey, Iraq.
4. Belali, A. & Samlali, Y. (2018). Green Human Resource Management Practices and Competitive Advantage. King Faisal University, Economic Visions Journal. DOI: 10.12816/0052787, pp. 115–135.
5. Al-Azzawi, INK Al-Dabbagh (2019). The Impact of Organizational Agility on Service Quality: An Exploratory Analytical Study in the General Company for Electrical Industries, Baghdad College of Economic Sciences Journal.
6. Ali Saad Ahmed Jubran (2020). The Quality of Educational Services at Sana'a University from the Perspective of Graduate Students, Razi University Journal for Administrative and Human Sciences.
7. Al-Ghurabli, A. A. & Burihan, F. (2021). The Reality of Green Human Resource Management Practices and Their Relationship with Green Innovation: A Field Study at the Green Star Hotel, Egypt.

8. Al-Sakarne, M. I. (2017). The Impact of Green Human Resource Management Practices on Differentiation Strategy with Creative Human Resources as a Moderating Variable: An Applied Study on Renewable Energy Companies in Amman, Middle East University.
9. Al-Azzam, A. F. M. (2015). The Impact of Service Quality Dimensions on Customer Satisfaction: A Field Study of Arab Bank in Irbid City, Jordan, European Journal.
10. Margaretha, M. & Saragih, S. (2013). Developing New Corporate Culture through Green Human Resource Practice. International Conference on Business, Economics and Accounting, March 20-23, Bangkok, Thailand.
11. Aykan, E. (2017). Gaining a Competitive Advantage through Green Human Resource Management. In Corporate Governance and Strategic Decision Making. IntechOpen: London, UK.
12. Renwick, D. (2020). Contemporary Developments in Green Human Resource Management Research. Routledge Research in Sustainability and Business, 1st Edition.
13. Mandip, G. (2012). Green HRM: People Management Commitment to Environmental Sustainability. Research Journal of Recent Sciences, Vol. 1.
14. Mishra, (2017). Green Human Resource Management: Framework for Sustainable Organizational Development in an Emerging Economy, International Journal of Organizational Analysis. DOI: 10.1108/IJOA-11-2016-1079.
15. Yusoff, Y., Othman, N., Fernando, Y., & Amran, A. (2015). Conceptualization of Green Human Resource Management: An Exploratory Study from Malaysian-Based Multinational Companies. International Journal of Business Management and Economic Research, 3, pp. 158-166.
16. Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A Conceptual Model of Service Quality and Its Implication for Future Research. Journal of Marketing, 49, pp. 44-50.
17. Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A Review, Process Model, and Research Agenda. University of Sheffield Management School, Discussion Paper, 1, pp. 1-46.