THE EFFECT OF GREEN HUMAN RESOURCE PRACTICES ON SUPPORTING CORPORATE SOCIAL RESPONSIBILITY PERFORMANCE IN THE EGYPTIAN HOSPITALITY INDUSTRY

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ABSTRACT

Green human resource management (GHRM) has been identified as a crucial strategy for the hospitality sector to motivate staff to adopt more sustainable behaviours. The objective of the study is to examine the influence of green human resource management practices on enhancing corporate social responsibility (CSR) performance in the hotel sector. This study utilized a sample of 176 human resource and training managers and assistants employed at environmentally friendly hotels located in Sharm El-Sheikh and Hurghada. The sample consisted of four as well as five-star hotels. The statistical software SPSS version 23 was employed to test the hypothesis. The final findings indicate a distinct relationship between indices of green human resource management and areas of corporate social responsibility in the selected hotels. The findings of the study have a significant advantage for hotel establishments, both locally and globally. The study recommended that human resource managers must give utmost importance to providing green training, enhancing environmental sustainability practices, and integrating ecological concepts into their recruiting and selection processes. The hotel management should commit more resources towards corporate social responsibility (CSR) initiatives and effectively explain sustainable practices. The Egyptian Hotel Association ought to foster corporate social responsibility awareness among its hotel members.

KEYWORDS: Green Human Resource Management; Corporate Social Responsibility; Hospitality Industry.

1. INTRODUCTION

Corporate social responsibility (CSR) is increasingly important for businesses to succeed (Freitas et al., 2021), as it positively impacts society and the environment (Nickerson et al., 2022). Singhapakdi et al. (2015)

declared that companies that contribute to good causes are considered CSR-friendly added hospitality companies encourage CSR initiatives by creating codes, standards, and training employees, leading to improved work-life satisfaction and performance. Experts agree on four main aspects: economic duty, environmental responsibility, social responsibility, and product/service performance (Lyssimachou and Bilinski, 2023).

Green human resource management (GHRM) is a managerial field (Gardas et al., 2019). That integrates environmentally friendly techniques with employee performance, promoting environmental preservation through policies, laws, and awareness programs (Jabbour, 2013). Green human resource management practices, including green hiring, selection, training, pay, and performance reviews, improve organizational performance and benefit stakeholders (Mishra, 2017). However, researchers are unsure which functions require more attention to improve environmental performance (Siyambalapitiya et al., 2018). The increasing interest in corporate social responsibility (CSR) has led to changes in GHRM policies and practices, balancing economic, social, and environmental performance (Wang et al., 2023). It has been highlighted that meeting social obligations has an effect on the performance of the business (Sharma et al., 2023), However, accurately assessing outcomes in human resource management continues to be challenging (Järlström et al., 2023).

HRM and CSR are often considered interconnected, but studies show this isn't always the case (Jamali et al.,2015). CSR can be costly and unpredictable, and if employees perceive it as more talk than action (Lorenzo-Molo and Udani, 2013), it can negatively impact the business (Liu et al., 2021). This study highlights the lack of research on the effectiveness of specific GHRM initiatives in promoting and improving CSR. Giving HR professionals evidence-based insights can help them change their methods to boost employee performance towards the environment (Yang and Li, 2023), have a positive effect on the culture of the hotel, and find and keep employees who share its sustainability and values (Kim et al., 2019; Tandon et al., 2023). The results can also be used to help make policies, which can help the human resources department promote sustainable business practices (Umrania et al., 2020). Finally, by filling in a gap in the research and giving ideas for future studies in the hotel business, the study sets the stage for more research in this field.

This study aims to determine the impact of green human resource management (GHRM) practices on supporting hospitality institutions' CSR goals. These are the sub-objectives:

a. To determine the effects of green recruitment and selection on supporting corporate social responsibility performance.

b. To determine the effects of green training on supporting corporate social responsibility performance.

c. To determine the effects of green pay and rewards on supporting corporate social responsibility performance.

d. To determine the effects of green performance assessment on supporting corporate social responsibility performance.

2.   LITERATURE REVIEW

2.1 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Corporate social responsibility (CSR) is a widely debated topic involving businesses' voluntary actions to promote societal well-being (Kaur et al., 2022). The exact meaning and definition remain undefined (Kim et al., 2020; Raza et al., 2021), but it often refers to businesses' efforts to meet community needs (Kim et al., 2023).

Corporate Social Responsibility (CSR) is a concept that combines ethical business practices, economic development, and improved quality of life for employees and society (Goffi et al., 2022). Initially referred to as "social responsibility" in the 1950s, it has been discussed by business and academics since the 1960s (wong et al., 2022). CSR involves voluntary incorporation of social and environmental issues into business operations and stakeholder engagement (Lin and Chung, 2019), aiming to generate maximum profits while meeting social and environmental responsibilities (Vaughan and Koh, 2023; Wong et al., 2022a).

According to (Guzzo et al., 2020; Lau et al., 2021) CSR comes from four main dimensions economic, legal, ethical, and philanthropic, While Sung et al. (2023) concentrate only on social and environmental issues through company operations. From another perspective, the most important aspects of CSR, environmental, social, economic, stakeholder, and voluntarism are the five key categories into which most CSR definitions fall (Masiero et al., 2023). Most studies concentrate on the environmental activity in the hospitality business may include green marketing practices, energy reduction, and policies regarding recycling (De Grosbois, 2012). A company's environmental performance is measured by the amount of resources it consumes, whereas social performance is measured by the influence it has in the communities in which it operates (Singh and Dutt, 2023). Scholars are researching to what extent CSR affects corporate

performance (Lee et al., 2022). The importance of "CSR" has become more widely identified in recent years in the hospitality industry, which comes from increasing the company's reputation, image, customer loyalty, and attractiveness to employees, as well as the retention of competitive advantage (Oh et al., 2021). Improving their standing in the minds of those who matter (Holmes et al., 2022). An essential aspect for long-term viability and economic growth, benefiting workers, their families, and the local community (Madanaguli et al., 2022).

Globally, CSR has established itself as an essential instrument for businesses to reach out to key audiences, boost their brand reputation, and gain an edge in the marketplace (Kuo et al., 2021, Sharma et al., 2023). Added to an improved establishment image or brand, less consumer resistance to price rises, more loyalty to the hotel, fewer staff turnovers, higher efficiency, and lower operating costs are just some advantages hotels can reap by implementing CSR practices (Wong and Kim, 2020). Although corporate social responsibility is increasingly recognized as a powerful means to enhance a company's bottom line and improve financial performance, the literature recognizes the need for more inquiry (Lee et al., 2022). Corporate social responsibility (CSR) encompasses company practices that have a positive influence on the community, including charity, serving, and preservation of the environment. Such actions can enhance revenue, customer happiness, confidence, and loyalty (Peña-Miranda et al., 2022).

2.2   GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

Recent research emphasizes a shift from profit-driven strategies to sustainable ones in human resource management practices (Freitas et al., 2021). Green HRM represents one of these strategies, which refers to a plan for incorporating environmental issues into HR tasks (Aboramadan and Karatepe, 2021). Green Human Resource Management (GHRM) is defined as a strategic approach that incorporates environmental issues into HR tasks, ensuring high-level managers are aware of environmental procedures, teaching staff about green habits, and providing incentives for environmentally friendly actions (Wagner, 2013).

Green HRM practices include four key GHRM practices known as hiring, training, managing work, and rewards, with several detailed strategies and practices (Trujillo-Gallego et al., 2022). GHRM practices include both

regular HRM methods that are in line with environmental goals and their strategic HRM aspects (Pham et al., 2020).

Green selecting and hiring refers to the weight that surrounding factors are given when hiring and picking employees (Ren et al., 2018). At this time, businesses must find out how environmentally aware the candidate is, as well as be sure that their ideals and beliefs match those of the company itself (Shah, 2019). Where the organization hires workers who know and can do the right things with the company's environmental monitoring system (Islam et al., 2020). Arulrajah et al. (2015) said that companies can select and hire the people who are going to help them reach their sustainability objectives.

Green training mentions as putting in place rules that are meant to make workers more aware of the environment, give them skills for sustainability, and help them develop their green skills and knowledge within the company (Saeed et al., 2019, Amrutha and Geetha, 2020). Green rewards mean a comprehensive framework that encompasses both monetary and non-monetary incentives (Gupta,2018), by completing sustainability goals and encouraging ongoing green habits (Al-Swidi et al., 2021). Green performance assessment refers to the procedures being implemented for the tracking and assessment of employees' performance about the achievement of environmental objectives (Longoni et al., 2018).

GHRM helps businesses succeed by encouraging eco-friendly resource usage and promoting green efficiency and cost savings (Sinclair-Desgagné, 2021; Tandon et al., 2023). A cost-effective tool (Tjahjadi et al., 2022) and an environmentally friendly approach to managing intellectual property (Tang et al., 2018). Provide long-term sustainability solutions through carbon-free methods and procedures in the workplace (Amrutha and Geetha, 2020). Acquah et al. (2020) highlight the importance of considering environmental concerns in HR tactics and procedures to achieve sustainability goals.

GHRM is crucial for an organization's environmental management, aiming to foster a sustainable workforce with benefits for society, the organization, the environment, and employees (Moraes et al., 2019). So the hospitality industry is implementing awareness techniques and practices to encourage employee participation in environmental efforts, demonstrating the importance of green HRM (Rubel et al., 2021). In addition, human resources professionals play a crucial role in a business's corporate social responsibility (CSR) goals (Raju, 2023).

2.3 GHRM AND CSR IN THE HOSPITALITY INDUSTRY

Green human resource management in the hospitality sector promotes environmentally friendly procedures, but the field is still in its early stages, with uncertainties (Nisar et al., 2021). It mainly focuses on enhancing sustainability skills, encouraging eco-friendly standards, and utilizing green expertise (Tandon et al., 2023).

Green human resource management has evolved with the integration of CSR and HRM (Úbeda-García et al., 2021). The department's role can be more effective by providing CSR training, hiring practices, assessing employees' behavior and compensation, and retaining socially responsible employees (Farrukh et al., 2022). Which positively impacts organizational commitment (Kim et al., 2019). As Jarlstrom et al. (2023) say, implementing sustainable human resource management practices can facilitate the creation and preservation of important economic assets, optimize resource utilization, and employ environmentally friendly methodologies. The work environment with human resource management, which is closely linked to corporate social responsibility, is esteemed for fostering a balanced work-life environment, encouraging ongoing learning, empowering employees with more autonomy, supporting knowledge enhancement (Raju, 2023).

By conducting a deep and comprehensive view, Subramanian and Suresh (2022) demonstrated that including green recruiting and selection methods is crucial for fostering best practices in GHRM and enhancing dedication to environmental sustainability. Singhapakdi et al. (2015) determined that implementing green training programs in hospitality institutions not only promotes sustainability but also leads to favourable internal outcomes, such as increased employee satisfaction and improved job performance. Úbeda-García et al. (2021), identified a robust and statistically significant association between corporate social responsibility (CSR) and environmentally friendly compensation in the hotel sector. Finally, Lee et al. (2022) indicated that green performance assessment led to heightened monitoring of employee performance and fostered robust environmental cooperation in corporate social responsibility (CSR).

By effectively managing employee-related matters and leveraging their resources, human resources personnel play a vital role in facilitating a company's attainment of CSR goals, contributing to the implementation of socially responsible protocols which effects to boost employee morale, retention, productivity, and loyalty (Raju, 2023). Aguinis and Glavas (2012) asserted that not only the HR department but also an employee's role in corporate social responsibility (CSR) programs can have a major

impact on the bottom line, that's because they are the ones who must carry them out and deal with the fallout, employee buy-in is crucial to achieving the organization's goals. Introducing corporate social responsibility initiatives in the hospitality industry is essential for attracting, motivating, and retaining personnel, which in turn, improves performance, guarantees long-term sustainability, and highlights the critical need to prioritize the mental health of employees (Kim et al., 2023). Recent research has shown that positive CSR attitudes among employees can enhance human resource performance and business results significantly, like increased loyalty and job happiness (Wong and Kim, 2023), and significantly impact employees' commitment levels (Kim et al., 2019).

From another point of view, it has been argued that the green human resource management literature emphasizes internal processes while paying too little attention to how those processes interact with the outside world (Yu et al., 2020). Wong et al. (2022) declared that higher expenses, modest contributions, issues surrounding employee education, and a lack of funds are four restraints and impediments to the execution of CSR in human resource management from a management standpoint. While El Baroudi et al. (2023) saw that a smaller number of employees compared with the total number of employees know about how green human resources practices and policies affect environmental output, this lack of understanding appears to be the biggest obstacle to applying GHRM. All hypotheses are included in the theoretical model, as displayed in Figure 1.
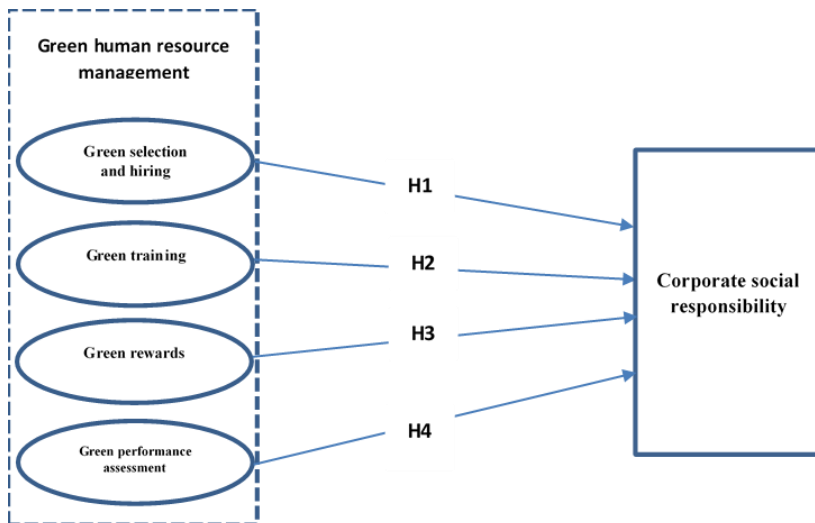

Figure (1) Model of the study

3. METHODOLOGY

3.1 RESEARCH DESIGN

A questionnaire is used as a quantitative method in this study to investigate the effect of green human resource management (GHRM) practices and corporate social responsibility (CSR) performance.

This questionnaire had three parts; the first keen to collect information about the managers' demographics, the second part declared how used GHRM practices, and the third part showed how well corporate social responsibility is done by the hotels. A five-point Likert measure, from "strongly agree" to "strongly disagree," was used to find out how much people agreed with the ideas that were being investigated.

3.2 RESEARCH SAMPLE

The researcher depends on purposeful sampling. The goal of purposeful selection is not to get the biggest sample size possible (Rai and Thapa, 2015). Instead, it is to choose groups of individuals that have the same percentage or quantity as the whole population when it comes to traits that are already known in statistics (Andrade, 2021).

Questionnaires were given to human resources and training managers and assistants working in green hotels in Sharm El-Sheikh and Hurghada in four and five- star hotels, especially about 44 hotels (30 hotels in Sharm El-Sheikh- 14 hotels in Hughada) according to level 3+ of travel sustainable programme on booking website (See appendix 1). The time when the information was gathered was from November 2023 to January 2024.

Academic experts in the fields of hospitality, human resource management, and environmental management looked over the questionnaire to make sure it was proper and easy to understand so that the questionnaire would be well-designed and easy to understand. A practice test was given ahead of the real test to see how well people understood the scale items, find any problems, and make the items truer and reliable. Based on what was suggested in the pre-test, changes were made.

In October 2023, a pilot study made sure that the poll was clear and useful. Based on the results, changes were made to improve the validity and dependability of the research tool. Statistical Package for the Social Sciences (SPSS) version 23.0 was used to look at the collected information and figure out what it all meant. An 89.2% return rate was obtained from the distribution of 176 surveys. Furthermore, 11 surveys did not meet the

necessary criteria for statistical investigation. Therefore, the final total number of valid questionnaires for the study is 146.

3.2   RESEARCH INSTRUMENT

This study comprised of main two factors: GHRM (Green Human Resource Management) and CSR (Corporate Social Responsibility). To evaluate green selection and hiring, I employed the four-item scale administered by Mousa and Othman (2020), whereas, for green training, I utilized four items devised by Yusoff et al. (2020). The evaluation of green rewards was conducted using a four-item scale developed by Úbeda-García et al. (2021) and Tandon et al. (2023). Four items were selected from the scale developed by Wen et al. (2022) for green performance assessment. The concept of corporate social responsibility is measured using a scale derived from the work of Wong and Kim (2023).

3.3 RELIABILITY ANALYSIS

Cronbach's alpha was computed to assess the internal consistency of the scale across all levels. The resulting reliability coefficient exceeded 0.7, which is generally deemed acceptable in the majority of scientific contexts (Hair et al., 2019). The Cronbach's Alpha reliability was calculated, and the results indicated that the reliability coefficients for each of the instruments exceeded 0.86, which is considered to be highly acceptable. This suggests that the instrument can be deemed reliable for use. The Cronbach alpha values for the questionnaire were calculated, as depicted in Table 1.

Table (1) the statement's reliability analysis

Construct	Statements	Source	Cronbach`s alpha
Green selecting and hiring (GSH)	4	Mousa and Othman (2020)	0.89
Green training and development (GT)	4	Yusoff et al. (2020)	0.93
Green rewards (GR)	4	Tandon et al. (2023)	0.92
Green performance assessments (GPA)	4	Wen et al. (2022)	0.87
Corporate social responsibility (CSR)	16	Wong and Kim (2023)	0.97

4.   RESULTS

4.1   PROFILE DETAILS OF RESPONDENTS

Table (2) Profile of respondents (N=146)

Profiles	Category	Number	Percent of respondents (%)
Gender	Male	125	85.6
	Female	21	14.4
Total		**146**	**100**
Educational level	B.Sc.	136	79.5
	M Sc.	26	17.8
	P. hd	4	2.7
Total		**146**	**100**
Job title	Manager	50	34.2
	Assist manager	96	65.8
Total		**146**	**100**
Department	Human resource management	84	57.5
	Training	62	42.5
Total		**146**	**100**
Years of experience	Less than 2 years	28	19.2
	From 2 to less than 5 years	64	43.8
	From 5 to less than 7 years	48	32.9
	More than 10 years	6	4.1
Total		**146**	**100**
Hotel grade	4- star hotel	48	32.8
	5- star hotel	98	67.2
Total		**146**	**100**

Table 2 presents the demographic characteristics of the respondents, showing that the sample consisted of 85.6% males and 14.4% females. Given the geographic distribution of the hotels, the sample's almost two-thirds male population may be acceptable because of the nature of the locations of the hotels 79.5% of the sample has a bachelor's degree, while only 2.7% hold a doctorate in education. Managers make up 65.8% of the sample, while non-managers account for 34.2%. Approximately 57.5% of

the sample represents individuals from the HR department, while the remaining 42.5% represents individuals from the training department. 43.8% of the sample had experience ranging from two years to less than five years, while 32.9% had experience ranging from five to less than seven years. Additionally, 19.2% have experience of less than two years, and lastly, 4.1% have experience exceeding ten years. 32.8% of individuals are employed in four-star hotels, whereas 67.2% are employed in five-star hotels.

4.2 THE MEASUREMENT MODEL ANALYSIS

TABLE (3) GREEN SELECTION AND HIRING PRACTICES

Attributes	M	SD	R
1. Staff are chosen based on environmental values.	4.34	1.51	3
2. The hotel's sustainable reputation and principles are appealing to job seekers.	4.52	1.54	1
3. The description of the job encompasses the environmental facets of the position.	4.48	1.52	2
4. The employment advertising incorporates the hotels' environmental ideals into the recruitment messaging.	4.23	1.49	4
Average of responses	**4.35**	**1.52**	
N=146 M= Mean SD= Standard deviation R= Rank			

The data presented in Table 3 indicates that the hotel's sustainable reputation and beliefs attract those seeking employment. The replies had a mean value of 4.52 and a standard deviation of 1.54. Furthermore, it was disclosed that the assertion that the job description adequately covers the environmental aspects of the role. The entire sample exhibited consensus with the statement, with a mean of 4.48 and a standard deviation of 1.52. Furthermore, the findings indicate that the participants concurred with the assertion that personnel selection is contingent upon environmental ideals. The collective agreed with the statement, with a mean of 4.34 and a standard deviation of 1.51. The data from the table revealed that job advertising effectively integrates the hotels' environmental principles into the recruitment messaging inside each hotel. The recorded responses had a mean value of 4.23 and a standard deviation of 1.49. The table also indicated that the average of replies in the field of green hiring and selection practices was 4.35, with a standard deviation of 1.52.

Table (4) Green training practices

Attributes	M	SD	R
1. Environmental training represents a crucial and significant investment.	4.46	1.42	4
2. Consistent environmental training programs are regularly offered for every hotel staff member.	4.55	1.45	2
3. The hotel offers comprehensive environmental training programs for workers to enhance their capacity to promote sustainable practices.	4.57	1.45	1
4. The purpose of doing a needs assessment for green training is to acquaint staff with environmental practices.	4.47	1.42	3
Average of responses	4.51	1.44	
N=146 M= Mean SD= Standard deviation		R= Rank	

According to Table 4, the hotel provides comprehensive environmental training programs for personnel to improve their ability to promote sustainable practices. The sample concurred with the assertion, with a mean of 4.57 and a standard deviation of 1.45. Furthermore, it was disclosed that comprehensive environmental training programs are consistently provided to all hotel personnel. The statement had a mean rating of 4.55 and a standard deviation of 1.45. The data shown in the table indicates that the objective of conducting a needs assessment for green training is to familiarize employees with environmental practices. The entire sample concurred with a mean of 4.47 and a standard deviation of 1.42. Furthermore, the assertion that environmental training is a vital and noteworthy investment. The entire sample demonstrated consensus with the proposition (M = 4.46, SD = 1.42). The table also showed that the average response was 4.51 with a standard deviation of 1.44 within the overall context of green training.

Table (5) Green rewards practices

Attributes	M	SD	R
1. The hotel links the green performance of its staff to awards and remuneration in the workplace.	3.56	1.21	4
2. The hotel takes into account workers' environmentally friendly performance at work while considering promotions.	3.60	1.22	3
3. The hotel offers green transit options for purchasing environmentally friendly items.	3.80	1.26	2
4. The hotel is implementing recognition-based awards to incentivize personnel in their environmental management efforts.	3.90	1.22	1
Average of responses	**3.72**	**1.23**	
N=146 M= Mean SD= Standard deviation R= Rank			

As shown in Table 5, the responses to the statement that the hotel uses a recognition-based prize to motivate its staff in their environmental management efforts indicate a mean score of 3.90 and a standard deviation of 1.22. Offering prepaid cards for purchasing ecologically friendly things, the respondents replied with a statement, with a mean of 3.8 and a standard deviation of 1.26. Regarding that, the hotel considers staff's environmentally friendly performance when deciding on promotions. The responses indicated a mean of 3.60 and a standard deviation of 1.22. The respondents concurred with the statement that the hotel associates the environmentally friendly performance of its workers with prizes and compensation in the workplace, with a mean of 3.56 and a standard deviation of 1.21. Furthermore, the mean of the replies regarding green payment methods is 3.72, with a standard deviation of 1.23.

Table (6) Green performance assessment practices

Attributes	M	SD	R
1. The hotel establishes environmentally conscious objectives for its staff.	4.62	1.47	1
2. The hotel evaluates the employee's environmental performance.	4.42	1.41	4
3. The hotel records individual performance rankings specifically related to environmental performance.	4.43	1.23	3
4. All efforts aimed at achieving environmental sustainability are reviewed.	4.45	1.41	2
Average of responses	4.48	1.38	
N=146 M= Mean SD= Standard deviation		R= Rank	

The data from Table 6 indicates that the hotel assesses the environmentally conscious performance of its employees, with a mean of 4.62 and a standard deviation of 1.47. The assertion is that all works directed toward achieving environmental sustainability are evaluated, with a mean of 4.45 and a standard deviation of 1.41. A mean of 4.43 and a standard deviation of 1.23 demonstrate the statement "The hotel maintains records of individual performance rankings explicitly according to environmental performance." A mean of 4.42 and a standard deviation of 1.41 in the responses demonstrated a consensus with the statement. The mean of the responses to green performance evaluation procedures was 4.48, with a standard deviation of 1.38.

Table (7) Environmental domain performance

Attributes	M	SD	R
1. The hotel's efforts to save energy in guest rooms from a sustainable resource.	4.71	1.49	1
2. The hotel's efforts to lower carbon and greenhouse gas pollution in guest rooms.	4.66	1.48	2
3. The hotel's efforts to recycle and reuse things in the guest rooms.	4.65	1.47	3
4. The hotel's efforts to teach its workers, customers, and business partners about how to help protect the environment.	4.64	1.47	4
Average of responses	4.67	1.48	
N=146 M= Mean SD= Standard deviation R= Rank			

The data presented in Table 7 indicates the hotel's environmental performance. The respondents to the hotel's environmental performance thought that the replies show that the hotel's direction toward energy-saving initiatives in guest rooms is in the first rank, with a similar level of importance as the bulk of the preceding claims, scoring an average of 4.71 with a standard deviation of 1.49. It was revealed that the affirmation of depending on lower carbon and gas affluence in the guest rooms had a mean value of 4.66 and a standard deviation of 1.48. A mean score of 4.65 and a standard deviation of 1.47 from the survey results demonstrated the hotel's efforts to reduce carbon and greenhouse gas emissions in guest rooms. The hotel's initiatives to educate its employees, guests, and business associates on environmental conservation were highly successful, with a fourth rank expressing positive feedback (M = 4.64, SD = 1.47). The table also indicated that the average of replies in the field of hotel environmental performance was 4.67, with a standard deviation of 1.48.

Table (8) Ethical domain performance

Attributes	M	SD	R
1. The hotel's effort to keep the identities of workers who report wrongdoing at the hotel secret.	4.55	1.44	4
2. The hotel's effort is to follow the rules of behaviour and decrease nepotism.	4.58	1.44	3
3. The hotel's effort to give its workers ethical studies.	4.61	1.56	1
4. The hotel's effort to measure how happy its customers and employees are.	4.59	1.46	2
Average of responses	4.58	1.48	
N=146 M= Mean SD= Standard deviation R= Rank			

According to Table 8, hotel performance is in the ethical domain. A mean score of 4.61 with a standard deviation of 1.56 supported the hotel's initiative to provide ethical education to its staff in the first instalment. Furthermore, the assertion that the hotel's attempt to assess the satisfaction levels of both its customers and workers ranked second demonstrated agreement with the statement (M = 4.59, SD = 1.46). At the third rank is the assertion that the hotel is committed to adhering to ethical standards and reducing nepotism. The responses indicated consensus with the statement, with a mean (M) of 4.58 and a standard deviation (SD) of 1.44. The hotel's initiative to maintain the anonymity of employees who report misconduct at the establishment ranks fourth, with a mean of 4.55 and a standard deviation of 1.44. The table also revealed that, within the overall framework of ethical performance, the average of replies was 4.58 with a standard deviation of 1.48.

Table (9) Social domain performance

Attributes	M	SD	R
1. The hotel's effort to use its resources for charitable actions.	4.63	1.47	1
2. The hotel's effort to make the neighbourhood better.	4.60	1.46	2
3. The hotel's involvement in charity work and community service.	4.46	1.42	4
4. The hotel's effort to use local goods and services.	4.51	1.43	3
Average of responses	**4.55**	**1.45**	
N=146 M= Mean SD= Standard deviation		**R= Rank**	

According to Table 9, hotel performance in the social domain revealed that "the hotel's endeavour to utilize its resources for philanthropic activities" ranked first with a mean of 4.63 and a standard deviation of 1.47. A consensus with the hotel's initiative to improve the neighbourhood. The responses indicated that this statement was in the second rank, with a mean of 4.60 and a standard deviation of 1.46. The survey findings indicate that the statement on the hotel's initiative to utilize local goods and services has a mean of 4.51 and a standard deviation of 1.43. According to this response, this statement ranked in third place. Ultimately, the hotel actively participates in philanthropic activities and community outreach, placing it in fourth place. The replies exhibited consensus with a mean of 4.46 and a standard deviation of 1.42.

Table (10) financial domain performance

Attributes	M	SD	R
1. The hotel's effort to make a profit to support the local community.	4.67	1.48	4
2. The hotel's effort to make a sufficient profit to preserve the local environment.	4.69	1.49	3
3. The hotel's effort to maintain solvency and liquidity to contribute to charitable works.	4.74	1.50	1
4. The hotel's effort to stay open and secure funds in the long run to ensure its sustainability.	4.73	1.50	2
Average of responses	**4.71**	**1.49**	
N=146 M= Mean SD= Standard deviation			**R= Rank**

As shown in Table 10, the responses to the hotel's financial performance statement in supporting corporate social performance, by The replies show that the hotel's effort to maintain solvency and liquidity to contribute to charitable works is commendable. The responses indicated consensus with the statement, with a mean of 4.74 and a standard deviation of 1.5. The hotel's effort to stay open and secure funds in the long run to ensure its sustainability. The replies exhibited consensus with the statement, with a mean of 4.73 and a standard deviation of 1.50. In third place, the hotel's effort to make a sufficient profit to preserve the local environment achieved a mean of 4.69 and a standard deviation of 1.49. In the fourth position, the statement " The hotel's effort to make a profit to support the local community" received (M = 4.67, SD = 1.48). Furthermore, the mean of the replies regarding financial performance is 4.71, with a standard deviation of 1.49.

4.3 TESTING HYPOTHESES

The primary hypothesis of the research is that GHRM has a positive and significant effect on CSR performance," accompanied by four subordinate hypotheses. The researcher utilised correlation and regression analyses to either accept or reject the null hypothesis. The Pearson correlation coefficient was employed. The measure quantifies the magnitude of the linear relationship between variables green human resource management (GSH, GT, GR, and GPA) as an independent variable and CSR as a dependent variable. A positive correlation happens whenever the value exceeds zero; an adverse correlation is seen once a value is less than 0, indicating a decline in the linear relationship (Gogtay and Thatte, 2017).

Table (11) Correlation analysis

Variables	GSH	GT	GR	GPA	CSR
GSH	1				
GT	0.878**	1			
GR	0.451*	0. 315*	1		
GPA	0.386**	0.713**	0.5377**	1	
CSR	0.455**	0.495**	0.350**	0.287**	1
** The correlation is statistically significant at the 0.01 level, with a two-tailed test. *** The correlation is statistically significant at the 0.05 level, using a two-tailed test.** **GSH= Green selection and hiring, GT= Green training, GR= green rewards** **GPA= Green performance assessment, CSR= Corporate social responsibility**					

The correlation matrix in Table 11 displays the relationship between green selection and hiring, green training, green rewards, and green performance assessment, which is treated as an independent variable, and corporate social responsibility, which is considered the dependent variable.

The study revealed a statistically significant and somewhat positive correlation (r = 0.455, p = 0.000) between the practice of selecting and hiring environmentally conscious individuals during the employment process and the implementation of corporate social responsibility initiatives. Consequently, the data suggests that when there is an increase in the recruitment of environmentally conscious employees, there is also an increase in the implementation of corporate social responsibility measures within the hotels being studied.

The table revealed a moderately positive and statistically significant relationship between green training and CSR (r = 0.495, p = 0.000). In other words, a rise in environmentally focused education leads to a corresponding increase in corporate social responsibility (CSR) initiatives.

The correlation coefficient of 0.350 suggests a fairly positive linear association between green incentives and CSR, with a p-value of 0.000. Furthermore, this study discovered a modest yet significant correlation (r=0.287, p=0.000) between green performance assessment and corporate social responsibility (CRS).

Regression is a statistical technique used to establish a link between two sets of data, the linear regression formula is used to estimate the link between the factor that is dependent and the independent variables (Hocking, 2013).

Table (12) Regression analysis

Dependent variable	Independent variables	R	R^2	Df	F	F Sig	b	t	sig
CSR	**GSH**	0.542	0.293	4	43.247	0.000	0.243	0.281	0.015
	GT			141			0.340	0.321	0.018
	GR						0.128	0.333	0.000
	GPA			145			0.384	0.351	0.000
GSH= Green selection and hiring, GT= Green training, GR= green rewards GPA= Green performance assessment, CSR= Corporate social responsibility									

The efficacy of the model of regression employed to describe the research findings is presented in Table 12. The variables of green selection and hiring, green training and development, green rewards, and green performance assessment were identified as explanatory factors for corporate social responsibility. This was substantiated by the coefficient of determination, namely the R-squared value of 29.3%. This indicates that the independent factors account for 29.3% of the variability in CSR practices. Other variables account for 70.7% of the variation in the dependent variable.

The ANOVA analysis revealed that the entire model had statistical significance. The F statistic of 43.247 is greater than the critical value, indicating statistical significance. The p-value of 0.000 is also significant, as it is below the 0.05 significance level.

Performing a comprehensive regression analysis of coefficients determines the individual impact of each variable on the dependent variable (Table 12). The study found a positive and substantial relationship ($\beta = 0.243$, p = 0.015) between green selection, hiring, and CSR activities. These findings suggest that a one-unit increase in green selection and hiring leads to a 24.3% improvement in CSR activities.

The study found a strong and substantial positive relationship ($\beta = 0.340$, p = 0.018) between green training and development and CSR activities. The p-value obtained was 0.05 at the significance level, indicating that green training and development were determined to be statistically significant. This suggests that a single unit increase in green training and development leads to a 34.0% enhancement in corporate social responsibility.

The study revealed a strong and statistically significant positive relationship between the green reward and corporate social responsibility activities ($\beta = 0.128$, p = 0.000). The p-value was shown to be significant

at a 0.01 level, indicating that green awards contribute to a 12.8% improvement in corporate social responsibility activities.

The relationship between green performance management and CSR practices was shown to be positive and statistically significant ($\beta = 0.384$, $p = 0.000$). The p-value was determined with a significance threshold of 0.01. This suggests that a one-unit improvement in green performance enhances CSR practices by 38.4%.

5. DISCUSSION

This study sought to examine the influence of green human resource management on facilitating corporate social responsibility. A hypothesis was formulated, accompanied by four sub-hypotheses that proposed significant findings. The findings were announced a moderate and statistically significant correlation between the practice of hiring persons who are environmentally conscious, providing green training, and implementing corporate social responsibility programs. The findings are in agreement with the prior study conducted by Hooi et al. (2022), which revealed that green recruitment is essential for promoting green human resource practices, including creative performance and sustainability. These results also support the findings of Malik et al. (2021), who found that green training and development involve effective environmental collaboration and partnerships, resulting in improved cost savings and environmental preservation. Furthermore, there exists a tenuous positive correlation between green incentives, green performance assessment, and corporate social responsibility (CSR). The correlation analysis demonstrates that an escalation in the assessed variables results in an augmentation of corporate social responsibility. This supports the idea that enterprises have tremendously profited from the CSR model, as bigger corporations are acknowledging the significance of investing in the well-being of society and dedicating a percentage of their profits appropriately (Dhingra, 2023).Alternatively, this weak correlation could be attributed to a lack of cultural development. Mugova et al. (2017) and Song and Kang (2019) argue that managers in underdeveloped countries should make corporate social responsibility (CSR) more flexible by customizing CSR initiatives to align with local cultural norms. They also highlight the need to address the challenges posed by insufficient institutional infrastructures, which lack the necessary standards that are absent in these specific countries.

The regression model identifies green selection/hiring, training, rewards, and performance assessment as variables that have an impact on corporate social responsibility (CSR), accounting for 29.3% of the variation in CSR. Significant correlations were observed, indicating that an increase in each unit led to enhancements in corporate social responsibility (CSR) initiatives. The results of the study align with the findings of Cheema and Javed (2017) and (Freitas et al., 2020), who said that GHRM has a positive influence on CSR.

6. CONCLUSION

In the end, the results demonstrate a substantial correlation and influence between green human resource management (GHRM) and corporate social responsibility (CSR) practices in sampled hotels in Hurghada and Sharm El-Sheikh.

The sub-dimensions of green selection and hiring, green training, green pay and rewards, and green performance assessment were examined with the dependent variable. The link between each axis and the dependent variable exhibited variability, as did the impact of each axis on the dependent variable. Where green training had the highest level of relationship and green performance management was the lowest. Among the most influential factors green performance management has the greatest impact on CSR practices, while green rewards have the least influential factors.

7. RECOMMENDATIONS

The recommendations consist of enhancing and optimising certain elements of GHRM, with a special emphasis on green training and resolving obstacles in green performance management, to improve CSR practices at the surveyed hotels in Hurghada and Sharm El-Sheikh. The Recommendation may be classified in two categories:

1.   HUMAN RESOURCE MANAGERS SHOULD:

a. Give more priority to improving green training programs for personnel to guarantee that they are educated and in line with ecological values.
b. Provide continuous evaluation and improve practices related to the management of environmental sustainability.
c. Re-evaluate and enhance green incentive programs to increase their appeal.
d. Increase Incorporate ecological principles into the hiring and selection procedure, guaranteeing that newly recruited individuals are in harmony with the hotel's dedication to fostering environmental long-term viability.

e. Identify personnel that possess a strong enthusiasm for sustainability and assign them the role of green representatives or green staff members.

f. Implements a "waste-free mission" or organising a "cost-effective design prize" might help cultivate an attitude of ongoing enhancement.

g. Foster the engagement of environmentally conscious personnel in the initiation of joint initiatives that benefit the nearby population.

2.   THE EGYPTIAN HOTEL ASSOCIATION SHOULD:

a. Provide comprehensive training sessions and furnish valuable assets to hotels affiliated with the association to facilitate the successful implementation of GHRM standards, which can facilitate the standardization of sustainable practices among member hotels.

b. Create a reward and trophy program within the hotel to commend hotels that demonstrate exceptional proficiency in executing GHRM and CSR programs.

c. Increase policies that are sustainable at the national level.

8. LIMITATION AND FUTURE RESEARCHES

This study examined the effects of green human resource management practices, specifically green hiring and selection, green training, green rewards, and green performance assessment, on the corporate social responsibility (CSR) performance of four and five-star hotels in Hughada and Sharm El-Sheikh. The focus was on the impact of these practices on the environmental, ethical, social, and financial aspects of CSR. Nevertheless, the measuring scale may vary throughout nations or within organizations that have distinct organizational or historical traditions. Therefore, it is necessary to validate the recommended scale in future research. Furthermore, this study only examined the responses of human resource managers, training managers, and assistants. Many different parties may hold divergent perspectives on the interplay between GHRM and CSR. Hence, in order to advance the current knowledge of green human resource management (GHRM) and corporate social responsibility (CSR), additional studies should engage multiple stakeholders and establish a comprehensive conceptual framework. This framework ought to explore the influence of cultural variances on the adoption and efficacy for initiatives in promoting CSR, as well as how to utilize artificial intelligence (AI) for supporting these behaviours and enhancing CSR performance.

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