The Impact of Green Human Resource Management on Organizational Sustainability in Egyptian Travel Agencies

Basant Mohamed Safwat
Lecturer, Tourism Studies Department, Faculty of Tourism and Hotels, Luxor University

Azza Maher
Professor at Tourism Studies Department, Faculty of Tourism and Hotels, University of Sadat City

Ahmed Mohamed Mohamed Ibrahim
Lecturer, Tourism Studies Department, King Mariuot Institute

ARTICLE INFO

Abstract

Recently, there have been numerous motivations for organizations to adopt some sustainable practices that improve their environmental role, such as green human resource management (HRM). Green (HRM) is a practice that assists organizations in developing environmentally conscious strategies. It, in turn, leads to organizational sustainability through the sustainable use of their assets, thereby supporting their environmental performance and environmental innovation. Green HRM practices include green recruitment and selection, green training, green rewards, and green performance management.

This study aims to identify practices that support organizations' capabilities to implement green goals that contribute to organizational sustainability. As well as identifying green practices and their impact on increasing green awareness among employees, improving their performance, and improving their environmental behavior, which helps in achieving organizational sustainability. And evaluating the effect of adopting green HRM in promoting organizational sustainability in travel agencies. Measuring the impact of green human resources management practices represented in green recruitment and selection, green training, green rewards, and green performance management on organizational sustainability in travel agencies category(A). Thus, to achieve the aim of the study; A questionnaire was designed and distributed to a random sample of managers and heads of departments in travel agencies category (A) in the governorates of Cairo and Giza to identify the degree of adoption of (HRM) practices, as well as to assess the degree of organizational sustainability in those companies. Data will be analyzed using SPSS V.25 and AMOS V.26 software. The study concluded with a set of results, the most important of these results is the need to use Green (HRM) to enhance organizational sustainability in travel agencies category(A).

1. Introduction

In order to benefit individuals, society, the environment, and the company, green HRM practices and systems make employees green and guarantee environmental safety. Employers may develop a green workforce capable of appreciating and comprehending green projects by using Green (HRM) practices. In order to uphold green goals, Green (HRM) is applied across the HRM process of planning, hiring and selection, training and development, and remuneration and appraisal. The rise of green human resource management encompasses the degree of enhancing social (work-life balance) and economic well-being (maintaining profits) in addition to environmental awareness (reduced waste) (Kim et al., 2018).

Green (HRM), as defined by Ardito and Dangelico (2018), is the use of environmental management theories and principles in human resource management procedures, practices, and management. Green HR practices and a supportive work environment have a favorable relationship with employees' willingness to develop and implement environmentally friendly ideas, which promotes organizational sustainability. The implementation of environmental management principles in various HRM operations, including hiring, performance management and appraisal, training and development, employment relations, compensation, and rewards, is known as "green HRM." The multifaceted nature of Green (HRM) can be quantified by taking into account how training, teamwork, evaluating environmental goals, nonfinancial rewards, and organizational cultures all contribute to improved environmental performance (Saeed et al., 2019).

2. literature Review

According to the literature now in publication, the Human Resource Management (HRM) system has evolved from antiquated methods of operation, such as little employee involvement, to more helpful and participatory procedures that give employees the chance to advance their knowledge, abilities, and attitudes. In a time when environmental management and resource sustainability are more widely recognized (Singh et al., 2019). Furthermore, according to Singh et al. (2020, P3), green human resource management (GHRM) refers to HRM approaches that target the ecological and environmental impact of the company and are associated with both green employee behaviors and business environmental strategies. Additionally, Kim et al. (2019) state that GHRM involves top management informing staff members about the environmental policy, plan, and other relevant information, as well as providing training.

2.1.Practices of (GHRM)

Greening human resources refers to a collection of guidelines and procedures for safeguarding the organization's staff in order to preserve its wealth of knowledge capital in the most economical and environmentally responsible manners (Masri & Jaaron, 2017; Tang et al., 2018). Using sustainable practices (Mustapha et al., 2017) and policies to make the most efficient use of the limited resources while fostering environmentalism, the source of employee satisfaction and morale, greening encompasses all functional activities of human resource management throughout their career. Recruitment, selection, training, appraisal, pay, compensation, rewards, and employee relations are just a few of the human resource management policies and practices that have developed into an effective tool for coordinating employees with organizational environmental strategies, which in turn leads to long-term sustainable performance (Zaid et al., 2018a).

According to Amrutha and Geetha (2020), **Recruitment and Selection**: The techniques that make up the green recruitment and selection process include using eco-friendly hiring methods,

such as internet channels, reducing the amount of paper used during the recruitment process, and assessing green attitudes during the selection process (Mishra, 2017). People's green skills are crucial for their pro-environmental behavior. As a result, it is especially important to consider people who respect eco-friendly practices and adopt easy eco-friendly steps like recycling, carpooling, and energy conservation. However, even applicants who respect environmental duties are likely to be drawn to companies that are environmentally conscious and have a "Green employer" label (Molina-Azorin et al., 2020).

- **Green Training and Development**: It can be argued that attaining strong environmental performance requires raising environmental awareness among organizational personnel at all levels. Therefore, it is crucial to provide environmental education that can influence organizational members' attitudes and behaviors (Benevene & Buonomo, 2021). Additionally, Mousa and Othman (2020) emphasized the importance of giving staff members training that can promote recycling and waste management practices. Additional helpful green training and development strategies include teaching employees to create green workspace and energy efficiency analyses, implementing job rotation to train future green managers, and developing green personal skills.

- **Green Reward & Pay Structure:** The Green Pay and Reward system covers a number of practices, including designing packages to incentivize the acquisition of green skills, utilizing monetary and non-monetary environmental management rewards such as bonuses, cash premiums, sabbaticals, and gifts, and connecting green suggestion schemes to the reward system (Jerónimo et al., 2020). Offering incentives for encouraging eco-friendly business practices and lowering carbon footprints ought to be a priority. According to Fawehinmi et al. (2020), this could be a useful tool for assisting organizations with their environmental initiatives.

- **Green Performance Appraisals**: A Green Performance Appraisal is a performance review that includes a separate section for greening progress and evaluates employees' performance based on green-related criteria. Since a behavior's perceived value increases and attempts to comply with it increase when it is measured to evaluate an individual, such green practices may prove their value. Accordingly, incorporating green practices into the performance review process might hasten employees' adoption of them (Mishra, 2017). also backed the inclusion of environmental management objectives in the performance review process since it guarantees consistent feedback on workers' progress (Rahman et al., 2022).

2.2.Organizational Sustainability

By investing in management system integration, organizations can achieve excellent long-term performance. Sustainable business development and practices inside organizations are mostly dependent on dynamic management systems and sustainable human components (Nawaz & Koç, 2019). According to Rahman et al., (2022.p.22) "Organizational sustainability implies everything about incorporating the goals of sustainable development, for example, societal fairness, economic efficacy, and eco-friendly revelations, into the operating environment of industries"

Vargas-Hernández ,(2021 p.470) states that Organizational sustainability is a competitive strategy to enhance the ability to develop sustainable change Organizations adopt different approaches and initiatives for achieving environmental sustainability and protecting the environmental growth avoiding disruptions by managing internal factors such as managing the causal human behavior and the role of human behavior and undertaking other environmental development initiatives outside the organizational boundaries

2.2.1. Dimension of Organizational Sustainability according to Garnåsjordet et al 2012.; Abdi et al.,2018; Hameed et al.,2020 and Pham., (2020): -

Economics, particularly the economics of sustainability, is essential to a sustainable firm, and sustainability is frequently linked to economics and strives for economic expansion. Sustainability measures are developed based on employees' environmental and corporate social performance. Through multi-stakeholder and cross-cultural partnerships between businesses, governments, communities, and non-governmental organizations, social performance seeks to advance and develop.

Creating environmental strategies to explain the internal and external forces that influence the organization's environmental practices, how those practices are evaluated, and how environmental practices relate to profitability are all part of environmental performance. Furthermore, the goal of corporate sustainability is to enhance businesses' social, environmental, and economic performance; as such, these three factors serve as indicators when evaluating sustainability. Every indicator can evaluate the course of development in accordance with a sustainable development route, which is linked to both intellectual and emotional needs through social and environmental requirements.

Other Dimensions of Organizational Sustainability were noted by Santoset al., 2013; Braccini and Margherita, 2018; Sezen-Qültekin and Argon,2020 and Kavalić et al.,2021

Direction, which is evaluating economic trends that must be given to organizations, the capacity to conceive the future and find the best way to achieve the goals.

In order to ensure their place in a just and balanced society and economy, **posture**—which is concerned with management carried out by ethical values that will give organizations credibility and respect—requires confidence and innovative ideas. It also acts dependably to induce positive attitudes and critical behaviors that will help to achieve high-performance results.

In the information economy, the alignment of strategies with **organizational dimensions**, responsibilities, and performances is crucial. Organizations measure key management activities to provide a multi-dimensional and multi-contextual answer to deal with numerous organizations, information systems, support technologies, necessities, and objectives in various economic contexts.

Actions that promote quality as a rule for organizations, evaluating all activities created in the field of quality assurance, such as adhering to stringent quality standards based on efficacy and efficiency patterns, using quality as a tool to regulate organizational functioning in order to respond to clearly defined strategies and achieve their sustainability In order to mobilize capacities and resources for problems and critical opportunities, **Evaluation** is a process that analyzes organizational performance in accordance with the defined strategic options and objectives. It requires specific behaviors from organizational systems management as well as the performance and risk of activities. Evaluation provides rapid access to a large and accurate set of information.

2.3. The Relationship Between (GHRM) and Organizational Sustainability in Travel Agencies

The significance of HR procedures and sustainability in travel firms has been reaffirmed by academics' growing focus on sustainable strategy. Additionally, any company's organizational sustainability and HR practices are linked. Businesses that focus on greening their workforces may be more productive and offer superior customer service, giving them a competitive edge

(Bombiak & Marciniuk-Kluska, 2018). The pursuit of sustainable organizations is the primary function of human resource management. Organizational competitiveness, regeneration, evolutionary processes, institutional and societal pressures, and the need to maximize natural resources wherever feasible all direct managers' attention toward human qualities that support the sustainability of businesses (Macke & Genari, 2019).

According to Tsai et al. (2013), organizational sustainability in travel companies is developed through environmental and organizational performance. Through multi-stakeholder and cross-cultural partnerships between businesses, governments, communities, and non-governmental organizations (NGOs), social performance seeks to grow and flourish. Developing environmental strategies to explain the internal and external factors that influence the organization's environmental practices, how those practices are evaluated, and how environmental practices relate to profitability are all part of environmental performance. Furthermore, the goal of corporate sustainability is to enhance businesses' social, environmental, and economic performance; as such, these three factors serve as indicators for evaluating sustainability. According to a sustainable development path, each indicator can evaluate the current state of development. Emotional demands are linked to sustainability.

Green HRM practices contribute to environmental performance by influencing employees' attitudes and behaviors. Increasing green abilities (what workers can do), green motivation (what they want to do), and green opportunities (what they have) can all help to encourage green behavior (Pinzone et al., 2016). Employees are more motivated to adopt green practices when accountability is shared and they feel "green empowered" (Tariq et al, 2014). Adoption of corporate citizenship behaviors toward the environment is also favorably correlated with green practices (Paillé et al., 2014). Senior managers and line supervisors' engagement is especially crucial since they have a large employee base, can disseminate environmental information, set an example of acceptable environmental conduct, and encourage staff to adopt green practices (Zibarras & Coan, 2015). Green hiring, green training, and green remuneration stand out as the most researched green strategies.

3. Methodology
3.1.Study Instrument

The study relied on collecting its primary data on the questionnaire. The questionnaire included (46) statements other than the demographic data for the study sample. The questionnaire consisted of three main parts.

The first part: includes demographic data in terms of gender, age, educational level, job, and number of years of experience.

Part Two: This part includes 39 statements prepared through the Al-Romeedy scale (2019) to measure the degree of adoption of green human resource management practices in the travel agencies category (A). These practices included green job analysis and description (5 statements), green recruitment (6 statements), green selection (3 statements), green induction (4 statements), green performance assessment (8 statements), green training and development (6 statements), and green rewards. (7 phrases).

Part three: This part includes 7 statements prepared using Amgad et al. (2021) to assess the level of organizational sustainability in the travel agencies category (A).

In answering the statements of the second and third parts, the study relied on a five-point Likert scale, which depends on the existence of five degrees between absolute agreement and

absolute disagreement (1 = totally disagree - 2 = disagree - 3 = neutral - 4 = agree - 5 = completely agree).

3.2. Study Population and Sample

The study population consisted of managers and heads of departments in travel agencies category (A), in the governorates of Cairo and Giza, which numbered 1693 agencies. A total of 481 questionnaires were distributed to a random sample of these managers and heads of departments during the period from November 2022 to the end of December 2022. A total of 346 questionnaires were collected, with a response rate of 71.9%. The questionnaires were examined and revised to ensure the completeness of all responses. After examination, it was found that there were (22) incomplete forms with incomplete answers and that there were (6) forms whose sentences were answered in the form of Z. Therefore, these (28) questionnaires were excluded from the total responses collected. The number of questionnaires valid for analysis was (318).

3.3. Statistical tests

In analyzing its data, the study relied on the use of two statistical programs, SPSS V.25 and AMOS V.26. The following statistical methods have been used:

1- reliability and validity coefficient test: to verify the degree of reliability and validity of the survey questionnaire.

2- Descriptive analysis that includes frequencies, percentages, arithmetic averages, and standard deviation: to describe the characteristics of the sample, and to determine the responses of the sample members towards all axes of the study tool.

3- Path analysis method: to determine the impact of the independent variable and its dimensions on the dependent variable.

4. The results
4.1. The reliability of the study instrument

Cronbach's alpha test was used to measure the reliability of the study tool. The accepted value for Cronbach's alpha is (0.70) or higher. Table No. (1) shows the results of the Cronbach alpha test for the green human resource management and practices variable and the organizational sustainability variable.

Table (1) Cronbach alpha values

Variable	No. of items	Value
Green job analysis and description	5	.792
Green recruitment	6	.824
Green selection	3	.811
Green induction	4	.751
Green performance assessment	8	.793
Green training and development	6	.733
Green rewards	7	.864
Green Human Resource Management	39	.772
Organizational sustainability	7	.838

The results of Cronbach Alpha in table (1) show that the questionnaire has a high stability coefficient and its ability to achieve the objectives of the study, and thus the possibility of relying on the results that can result from the distribution of the questionnaire and the collection and analysis of data. The table indicates that the Cronbach alpha value was 0.792 for the green analysis and description dimension, 0.824 for the green recruitment dimension, 0.811 for the green selection dimension, 0.751 for the green induction dimension, 0.793 for the green performance assessment dimension, 0.733 for the green training and development dimension, and 0.864 for the green rewards dimension. The Cronbach alpha value was 0.772 for the green human resources management variable and 0.838 for the organizational sustainability variable.

4.2.Demographic characteristics of the study sample

Table No. (2) depicts the demographic characteristics of the study sample in terms of gender, age, educational level, job, and number of years of experience.

Table (2) Demographic characteristics of the sample

Characteristics		Frequencies	%
Gender	Male	262	82.4
	Female	56	17.6
Age	Less than 30 years	7	2.2
	From 30 to less than 40 years	91	28.6
	From 40 to less than 50 years	157	49.4
	50 years and above	63	19.8
Educational level	Bachelor	296	93.1
	Diploma	13	4.1
	Master	7	2.2
	PhD	2	0.6
Job	Manger	64	20.1
	Head of department	254	79.9
Years of experience	Less than 5 years	21	6.6
	From 5 to less than 10 years	62	19.5
	From 10 to less than 15 years	147	46.2
	15 years and above	88	27.7

Table No. (2) highlights that the majority of the study sample were males (82.4%), while females constituted 17.6% of the total sample. For age; Almost half of the sample were aged (from 40 to less than 50 years) by 49.4%, followed by those aged from (30 to less than 40 years) by 28.6%, then those aged from (50 years and over) by 19.8%, and finally from Their age (less than 30 years) by 2.2%. The results also reveal that the majority of the study sample hold a bachelor's degree, by 93.1%. More than two-thirds of the sample work as heads of departments by 79.9%, while managers constitute 20.1% of the study sample. As for the number of years of experience; 46.2% of the respondents have years of experience from 10 to less than 15 years, 27.7% have years of experience of 15 years or more, 19.5% have years of experience from 5 to less than 10 years, and finally 6.6% have years of experience of fewer than 5 years.

4.3. Descriptive Statistics

4.3.1. GHRM practices in travel agencies category (A):

Table (3) descriptive statistics of GHRM practices in travel agencies category (A)

Practices	Mean	SD	Rank
Green job analysis and description	*1.81*	*0.93*	*5*
The job description includes environmental duties and responsibilities	1.93	0.90	1
The job description includes some skills and behaviors related to the environment	1.66	0.82	5
Job specifications include environmental requirements	1.71	0.85	4
Environmental management functions are created within the company	1.85	0.82	3
An environmental dimension is added within all the functions of the company	1.89	0.78	2
Green recruitment	*2.31*	*0.88*	*1*
The company has a clear environmental policy	2.03	0.87	4
The company focuses on attracting those interested in the working environment	2.11	0.93	3
There is an environmental dimension in the strategy of recruitment within the company	1.97	0.88	5
The company focuses on attracting skills capable of implementing green strategies	1.93	0.81	6
The company announces its achievements in preserving the environment by attracting new employees	2.25	0.87	2
The company uses modern technology to attract new employees	3.57	0.69	1
Green selection	*1.86*	*0.87*	*3*
The company puts some environmental items within the criteria for selecting candidates for jobs	2.03	0.85	1
Some questions are asked about how to protect the environment for job candidates during the interview	1.87	0.86	2
Employees with higher environmental awareness are selected	1.69	0.71	3
Green induction	*1.80*	*0.84*	*6*
Guidance programs are being developed for new employees within the company to increase their awareness of the environment	1.88	0.93	2
The company provides adequate information for employees on green management practices	1.71	0.90	3
Employees are directed to how green initiatives are implemented	1.68	0.97	4
Employees are directed to apply green culture	1.92	0.87	1
Green performance assessment	*1.78*	*0.86*	*7*
Employees are informed of the environmental objectives and responsibilities required of them	1.69	0.71	8
There are environmental criteria within performance evaluation criteria	1.79	0.93	3
There is an environmental management system within the company	1.83	0.85	2
Attention is paid to environmental standards when assessing performance	1.70	0.80	7

Environmental objectives are integrated into the company's objectives	1.77	0.87	4
Performance assessment includes achieving both company objectives and environmental objectives	1.71	0.70	6
The company provides feedback to employees about their environmental performance	1.76	0.82	5
Managers' contribution to environmental objectives is assessed	1.99	0.79	1
Green training and development	***2.14***	***0.71***	***2***
The company provides training programs for employees to develop their knowledge and expertise in the field of environmental conservation	1.69	0.74	5
The company holds workshops to sensitize environmental workers	1.71	0.73	4
The company provides a green learning environment	1.88	0.82	3
The training needs of the staff, including environmental training needs, are identified	1.63	0.75	6
Employees are trained on how to successfully apply green practices	1.93	0.79	2
Technology is used in the implementation of training programs	4.02	0.81	1
Green rewards	***1.82***	***0.67***	***4***
The company sets out some of the environmental tasks that are required to be performed to award bonuses	1.86	0.71	1
The company stimulates its employees to implement good environmental practices	1.83	0.85	4
The company uses financial rewards to encourage employees to preserve the environment	1.78	0.82	6
The company uses non-financial rewards to encourage employees to preserve the environment	1.84	0.93	3
The company rewards employees with the best environmental performance	1.76	0.81	7
The company encourages its employees to environmental innovation	1.84	0.75	2
The company has a special reward policy for the owners of proposals and good environmental ideas	1.81	0.64	1
Total Mean and SD	**1.93**	**0.85**	

The results of Table No. (3) indicate the responses of the study sample to the statements of adopting green human resource management practices in travel agencies category (A), and in general; It appears from the results of the table that the total mean of the respondents' responses to green human resource management practices was (1.93), with a standard deviation of (0.85). Accordingly; This mean indicates the low level of adoption of green human resources management in the travel agencies category (A).

The means of green human resource management practices ranged between (2.31) and (1.78). The "Green recruitment" dimension came in first place (mean = 2.31; standard deviation = 0.88), then the "Green Training and Development" dimension (mean = 2.14; standard deviation = 0.71), followed by the "Green selection" dimension (mean = 1.86; standard deviation = 0.87), then the "green rewards" dimension (mean = 1.82; standard deviation = 0.67), followed by the "green analysis and description" dimension (mean = 1.81; standard deviation = 0.93), and then the "green induction" dimension (mean = 1.80; standard deviation = 0.84), and finally the 'Green Performance assessment dimension (mean = 1.78; standard deviation = 0.86).

4.3.2. Organizational sustainability in travel agencies category (A):

Table (4) descriptive statistics of organizational sustainability in travel agencies category (A)

Items	Mean	SD	Rank
The company has a long-term plan in light of the available capabilities	3.93	0.81	5
The company cares about the quality of services provided to customers	4.02	0.95	3
The company is keen to continuously conduct a self-evaluation of its performance	3.89	0.77	6
The company is interested in constantly enhancing its competitiveness	3.99	0.82	4
The company is always keen to exploit its creative capabilities in competition	4.11	0.93	1
The company has the ability to adapt to changes in the work environment	4.03	0.79	2
The company maintains the positive results achieved in the long term	3.78	0.58	7
Total Mean and SD	**3.96**	**0.89**	

The results of Table No. (4) demonstrate the responses of the study sample to the expressions of organizational sustainability in the tourism companies' category (A). In general, it is clear from the results of the table that the total mean of the respondents' responses to organizational sustainability was (3.96) with a standard deviation of (0.89). Accordingly; This mean indicates a relatively high level of organizational sustainability in the travel agencies category (A).

The means of organizational sustainability ranged between (4.11) and (3.78). The phrase No. (5) that refers to "The company is always keen to exploit its creative capabilities in competition" ranked first (average = 4.11; standard deviation = 0.93), then the phrase No. (6) that refers to "The company has the ability to adapt to changes in the work environment" (average = 4.03; standard deviation = 0.79), and phrase No. (7) that refers to "The company maintains the positive results achieved in the long term" (average = 3.78; standard deviation = 0.58) ranked last.

4.3.3. Path analysis results

Table No. (5) clarifies the results of the path analysis value of the impact of green human resources management and its practices on organizational sustainability in the travel agencies category (A).

Table No. (5) Path analysis of the impact of green human resource management and practices on organizational sustainability

Path	Standardized estimate	S. E	C.R.	Sig.
Green human resource management ➔ organizational sustainability	0.632	0.052	12.154	0.000
Green job analysis and description ➔ organizational sustainability	0.356	0.051	6.980	0.000
Green recruitment ➔ organizational sustainability	0.483	0.033	14.636	0.000
Green selection ➔ organizational sustainability	0.379	0.039	9.718	0.000

Green induction ➔ organizational sustainability	0.299	0.055	5.436	0.000
Green performance assessment ➔ organizational sustainability	0.414	0.049	8.449	0.000
Green training and development ➔ organizational sustainability	0.562	0.041	13.707	0.000
Green rewards ➔ organizational sustainability	0.301	0.058	5.190	0.000

Regarding the impact of green human resources management on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green human resource management to organizational sustainability was (0.632), which is significant (p value< .05). This means that green human resource management has a positive effect (63.2%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green human resource management) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.632). The standard error value was (0.052). The calculated t-value was (12.154).

As well, regarding the impact of green job analysis and description on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green job analysis and description to organizational sustainability was (0.356), which is significant (p value< .05). This means that green job analysis and description has a positive effect (35.6%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green job analysis and description) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.356). The standard error value was (0.051). The calculated t value was (6.980).

Moreover, regarding the impact of green recruitment on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green recruitment to organizational sustainability was (0.483), which is significant (p value< .05). This means that green recruitment has a positive effect (48.3%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green recruitment) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.483). The standard error value was (0.033). The calculated t value was (14.636).

Additionally, regarding the impact of green selection on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green selection to organizational sustainability was (0.379), which is significant (p value< .05). This means that green selection has a positive effect (37.9%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green selection) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.379). The standard error value was (0.039). The calculated t value was (9.718).

Similarly, regarding the impact of green induction on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green induction to organizational sustainability was (0.299), which is significant (p value< .05). This means that green induction has a positive effect (29.9%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green induction) by (1) is matched by a steady increase in the dependent variable (organizational

sustainability) with a value of (0.299). The standard error value was (0.055). The calculated t value was (5.436).

Also, regarding the impact of green performance assessment on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green performance assessment to organizational sustainability was (0.414), which is significant (p value< .05). This means that green performance assessment has a positive effect (41.4%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green performance assessment) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.414). The standard error value was (0.049). The calculated t value was (8.449).

Likewise, regarding the impact of green training and development on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green training and development to organizational sustainability was (0.562), which is significant (p value< .05). This means that green training and development has a positive effect (56.2%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green training and development) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.562). The standard error value was (0.041). The calculated t value was (13.707).

Finally, regarding the impact of green rewards on organizational sustainability in the travel agencies category (A); The value of the standard path analysis from green rewards to organizational sustainability was (0.301), which is significant (p value< .05). This means that green rewards have a positive effect (30.1%) on organizational sustainability in travel agencies category (A). This result explains that any increase in the independent variable (green rewards) by (1) is matched by a steady increase in the dependent variable (organizational sustainability) with a value of (0.301). The standard error value was (0.058). The calculated t value was (5.190).

Conclusion

- There is a low level of adoption of green human resource management in the Egyptian travel agencies category (A). The results showed low values of adopting practices related to green human resource management represented in green analysis and description, green recruitment, green selection, green induction, green performance assessment, green training and development. and green rewards.
- Egyptian travel agencies category (A) is characterized by a high level of organizational sustainability, as they are constantly concerned with the quality of services provided to customers, self-evaluation of their performance, interest in their competitiveness, creativity in providing services, and maintaining their competitive advantages.
- Green human resource management has a significant and positive impact on enhancing organizational sustainability in Egyptian travel agencies category (A).
- Green jon analysis and description have a significant and positive impact on enhancing organizational sustainability in the Egyptian travel agencies category (A).
- Green recruitment has a significant and positive impact on enhancing organizational sustainability in the Egyptian travel agencies category (A).
- Green selection has a significant and positive impact on enhancing organizational sustainability in the Egyptian travel agencies category (A).
- Green induction has a significant and positive impact on enhancing organizational sustainability in the Egyptian travel agencies category (A).

- Green performance assessment has a significant and positive impact on enhancing organizational sustainability in the Egyptian travel agencies category (A).
- Green rewards have a significant and positive impact on enhancing organizational sustainability in the Egyptian travel agencies category (A).

Recommendations

- Travel agencies category (A) should develop and update their job descriptions for various jobs and include some environmental duties and responsibilities in the job descriptions, as well as some green skills and knowledge, green determinants of the job, and create jobs for green management in the agency.
- There is a need for attention to the existence of a clear environmental policy to attract employees and to focus on attracting employees interested in the environment, and those with distinguished environmental expertise and knowledge.
- When selecting new employees; travel agencies category (A) should put some green aspects into consideration when selecting job candidates, as well as ask some questions about how to preserve the environment and implement environmental initiatives, and select employees with green awareness.
- Travel agencies category (A) should be keen to design and implement green orientation programs, especially for new employees, to educate them about the environment, how to reduce the negative effects of their tasks on the environment, and how to implement environmental initiatives.
- Developing and updating the performance appraisal process and mechanisms to include some green items, and some environmental performance standards within the appraisal items, informing employees about them, and providing them with feedback on their environmental performance.
- Expanding green training and development programs to provide employees with more green skills that enable them to preserve the environment and implement environmental initiatives successfully, and motivate and reward them for implementing them.

References

Abdi, K., Mardani, A., Senin, A. A., Tupenaite, L., Naimaviciene, J., Kanapeckiene, L., & Kutut, V. (2018). The effect of knowledge management, organizational culture and organizational learning on innovation in automotive industry. Journal of Business Economics and Management, 19(1), 1-19**.**

Al-Romeedy, B. S. (2019). Green human resource management in Egyptian travel agencies: constraints of implementation and requirements for success. *Journal of Human Resources in Hospitality & Tourism*, *18*(4), 529-548.

Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H. U. (2021). Effect of green human resource management practices on organizational sustainability: the mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, *28*(22), 28191-28206.

Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. Journal of Cleaner Production, 247, 119131.

Ardito, L., & Dangelico, R. M. (2018). Firm environmental performance under scrutiny: The role of strategic and organizational orientations. *Corporate Social Responsibility and Environmental Management*, *25*, 426–440.

Benevene, P., & Buonomo, I. (2020). Green human resource management: An evidence-based systematic literature review. Sustainability, 12(15), 5974.

Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, *10*, 1739–1761

Braccini, A. M., & Margherita, E. G. (2018). Exploring organizational sustainability of industry 4.0 under the triple bottom line: The case of a manufacturing company. *Sustainability*, *11*(1), 36.

Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Faezah, J. N., & Muhammad, Z. (2020). Assessing the green behavior of academics: The role of green human resource management and environmental knowledge. International Journal of Manpower. 41 (7),89

Garnåsjordet, P. A., Aslaksen, I., Giampietro, M., Funtowicz, S., & Ericson, T. (2012). Sustainable development indicators: From statistics to policy. *Environmental Policy and Governance, 22*(5), 322–336.

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? International Journal of Manpower.41(7), 1061-1079

Jerónimo, H. M., Henriques, P. L., de Lacerda, T. C., da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. *Journal of Business Research*, 112, 413-421.

Kavalić, M., Nikolić, M., Radosav, D., Stanisavljev, S., & Pečujlija, M. (2021). Influencing factors on knowledge management for organizational sustainability. *Sustainability*, *13*(3), 1497.

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. International Journal of Hospitality Management, 76, 83-93.

Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of Cleaner Production*, *208*, 806–815.

Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, *143*, 474-489, 14

Mishra. P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. International Journal of Organizational Analysis. 25(5), 762-788.

Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. Administrative Sciences, 11(2), 48.

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. Journal of Cleaner Production, 243, 118595.

Mustapha, M. A., Manan, Z. A., & Alwi, S. R. W. (2017). Sustainable Green Management System (SGMS) – An integrated approach towards organisational sustainability. *Journal of Cleaner Production*, *146*, 158-172,

Nawaz, W., & Koç, M. (2019). Exploring organizational sustainability: Themes, functional areas, and best practices. Sustainability, 11(16), 4307.

Paille, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics, 121*(3), 451–466.

Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. International Journal of Hospitality Management, 88, 102392.

Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: The role of 'green' HRM. *Journal of Cleaner Production, 122*, 201–211.

Rahman, M., Abd Wahab, S., & Latiff, A. S. A. (2022). Definitions and Concepts of Organizational Sustainability: A Literature Analysis. Society & Sustainability, 4(2), 21-32.

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, *26*(2), 424-438.

Santos, J. R., Anunciação, P., & Svirina, A. (2013). A tool to measure organisational sustainability strength. *Journal of Business Management*, *7*.

Sezen-Qültekin, G., & Argon, T. (2020). Development of organizational sustainability scale. *Sakarya University Journal of Education*, *10*(3), 507-531.

Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. Technological Forecasting and Social Change, 150, 119762.

Singh, S.K., El-Kassar, A.N., (2019). Role of big data analytics in developing sustainable capabilities. J. Clean. Prod. 213, 1264–1273.

Tariq, S., Jan, F. A., & Ahmad, M. S. (2014). Green employee empowerment: A systematic literature review on state-of-art in green human resource management. *Quality & Quantity, 50*(1), 237–269.

Tsai, M. S., Tsai, M. C., & Chang, C. C. (2013). The direct and indirect factors on affecting organizational sustainability. J. Mgmt. & Sustainability, 3, 67.

Vargas-Hernández, J. G. (2021). Strategic organizational sustainability. In *Handbook of research on novel practices and current successes in achieving the sustainable development goals* (pp. 277-297). IGI Global.

Zaid, A. A., Bonand, T., & Jaaron, A. A. (2018a). Green human resource management bundle practices and manufacturing organizations for performance optimization: A conceptual model. *International Journal of Engineering and Technology*, *7* (3.20), 87-91.

تأثير إدارة الموارد البشرية الخضراء على الاستدامة التنظيمية في وكالات السفر المصرية

بسنت محمد صفوت[1]   عزة ماهر[2]   أحمد محمد محمد إبراهيم[3]

[1]مدرس بقسم الدراسات السياحية بكلية السياحة والفنادق جامعة الأقصر

[2]أستاذ بقسم الدراسات السياحية بكلية السياحة والفنادق جامعة مدينة السادات

[3]مدرس بقسم الدراسات السياحية بمعهد كيج مريوط

معلومات المقالة	الملخص

في الآونة الأخيرة، كانت هناك دوافع عديدة للمنظمات لتبني بعض الممارسات المستدامة التي تعمل على تحسين دورها البيئي، مثل إدارة الموارد البشرية الخضراء (HRM). الأخضر (HRM) هو ممارسة تساعد المنظمات في تطوير استراتيجيات واعية بيئيًا. وهو بدوره يؤدي إلى الاستدامة التنظيمية من خلال الاستخدام المستدام لأصولها، وبالتالي دعم أدائها البيئي والابتكار البيئي. تشمل ممارسات إدارة الموارد البشرية الخضراء التوظيف والاختيار الأخضر، والتدريب الأخضر، والمكافآت الخضراء، وإدارة الأداء الأخضر.

تهدف هذه الدراسة إلى تحديد الممارسات التي تدعم قدرات المنظمات على تنفيذ الأهداف الخضراء التي تساهم في الاستدامة التنظيمية. وكذلك تحديد الممارسات الخضراء وتأثيرها على زيادة الوعي الأخضر بين الموظفين وتحسين أدائهم وتحسين سلوكهم البيئي، مما يساعد في تحقيق الاستدامة التنظيمية. وتقييم تأثير تبني إدارة الموارد البشرية الخضراء في تعزيز الاستدامة التنظيمية في وكالات السفر. قياس تأثير ممارسات إدارة الموارد البشرية الخضراء المتمثلة في التوظيف والاختيار الأخضر، والتدريب الأخضر، والمكافآت الخضراء، وإدارة الأداء الأخضر على الاستدامة التنظيمية في وكالات السفر فئة (أ). وبالتالي لتحقيق هدف الدراسة؛ تم تصميم استبانة وتوزيعها على عينة عشوائية من المديرين ورؤساء الأقسام في وكالات السفر فئة (أ) بمحافظتي القاهرة والجيزة للتعرف على درجة تبني ممارسات إدارة الموارد البشرية، وكذلك تقييم درجة الاستدامة التنظيمية في تلك الشركات، وسيتم تحليل البيانات باستخدام برنامج SPSS V.25 وبرنامج AMOS V.26، وخلصت الدراسة إلى مجموعة من النتائج أهمها ضرورة استخدام إدارة الموارد البشرية الخضراء لتعزيز الاستدامة التنظيمية في وكالات السفر فئة (أ).