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The role of green human resource management practices in achieving environmental responsibility requirements: A case study of the office of real estate promotion and management of Ain Defla

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***Abstract*---**This research aims to highlight the role of green human resources management practices in creating awareness about environmental responsibility among employees of the National Office for the Promotion and Management of Real Estate in Ain Defla in Algeria. We studied a random sample of (100) employees using a questionnaire as a tool for collecting data, SPSS version (25) and a set of statistical tools for analysis. The results concluded that: The attitudes of the study sample members were positive towards the statements of both green human resources management practices and environmental responsibility with an acceptable degree of agreement,

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and the arithmetic mean value for all the statements of the two variables was "positive".

***Keywords*---**green human resources management, environmental responsibility, Algeria.
JEL Classification: M12; Q54

Introduction

Environmental protection, along with the relentless pursuit of mitigating the harmful effects of industrial pollution and waste, as well as eliminating production and consumption patterns that exacerbate the negative impacts of environmental issues, has become one of the most pressing contemporary issues facing countries around the world.

This has become a primary concern for all nations and organizations. With the emergence of sustainable development in the 1990s, the need to achieve development that meets the increasing needs of individuals while adhering to green organizational performance and environmental preservation became evident.

Green human resource management is one of the contemporary concepts in management, evolving as part of the sustainable business strategy, which requires a comprehensive transformation in work culture and organizational thinking. It necessitates a change in the values and general practices of the institution. Leaders and managers must promote an environmental orientation and deepen awareness of the importance of social and environmental responsibility at all levels of the organizational hierarchy.

This includes providing continuous training and development for employees on environmental issues and sustainability, as well as encouraging active participation in environmental conservation initiatives within the organization. Organizations strive to integrate environmental practices into all aspects of their operations, from recruitment and hiring processes to employee development, training, and performance evaluation.

This approach is not limited to a commitment to environmental protection; it also reflects a comprehensive strategy for achieving environmental, economic, and social sustainability through the use of innovation and creativity in green human resource management it enables organizations to achieve greater efficiency and effectiveness, in addition to building a positive image that enhances their market position and increases their attractiveness to both employees and customers.

Moreover, green human resource management focuses on raising awareness and interest in environmental responsibility, which gains special importance by including eco-friendly resources and preserving human and intellectual capital. This leads to reduced costs, increased productivity, and improved levels of engagement and loyalty to the organizations. Thus, the importance and role of organizations' orientation towards developing and enhancing their green human resources and increasing their capacity to engage in green practices and green organizational performance becomes evident.

Main Issue:

To highlight this topic further, we conducted a field study at the Real Estate Promotion and Management Office of Ain Defla state in Algeria, considering it an economic institution that takes into account environmental protection in its activities, promotes environmental awareness within the social environment, and develops environmental consciousness among citizens, institutions, and organizations. We sought to understand the extent to which the office employees are committed to green human resource management practices and the impact of applying environmental responsibility with its various requirements on the office.
From this, we posed the following main question:
What is the impact of green human resource management practices on achieving environmental responsibility requirements at the Real Estate Promotion and Management Office of Ain Defla state?

From this question, the following sub-questions arise:
- To what extent do green human resource management practices influence environmental commitments at the Real Estate Promotion and Management Office of Ain Defla state?
- To what extent do green human resource management practices impact resource and energy management at the Real Estate Promotion and Management Office of Ain Defla state?
- To what extent do green human resource management practices affect stakeholder considerations at the Real Estate Promotion and Management Office of Ain Defla state?

Main Hypothesis:

There is a statistically significant effect of green human resource management practices on achieving environmental responsibility at the Real Estate Promotion and Management Office of Ain Defla state.
Sub-Hypotheses:
- H1: There is a statistically significant effect of green human resource management practices on environmental commitments;
- H2: There is a statistically significant effect of green human resource management practices on resource and energy management;
- H3: There is a statistically significant effect of green human resource management practices on stakeholder considerations.

Reasons for Choosing the Study:

There are several motivations that led us to choose this topic, which we list as follows:
- A contemporary topic worthy of study, as it relates to current issues;
- An attempt to enrich academic work with new scientific research;
- An interest and inclination towards studying this topic;

- A subject that addresses a pressing social and environmental problem in our country, Algeria.

Importance of the Study:

This study aims to provide a clear vision of green human resources and the benefits that organizations gain from their use, classifying them as a fundamental element in meeting environmental responsibility requirements. This contributes to integrating environmental and economic aspects by establishing a link between green human resources and achieving organizational goals and economic objectives for environmental protection. - Encouraging organizations to raise awareness of the importance of incorporating environmental activities and linking them to their practices; - This research addresses a contemporary topic, which is the concept of "green human resources"; - All research on this concept is still in the development stage and seeks to provide scientific contributions to this topic.

Objectives of the Study:

- To explore the impact of adopting environmental practices in human resource management on implementing environmental responsibility at the Real Estate Promotion and Management Office in Ain Defla;
- To provide a theoretical framework on green human resource management and its relationship with environmental responsibility;
- To understand the role of green human resource practices in achieving environmental responsibility;
- To arrive at a set of findings and recommendations that benefit maximizing the advantages of green human resource practices for the environment.

1. Theoretical Framework:

1.2. Fundamentals of Green Human Resource Management:
In recent years, organizations have shown an increasing interest in environmental issues and the importance of taking action to protect the environment and promote sustainability. To achieve this goal, the significance of environmental human resource management emerges as an effective approach to enhance the environmental responsibility of organizations and promote sustainable growth, given the growing need to manage human resources in an environmentally friendly manner and to implement it in response to initiatives by organizations committed to protecting the environment and natural resources. 1.1.2. What is Green Human Resource Management? The concept of green human resource management is one of the new concepts within the field of management thought, and researchers are still trying to define its concept and effective practices based on integrating environmental sustainability principles with human resource management within organizations while enhancing their competitive capacity at the same time.

1.1.1.1. Concept and Characteristics of Green Human Resource Management:

Green human resource management represents a sustainable approach to managing human resources within organizations, relying on various methods and practices that promote environmental preservation and achieve environmental and social sustainability.

1.1.1.1.2. Definition of Green Human Resource Management:

In June 1972, the first international conference on the environment was held in Stockholm, where the defense of the current and future generations and the improvement of the human environment were announced, given the importance of economic environmental development. To bridge the gap, management scholars from around the world analyzed various practices that could be explored by providing some definitions of green human resource management that can achieve goals easily, as shown in the table below :

Table (01): Definitions of Green Human Resources Management

Definition	Researcher
It is an application for managing human resources aimed at motivating employee behavior to achieve environmental sustainability and contribute to green goals by demonstrating environmentally friendly behavior.	**(SUHARTI & SUGIARTO, 2020)**
Environmental human resource management aims to adopt an ecological approach in the field of human resource management.	**(Saifulina, Penela, & Sanmartín, 2020)**
Human resource management focuses on transforming employees into environmentally conscious individuals to achieve institutional environmental goals and contribute to environmental preservation. This is achieved through policies, practices, and regulations that enhance employees' responsibility for the well-being of the individual, the organization, and the environment	**(H.H.D.N.P. & R.A., 2019)**
Human resource functions that align with environmental sustainability involve rethinking concepts and strategies to promote environmental relevance	**(H.H.D.N.P. & R.A., 2019)**
Voluntary green behavior of employees, corporate social responsibility activities, sustainable organizational development, environmental performance, and environmental orientation.	**(Esen & Caliskan , 2019)**

Source: Prepared by the researchers based on the study literature

From the previous table, we observe that green human resource management is an integration of a set of practices and objectives of human resources with the goals of environmental management, which makes the organization and its employees friends of the environment. Consequently, environmental sustainability is achieved while enhancing competitiveness and gaining the trust of citizens and civil society. Based on the above, we can propose a definition of green human resource management as: "The totality of efforts and practices that organizations use to integrate the principles of environmental sustainability and human resource management processes within organizations, aiming to improve environmental performance and achieve a balance between the environmental, social, and economic needs of the organization and its employees."

2.1.1.1.2. **Characteristics of Green Human Resource Management**: Green human resource management possesses important characteristics that traditional human resource management lacks, as mentioned below: - Unlike the traditional approach, this approach has the ability to develop and improve the work environment for employees within the organization, as it focuses on enhancing the skills and competencies of employees while ensuring their commitment to the environment, which in turn enhances their performance, improves their efficiency, and increases their productivity. - The goal of environmental human resource management is to promote fairness among all employees and grant each person their rights, while traditional human resource management focuses solely on providing the necessary elements for the organization's growth, considering employees merely as a means to achieve its goals without regard for transparency. - The main objective of environmental human resource management is to reduce costs, increase efficiency, and retain employees while developing environmentally friendly products, leading to sustainable growth. (Mansour, Azza, Khalil, and Samir, 2020)

2.1.1.3 Reasons for the Interest in Green Human Resource Management: The green organization aims to achieve environmental sustainability for as long as possible to benefit future generations by using natural resources more efficiently and effectively, providing energy sources, reducing global warming, limiting carbon emissions and their negative impacts, and enhancing positive effects on the environment by preserving it. It follows initiatives to minimize environmental impact and provide the best environmentally friendly services and products. The application of green human resource management has positive effects that benefit the individual, the organization, the state, and society as a whole. The most important of these are as follows: - Encouraging customers to choose the products and services of the green organization, thereby increasing its sales and reducing its costs; - Retaining customers to make the organization more efficient and avoid legal environmental liabilities; - Creating a rational green work environment that shapes the green behaviors of employees to align the organization and its operations with the environment, which increases resource use efficiency and reduces pollution; - Avoiding and reducing health issues for employees caused by pollution; - Ensuring the longevity of human resources and commercial institutions; - Defining the jobs for "green-collar workers" and the requirements needed in terms of knowledge, environmental management, and values and beliefs of environmental sustainability; - Encouraging pro-environment behavior within organizations; - Enhancing the overall performance of the organization and improving the work environment; - Providing a competitive advantage for business owners; - Obtaining ISO 14001 certification and creating a mental image of the organization as one that seeks to improve and manage resources more effectively in a way that aligns with environmental management requirements, enabling it to control its products, services, and operations to comply with the environment and improve environmental performance and preservation. (Millar, Sanyal, and Camen, 2016).

4.1.1.2. Goals and Importance of Green Human Resource Management: Organizations and communities face environmental challenges and increasing pressures to preserve the environment and achieve sustainable development. Hence, the role of green human resource management emerges as vital in the current era to implement its practices to the fullest extent.

1.4.1.1.2. Goals of Green Human Resource Management: The goal of environmental human resource management is to achieve the environmental objectives of the organization, reduce costs, and attract more employees who recognize the importance of environmental practices such as developing eco-friendly products and recycling, thereby enhancing the organization's ability to excel. Among the most important of these goals are the following: - Preserving nature and the environment to meet the needs of current individuals without compromising the ability of future generations to meet their own needs; - Reducing expenses by utilizing online recruitment, providing information about the organization and available job descriptions on its website, conducting online meetings, and minimizing paper use; - Maintaining employee health and improving morale, avoiding smoking in the workplace, using non-toxic materials in their tasks, and providing essential nutritional items such as fruits and vegetables at meetings and other occasions; - Enhancing the competitiveness of the organization by promoting its responsibility, which has become a fundamental and unavoidable obligation, and implementing responsible practices in human resource management; - Encouraging employees to present innovative environmental ideas in their work, contributing to the achievement of the organization's and society's environmental goals. (Al-Mouji, The Role of Green Human Resource Management Practices in Enhancing Green Innovation Among Employees in the Tourism Company, 2022).

2.4.1.1.2. Importance of Green Human Resource Management: Researchers providing insights into green human resource management emphasize that human resources significantly contribute to: - Establishing environmental institutions; - Enhancing employee participation in generating new environmental ideas; - Reducing environmental waste; - Improving operational productivity and reducing costs; - Building a sustainable professional culture that includes standards and principles that motivate employees to respect environmental protection requirements; - Managing human resources in an environmentally friendly manner. Environmental human resource management benefits both individual and professional life, promotes behaviors that respect the environment, and can be beneficial for employees who contribute to the environmental efficiency of companies. (Abu-Rumman and Al-Siddiq, 2019).

5.1.1.2 Green Human Resource Management Practices and Their Dimensions: Green human resource management plays an important role in achieving sustainable development, as it utilizes its policies in a way that contributes to enhancing the sustainable use of resources within the organization to make it environmentally friendly. Below is an overview of the most important practices, functions, or dimensions of green human resource management:

1.5.1.1.2 Green Recruitment: Organizations that adopt green activities in their operations attract new talent by projecting a positive image as a green culture organization. This is achieved by giving preference to candidates who are interested in green culture. The International Labour Organization defines green jobs as decent work that mitigates the environmental impact of organizations and economic sectors, reducing it to sustainable levels. These jobs serve as solutions to global environmental issues by encouraging the formation of innovators and workers who care about pollution problems and are capable of developing practical and implementable solutions that meet labor market needs. Additionally, policies aimed at promoting this type of employment can be established. The organization can demonstrate its commitment to sustainability and environmental preservation by adopting virtual recruitment methods, allowing recruitment requirements to be completed through electronic communication means, including interviews. The green recruitment process includes green sourcing and selection through online recruitment, and job sites have provided a wealth of information and details about organizations that adopt environmental activities and management, engaging new employees in green culture as part of reducing carbon emissions. (Al-Mouji, The Role of Green Human Resource Management Practices in Enhancing Green Innovation among Employees in Tourism Companies, 2022).

2.5.1.1.2 Green Sourcing and Selection: The green sourcing and selection process consists of two parts: using environmentally friendly methods for recruitment, such as online tools, and limiting paper use during the sourcing and selection process. It involves measuring green attitudes during selection and focusing on individuals who value green practices and engage in essential environmentally friendly activities such as recycling, reduced printing, and energy conservation. Personal factors of the individual should be included when conducting green sourcing. (Nadia and Said, 2022).

3.5.1.1.2 Green Training and Development: This environmental training program equips employees with the skills necessary to implement initiatives and adapt to technological and managerial changes, enhancing competitiveness. The training includes waste reduction, resource utilization, energy conservation, and addressing environmental degradation. The program also covers social and environmental development topics at all levels while considering social and environmental risks and economic opportunities. What is meant by education and sustainable development? These are activities aimed at meeting environmental commitments, such as educating employees on the necessity of monitoring nature, enhancing their adaptability to changes, and developing a preventive attitude towards environmental issues to achieve specific environmental goals. The aim of education and sustainable development is to develop and improve employees' skills and competencies to enhance their environmental awareness, adjust their attitudes towards the environment, and strengthen their ability to implement environmental initiatives. It also identifies employees' educational needs to assess their level of environmental training requirements. (Hasni Osman and Muhammad, 2023).

4.5.1.1.2 Green Performance Evaluation: Environmental human resources performance management uses standards and indicators to measure efficiency. Defining these standards and collecting relevant data presents challenges. Effective systems for evaluating efficiency connect to job content, establish environmental goals, and encourage employee ideas. Additionally, motivating employees through performance evaluations that focus on environmental issues and discussing these evaluations helps assess efficiency. Currently, many performance evaluation methods in the United States include environmental standards. (Al-Zubaidi, 2016).

5.5.1.1.2 Green Wage and Incentive Systems: The wage and reward system refers to a set of motivational measures aimed at attracting and encouraging employees, enhancing their commitment and motivation, and promoting the acquisition of knowledge and positive behaviors among employees. These approaches are considered fundamental in environmental human resource management and can be implemented by organizations in two ways: Creating financial benefits such as salary increases and high financial bonuses, in addition to non-financial benefits like gifts and vacations to reward employees for their commitment to the environment. Additionally, rewards can be granted for suggestions aimed at improving the environment and increasing profitability, as well as encouraging environmental initiatives and behaviors such as recycling environmental products, promoting green products, providing benefits like credit cards for purchasing eco-friendly products, and taking advantage of environmental benefits such as delivery perks and tax incentives (Al-Mouji, The Role of Green Human Resource Management Practices in Enhancing Green Innovation among Employees in Tourism Companies, 2022).

2.1.2 Methods for Implementing Green Management: The key to environmental management lies in understanding the impact of consumer behavior and business practices or manufacturing methods on the environment, and applying changes that reduce environmental impact and make organizations more sustainable.

1.2.1.2 Requirements for Creating Green Human Resources: Organizations face numerous challenges related to integrating environmental initiatives into human resource management policies to maximize productivity and effective resource use, improve work quality and employees' personal lives, and reduce costs, in order to achieve a competitive environmental level. There are four essential requirements for developing environmental natural resources, which we outline in the figure below:

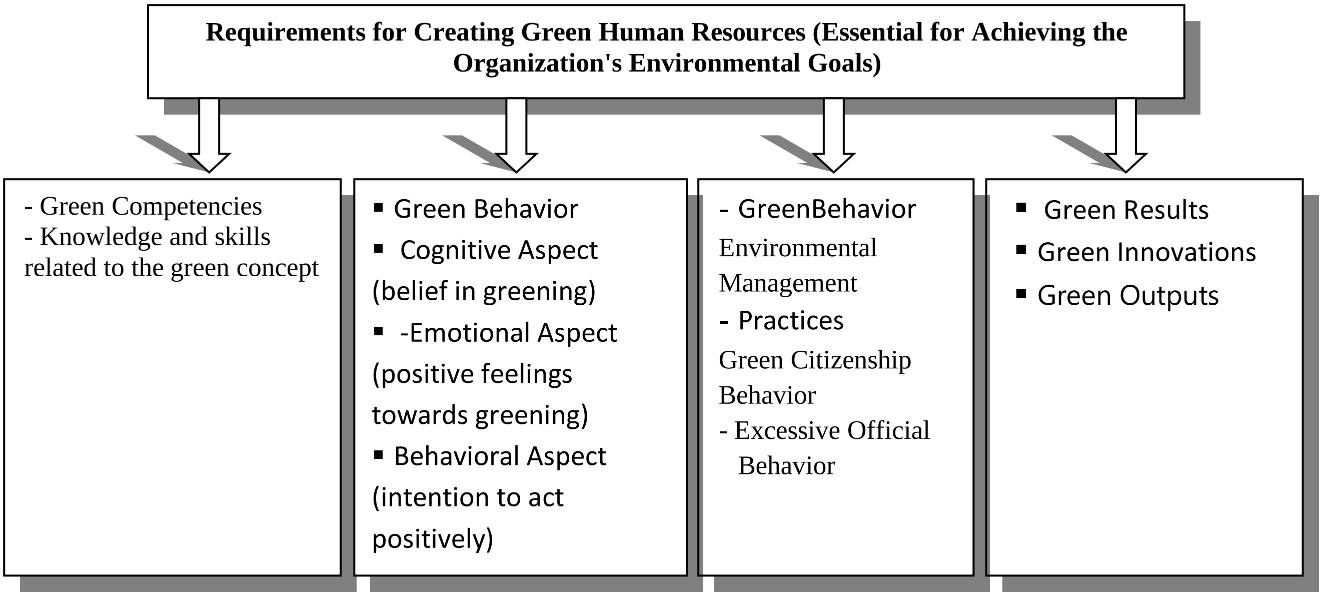

Figure (02): Requirements for Creating Green Human Resources
Source: (Opatha & Anton Arulrajah, 2014)

We observe from the previous figure that green competencies and green behavior are considered inputs for the green employee, while green behavior and green outcomes represent the green performance of the employee, contributing to the green organizational performance that largely meets the social responsibility of organizations.

2.2.1.2 Green Behaviors of Employees within the Organization: The requirements for sustainable development of the environment necessitate a behavioral change among employees and all members of the organization at all levels by adopting positive behavior. The practices required by human resource management are positive behaviors, and we mention the most important of them as follows: - Using natural water instead of cold water for drinking, as it helps reduce energy consumption; - Using both sides of the paper for writing or printing, such as printing images, which helps preserve trees; - Commuting to work by walking, taking the train, or using the bus, which reduces fuel consumption and air pollution as much as possible; - Turning off the computer when finished working or putting it in sleep mode, which reduces electricity consumption and air pollution; - Utilizing natural light while working, which decreases electricity usage; - Placing plants in the workplace, which helps absorb carbon dioxide and produce oxygen; - Using glass cups instead of plastic or cardboard cups; - Recycling plastic and metal waste. (Siyaj Al-Shurbati, Al-Hamouri, and Marqa, 2017).

3.1.2 The Strategic Aspect of Green Human Resource Management: Human resource management plays a crucial role in integrating the environmental responsibility of the organization into its strategies, as it is responsible for fostering the interest of youth and employees, participating in the environmental transition, responsible use of natural resources, and contributing to the preservation of the environment for future generations, which requires specific knowledge, skills, or experience in this field (Tammari, 2020-2021).

We will outline the fundamental principles for transitioning from a traditional organization to an environmental organization, as follows: - A range of environmental products and services, including waste and pollutant management, resource substitution, sustainable design, and equipment recovery; - Environmental human resources, including human resource management strategies, culture, work, maintenance, recruitment, career path development, and diversity; - An environmental workplace, including websites, natural landscaping, work environment, virtual workspaces, green buildings, waste and emission management, and improved energy resource usage; - Examples of environmental jobs, including the application of corporate social responsibility to traditional roles, and the assessment of environmental management at the institutional level to integrate environmental practices and sustainable management; - Principles of environmental management and governance, such as the responsibility of the management body and executive management, sustainability assessment and application, as well as ethical benefits and aspects; (Al-Ghalbi and Idris, 2015, p. 35) **4.1.2 Benefits and Challenges of Green Human Resource Management:** Organizations seek to integrate their sustainable environmental practices into human resource management. Like any management discipline, it faces many challenges that positively and negatively affect the achievement of its green goals, while also providing benefits that differentiate it from other departments.

According to researchers in the field of green human resource management, human resources play a crucial role in creating environmentally respectful organizations by increasing employee participation in environmental initiatives and reducing waste emissions. Furthermore, the implementation of green human resource management has led to improvements in environmental accountability systems, as indicated in the table below, which highlights the most important benefits.

Table (03): The Benefits of Green Human Resource Management at the Individual and Organizational Levels

At the individual level	At the organizational level
- Provide job opportunities for talented individuals and attract them to build an environmentally friendly image of the organization. - Meet employees' needs by enabling self-actualization and enhancing their morale. - Promote employee behavior to develop environmentally friendly habits in their personal and professional lives. - Increase employee performance effectiveness by raising awareness and knowledge regarding financial measures that ensure workflow,	- Increase and improve productivity and environmental sustainability, thereby boosting profitability by reducing production costs and minimizing the harmful environmental impacts of the organization, creating a positive image (an environmentally friendly organization). - Attract and retain the best skilled talent. - Achieve competitive advantage and enhance the overall performance of the organization by promoting social

At the individual level	At the organizational level
allowing human resources to operate efficiently and effectively in a way that achieves a balance between behavior and accomplishment. - Retain employees, reduce turnover rates, and increase their loyalty and job satisfaction.	responsibility towards the environment or environmental organizational citizenship behaviors. - Improve the organization's environmental performance and achieve sustainable returns for investors through the effective use of resources and more effective risk management. - Enhance the overall quality of the organization both internally and externally through innovation and the enhancement of green work practices and procedures. - Foster organizational development through a green learning environment and adopt a green culture within the organization. - Improve the relationship between the organization and stakeholders (clients, suppliers, intermediaries, shareholders, employees, and the media).

Source: (Lakhder, 2023)

From the above table, we note that green human resource management provides numerous benefits at both the individual and organizational levels, as it contributes, at the individual level, to improving employee satisfaction, enhancing their commitment to the organization, and improving their health and well-being, while at the organizational level, it works to attract and retain key talents, enhance the organization's reputation, and achieve a balance among the environment, the economy, and society.

According to (Opatha), greening is beneficial for employees, allowing them to make significant individual contributions to the management of successful organizations and become responsible citizens who make substantial contributions to environmental sustainability. (Pawar) identified several benefits that employees and organizations can achieve by implementing green human resource management in the organization as follows:
- Enhancing employee engagement;
- Improving overall reputation;
- Increasing productivity;
- Promoting sustainable resource use;
- Reducing practices that cause environmental degradation;
- Lowering utility costs;
- Preserving environmental impact; (Khadra, 2023).

2.4.1.2 Challenges of Green Human Resource Management : There are no policies or practices free from challenges, which are an integral part of organizations' journey toward sustainability. Understanding and addressing these challenges can significantly contribute to achieving organizational goals. The main challenges facing organizations are as follows :

- Promoting the development and maintenance of a responsible approach to human resource management; implementing a responsible approach to human resource management at the organizational level is a long and difficult task that requires significant investments in the initial phase with a marginal financial return;
- Selecting and training employees on green human resource management are complex tasks because changing employee behavior in a short period is difficult ;
- Assessing employees' environmental behavior is extremely challenging;
- Transitioning quickly from traditional human resource management to green human resource management is difficult ;
- The main challenge for human resource management professionals is to select and train future environmental leaders within organizations who can achieve environmental goals such as creating a responsible work environment, implementing eco-friendly working methods, providing eco-friendly tools, and raising environmental awareness among their employees; - Finding sources for hiring environmentally skilled employees is challenging; (Abdul Rahman and Ashraf, 2021, pages 406-444).

In addition to the aforementioned challenges, we conclude :

- Leveraging green technology and innovations to enhance human resource management in sustainable and effective ways ;
- The impact of economic and social conditions on organizations' ability to invest in environmental practices and develop sustainable human resources.
- The impact of climate change on operational processes and natural resources necessitates adaptive and sustainable human resource strategies.

2.2 The conceptual framework of environmental responsibility: After globalization and rapid technological advancement, which have led to significant pollution and an increasing gap between the requirements of environmental development and the reality of institutional activity, it has become essential for institutions to consider the environmental dimension by adopting environmental responsibility to ensure the continuity and effectiveness of their activities in the long term. Environmental responsibility is viewed as a strategic investment for the future.

1.2.2 The concept and principles of environmental responsibility : Environmental diagnosis is one of the important topics that concern institutions, regardless of their size or nature of activity, due to the rapid developments and changes that institutional work experiences in all areas of life, making the business environment more complex and intertwined than ever before.

1.1.2.2 The concept of environmental responsibility : Institutions can compensate for environmental damage caused by their activities by reducing emissions, minimizing negative practices, and implementing responsible measures to protect the environment. (Mohammed Hussein and Saud Jaid Mashkoor, 2020) Environmental responsibility for institutions can be defined as the obligation to consider the environmental impacts of their production activities, such as reducing harm and emissions, maximizing the productivity and efficiency of their resources, and minimizing practices that may lead to future environmental consequences. Environmental responsibility requires the application of knowledge related to environmental conservation and the adoption of beneficial practices, with genuine involvement from decision-makers. The application of environmental responsibility encompasses all aspects of management, management systems, evaluation, energy management, etc., in addition to all principles of sustainable growth. (Bourma and Qureshi, 2020).

2.1.2.2 Principles of Environmental Responsibility : After the conclusion of the United Nations Conference on Environment and Development held in Rio de Janeiro, Brazil, from June 3 to 14, 1998, the Rio de Janeiro Declaration was issued, focusing on the following key environmental principles:

- **Principle One :** Human elements must be considered from all aspects of life to achieve sustainable development and protect the environment.
- **Principle Two**: Every country has the right to exploit its national resources, but it must respect the principles of international law within its constitutional powers.
- **Principle Three :** Development should occur in a balanced manner, fulfilling the environmental and infrastructure needs of present and future generations.
- **Principle Four :** To implement sustainable development programs, adherence to the principles and foundations of environmental protection is crucial.
- **Principle Five:** Countries and individuals must cooperate to meet basic needs and desires and achieve a better standard of living.
- **Principle Six :** Developing countries should realize development programs through international activities and events in the environmental field.
- **Principle Seven :** All countries must cooperate within a global partnership to preserve environmental protection and the integrity of the Earth's system, taking responsibility for the causes that harm the global environment.
- **Principle Eight:** To achieve sustainable development and a high standard of living for all people, countries must reduce and eliminate unsustainable patterns in production and consumption and promote appropriate demographic policies. (Miloud, 2018).

To achieve the goals of environmental responsibility, various considerations must be systematically and coherently integrated into all activities, guided by the following principles: - Consider environmental risks and benefits in all management decisions and enhance the integration of environmental sustainability considerations into relevant existing policies.

- Incorporate environmental goals and indicators into result-based management frameworks.
- Implement mechanisms for coordination, monitoring, and measurement to track progress at the institutional level.
- Ensure internal and external transparency for all environmental stewardship activities.
- Raise environmental awareness and engage employees at all levels. (Organization, 2023)

2.2.2 Importance and Goals of Environmental Responsibility: Environmental responsibility is considered one of the fundamental aspects of our current era, as it not only seeks to achieve well-being but is also essential for ensuring continuity and sustainability, both for organizations in particular and society in general.
This is deemed the most important goal it strives to achieve.

1.2.2.2 Importance of Environmental Responsibility:
The importance of adopting environmental responsibility in economic institutions is as follows:
- Reducing waste and thus avoiding risks related to emissions and radiation;
- Protecting ecosystems and improving the use of natural resources;
- Increasing awareness of environmental issues in the area where the institution and its branches are located;
- Improving the institution’s performance in environmental fields and encouraging employees to think more about environmental requirements and make more informed decisions regarding their behavior;
- Enhancing the reputation of institutions at the global level and promoting the overall public reputation of the institution, while reducing costs through waste recycling and similar initiatives, and optimally managing the environmental aspects of the institution's activities. (Sasi and Ghriba, 2012).

2.2.2.2 Goals of Environmental Responsibility: The institution is committed to achieving the following main goals in order to promote environmental responsibility and encourage continuous improvement in all its activities:
- Further reducing energy consumption and greenhouse gas emissions;
- Increasing the use of renewable and more sustainable energy sources;
- Reducing the consumption of natural resources and striving for water use efficiency;
- Promoting waste management practices by minimizing waste, reusing, recycling, and seeking to create plastic-free spaces;
- Intensifying environmentally sustainable land management practices to preserve and enhance biodiversity around the WIPO complex;
- Increasing the integration of environmental standards in procurement procedures;
- Reducing the environmental impact of information and communication technology;
- Limiting travel within WIPO, particularly air travel, and continuing to promote sustainable practices in this area;
- Integrating sustainability standards in conferences, meetings, and events organized by WIPO. (Organization, 2023).

3.2.2 Dimensions and Indicators of Environmental Responsibility: Environmental responsibility is considered the true result of environmental awareness stemming from changes in knowledge and attitudes toward the environment and the resulting positive environmental behavior.

1.3.2.2 Dimensions of Environmental Responsibility: The dimensions of environmental responsibility include:
- Commitment to environmental legislation;
- Conservation of resource use;

- Avoidance of pollution sources;
- Waste disposal mechanisms; (Sadiq Muhammad Rizq and Abdul Hamid Jabir, 2021)

2.3.2.2 Indicators of Measuring Environmental Responsibility: To measure environmental responsibility and its impact on living and non-living systems, a set of indicators must be applied, some of which include:
- Environmental policies, environmental awareness, law and environmental control, environment and education (Naseeb, 2021)

4.2.2 Elements of Environmental Responsibility: There are three essential elements, which we will mention along with explanations as follows:

1.4.2.2 Environmental Commitments: An organization is environmentally responsible if it establishes a comprehensive vision for preserving the environment, takes into account environmental protection, sets safety rules, prevents environmental harm, ensures social value in products and services, considers government regulations and promotes environmental values.
2.4.2.2 Resource and Energy Management: This involves the effective use of natural resources, productive and efficient use of renewable resources, the use and implementation of appropriate energy systems, setting performance assessments to ensure continuous development, and integrating environmental costs and benefits on a global scale.
3.4.2.2 Consideration for Stakeholders: At this stage, the institution assumes environmental responsibility by adhering to the fundamental principles of transparency and providing information to local authorities and institutions.
This includes the acceptance of reporting to institutions and other economic entities regarding its environmental responsibilities in the past, present, and future, along with its commitment to supplying transparent information about its actual environmental impacts.
Regarding the real effects on the environment, it is essential for institutions to consider their environmental responsibilities, even if such considerations are not legally required. Currently, the environmental product has become essential at a global level and is seen as a fundamental requirement. Therefore, it is evident that institutions should implicitly integrate this responsibility into their approach; however, in practice, these are fundamental issues. (Amal and Zakaria, 2017).

3.2 The Relationship Between Green Human Resource Management and Environmental Responsibility:

The focus is on improving the environmental performance of institutions by adopting suitable green human resource management behaviors and practices aimed at environmental responsibility and reducing harmful environmental impacts. We summarize this relationship as follows:
- The strategic management of green human resources generates effects on the efficiency of institutions and employees while reducing costs, fostering a better atmosphere of employee participation, which in turn helps institutions operate in an environmentally sustainable manner;
- The positive impact of green human resource management practices (green hiring, green development and training, green evaluation, and green wage and

incentive systems) on employees' behavior regarding environmental responsibility;
- Green human resource management practices create a competitive advantage for institutions; - There is a significant positive direct impact of green human resource management practices on green service behavior through the mediating role of green knowledge;
- The effectiveness of implementing green human resource management and developing green intellectual capital contributes to achieving the environmental responsibility of institutions; (Ahmad Rabi Naguib and Al-Said Hilal, 2023)
- For the institution to achieve green inputs and environmental performance from employees, it is essential to adapt all human resource management practices to be green or modify them to ensure green inputs; (HOSSARI & ELFAHLI, 2021).

Field Study:

The field and analytical study of the reality and extent of the use of green human resource management practices in supporting the environmental responsibility of the institution being studied.
2.1. Time Frame: This refers to the duration taken to complete our study, starting from the topic assignment until the completion of writing. Therefore, the temporal scope of our study extends from March 3, 2024, to May 21, 2024.
3.1. Human Framework: It consists of a sample of employees from the Real Estate Promotion and Management Agency of Ain Defla Province, estimated to number 35 employees.
4.1. Method Used: The scientific study requires a methodological framework to define the research path, clarify objectives, and collect data. For our topic, we chose the descriptive approach to accurately describe the phenomenon and collect and analyze information scientifically.

2. Study Procedures: We will clarify the sources and tools for data collection, as well as the community and sample of the study, as follows:
2-1. Sources of the Study Data: We relied on sources for data collection used in the study, which are as follows:
2-1-1. Primary Data: These are the data collected through interviews with officials from the Real Estate Promotion and Management Agency and a questionnaire distributed to a proportional sample of all levels of individuals working in the agency, using the following:
A. Personal Interview: We conducted some interviews with the head of the Human Resource Management Department and the person in charge of maintenance and conservation of the properties, to obtain some information that serves our study.
B. Questionnaire: The questionnaire is a document that includes a number of questions related to an opinion poll or the characteristics of any economic, social, artistic, or cultural phenomenon. From the total answers to the questions, we obtain the statistical data we are in the process of collecting. (Al-Baldawi, 2007, p. 22)
Its use is due to the lack of published information related to the topic, and in order to achieve the study's objectives, we relied on the "questionnaire" method for data collection, as it is an important tool to obtain the necessary data for studying any phenomenon. Below is an explanation of its axes and dimensions.

The questionnaire has been divided into two main axes according to the hypothetical model designed to cover the variables of the study, as outlined in the table below:

Table 4: First Axis Questions Related to the Dimensions of Green Human Resource Management in the Institution Under Study

Number	Questions	Number
01	Green Employment	From paragraph 01 to paragraph 07
02	Green Training and Development	From paragraph 08 to paragraph 14
03	Green Assessment	From paragraph 15 to paragraph 21
04	Green Compensation and Incentives	From paragraph 22 to paragraph 27
Total	**27**	

Source: Prepared by the researchers based on the questions of the survey axes

Table No. (05) Second Axis Questions Related to Environmental Responsibility in the Organization Under Study

Nmber	**Questions**	**Number**
01	Environmental commitments	From paragraph 28 to paragraph 31
02	Resource and Energy Management	From paragraph 32 to paragraph 35
03	Consideration for Stakeholders	From paragraph 36 to paragraph 39
Total		**12**

Source: Prepared by the researchers based on the questions of the survey axes

Each paragraph of the survey has alternative answers according to a standardized degree that can be used to judge their positivity or negativity and level of importance, according to the five-point Likert scale, which consists of five degrees, listed according to the table shown below:

Table No: (06) Five-Point Likert Scale Degrees

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**

1-2. Secondary Data:
Based on a set of previous studies related to our research topic in the form of: books, theses, dissertations, scientific articles, lectures, and lessons, both in print

available in national libraries and electronically available in the digital libraries of some national and foreign universities.

2-2. Study Population and Sample:
To derive results from any study, it is essential to conduct it on a population consisting of individuals, from which we select a sample of individuals from this population.

2-2-1. Study Population:
The study population consists of all individuals working at the office at various job levels (executive, control assistant, and implementation assistant) located in the municipality of Ain Defla, Ain Defla Province. The estimated number of employees is 294, according to the job classification, which we present in the table below:

Table (07) Human Count of the Study Population by Job Classification.

Appointment	Position	Number of Employees	Percentage%
01	Executive Assistant	**09**	**3,06**
02	Control Assistant	**92**	**31,29**
03	Managers	**193**	**65,65**
Total		**294**	**100**

Source: Prepared by the researchers based on information from the Human Resources Management

-2-2. Study Sample: The sample is that part of the community provided that it accurately represents the characteristics of the population from which it is drawn (Beldaoui, 2007, p. 50). In our study, we relied on taking a stratified sample from the studied community, to ensure the accuracy of the answers and to collect data more quickly. After confirming the validity of the apparent consistency of the scale after presenting it to a group of specialized professors, a sample of 45 was selected, and 35 questionnaires were retrieved, which is considered a very acceptable ratio by specialists in statistics.

Table No. (08): Private institutions for the study sample

Number	Name	Location of Activity
01	Real Estate Promotion Management of Ain Defla	Province Ain Defla Municipality, Ain Defla Province

Source: Prepared by the researchers based on the study.

Statistical Methods Used, and Validity and Reliability of the Questionnaire:

After completing the construction of the questionnaire, we distributed it to the sample members without indicating the name of the person concerned with filling it out, ensuring the objectivity and confidentiality of the process. After a period of approximately 12 days, upon completing the answers to the forms, we collected them. For the analysis, we relied on the EXCEL program to process the data, which is in the form of tables, translating it into graphs to facilitate the observation and analysis process.

To achieve the study's objectives and test the defined hypotheses, we used a set of statistical methods that correspond to the nature of the study, which we list as follows:

- We used the Statistical Package for the Social Sciences (SPSS) v 25 software to analyze the collected data, and the following methods were employed:
- Alpha Cronbach: to ensure the validity and reliability of the data in the questionnaire items and to measure the internal consistency among the questionnaire items;
- Use of the arithmetic mean: to determine the average response rate of the sample members to the study variables;
- Use of standard deviations: to measure the degree of dispersion and the divergence of response values from their arithmetic mean;
- Correlation coefficient: to measure the type and degree of relationship, and to identify the strength and significance direction of the relationship between the study variables;
- Simple and Multiple Linear Regression Analysis: to test the main hypothesis and its sub-hypotheses, and to study the relationship between the two variables;

Description and Analysis of the Study Tool:

4-1. Validity and Reliability of the Study Tool

The validity of the study means that the questions of the questionnaire measure what they are supposed to measure and are suitable for statistical analysis. Reliability is defined as "a reliable test is one that, if applied to a specific group and then reapplied to another similar group, yields the same results" (Ahmad, 2009, p. 03).

We used two methods:

4-1-2. Internal Validity of the Study Tool:

We used Cronbach's Alpha coefficient to measure the reliability of the responses to the questionnaire items from the study sample. This coefficient relies on measuring the internal consistency of the questions and providing coherent results for respondents' answers to the questions. Cronbach's Alpha can be interpreted as the internal consistency coefficient between the responses. Therefore, its value ranges from (0 to 1), and the statistically acceptable value for Cronbach's Alpha is ($\alpha \geq 60\%$) for the credibility of the measure to be good and for the results to be generalizable to the rest of the community members. We clarify Cronbach's Alpha for the axes and dimensions of the questionnaire for the study variables, as indicated in the table below:

Table No. (09): Internal Consistency Reliability Coefficient Cronbach's Alpha for Questionnaire Dimensions

Axis	Number	Dimension	Alpha Value (α)
Green Human Resource Management	01	Recruitment Green	0‹699
	02	Training and Development Green	0‹711
	03	Evaluation Green	0‹692
	04	Green Compensation and Incentive Systems	0‹753
Alpha Value (α) for the Independent Axis			0‹882
Environmental Responsibility	01	Environmental Commitments	0‹740
	02	Resource and Energy Management	0‹773
	03	Consideration of Stakeholders	0‹634
Alpha Value (α) for the Dependent Axis			0‹785
over all Questionnaire			0‹913

Source: Prepared by the researchers based on the outputs of the SPSS program

We observe from the table shown above that the Cronbach's alpha coefficients for the independent variable was 0.882, for the dependent variable it was 0.785, and according to the dimensions it ranged from 0.634 to 0.882, and for the questionnaire as a whole, it was 0.913. These are high results, exceeding 60%, indicating the applicability of the scale to achieve the study's objectives. Discussion of Results: Before proceeding with the analysis of the study data to understand the role of green human resource management practices in meeting environmental responsibility requirements in the studied institution, and addressing the characteristics of the sample study variables, this must be organized within a systematic scientific framework. We will present and analyze the study results.

1. Presentation and Analysis of the Study Results: To test this section, a number of questions addressing its various dimensions were formulated, which can be clarified as follows:

1.1 Analysis of the Study Sample by Personal Characteristics: This study is based on a number of independent variables (gender, age group, educational qualification, years of service, job position). In light of these variables, the characteristics of the study sample can be determined as follows: Firstly: Distribution of the sample individuals by gender: This is illustrated in the table shown below:

Table No. (10): Shows the distribution of the sample individuals by gender in the studied institution

Gender	Frequencies	Percentage %
Male	**22**	**62,90**
Female	**13**	**37,10**
Total	**35**	**100**

Source: Prepared by the researchers based on the outputs of SPSS software

From the table shown above, it is noted that the most represented group in our study sample, by gender, was males at a rate of 62.90%, while females accounted for 37.10%. This indicates that the proportion of males is significantly greater than that of females, which may be attributed to the higher participation of males in various employment competitions organized by the Directorate of Promotion and Management of Real Estate in Ain Defla, as well as the nature of some jobs that are more suited to males.

Secondly: Distribution of the sample individuals by age group: This is illustrated in the table shown below:

Table No. (11): Shows the distribution of the sample individuals by age group in the institution under study

Age	Frequencies	Percentage %
Less than 30 years	**01**	**02,90**
31-40 years	**10**	**28,60**
41-50 years	**15**	**42‹90**
More than 50 years	**09**	**25,70**
Total	**35**	**100**

Source: Prepared by the researchers based on the outputs of SPSS software.

From the table shown above, it is noted that the most represented age group in our study sample was the 41 - 50 years category at a rate of 42.9%, followed by the 31 - 40 years category at 28.6%, and then the group over 50 years at 25.7%. The lowest percentage was for the age group under 30 years, at 2.9%. This indicates that the age groups 41 - 50 years and 31 - 40 years together made up the largest share, totaling 71.5%, due to the important and sensitive positions assigned to experienced professionals. Meanwhile, the under 30 years and over 50 years categories comprised the smallest percentage at 25.1%, demonstrating that most of the sample individuals are young and possess an acceptable level of education that enables them to provide logical responses.

Thirdly: Distribution of sample individuals by educational qualification:

This is clarified in the table shown below:

Table No. (12): Shows the distribution of sample individuals according to their educational qualifications in the institution under study

Educational attainment	. Frequency	Percentage %
Primary	**00**	**00**
Intermediate	**01**	**02,90**
Secondary	**10**	**28،60**
University	**19**	**54,30**
Other certificate	**05**	**14,30**
Total	**35**	**100**

Source: Prepared by the researchers based on the outputs of the SPSS program

From the table shown above, we note that the most represented category in our study sample, according to educational qualifications, was the university-level group, with a percentage of 54.30%. In contrast, the other levels are represented as follows: secondary level at 28.6%, intermediate level at 2.90%, and primary level at 0%. Additionally, there are 14.30% who possess other certificates, indicating a diverse and acceptable knowledge base among most employees, reinforcing their competence in accomplishing tasks and enabling them to understand and grasp the variables of the study topic.
Fourth: Distribution of sample individuals according to job position: This is illustrated in the table shown below:

Table No. (13): Shows the distribution of sample individuals according to their job position in the institution under study

Job Position	Occurrences	% Percentage
Implementation Assistant	**01**	**02,90**
Control Assistant	**08**	**22,90**
Manager	**26**	**74,30**
Total	**35**	**100**

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the table above, we note that the most represented category in the sample of our study, according to job position, was the Framework category at 74.3%, followed by the Control Assistant category at 22.9%, and the lowest percentage was for the Implementation Assistant category at 2.9%. This distribution of job levels is explained by the nature of the tasks and responsibilities in the workplace, which are determined according to the educational level, experience, and practical competence of the employee.

This indicates the nature of the organization's economic activity, which relies on frameworks in supervisory positions, followed by the Control Assistants who hold various subordinate positions, and the last category is the Implementation Assistants, as workshops in the organization are few.

Fifth: Distribution of sample members according to years of service: This is illustrated in the table below:

Table No. (14): Shows the distribution of sample members according to the number of years of experience in the organization under study

Years of Service	Occurrences	Percentage %
Less than 5 Years	02	05,70
6-10 Years	04	11,40
11-15 Years	08	22,90
16-20 Years	06	17,10
More than 20 Years	15	42,90
Total	35	100

Source: Prepared by the researchers based on the outputs of the SPSS program

We observe from the table shown above that the most represented category among the individuals in our study sample, according to years of experience, was the group with more than 20 years, representing 42.9%. Individuals with work experience ranging from 11 to 15 years represent 22.9%, while those with work experience between 16 and 20 years represent 17.1%. The remaining individuals, with work experience ranging from 6 to 10 years, account for 11.4%, and those with less than 5 years represent 5.7%, respectively. This indicates that a significant portion of the study sample has extensive experience in the institution, exceeding 20 years, which enables them to provide accurate responses regarding the variables of the study topic.

2. Presentation and Analysis of Study Variables Data We will analyze the independent variable (green human resource management) and the dependent variable (environmental responsibility) separately, using the arithmetic mean, standard deviation, and significance level for each item of the dimensions. This section will be divided into two parts as follows:

First - Presentation and Analysis of the Trends of Individuals in Our Study Sample Towards the Statements of the Green Human Resource Management Axis:

The green human resource management axis has been divided into four dimensions as follows: green recruitment, green training and development, green evaluation, and green compensation and incentive systems.

Data was collected to study the attitudes of the surveyed individuals towards the statements of the green human resource management axis through 27 statements from the questionnaire. This part of the study allows us to answer the sub-question: What is the importance of green human resource management at the Promotion and Real Estate Management Office of Ain Defla Province? To address the main question, it is necessary to answer the following sub-questions:

- What is the degree of importance of green recruitment at the Promotion and Real Estate Management Office of Ain Defla Province?
- What is the degree of importance of green training and development at the Promotion and Real Estate Management Office of Ain Defla Province? - What is the degree of importance of green evaluation at the Promotion and Real Estate Management Office of Ain Defla Province?
- What is the degree of importance of green compensation and incentive systems at the Promotion and Real Estate Management Office of Ain Defla Province?

A. Analysis of Data on Green Recruitment Statements Data for this dimension was collected through 7 statements in the questionnaire, and the results are shown in the table below:

Table No. (15): Analysis of the Trends of the Study Sample Individuals Toward the Dimension of Green Employment

<table>
<tr><th rowspan="3">Variable</th><th rowspan="3">Statements</th><th colspan="5">Percentage Distribution</th><th>Arithmetic mean</th><th>Standard Deviation</th><th>Level of Importance</th></tr>
<tr><th>Strongly Disagree</th><th>Disagree</th><th>Neutral</th><th>Agree</th><th>Strongly Agree</th><th rowspan="2"></th><th rowspan="2"></th><th rowspan="2"></th></tr>
<tr><th>%</th><th>%</th><th>%</th><th>%</th><th>%</th></tr>
<tr><td rowspan="9">Green Employment</td><td>X06</td><td>0,00</td><td>11,40</td><td>22,90</td><td>60,48</td><td>17,10</td><td>3,71</td><td>0,893</td><td>High</td></tr>
<tr><td>X07</td><td>0,00</td><td>08،60</td><td>22,90</td><td>10,75</td><td>40,11</td><td>3,71</td><td>0,789</td><td>High</td></tr>
<tr><td>X08</td><td>02,90</td><td>90,22</td><td>45,70</td><td>22,90</td><td>05,07</td><td>3,06</td><td>0,906</td><td>High</td></tr>
<tr><td>X09</td><td>00,0</td><td>0,00</td><td>22,90</td><td>57,10</td><td>20،00</td><td>3,97</td><td>0,664</td><td>High</td></tr>
<tr><td>X10</td><td>00,0</td><td>14،30</td><td>17,10</td><td>57,10</td><td>11,40</td><td>3,66</td><td>0,873</td><td>High</td></tr>
<tr><td>X11</td><td>00،0</td><td>20,00</td><td>28,60</td><td>45,70</td><td>5,700</td><td>37,3</td><td>877,0</td><td>High</td></tr>
<tr><td>12X</td><td>02,90</td><td>22،90</td><td>25،70</td><td>31,40</td><td>17,10</td><td>3,37</td><td>1،114</td><td>High</td></tr>
<tr><td rowspan="2">Average</td><td>0,7</td><td>14,3</td><td rowspan="2">26,54</td><td>45,7</td><td>12,62</td><td rowspan="2">3,551</td><td rowspan="2">0,526</td><td rowspan="2">High</td></tr>
<tr><td colspan="2">15,00</td><td colspan="2">58,32</td></tr>
</table>

Source: Prepared by the researchers based on the outputs of the SPSS program

We observe from the previous table, related to statements (x12 – x06) for the green employment dimension, that the percentages are as follows: 58.32% agree, 15.00% disagree, and 26.54% neutral, indicating that more than 2/3 of the study sample agrees with the statements of this dimension. According to the means and standard deviations, the top statement is x06, which states: "Your organization adopts environmental strategies when hiring employees," with a mean of 3.71 and a standard deviation of 0.839, and a high level of importance. Next is statement x07, which states: "The organization is keen on attracting candidates who have environmental awareness," with a mean of 3.71 and a standard deviation of 0.789, and a high level of importance. Then comes statement x10, which states: "The recruitment system focuses on highlighting the environmental importance for the employee to become an environmental friend," with a mean of 3.66 and a standard deviation of 0.873, and a high level of importance. Following that is statement x12, which states: "The organization faces legal or regulatory

challenges that hinder green employment," with a mean of 3.37 and a standard deviation of 1.114, and a high level of importance. Then statement x11, which states: "Using green labels to attract green workers," with a mean of 3.37 and a standard deviation of 0.877, and a high level of importance. The sixth and final statement is x08, which states: "Recruitment steps are conducted through the use of the internet," w ith a mean of 3.06 and a standard deviation of 0.906, and a high level of importance. The overall mean is 3.551, and the overall standard deviation is 0.526, indicating a high level of importance.
We conclude that the responses from the study sample were close, and they mostly responded with agreement, indicating acceptance of all the statements in this dimension.

b. Analysis of Data on Green Training and Development Statements: Data for this aspect was collected through 07 statements in the questionnaire, and the results are shown in the table below:

Table No. (16): Analysis of the Attitudes of the Study Sample Members towards the Statements on Green Training and Development

Variable	Statements	Percentage Distribution					Arithmetic mean	Standard Deviation	Level of Importance
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
		%	%	%	%	%			
Green training and development	X13	00	2.9	5.7	31.4	60.0	3.71	0.893	High
	X14	00	00	5.7	65.7	28.6	3.71	0.789	High
	X15	00	8.6	14.3	54.3	22.9	3.06	0.906	High
	X16	00	8.6	5.7	71.4	14.3	3.97	0.664	High
	X17	00	2.9	22.9	45.7	28.6	3.66	0.873	High
	X18	00	00	17.1	57.1	25.7	3.37	0.877	High
	X19	00	20.00	40.0	37.1	2.9	3.37	1.114	High
	Average	00	6,14	15,91	51,81	26,14	3.98	0.449	High
		6,14			77,95				

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, related to the statements (x12 – x06) about the green employment dimension, the percentages indicate the following: 58.32% agree, 15.00% disagree, and 26.54% are neutral, which indicates that more than 2/3 of the study sample members agree with the statements of this dimension. According to the means and standard deviations, statement x06 ranked first, which states: "Your organization adopts environmental strategies when hiring employees," with a mean of 3.71 and a standard deviation of 0.839, indicating a high level of importance. This was followed by statement x07, which states: "The emphasis on attracting candidates with environmental awareness," with a mean score of 3.71 and a standard deviation of 0.789, and a high level of importance. The third statement was x10, which states: "The recruitment system focuses on highlighting environmental importance to make the employee an environmental ally," with a mean of 3.66 and a standard deviation of 0.873, and a high level of importance. Following that was statement x12, which states: "The organization faces legal or regulatory challenges that hinder green employment," with a mean of 3.37 and a standard deviation of 1.114, and a high level of importance. Then came statement x11, which states: "Using green labels to attract green workers," with a mean of 3.37 and a standard deviation of 0.877, and a high level of importance. Lastly, statement x08 ranked sixth and last, which states: "Recruitment steps are conducted via the Internet," with a mean of 3.06 and a standard deviation of 0.906, and a high level of importance. The overall mean was 3.551, with an overall standard deviation of 0.526, indicating a high level of importance. We conclude that the responses of the study sample members were similar, with most agreeing, indicating acceptance of all statements in this dimension.

J. Analysis of Data from Green Evaluation Statements:
Data for this dimension was collected through 07 statements, and the results are shown in the table below:

Table No. (17): Analysis of Study Sample Individuals' Attitudes Toward Green Evaluation Dimension Statements

Variable	Statements	Percentage Distribution					Arithmetic mean	Standard Deviation	Level of Importance
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
		%	%	%	%	%			
Green Evaluation	20X	00.0	20.0	40.0	37.1	20.9	3.23	0.808	High
	21X	00	00	8.6	71.4	20.0	4.11	0.530	High
	22X	2.9	14.3	31.4	28.6	22.9	3.54	1.094	High
	23X	00	5.7	20.0	68.6	5.7	3.74	0.657	High
	24X	00	00	11.4	68.6	20.0	4.09	0.562	High
	25X	00	5.7	20.0	54.3	20.0	3.89	0.796	High
	26X	00	11.4	20.0	60.0	8.6	3.66	0.802	High
	Average	0,41	8,15	21,62	55,51	16,87	3.79	0.457	High
		8,56			72,38				

Source: Prepared by the the SPSS program.

From the previous table regarding the researchers based on the outputs of statements (x26 – x20) for the training program implementation dimension, the percentages are as follows: 72.38% agree, 8.56% disagree, and 21.62% are neutral, indicating that more than 2/3 of the study sample individuals agree with the statements of this dimension. According to the means and standard deviations, the first-ranked statement is x21, which states: "Implementing disciplinary actions against employees who do not comply with environmental protection rules," with a mean of 4.11 and a standard deviation of 0.530, indicating a high level of importance. Following it is statement x24, which states: "Continuous cooperation with government regulatory bodies to monitor the environment," with a mean of 4.09 and a standard deviation of 0.562, also with a high level of importance. The third-ranked statement is x25, which states: "The institution has an electronic information system for evaluating employee performance," with a mean of 3.89 and a standard deviation of 0.796, demonstrating a high level of importance. This is followed by statement x23, which states: "The institution regularly monitors employees," with a mean of 3.74 and a standard deviation of 0.657, indicating a high level of importance. Next is x26: "Difficulty in assessing and measuring the impact of environmental practices on institutional performance," with a mean of 3.66 and a standard deviation of

0.802, rated at a high level of importance. It is followed by statement x22, which states: "The institution has a performance evaluation system containing high green performance indicators," with a mean of 3.54 and a standard deviation of 1.094, also at a high level of importance. Finally, statement x20 reads: "Establishing a set of criteria related to employee behavior regarding environmental protection," with a mean of 3.23 and a standard deviation of 0.808, reflecting a high level of importance. The overall mean was 3.79, with an overall standard deviation of 0.457 and a high level of importance, noting that the means are greater than the hypothetical mean estimated at 03, and the standard deviations are less than 01.
We conclude that the answers of the study sample members were close and they answered with “agree”, which indicates acceptance of all the statements of this dimension.

D. Analysis of Data on Compensation and Green Motivation Dimension:

Data for this dimension was collected through six statements, and the results are shown in the table below:

Table No. (18): Analysis of the Attitudes of the Study Sample Members Towards the Statements of the Compensation and Green Motivation Dimension

Variable	Statements	Percentage Distribution					Arithmetic mean	Standard Deviation	Level of Importance
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
		%	%	%	%	%			
The Compensation and Green Motivation	X27	00	8.6	40.00	40.00	11.4	3.54	0.817	High
	X28	00	00	11.4	60.00	28.6	4.17	0.618	High
	X29	00	8.6	20.00	45.7	25.7	3.89	0.900	High
	X30	00	02.9	5.7	54.3	37.1	4.26	0.701	High
	X31	00	02.9	40.0	34.3	22.9	3.77	0.843	High
	X32	2.9	11.4	34.4	40.00	11.40	3.46	0.950	High
	Average	0,48	5,73	25,25	45,71	22,85	3.92	0.526	High
		6,21			68,56				

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, related to statements (x32 – x27), regarding the evaluation of the training program, it is noted that the percentages are as follows: 68.56% agree, 6.21% disagree, and 25.25% are neutral, indicating that more than two-thirds of the study sample members agree with the statements of this dimension. According to the arithmetic means and standard deviations, statement 30x ranked first, which states: "The institution adopts a participatory principle with employees when formulating the environmental strategy," with an arithmetic mean of 4.26 and a standard deviation of 0.701, indicating a high level of importance. Then came statement x28, which states: "The institution provides material rewards to employees with outstanding environmental awareness that generate green initiatives," with an arithmetic mean of 4.17 and a standard deviation of 0.618, also indicating a high level of importance. Following that is statement 29x, which states: "The institution works in coordination with active civil society organizations in the environmental field," with an arithmetic mean of

3.89 and a standard deviation of 0.900, indicating a high level of importance. Then, statement 31x, which states: "The institution publishes the names of its employees who excel in their environmental performance on its official website to motivate them," with an arithmetic mean of 3.77 and a standard deviation of 0.843, indicating a high level of importance. In fifth place is statement x27, which states: "The institution relies on material and moral incentives in its motivational system to enhance its environmental orientation," with an arithmetic mean of 3.54 and a standard deviation of 0.817, indicating a high level of importance. Finally, statement x32 states: "The institution is willing to invest in developing compensation and motivation systems dedicated to green initiatives," with an arithmetic mean of 3.46 and a standard deviation of 0.950, indicating a high level of importance. The overall arithmetic mean reached 3.92 and the overall standard deviation was 0.526, with a high degree of importance, as the arithmetic means were greater than the hypothetical mean estimated at 3, and the standard deviations were less than 1. We conclude that the responses of the study sample members were close, and they responded with agreement, indicating acceptance of all statements in this dimension.

Secondly - Analyzing the Attitudes of the Sample Individuals in Our Study Towards the Environmental Responsibility Axis:

The environmental responsibility axis has been divided into three dimensions as follows: environmental commitments, resource and energy management, and stakeholder consideration.

Data was collected to study the attitudes of the sample individuals towards the statements of the environmental responsibility axis through 12 statements from the questionnaire. This part of the study allows us to answer the sub-research question: What is the importance of environmental responsibility in the Promotion and Real Estate Management Office of Ain Defla Province? To answer this question, we must address the following sub-questions:

- What is the degree of importance of environmental commitments in the Promotion and Real Estate Management Office of Ain Defla Province?
- What is the degree of importance of resource and energy management in the Promotion and Real Estate Management Office of Ain Defla Province?
- What is the degree of importance of stakeholder consideration in the Promotion and Real Estate Management Office of Ain Defla Province?

A. Analysis of Data on the Environmental Commitments Dimension: Data for this dimension was collected through 04 statements in the questionnaire, and the results are shown in the table below:

Table No. (19): Analysis of the Attitudes of the Sample Individuals Towards the Statements of the Environmental Commitments Dimension

<table>
<tr><th rowspan="3">Dimension</th><th rowspan="3">Statements</th><th colspan="5">Percentage Distribution</th><th rowspan="3">Arithmetic mean</th><th rowspan="3">Standard Deviation</th><th rowspan="3">Level of Importance</th></tr>
<tr><th>Strongly Disagree</th><th>Disagree</th><th>Neutral</th><th>Agree</th><th>Strongly Agree</th></tr>
<tr><th>%</th><th>%</th><th>%</th><th></th><th>%</th></tr>
<tr><td rowspan="6">Environmental Commitments</td><td>X33</td><td>00</td><td>02.9</td><td>14.3</td><td>65.7</td><td>17.1</td><td>03.97</td><td>0.664</td><td>High</td></tr>
<tr><td>X34</td><td>02.9</td><td>11.4</td><td>57.1</td><td>25.7</td><td>02.9</td><td>03.14</td><td>0.772</td><td>High</td></tr>
<tr><td>X35</td><td>00</td><td>05.7</td><td>20.00</td><td>51.4</td><td>22.9</td><td>03.91</td><td>0.818</td><td>High</td></tr>
<tr><td>X36</td><td>00</td><td>02.9</td><td>05.7</td><td>80.0</td><td>11.4</td><td>4.00</td><td>0.542</td><td>High</td></tr>
<tr><td rowspan="2">Average</td><td>0,72</td><td>5,72</td><td rowspan="2">24,27</td><td>55,7</td><td>13,57</td><td rowspan="2">03.75</td><td rowspan="2">0.439</td><td rowspan="2">High</td></tr>
<tr><td colspan="2">6,44</td><td colspan="2">69,27</td></tr>
</table>

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, related to statements (x36 – x33) for the quality control dimension, we observe the following percentages: 69.27% agree, 6.44% disagree, and 24.27% neutral, indicating that more than 2/3 of the study sample agree with the statements of this dimension. According to the arithmetic means and standard deviations, statement x36 ranked first, which states: "The institution participates in international and national forums concerned with environmental responsibility," with an arithmetic mean of 4.00 and a standard deviation of 0.542, indicating a high level of importance. Next is statement x33, which states: "The institution respects international and national environmental laws and regulations to mitigate environmental degradation," with an arithmetic mean of 3.97 and a standard deviation of 0.694, also indicating a high level of importance. Finally, statement x35 states: "The institution has a financial allocation in the annual budget to fund awareness campaigns in the field of environmental protection," with an arithmetic mean of 3.91 and a standard deviation of 0.818. The level of importance is high, and in the fourth and final position is statement x34, which states: "The institution possesses the international standard for the environmental management system," with a mean of 3.14 and a standard deviation of 0.772, indicating a high level of importance. The overall mean reached 3.75 and the overall standard deviation was 0.439, with a high degree of importance, as the means were greater than the hypothetical mean estimated at 3.00, and the standard deviations were less than 1.00. We conclude that the responses from the study sample were close together, and they agreed, indicating acceptance of all statements in this dimension.

b. Analysis of Data on the Resource and Energy Management Dimension: Data for this dimension were collected through four statements in the questionnaire, and the results are shown in the table below:

Table No. (20): Analysis of the Trends of the Study Sample Individuals Towards the Resource and Energy Management Dimension Statements

Dimension	Statements	Percentage Distribution					Arithmetic mean	Standard Deviation	Level of Importance
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
		%	%	%	%	%			
Resource and Energy Management	X37	00	08.6	14.3	45.7	31.4	04.00	0.907	High
	X38	00	02.9	17.10	51.4	28.6	04.06	0.765	High
	X39	00	02.9	17.1	68.60	11.40	03.89	0.631	High
	X40	00	00	25.70	57.10	17.10	03.91	0.658	High
	Average	00	3,6	18,55	55,7	22,12	03.96	0.559	High
		3,6			77,82				

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, concerning statements x40 – x37 related to cost control, the percentages are as follows: 77.82% agreed, 3.6% disagreed, and 18.55% were neutral, indicating that more than two-thirds of the study sample agreed with the statements in this dimension. According to the means and standard deviations, statement x38, which states: "Using studied techniques for disposing of household waste and manufacturing by-products," ranked first with a mean of 4.06 and a standard deviation of 0.765, indicating a high level of importance. Next was statement x37, which states: "The institution uses modern technology to avoid causes of environmental pollution," with a mean of 4.00 and a standard deviation of 0.907, also indicating a high level of importance. Following that was statement x40, which states: "There are clear regulations or guidelines that support and encourage environmental practices in institutions," with a mean of 3.91 and a standard deviation of 0.658, indicating a high level of importance. Then came statement x39, which states: "The institution periodically conducts an evaluative review of its performance related to the environmental field," with a mean of 3.89 and a standard deviation of 0.631, indicating a high level of importance. The overall mean reached 3.96 and the overall standard deviation was 0.559, with a high degree of importance, as the means were greater than the hypothetical mean estimated at 3.00, and the standard deviations were less than 1.00.

We conclude that the responses of the study sample individuals were similar, and they answered in agreement, indicating acceptance of all statements in this dimension.

C. Data Analysis of Statements Considering Stakeholders:

Data for this dimension was collected through four statements in the questionnaire, and the results are shown in the table below:

Table No. (21): Analysis of the Attitudes of the Study Sample Individuals Towards Statements Considering Stakeholder

Dimension	Statements	Percentage Distribution					Arithmetic mean	Standard Deviation	Level of Importance
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree			
		%	%	%	%	%			
Stakeholder consideration	X41	00	17.1	42.9	31.4	08.6	03.31	0.867	High
	X42	00	00	20.00	60.00	20.00	04.00	0.642	High
	X43	00	08.60	28.60	51.40	11.40	03.66	0.802	High
	X44	02.9	05.70	22.9	57.1	11.40	03.69	0.867	High
	Average	0,72	7,85	28,6	49,97	12,85	03.66	0.552	High
		8,57			62,82				

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, related to statements (x44 – x41) of the knowledge dimension, the percentages are as follows: 62.82% agree, 8.57% disagree, and 28.6% neutral, indicating that more than two-thirds of the study sample individuals agree with the statements of this dimension. According to the arithmetic means and standard deviations, the first-ranked statement was x42, which states: "The institution always considers the aspect of environmental ethical responsibility in its housing projects that it supervises," with an arithmetic mean of 4.00 and a standard deviation of 0.642, indicating a high level of importance. The second statement was x44, which states: "The institution is held accountable by stakeholders for the environmental impacts resulting from its activities," with an arithmetic mean of 3.69 and a standard deviation of 0.867, also indicating a high level of importance. The third-ranked statement was x43, which states: "Stakeholders' compliance with the laws imposed by the government on the environment," with an arithmetic mean of 3.66 and a standard deviation of 0.802, indicating a high level of importance. Finally, x41 states: "The institution is committed to environmental accounting disclosure," with an arithmetic mean of 3.31 and a standard deviation of 0.867, indicating a high level of importance. The overall arithmetic mean was 3.66 and the overall standard deviation was 0.552, indicating a high level of importance, as the arithmetic means were greater than the hypothetical mean estimated at 3, and the standard deviations were less than 1.

We conclude that the responses of the study sample individuals were similar, and they answered in agreement, indicating acceptance of all statements in this dimension. Discussion of Study Results in Light of Hypotheses In this section, we will test the main hypotheses and the sub-hypotheses of the study topic, using simple and multiple linear regression tests, along with a set of statistical tests. The effect is considered statistically significant at a significance level of 0.05 ($\alpha \leq 0$). We present them as follows:

First - The first main hypothesis: Which states that: "There is a statistically significant effect of green human resource management practices on achieving environmental responsibility at the Real Estate Promotion and Management Office of Ain Defla Province, at a significance level of 0.05."

To verify the validity of the first main hypothesis, we can test the sub-hypotheses derived from it, which are divided into three hypotheses according to the dimensions of the two variables: independent and dependent. We present them as follows:

1. Testing the first sub-hypothesis: Which states that: "There is a statistically significant effect of green human resource management practices on environmental commitments at the Real Estate Promotion and Management Office of Ain Defla Province, at a significance level of 0.05." We write it as follows: H0: "There is no statistically significant effect of green human resource management on environmental commitments at the Real Estate Promotion and Management Office of Ain Defla Province."

H1: "There is a statistically significant effect of green human resource management on environmental commitments at the Real Estate Promotion and Management Office of Ain Defla Province."

Simple linear regression analysis was used for the responses of the sample individuals surveyed in the institution under study, as shown in the table below.

Table No. (22): Results of the Test of the Effect of Green Human Resource Management Practices on Environmental Commitments in the Institution Under Study

Independent Variables and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Green Human Resource Management Practices and Environmental Commitments	0,460	0,212	8,877	0,000

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficient reached 0.460, indicating a moderate positive relationship between green human resource management and environmental commitments. The R^2 value was 0.212, meaning that 21.2% of the changes in environmental commitments are due to changes in green human resource management. In other words, changes in green human resource management explain 21.2% of the dependent variable (environmental commitments), while the remaining 78.8% of the change occurs due to other factors not considered. The significance of this effect is confirmed by the calculated F value, which was 8.877, with a statistical significance level of 0.000, less than the significance level adopted in this study of 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis, confirming the validity of accepting the first sub-hypothesis, which states: "There is a statistically significant effect of green human resource management on environmental commitments at the Real Estate Promotion and Management Office of Ain Defla Province, at a significance level of 0.05." To verify the effect of each dimension of green human resource management on environmental commitments, a multiple linear regression test was used, as shown in the table below:

Table No. (23): Results of the test on the effect of each dimension of green human resource management practices on environmental commitments

Independent Variable and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Green Recruitment	0,255	0,065	2,292	0‹003
Green Training and Development	0,293	0,086	3,111	0,000
Green Evaluation	0,619	0,383	20,511	0,000
Green Compensation and Incentive Systems	0, 347	0,121	04,522	0.003

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficients R were respectively: 0.255, 0.293, 0.619, 0.347, indicating a moderate positive relationship between the four dimensions of green human resource management and environmental commitments. As for the R^2 values, they were 0.065, 0.086, 0.383, 0.121 respectively, meaning that 6.5%, 8.6%, 38.3%, and 12.1% respectively of the changes in the environmental commitments of the institution under study are due to changes in the four dimensions of green human resource management. In other words, changes in the four dimensions of green human resource management explain 6.5%, 8.6%, 38.3%, and 12.1% respectively of the dependent variable (environmental commitments), while the remaining changes of 93.5%, 91.4%, 61.7%, and 87.9% respectively occur due to other factors not considered.

The significance of this effect is confirmed by the calculated F value, which reached 2.292 for green employment, 3.111 for green training and development, 20.511 for green evaluation, and 4.522 for green compensation and incentive systems. These values are significant at a significance level of ($\alpha \leq 0.05$), confirming the existence of an effect of the first dimensions of green human resource management on environmental commitments at the Real Estate Promotion and Management Office, thus validating the acceptance of the previously mentioned first sub-hypothesis.

2. Testing the second sub-hypothesis: This states that: "There is a statistically significant effect of green human resource management practices on resource and energy management at the Real Estate Promotion and Management Office of Ain Defla Province, at a significance level of 0.05." We express it as follows:
H0: There is no statistically significant effect of green human resource management on resource and energy management at the Real Estate Promotion and Management Office of Ain Defla Province.
H1: There is a statistically significant effect of green human resource management on resource and energy management at the Real Estate Promotion and Management Office of Ain Defla Province. Simple linear regression analysis was used for the responses of the study sample, as shown in the table below:

Table No. (24): Results of the test for green human resource management practices on resource and energy management in the institution under study

Independent Variables and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Human Resource Management Practices on Resource and Energy Management	0,631	0,398	21,807	0,000

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficient was 0.631, indicating a moderate positive relationship between green human resource management and resource and energy management. The R^2 value was 0.398, meaning that 39.8% of the changes in achieving resource and energy management in the institution under study are due to changes in green human resource management. In other words, changes in the process of green human resource management explain 39.8% of the dependent variable (resource and energy management), while the remaining 60.2% of the change occurs due to other factors not accounted for.

The significance of this effect is confirmed by the calculated F value, which reached 21.807, with a statistical significance level of 0.000, which is less than the significance level set in this study of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This confirms the validity of accepting the second sub-hypothesis, which states: "There is a statistically significant effect of green human resource management on resource and energy management in the Real Estate Promotion and Management Office of Ain Defla Province at a significance level of 0.05." To verify the effect of each dimension of green human resource management on resource and energy management, multiple linear regression testing was used, as shown in the table below:

Table No. (25): Results of the test on the effect of each dimension of green human resource management practices on resource and energy management in the institution under study

Independent Variables and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Green Recruitment	0,386	0,149	05,776	0,001
Green Training and Development	0,590	0,349	17,659	0,000
Green Evaluation	0,580	0,258	11,501	0,000
Green Compensation and Incentive Systems	0,573	0,329	16,169	0,002

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficients were: 0.386, 0.590, 0.508, 0.573, indicating a weak positive relationship between the dimension of adopting green human resource management and resource and energy management. As for the R^2 value, it reached 0.149, 0.349, 0.258, and 0.329 respectively, meaning that 14.9%, 34.9%, 25.8%, and 32.9% of the changes in resource and energy management in the institution under study are due to changes in the four dimensions of green human resource management. In other words, changes in the four dimensions of green human resource management explain 14.9%, 34.9%, 25.8%, and 32.9% respectively of the dependent variable (resource and energy management), while the remaining changes are explained by 85.1%, 65.1%, 74.20%, and 67.1% respectively due to other factors not taken into account.

The significance of this effect is confirmed by the calculated F values, which were 5.776 for the green recruitment dimension, 17.659 for the green training and development dimension, 11.501 for the green evaluation dimension, and 16.169 for the green compensation and motivation systems dimension, all of which are significant at the significance level ($\alpha \leq 0.05$). This confirms the existence of an effect of the four dimensions of green human resource management on the dimension of resource and energy management in the Real Estate Promotion and Management Office of Ain Defla Province, thereby affirming the validity of accepting the aforementioned second sub-hypothesis.

3. Testing the Third Sub-Hypothesis:

Which states that: "There is a statistically significant effect of green human resource management practices on stakeholder consideration at the Real Estate Management Agency of Ain Defla Province, at a significance level of 0.05." We express it as follows:
H0: There is no statistically significant effect of green human resource management on stakeholder consideration at the Real Estate Promotion and Management Office of Ain Defla Province.
H1: There is a statistically significant effect of green human resource management on stakeholder consideration at the Real Estate Promotion and Management Office of Ain Defla Province.
Simple regression analysis was used for the responses of the sample individuals in the institution under study, as shown in the table below:

Table No. (26): Results of the test for green human resource management practices on stakeholder consideration in the institution under study

Independent Variables and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Green Human Resource Management Practices on Stakeholder Consideration	0,665	0,442	26,156	0,000

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficient reached 0.665, indicating a moderate positive relationship between green human resource management and stakeholder consideration. The R^2 value was 0.442, meaning that 42.2% of the changes in stakeholder consideration in the institution under study are due to changes in green human resource management. In other words, changes in green human resource management explain 42.2% of the dependent variable (stakeholder consideration), while the remaining 57.8% of the change occurs due to other factors not accounted for. The significance of this effect is confirmed by the calculated F value, which reached 26.156, with a statistical significance level of 0.000, less than the significance level adopted in this study of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming the validity of accepting the third sub-hypothesis, which states: "There is a statistically significant effect of green human resource management practices on stakeholder consideration at a significance level of 0.05." To verify the effect of each dimension of green human resource management on stakeholder consideration, multiple linear regression was used, as shown in the table below:

Table No. (27): Results of testing the impact of each dimension of green human resource management practices on taking stakeholders into account in the institution under study

Independent Variables and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Green Recruitment	0,535	0,287	13,266	0,003
Green Training and Development	0,552	0,304	14,433	0,000
Green Evaluation	0,548	0,301	14,189	0,000
Green Compensation and Incentive Systems	0,525	0,276	12,577	0,000

Source: Prepared by the researchers based on the outputs of the .spss program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficients were 0.535, 0.552, 0.548, and 0.525, respectively. This indicates a weak positive relationship between the green employment dimension and the green training and development dimension, and a moderate positive relationship between the other two dimensions and stakeholder consideration. The R^2 values were 0.287, 0.304, 0.301, and 0.276, respectively, which means that 28.7%, 30.4%, 30.1%, and 27.6% of the variations in stakeholder consideration in the institution under study are due to changes in all dimensions of green human resource management. In other words, the changes in the four dimensions of green human resource management explain 28.7%, 30.4%, 30.1%, and 27.6%, respectively, of the dependent variable (stakeholder consideration), while the remaining changes are explained by 71.3%, 69.6%, 69.9%, and 72.4%, respectively, due to other factors not taken into account. The significance of this effect is confirmed by the calculated F value, which was 13.266 for the green employment dimension, 14.433 for the green training and development dimension, 14.189 for the green evaluation dimension, and 12.577 for the green compensation and incentive systems dimension. These values are significant at the significance level ($\alpha \leq 0.05$), confirming the impact of the four dimensions of green human resource management on the stakeholder consideration dimension in the Promotion and Real Estate Management Office of Ain Defla Province, thus supporting the acceptance of the previously mentioned third sub-hypothesis.

4. Testing the first main hypothesis:

This hypothesis addressed the relationship and impact between the independent variable of green human resource management and the dependent variable of environmental responsibility.
The main hypothesis states that: "There is a statistically significant effect of green human resource management practices on achieving environmental responsibility at the Promotion and Real Estate Management Office of Ain Defla Province at a significance level of 0.05." It can be written as follows:
H0: There is no statistically significant effect of green human resource management practices on achieving environmental responsibility at the Promotion and Real Estate Management Office of Ain Defla Province at a significance level of 0.05.
H1: There is a statistically significant effect of green human resource management practices on achieving environmental responsibility at the Real Estate Promotion and Management Office of Ain Defla Province, at a significance level of 0.05.
Simple linear regression analysis was used on the responses of the sample individuals in the institution under study, as shown in the following table:

Table No. (28): Results of the test on the effect of green human resource management practices on achieving environmental responsibility in the institution under study

Independent Variables and Dependent Variable	Correlation (r)	Coefficient of Determination (R^2)	F_c calculated	Sig*
Green Human Resource Management, Environmental Responsibility	0,749	0,561	42,203	0,000

Source: Prepared by the researchers based on the outputs of the SPSS program.

From the previous table, we observe the results of the statistical analysis, where the correlation coefficient reached 0.749, indicating a strong positive relationship between green human resource management practices and environmental responsibility. The R^2 value was 0.561, meaning that 56.1% of the changes in achieving environmental responsibility in the institution under study are due to changes in green human resource management practices. In other words, changes in green human resource management practices explain 56.1% of the variance in the dependent variable (environmental responsibility), while the remaining 43.9% of the variance is attributed to other factors not considered. The significance of this effect is confirmed by the calculated F value, which reached 42.203, with a statistical significance level of 0.000, less than the significance level adopted in this study of 0.05.
Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted, confirming the validity of the main hypothesis which states: "There is a

statistically significant effect of green human resource management practices on achieving environmental responsibility at the Real Estate Promotion and Management Office of Ain Defla Province, at a significance level of 0.05.

Conclusion

In this study, we addressed the role of green human resource management practices in achieving environmental responsibility requirements, relying on two aspects: theoretical aspect and an applied aspect.

We obtained the following results:
- Green human resource management involves using human resource management policies to encourage the sustainable use of resources within commercial institutions and to promote environmental issues that enhance employee morale.
- Green human resources are a contemporary requirement for achieving sustainability in all organizational resources, especially human resources.
- Green human resource management practices are fundamental and include: green recruitment, green training and development, green evaluation, and green compensation and incentive systems.
- There is a positive impact of green human resource management practices on environmental responsibility, as both focus on the environmental aspect.
- The results of the hypothesis testing indicated that green human resource management and its practices have a direct correlation with environmental responsibility.
- Green human resource management significantly affects both environmental commitments and resource and energy management.
- The level of importance of green human resource management in the institution under study, from the perspective of the sample individuals, was high. This high importance is attributed to the institution's commitment to implementing environmentally friendly human resources, considering it an effective means to enhance human resource management practices and achieve environmental responsibility.
- The level of importance of environmental responsibility in the institution under study, from the perspective of the sample individuals, was also high. This high importance is due to the institution's commitment to achieving environmental responsibility as a foundation for sustainability and gaining customer satisfaction and trust.
- The correlation coefficient R was 0.725 between green human resource management and environmental responsibility in the institution under study, indicating a strong positive relationship between the two variables.
- There is a statistically significant effect of green human resource management on achieving environmental responsibility in the institution under study, confirming the validity of accepting the first main hypothesis.

Study Suggestions:
Based on the above, we present the following suggestions:

- Emphasize to management the necessity of enhancing the role of green practices by organizing seminars or workshops.

- Promoting a culture of environmental conservation by raising awareness and directing efforts towards this goal.
- Retraining and rehabilitating human resources in light of green job descriptions.
- Implementing the concept of green selection for human resources based on green academic qualifications and the knowledge capabilities they possess, while encouraging students and researchers to focus on and address related research due to its significant role in environmental preservation and sustainability. Establishing a dedicated administrative unit under the name "Green Guidance Unit" to provide green advice and consultations.
- Designing electronic training programs that help reduce costs, minimize paper usage, and enhance the awareness of employees regarding the importance of green human resource management practices, while coordinating with relevant authorities to develop the skills of employees in line with green concepts.

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