

LINKING GREEN HUMAN RESOURCE MANAGEMENT PRACTICES WITH THE SOCIAL RESPONSIBILITY OF GOVERNMENT BANKS AND FINANCIAL PERFORMANCE OUTCOMES

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ABSTRACT

The aim of the research is to provide a proposed framework for linking green human resource management practices with the social responsibility of government banks and the financial performance outcomes, A questionnaire form was distributed to a sample of (200) officials and employees of a the National Bank of Egypt bank and Bank Misr at the senior level of: senior management, branch managers, department heads, credit department, customer service, exchange operations, treasury, human resources, safety, occupational health, environment and security. the descriptive analytical approach was used to complete the study, and the appropriate statistical tools to test the validity of the hypotheses and answer the questions of the study. The results of the study showed that there is a statistically significant impact for the management of green human resources on the social responsibility of government banks at a rate of 0.947, at a level of significance of 0.01, It was also found that there is a statistically significant impact for green human resource management practices on performance outcomes finally It was found that there was a statistically significant impact for the practices of the social responsibility on financial performance. With a percentage of 0.887 at a significance level (0.001), the study reached00 several recommendations, the most important of which are: the need to adopt the application of the concept

of green human resources management; The study proved that it plays an important role in improving the financial performance of government banks, as well as the interest in including environmental management within the organizational structure of banks because of its prominent and integrated role with green human resources management in achieving the dimensions of social responsibility and environmental preservation.

Keywords: green human resource management, social responsibility, financial performance, government banks.

INTRODUCTION

Twenty-first century has been showing heightened interest in the environmental concerns all around the globe irrespective of related fields be it politics, public, or business. The recent interest in environmentalism globally has arisen from specific treaties to combat climate change, owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals. Governments round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole (Shoeb, 2015).

The thing that Organizations nowadays have to concentrate on social and environmental factors along with economical and financial factors , the successful implementation of these sustainable corporate strategies within an organization requires both strong leadership and a concrete process , the sustainability issue is fast moving up on the list of priorities of leader of corporate world as the awareness on incorporating green in to corporate

strategy is making its way in business but still the topic is not comfortable with the most practitioners in HR environment (Shoeb, 2015).

At the level of government banks environmental management of government banks represent a core aspect in social responsibility of government banks which has a positive impact on organizational performance outcomes, it is critical to find ways for promoting Social Responsibility among employees, in order to implement the dimensions as the implementation of Social Responsibility of government banks policies and practices which is highly dependent on their ideal reciprocation and collaboration. This in turn requires the development of positive behavioral characteristics and attitudes of employees. Green Human resource management (GHRM) plays a critical role in achieving the above aim and the Social Responsibility Objectives, as it is one of the means of gaining employee support and commitment necessary for the implementation of Social Responsibility of government banks policies and practices (Buciuniene, Kazlanskuite, 2018).

It also has an essential important role in environmental management as it is an element of sustainable human resource management (SHRM). Which is a new approach to the realization of the HR function, the nature of which is to include ecological objectives in all HRM sub-areas, from employment planning, through recruitment, selection, employee motivation and development, to their evaluation and influence on working conditions. This

necessitates that the formulation of the HR function aims not only at the category of economic interest but also at ecological areas, so as to generate added value for stakeholders (Edyta and Anna, 2018).

A long ago there is a new phenomenon called Social Responsibility (SR) exists. For performing SR an organization can make focus on different areas such as stakeholders' interest, general social welfare and environmental concern. Stakeholders' interests and environment obligations can be ensured through GHRM (Shah, Nehad and Asaduzzaman, 2017).

These days, it is clear enough that the aspects of SR are increasingly affecting the HRM and business operations strategy, as a whole and so it is important to understand and estimate, what is the suitable model HRM for modern business and how it fits into the knowledge management aspects (Inga, Gunta, Olga, 2014).

The green human resources management also has an important role in improving the financial performance of banks through addressing human/social outcomes by providing internal benefits like developing capabilities, providing career opportunities, work-life balance programs and an ethical culture. In addition, addressing environmental outcomes of the business have been shown to positively influence corporate reputation and image (Wayne and Nuttaneeya, 2015).

Therefore, the current study seeks to provide a proposed framework for linking green human resource management practices, the social responsibility of government banks, and financial performance outcomes.

RESEARCH PROBLEMS

(According to reference - Elif Akben-Selcuk,2019)

Social responsibility activities have grown significantly as a business strategy for value creation in many government banks. Owners and managers had shown an increased interest in applying it within organizations not only for achieving financial competitiveness that the survival of a nowadays organization depends on, but also to justify their existence in the eyes of their multiple stakeholders. Respectively organizations face increasing pressure to act in a socially responsible manner. The rising demand for Social Responsibility of government banks leads to the application of different management tools that could help the organization implement its Social Responsibility of government banks strategies successfully; one of these management tools is Green Human Resource Management. (According to reference- Shah Ridwan Chowdhury, Nehad Laila Sanju and A. K. M. Asaduzzaman,2017)

It is noteworthy; however, that little research has been conducted on the Social Responsibility of government banks - GHRM linkage so far, the association between HRM and Social Responsibility of government banks is twofold. On the one hand, HRM, as a management function of an

organization, can be looked upon as an object of Social Responsibility of government banks. Socially responsible organizations are believed to be taking better care of their employees and continuously seeking to improve their working conditions and well-being.

The latter are definitely a prerogative of HRM. On the other hand, it is through an organization's employees that actual Social Responsibility of government banks manifests in everyday activities of an organization. Even more they can be viewed as an indicator of Social Responsibility of government banks. Such activities expose the organization's social responsibility to the public through their everyday interaction with customers and other external stakeholders inside and outside the organization. A question that arises in this context is then how the two constructs – Social Responsibility of government banks and GHRM – are interrelated and what is their impact on the government banks financial performance results.

STUDY QUESTIONS

Therefore, the study addresses the answer to a fundamental question which is: What is the relationship between green human resources management practices and Social Responsibility of government banks and financial performance out comes?

And derive from it several sub-questions and from them :

- What is the relationship between Green human resource management practices (GRHM) and social responsibility of government banks (SR)?
- What is the relationship between Green human resource management practices (GRHM) and financial performance outcomes of the government banks?
- What is the relationship between social responsibility of government banks and financial performance outcomes?

OBJECTIVES OF THE STUDY

The main objective which is: Study the relationship between green human resources management practices and Social Responsibility of government banks and financial performance outcomes.

The sub objectives are:

- 1- To study the relationship between Green Human Resource Management Practices (GRHM) and Social Responsibility of government banks.
- 2- To investigate the relationship between Green Human Resource Management Practices (GHRM) and financial performance outcomes.
- 3- To explore the relationship between social responsibility of government banks and financial performance outcomes.

SIGNIFICANCE OF THE STUDY

1. This study gains its importance from focusing on Green human resource management which is relatively a newly studied concept with limited studies available in Arab world and specifically in Egypt.
2. The study is also important due to focusing on investigating the relationship between Social Responsibility of government banks related GHRM practices and their effect on the financial performance outcomes of government banks which will have significant implications to different government banks working in Egyptian market. The study will have significant recommendations that will increase government banks awareness of GRHM practices and their relation to Social Responsibility of government banks strategies.

HYPOTHESIS OF THE STUDY

According to the problem and objectives of the study, the study hypotheses can be formulated as follows:

- 1- There is a significant relationship between green human resource management practices and Social Responsibility of government banks.
- 2- There is a significant relationship between GHRM and financial performance outcomes.
- 3- There is a significant relationship between Social Responsibility of government banks and financial performance outcomes.

LITERATURE REVIEW

1-The concept of green human resource management:

Green Human Resource Management is a process of ensuring that the management system practicing in an organization is ecologically balanced and environmentally affable (Shah, Nehad and Asaduzzaman, 2017).

GHRM is important as it has some few benefits such as making business decisions which are non-harmful to the environment, also, having green employers is the main choice of green employees. The GHRM helps in maintaining the staff. Last but not least, sales can be ratcheted up as there is increasing concern regarding which related to the environmental impacts among the customers before acquisition. (Say, Azlan, Simin and Mehran, 2017).

Objectives of GHRM include ensuring availability of resources, easy access to data, on time payroll, ensuring compliances, GHRM objectives are basically influenced by organizational goals and vertical. The objective of GHRM is to ensure a stable work environment with data in one place and efficient operations, also the main objective of the GHRM is to make the employees aware of the intricacies of environment management, and so the requirements of Green human resource need to be identified, In order to achieve the organizational environmental goals or Greening. What are the green human resource requirements for Greening or the corporate environmental management? There are four categories of the Green human

resource requirements, i.e., the green competencies, green attitude, Green behaviors and Green results. Though these major types of Green human requirements are related they can be distinctly treated. (Opatha, 2013).

In 2016, A. Anton Arulrajah and H. H. D. N. P. Opatha proof in their study of the Analytical and Theoretical Perspectives on Green Human Resource Management: A Simplified Underpinning. In which the objective of this study is to fill this knowledge gap considerably. And to establish analytical and theoretical frameworks to underpin the valuable knowledge obtained by the scholars through systematic research works in green HRM. They found the results of the study shows the emerging body of knowledge in green HRM has strong analytical and theoretical frameworks. They laid a foundation to such initiations in green HRM. Many scholars in this research field tend to be involved in integrating Human Resource Management with Corporate Environmental Management while forgetting or perhaps ignoring to internalize, explore and document.

In 21st Century 2015, Retika Verma showed in his study of the green human resource managements requirements that the objective of this study is to promote the importance of Green HRM in polluting industries and to study the latest environmentally friendly solutions to stay Green in the Human Resource Function, and to spread the awareness amongst the industries, across the country on Green HR there by helping to understand environment related issues. The result of the study shows that 16 companies were

identified from 5 different countries. It was seen that when companies offered an incentive in terms of green awards employees were more inclined to follow principles of green management and it examined the impact of employee involvement in pollution control. The employees from Dow chemical were interviewed and was observed that employees were motivated and given rewards when they came up with innovative waste reduction ideas.

2-the concept of social responsibility:

SR has been defined in many ways by researchers to encompass environmental dimension, relationship with the society, ethical and voluntary dimensions, socio-economic aspects, and relationships with various stakeholders. While there are varying definitions of SR, in essence, SR can be considered an extension of firms' efforts to ensure effective corporate governance using sound business practices (**Selcuk, 2019**).

Social responsibility is defined and constructed, as follows:“SR is a continuous and long-term process guided by organisational and personal values. It is concerned with people (as stakeholders), the environment and organisational policies, and is influenced by political concerns. Adoption of Social responsibility is often associated with monetary gain or profit for the initiator”, in other way SR means that individuals and companies must act in the best interests of their environment and society as a whole (**Isa,2012**). According to the advent and rapid spread of environmental management, the importance of the social responsibility (SR) is gradually increasing.

Furthermore, the influence of the social responsibility has increased, becoming ever more significant (**Sang, Chune, Jason, 2019**).

Social responsibility is important as it is used to consider and or evaluate “effects of business on society, beyond the traditional role of seeking to maximize profits” as Crane et al., said in 2008.(**Markus A. Höllerer , 2012**).

The Social responsibility objective is to give back to the community , take part in philanthropic causes and provide positive social value , businessess are increasingly turning the social responsibility to make difference and biuld a positive brand around thier company, The idea of SR has attracted scholars from various disciplines and has been studied from different perspectives. (**MARKUS A. HÖLLERER , 2012**).

In 2014, Dolors Celma, Esther Martínez-Garcia, Germà Coenders showed in their study of analysis of common practices and their determinants in Spain that the objectives of study is to Focus on labor management, including the type of responsible practices adopted and the level of responsibility involved, as well as factors affecting their implementation. The results of the study shows that Three main results arise out of our empirical analysis to answer the three research questions formulated in this paper. The cluster analysis has served to answer the first two questions and the logit analysis answers question three the first cluster is characterized by employees receiving practices with very low levels of responsibility. The second is characterized

by more responsible HRM practices, though this does not apply to all practices, mainly those related to employees' involvement in the company business.

The study of the linkage between the human resource management, corporate social responsibility and performance outcomes, by Ilona Buciuniene and Ruta Kazlauskaitė in 2018, in which the objectives of this study is to look into the current corporate social responsibility (CSR) and human resource management (HRM) developments in Lithuania and to study the relationship between CSR, HRM and organizational performance outcomes. The results of the study shows that CSR-related HRM in Lithuania, it can be first stated that according to our research findings three quarters of the respondent organizations have either a written or unwritten HR strategy. Research findings provided some proof of the linkage between certain CSR-related HRM practices and performance outcomes.

3-the concept of financial performance :

Financial performance is the achievement of the organization's financial performance for a certain period covering the collection and allocation of finance measured by capital adequacy, liquidity, solvency, efficiency, leverage and profitability. **(Didin Fatihudin, Jusni, Mochamad Mochklas, 2018),**

The importance of financial performance is that it tells investors about its general well-being. It's a snapshot of the economic health and the job its management is doing – providing insight in the future whether its operations profits are on track to grow and the outlook for its stock. It has been shown that an organization's financial performance outcomes can be improved in a number of ways. These include addressing human/social outcomes by providing internal benefits like developing capabilities, providing career opportunities, work-life balance programs and an ethical culture. In addition, addressing environmental outcomes of the business have been shown to positively influence corporate reputation and image. (Donohue and Torugsa, 2015)

The Financial performance the powerful mechanism which helps in ascertaining the strengths and weakness in the operation and financial position of an enterprise. the financial performance is the process of selection, relation and evaluation the focus of financial performance.

The objectives of financial performance are that it shows the current financial status of your business, how cash is used and where the unnecessary cost are, a statement of financial performance allows a company's top management to identify major revenue and expense items that affect the company's bottom line or net income. (Ganga, Kalaiselvan and Suriya, 2015).

Stephanus Remond Waworuntu, Michelle Dewi Wantah, Toto Rusmanto did a study in 2016 about the corporate social responsibility and financial

performance analysis and the objective of the study is to investigate whether the commitment of companies to their stakeholders has a relationship with better financial results and also to establish the extent and pattern of corporate disclosure in the top listed companies in the ASEAN region. The results shows that there is a moderate to strong positive correlation between all the variables when analyzed as a whole and that there is an increasing awareness of CSR disclosure in the top listed ASEAN companies.

Also, Lakshmi Das Amalendu Bhunia did study in 2016 about the impact of corporate social responsibility on firms and the objective of study is to observes the various related literature in India and abroad along with the findings and suggestions made by diverse researchers regarding how financial performances are affected by the corporate social responsibility. The study results shows that most of these studies exposed positive impact of CSR on financial performance, the study also demonstrated that a few studies pointed toward a positive impact of CSR on financial performance, but their relationships had been found to be insignificant.

Government Banks that achieve higher levels of performance by managing their HRs in an Effective way. HR managers improve human capital “through development and influence employees’ behavior in the desired direction” (Paauwe & Boselie, 2005, p.10). Previous research indicates that this positive change in employees that a GHR-outcome—might affect financial performance.

Gerhart (2007), in a methodological study on the linkages between HR management and performance.

According to the above and the previous studies that there were points of agreements and differences.

Points of agreements:

- The current study is an extension of the previous studied that includes the topic of Linking Green Human Resource Management Practices with the Social Responsibility of Government Banks and Financial Performance Outcomes.
- The current study agrees with previous studies that includes the importance and objectives of GHRM, SR and Financial performs out comes.

Points of differences:

- The current study differs from previous studies in terms of the objective, where aims to put A Proposed Framework for Linking Green Human Resource Management Practices with the Social Responsibility of Government Banks and Financial Performance Outcomes.
- The current study differs from previous studies in terms of importance; this is due to the importance of the current study which are increasing the awareness of different government banks with effect of implementing GHRM and the SR on their performance of outcomes.

METHODOLOGICAL PROCEDURES FOR THE STUDY

1. Study population and sample:

The research was conducted in two government Egyptian banks, and the study community included some leaders in the upper management, some heads of departments, and bank employees.

2. Research sample: The research sample consisted of the following: The sample was selected intentionally; The sample size was (200), which were divided as follows:

- Three (3) employees of the senior management.
- Three (3) employees branch managers.
- Five (5) employees department heads.
- 25 employees from the credit department.
- Number (35) employees from the customer service department.
- A number of (30) employees from the banking operations department
- Number (24) employees from the treasury section.
- A number (40) employees from the Human Resources Department.
- Number (35) employees from the Department of Occupational Safety, Health, Environment and Security.

3-Study tools: a Survey list 0was designed, and it consisted of: The preliminary data form consisted of (4) sections:

The first section: to collect personal data and contains (9) statements.

The Second Section: To measure the effectiveness of green human resource management practices, and it contains (19) statements.

The third Section: To measure effectiveness of social responsibilities and it contains (47) statements.

The fourth section: related to financial performance results.

4-Data analysis:

- Measuring reliability (reliability and validity of the questionnaire):

Questionnaire reliability:

To verify the reliability of the questionnaire for the reliability of the questionnaire results, the researcher used the Cronbach Alpha equation, and the following table shows the resulting stability coefficients using this equation.

Table (1): The reliability of Knowledge Sharing dimensions

Variables	Cronbach's Alpha	N of Items
Green Human Resource management style	0.976	19
Social responsibility style	0.986	47
Financial performance style	0.917	3

From the above table illustrate that, the reliability coefficients of the Data Knowledge Sharing dimensions were high values where reliability coefficient values were (0.976, 0.986 & 0.917) for (Green Human Resource management

style, social responsibility style & Financial performance style) consequently that indicate high values of reliability coefficients of the statements.

- The validity of the questionnaire:

The correlation coefficients for each dimension of the questionnaire were calculated with the total score and the researcher calculated the validity of the internal consistency as follows:

Table (2): Correlations to calculate the validity of the questionnaire dimensions

Variables	r	P-value
Green Human Resource management style	0.983 ^(**)	0.000
Social responsibility style	0.997 ^(**)	0.000
Financial performance style	0.942 ^(**)	0.000

**P-value significant at (0.01)

From the above table the validity of questionnaire dimension, we find that the correlation coefficient values are statistically significant at p-value <0.01 between the dimensions and total questionnaire and Pearson correlation coefficient values were (0.983, 0.997 & 0.942) for (Green Human Resource management style, social responsibility style and financial performance consequently which means that the validity is very high.

10- Study hypothesis test

First Hypothesis: There is a significant relationship between green human resource management practices and Social Responsibility of government banks.

Table (6): Correlation between green human resource management practices and Social Responsibility of government banks

Variables	Social Responsibility of government banks	
	r	P-value
Green Human Resource Management	0.973**	0.000

** P-value significant at (0.01)

Table (6) illustrate there are a significant relationship between green human resource management practices and Social Responsibility of government banks, where Pearson correlation value was (0.973) which significant at P-value <0.01.

Second Hypothesis: There is a significant relationship between green human resource management practices and financial performance outcomes.

Table (8): Correlation between green human resource management practices and financial performance outcomes

Variables	Green Human Resource Management	
	r	P-value
Liquidity	0.788**	0.000
Profitability	0.791**	0.000
Return on assets	0.828**	0.000
Financial Performance Outcomes	0.866**	0.000

** p-value significant at (0.01)

Table (8) illustrate there were a significant relationship between green human resource management practices and (Liquidity, Profitability, return on assets and Financial Performance Outcomes), where Pearson correlation value was (0.788, 0.791, 0.828 & 0.866) which significant at P-value <0.01.

Third Hypothesis: There is a significant relationship between social responsibility style practices and financial performance outcomes.

Table (10): Correlation between Social responsibility style practices and financial performance outcomes

Variables	Social responsibility style	
	r	P-value
Liquidity	0.879**	0.000
Profitability	0.885**	0.000
Return on assets	0.854**	0.000
Financial Performance Outcomes	0.942**	0.000

** P-value significant at (0.01)

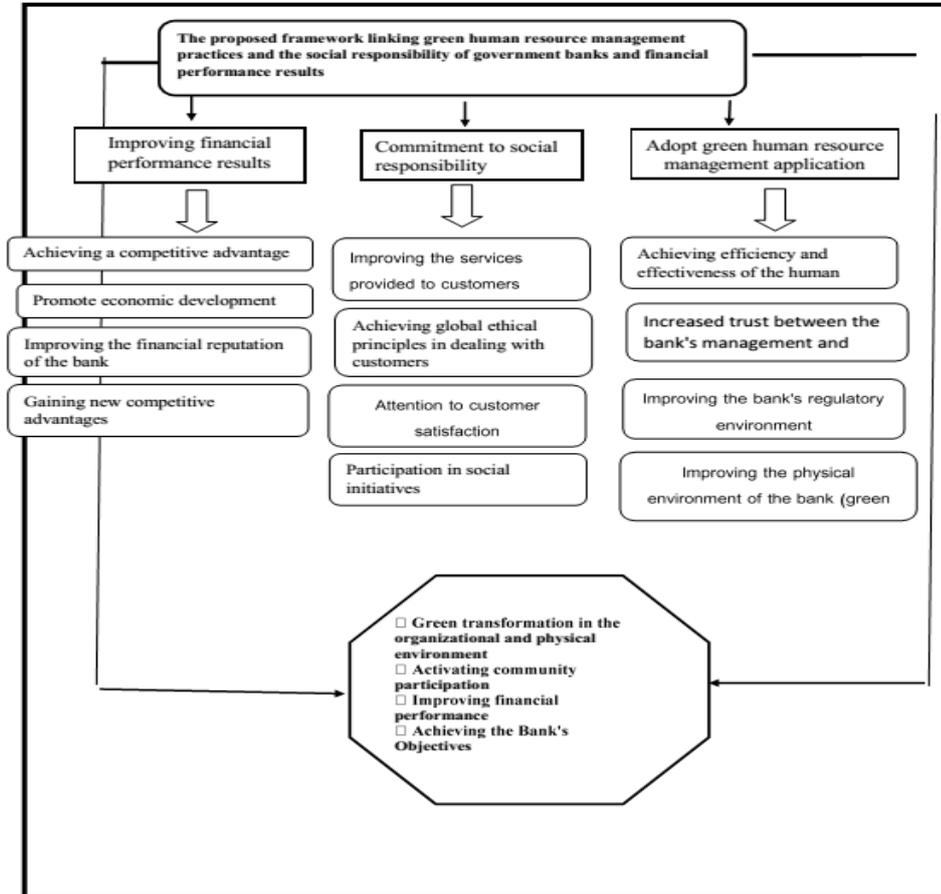
Table (10) illustrate there were a significant relationship between Social responsibility style practices and (Liquidity, Profitability, return on assets and Financial Performance Outcomes), where Pearson correlation value was (0.879, 0.885, 0.854 & 0.942) which significant at P-value <0.01.

STUDY RESULTS AND DISCUSSION

1. There is a statistically significant relationship between the management of green human resources on the social responsibility of government banks, with a percentage of 0.947, at a level of significance of 0.01,

2. There is a statistically significant relationship between green human resource management practices and financial performance results with a percentage of 0.751 at a significant level of 0.01.
3. There is a statistically significant relationship between the practices of the social responsibility method and the results of financial performance, with a percentage of 0.887 at the level of significance(0.001),

-The steps of the proposed framework: The proposed framework for the study, as shown in the previous figure, consists of three dimensions: green human resource management practices, the social responsibility of government banks, and financial performance results. The following are the steps for applying each dimension according to the researcher's proposed framework:



Explain the proposed model

Source: prepared by the researcher

The first dimension: activating the role of green human resources management: through:

1. Inclusion or transformation of the human resources department into a green department within the organizational structure, which specializes in new tasks and aims to:
 - Designing green jobs: in terms of their tasks and the qualifications of their incumbent, which leads to contributing to the achievement of the environmental objectives of the bank.
 - Choosing human resources **with** outstanding capabilities and skills, and green orientations and preparations that would achieve the Bank's objectives.
 - Integrating environmental objectives and policies with employment strategies, through: (Selecting employees who have environmental awareness and concern – choosing leaders who have skills in the environmental field).
 - Define policies and strategies that keep the staff of the Green Human Resources Department working for the benefit of individuals, society, and the protection of the environment.
 - Enhancing the sustainable use of the available resources within the Bank, through: (Benefiting from the skill capabilities of the human element – reducing environmental costs – reducing energy costs – protecting and safety on the internal environment)

2. Improving the bank's regulatory environment (a green regulatory environment), by raising the efficiency and skill of the human element, by:

The participation of individuals in the decision-making process.

- The ideal choice for individuals with managerial expertise, innovative ideas, and who possess modern technological and knowledge tools.
- Contribute to increasing the degree of sustainable use of resources through green practices such as (green recruitment – green training – green performance appraisal – green compensation).
- Development of green relations (analysis of internal and external environmental factors, which contributes to the development of green behavior among leaders and employees in order to improve organizational environmental performance)

Improving the awareness and environmental development of employees:

3. Improving the environmental performance of employees and leaders, through:

- Developing skills and environmental awareness for employees, by increasing human resources awareness of the importance of protecting and preserving the internal and external environment.
- Green training and development for the human element to raise their skills and develop their performance: (Green training aims to train the employee on the knowledge, skills and trends affecting their green behavior, which imposes on the management of green human resources the need to provide

green training for leaders and employees in the environmental field with the aim of developing environmental awareness and contributing to the implementation of environmental management programmers.

- Providing training needs in the environmental field for employees. The Green Human Resources Department assesses training needs in the environmental field by collecting information on the organizational environment and strategic directions, in addition to analyzing green operations and jobs, and evaluating the level of green behavior among employees and leaders, which allows to identify the types of Training programs, and identifying the list of employees who need such programs to help bring about the required change in their behavior by providing them with knowledge, skills and attitudes that achieve the green goals of the Bank.
4. Improving the physical environment of the bank (green physical environment), by improving the environmental performance of the physical environment by:
- Improving the performance of the Occupational Safety and Health Administration.
 - Update contingency plans.
 - Improving the internal environmental efficiency of banks (offices – infrastructure – toilets – electrical connections – entry and exit exits –

emergency exits – fire systems – remote sensing systems – monitoring systems).

The second dimension: Commitment to social responsibility: through the following:

Improving the services provided to customers, through:

(Standardize and develop work cycles to simplify procedures, ensure transparency in dealing with citizens and prevent corruption of all kinds)

- Improving the bank's image among customers and meeting their needs, by:
- (Working on solving clients' problems in a timely manner, following up on work opinions after performing the banking service – using green performance indicators)
- Attention to measuring the satisfaction of customers benefiting from the service, through: (Identifying the quality of the services provided – verifying the extent of his satisfaction with the service provided – identifying the reason for his dealings with the bank – continuous communication with him through customer service to know his desires and needs – getting to know his views to develop the level of service provided).
- Participation of the Bank in green initiatives aimed at preserving the environment and its resources, by paying attention to and adopting green initiatives such as:

1. (Participation in the initiative to go green – participation in initiatives to confront the effects of the climate phenomenon – participation in initiatives to shift to cleaner production – participation in initiatives of water desalination projects).
2. Participation in realistic and effective strategies for the provision of social services, through: (Attention to participation in health services – interest in participation in infrastructure development services – interest in participation in educational services) provided to the community.
3. Participation in social work through (consolidation of relations with influential community institutions in the community – establishing effective partnerships with institutions that provide realistic services to the community – maintaining distinguished relationships with community entities)

The third dimension: improving financial performance: through the following:

- Achieving a competitive advantage over competing banks in the market as to be (electronic) quality of service and management, corporate social responsibility, strategy formulation (electronic) marketing innovation and creativity orientation and market differentiation.
- Contribute to reducing environmental costs through improving your environmental performance Guide Good environmental practices can improve business performance and reduce your business costs by cutting

your use of raw materials, energy, water and packaging. Improve environmental performance by using energy more efficiently so you can save money and help protect the environment.

- Enhancing the effective contribution to the growth of the national economy (economic initiatives in times of inflation – setting the foreign exchange rate – participating in national projects y having more cash which means companies have the resources to procure capital, improve technology, grow and expand. all of these actions increase productivity, which grows the economy. tax cuts and rebates, proponents argue, allow consumers to the economy themselves by imbuing it with more money.
- Determining the factors affecting the internal financial performance in order to identify and strengthen the strengths, and to identify the weaknesses, avoid them and correct them in a way that enhances the contribution to achieving the economic dimension.
- Improving the reputation of the bank's financial position

The Fourth dimension: Implications for the use and application of the proposed framework

Through the previous presentation of the proposed framework for the study in linking green human resource management practices and the social responsibility of government banks and the results of financial performance, the implications of using and applying the proposed framework can be determined as follows:

1. Green human resource management practices contribute to further improving the quality of performance of banking services provided with high efficiency and effectiveness.
2. Green human resource management practices contribute to achieving the highest quality of banking services provided to customers in the least time and effortlessly.
3. Green human resource management practices contribute to achieving continuous development and innovation in performance, in the performance of employees, which leads to the achievement of the Bank's objectives.
4. Green human resource management practices contribute to gaining competitive advantages by switching to green performance, which is the most important characteristic of modern, advanced organizations.
5. Commitment to social responsibility contributes to improving the mental image and gaining customer confidence and satisfaction.
6. Commitment to social responsibility towards society contributes to gaining new competitive advantages.
7. Commitment to social responsibility contributes to achieving sustainable development at the local level.
8. Commitment to social responsibility contributes to increasing competitive capabilities in comparison with competing banks in the market.

9. Adopting and activating green human resource management practices, while adhering to social responsibility, contributes to improving financial performance and achieving the specific value of the availability of liquidity, which leads to maximizing profitability and a higher level of return on assets growth.

RECOMMENDATIONS

In light of the findings of the study, the following is recommended:

- 1- The necessity of adopting the concept of green human resource management; where the study proved that it plays an important role in improving the financial performance of government banks.
- 2- The shift from the traditional administrative thought of human resources management to the modern administrative thought of the concept of green human resources management, which is concerned with the social, environmental, economic and financial dimensions.
- 3- Interest in including environmental management within the organizational structure of banks because of their prominent and integrated role with the management of green human resources in achieving the dimensions of social responsibility and preserving the environment.
- 4- Focusing on the social role of banks in addition to the economic role in light of achieving the sustainable development strategy and Egypt's Vision 2030.

- 5- Continuous training of the human element to provide him with the skills to learn social responsibility, and to raise and rationalize his behavior and environmental awareness.

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الربط بين ممارسات إدارة الموارد البشرية الخضراء والمسؤولية الاجتماعية للبنوك الحكومية ونتائج الأداء المالي

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المستخلص

هدف البحث إلى تقديم إطار مقترح للربط بين ممارسات إدارة الموارد البشرية الخضراء والمسؤولية الاجتماعية للبنوك الحكومية ونتائج الأداء المالي، ولتحقيق أهداف البحث، تم تصميم استمارة استبيان تم توزيعها على عينة قوامها (٢٠٠) مفردة من المسؤولين والعاملين ببنك مصر، وبنك الأهلي المصري في مجال: الإدارة العليا، مديرو الأفرع، رؤساء الأقسام، قسم الائتمان، خدمة العملاء، العمليات المصرفية الخزينة، الموارد البشرية، السامة والصحة المهنية والبيئة والأمن، ولقد استخدم الباحثون المنهج الوصفي التحليلي لإتمام الدراسة، والاختبارات الإحصائية المناسبة لاختبار صحة الفرضيات والإجابة على تساؤلات الدراسة، وقد توصلت نتائج الدراسة إلى وجود علاقة تأثير ذات دلالة احصائيا بين إدارة الموارد البشرية الخضراء على المسؤولية الاجتماعية للمصارف الحكومية بنسبة بلغت ٠,٩٤٧، عند مستوى معنوية ٠,٠١، كما تبين وجود علاقة تأثير ذات دلالة إحصائية بين ممارسات إدارة الموارد البشرية الخضراء ونتائج الأداء المالي بنسبة بلغت ٠,٧٥١ عند مستوى معنوية ٠,٠١، كذلك تبين وجود علاقة تأثير ذات دلالة إحصائية بين ممارسات أسلوب المسؤولية الاجتماعية ونتائج الأداء المالي". بنسبة بلغت ٠,٨٨٧ عند مستوى معنوية (٠,٠٠١)، وفي ضوء ما توصلت إليه الدراسة من نتائج خلصت الدراسة لعدة توصيات أهمها: ضرورة تبني تطبيق مفهوم إدارة الموارد البشرية الخضراء؛ حيث أثبتت الدراسة أنها تلعب دورا هاما في تحسين الأداء المالي للبنوك الحكومية، كذلك الاهتمام بتضمين الإدارة البيئية ضمن الهيكل التنظيمي للبنوك لما لها من دور بارز ومتكامل مع إدارة الموارد البشرية الخضراء في تحقيق أبعاد المسؤولية الاجتماعية والحفاظ على البيئة.

الكلمات المفتاحية: إدارة الموارد البشرية الخضراء، المسؤولية الاجتماعية، الأداء المالي، الشركات البنوك الحكومية.

