

القيادة المهمة ودورها في تعزيز ممارسات الموارد البشرية الخضراء دراسة استطلاعية لآراء عينة من الملاكات الوظيفية في محطة كهرباء القيارة الغازية

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المستخلص:

تهدف هذه الدراسة إلى تحليل أثر القيادة المهمة في تعزيز ممارسات الموارد البشرية الخضراء داخل المنظمات، من خلال التركيز على دور القادة المهمة في تحفيز الموظفين وبناء ثقافة تنظيمية إيجابية، وتعزيز الالتزام التنظيمي، حيث تناولت الدراسة الأبعاد الرئيسية للقيادة المهمة المتمثلة بـ(الرؤية، التحفيز، القدوة، والتمكين)، ومدى تأثيرها على ممارسات الموارد البشرية الخضراء كالتوظيف، التدريب التطوير، إدارة الأداء، والاحتفاظ بالكفاءات، اعتمدت الدراسة على المنهج الوصفي التحليلي مكون من عينة من الملاكات الوظيفية البالغ عددهم (50) فرداً العاملين في محطة كهرباء القيارة الغازية

وقد خرجت الدراسة بمجموعة من الاستنتاجات من أهمها وجود علاقة إيجابية ذات دلالة إحصائية بين القيادة المهمة وتطبيق ممارسات فعالة للموارد البشرية الخضراء، مما يدل على أهمية تبني أساليب قيادية قائمة على الإلهام والتأثير الإيجابي في تحسين بيئة العمل ورفع كفاءة رأس المال البشري.

وأوصت الدراسة بدمج مبادئ القيادة المهمة ضمن السياسات التنظيمية للمحطة واعتمادها كجزء من الثقافة التنظيمية من خلال إدراجها في الأدلة الإدارية والتقييمات القيادية.

الكلمات المفتاحية: القيادة المهمة، ممارسات الموارد البشرية الخضراء..

Inspirational Leadership and Its Role in Promoting Green Human Resource Practices: An Exploratory Study of the Opinions of a Sample of Employees at the Qayyarah Gas Power Plant

Abstract:

This study aims to analyze the impact of inspirational leadership in promoting green human resource practices within organizations, by focusing on the role of inspirational leaders in motivating employees, building a positive organizational culture, and enhancing organizational commitment. The study addressed the main dimensions of inspirational leadership represented by (vision, motivation, role model, and empowerment), and the extent of their impact on green human resource practices such as recruitment, training and development, performance management, and talent retention. The study adopted the descriptive-analytical method consisting of a sample of (50) employees working at the Qayyarah Gas Power Plant.

The study concluded with a set of findings, the most important of which is the existence of a positive and statistically significant relationship between inspirational leadership and the application of effective green human resource practices. This indicates the importance of adopting leadership approaches based on inspiration and positive influence in improving the work environment and enhancing the efficiency of human capital.

The study recommended integrating the principles of inspirational leadership within the organizational policies of the station and adopting them as part of the organizational culture through their inclusion in administrative manuals and leadership evaluations.

Keywords: Inspirational Leadership, Green Human Resource Practices.

Introduction

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The concept of inspirational leadership has received widespread attention at the organizational level. It is a leadership style that focuses on motivating and inspiring individuals to achieve the highest levels of performance through a clear vision, effective communication, and exemplary behavior. Inspirational leaders are distinguished by their ability to build trust, enhance belonging, and motivate teams to overcome challenges and achieve common goals.

In the context of green human resources, inspirational leadership contributes significantly to promoting positive practices such as increasing employee commitment, improving the work environment, and encouraging a culture of continuous learning and development. It also directly impacts reducing employee turnover and increasing productivity by building relationships based on respect and appreciation between employees and management.

Chapter One: Study Methodology

First: Research Problem

Despite significant progress in the field of green human resource management, many organizations still face weaknesses in adopting modern and effective practices for managing human capital, which negatively affects organizational performance, stability, and job satisfaction. From this perspective, the role of inspirational leadership emerges as one of the leadership approaches in motivating employees, fostering a culture of innovation, and supporting the implementation of advanced green human resource practices. However, the relationship between inspirational leadership and the application of these practices has not been sufficiently studied in different organizational contexts, raising questions such as:

To what extent does inspirational leadership influence the promotion of green human resource practices within the organization?

How clear is employees' perception of inspirational leaders, and how does this reflect on their behavior and response in the work environment?

Second: Research Significance

The significance of the current study stems from its aim to address a topic that is both vital and represents a future legacy, while also enriching knowledge and contributing to intellectual trends in the field of management and organization. This study represents a serious attempt to highlight the impact of inspirational leadership on green human resource practices among employees at the organizational level. Moreover, such a study adds value by illustrating the actual dimensions of inspirational leadership, placing it before analytical evaluation and providing a basis for future research, while demonstrating the influence that inspirational leadership exerts on green human resource practices within the studied organization.

Third: Study Objectives

The objectives of the current study are as follows:

- a. To provide a theoretical overview of the study variables (inspirational leadership and green human resource management practices), with an attempt to adapt the literature and theories in the field to support the study's direction and enrich its contribution to knowledge.
- b. To examine the level of inspirational leadership and identify the type of green human resource practices within the studied organization through respondents' answers to the relevant survey items.
- c. To determine the effect relationship between the dimensions of inspirational leadership and the practices issued by green human resources at both the partial and overall organizational levels.
- d. To diligently provide some recommendations and indicate mechanisms for their implementation.

Fourth: Hypothetical framework of the study

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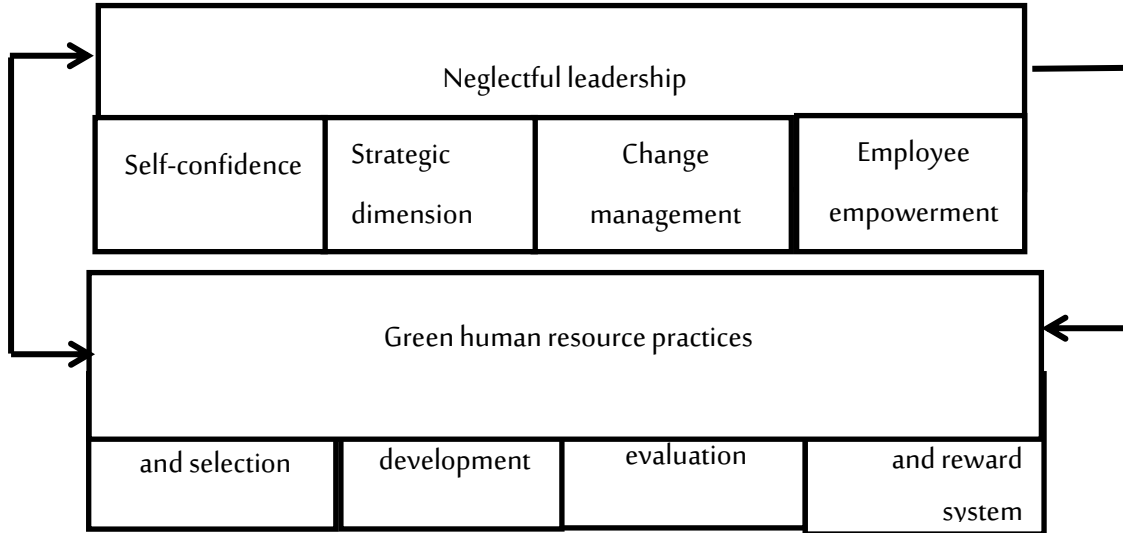


Figure (1) Virtual Study Framework

The double-headed arrow represents the correlation relationship between inspirational leadership – independent variable

Fifth: Study Hypotheses:

Derived from the hypothetical framework of the current study, the two hypotheses are as follows:

Main Hypothesis 1: There is no statistically significant correlation between the dimensions of inspirational leadership (combined) and green human resource practices (combined) in the researched organization.

Main Hypothesis 2: There is no statistically significant effect of the dimensions of inspirational leadership on green human resource practices.

Sixth: Data Collection Methods

In order to obtain the necessary data and information to fulfill the requirements of the study in both its theoretical and field aspects, the researchers relied on:

Arabic and foreign sources and everything related to their current study in the theoretical field, in order to review them and utilize them in favor of the theoretical frameworks, enabling the researchers to express their opinions and present their perspectives on the subject under study.

Questionnaire Form: This was the main tool for collecting data on the subject under study. The questionnaire consisted of three parts:

Part One: Covered the personal characteristics of the respondents.

Part Two: Focused on the independent variable of the study (inspirational leadership) and included several items that reveal the dimensions explaining this leadership.

Chapter Two: Inspirational Leadership

First: Concept of Inspirational Leadership

Al-Eisawi (2018, p.13) defined it as the personal traits and innate talents possessed by a leader that inspire others. The inspirational leader is a visionary who perceives events before they occur and seeks to develop this vision with their followers. They serve as a role model, striving to develop their followers while focusing on building trust between them. Inspirational leaders go beyond simple transactions of performance for rewards, exerting a deep influence on their followers and organizations. They are a key force in achieving new visions and driving change. The inspiration in these leaders lies in the core of their exceptional ability to excel in their leadership role (Waldman et al., 2011, p.60).

An inspirational leader transmits passion to teams, genuinely believes in others, encourages performance, and promotes certain types of behavior (Murnieks et al., 2016, pp.468–484). They motivate followers to engage in self-sacrifice for collective goals by developing the capabilities and traits of their followers, which in turn leads to positive attitudes (Salas et al., 2020, pp.107–108).

From the researchers' perspective, inspirational leadership consists of the traits that distinguish a leader.

The leader is outwardly attractive, strives to maintain positive relationships with subordinates, influencing their performance and commitment to the point of being captivated by the leader's ideas. They exercise a vital impact on ideas inspired by their imagination. Therefore, inspirational leadership is a style in which the leader possesses strong determination, is proactive, and is able to instill goodwill among followers.

Second: Importance of Inspirational Leadership

The importance of inspirational leadership lies in its focus on clarifying the vision, energizing followers, and motivating them to achieve organizational aspirations. It often involves going beyond the status quo

and inspiring others to set aside personal interests in favor of collective goals. The leader presents a compelling mission and is willing to bear personal risks and costs in pursuit of it.

Studies have shown that inspirational leadership can enhance collaboration and reduce conflict. Inspirational leaders have the ability to improve organizational performance through various mechanisms adopted by leadership (Barsade, 2002, pp.644–675). Inspirational leadership can also boost enthusiasm, foster a positive mood, enhance task performance, promote optimism, and increase energy, determination, professional skill, and innovation among employees (Mitchell & Boyle, 2019, p.60).

Inspirational leadership aims to create positive attitudes among followers and strengthen their perspectives toward the organization and colleagues. The inspirational leader invests time in developing their own skills and those of their followers, possesses a vision and higher goals, and seeks to achieve them while gaining respect and enhancing participation (Mistry & Hule, 2015, p.8).

Inspirational leadership addresses the needs of employees. Inspirational leaders are capable of understanding the thoughts and aspirations of their followers and recognizing what they perceive as challenges through continuous dialogue and transparency, which develops positive energy and confidence among them (Walumbwa, 2015, pp.14–23).

From the Above:

It becomes clear to the researchers that the importance of inspirational leadership and its impact on employee performance can be summarized in several points:

Development and care of employees within the organization and meeting their needs, as they take the leader as a role model.

Clarifying the vision and motivating employees to achieve great things, often involving going beyond the status quo and inspiring others to set aside personal interests in favor of collective organizational goals.

Ability to manage risks facing the organization and handle work-related problems and conflicts, resolving disagreements and differing opinions among individuals.

Keeping pace with surrounding changes and utilizing them to serve the organization through ambitious vision and pursuing organizational goals efficiently and effectively, contributing to the formation of a collective identity guiding employees, defining work plans, paths, and interpersonal relationships.

Serving as a link between all employees and organizational plans and objectives through continuous dialogue and transparency, while cultivating positive energy.

Developing and reinforcing teamwork and collaborative efforts, supporting positive forces in the organization, and reducing and limiting negative behaviors.

Third: Objectives of Inspirational Leadership

Khalif (2013, p.50) indicated that inspirational leadership aims to achieve a set of objectives, including:

Directing employees toward achieving specific objectives.

Developing a spirit of cooperation through equality, task distribution, and avoiding conflicts.

Clarifying and interpreting various organizational situations for employees and establishing timelines to achieve organizational goals.

Activating participation and self-management among work groups.

Strengthening cohesive relationships among employees and facilitating communication between them.

From the above objectives, inspirational leaders can empower employees to develop their passion for their work and how to achieve it, while developing their talents, which has a clear impact on organizational prosperity. Additional objectives include (Murnieks et al., 2016, pp.468–484):

Collective and social goals: Work teams with an inspirational leader usually achieve their goals and often exceed them. Inspirational leaders coordinate work with team values and encourage others to set ambitious goals and achieve them continuously.

Increased engagement: Inspirational leaders enhance a clear sense of purpose within their teams, helping each individual find greater value in their work and increasing overall employee engagement.

Employee commitment: When employees see a leader embodying ideal work ethics, they tend to aspire to the same level of commitment, which significantly increases their job commitment due to having an excellent and inspirational leader.

Fourth: Dimensions of Inspirational Leadership

Many researchers consider inspirational leadership an update to trait theory, highlighting essential characteristics a leader must possess. What distinguishes this concept are the traits of an inspirational leader: vision, confidence, enthusiasm, and optimism (Poojomjit et al., 2018, p.149).

From Garrett et al. (2005, p.3), inspirational leadership includes four dimensions or aspects: future vision, values, work ideas, increasing others' enthusiasm and recognition. Greenberg & Baron (2004, p.650) also identified four essential dimensions of inspirational leadership, which Khalif and Muhammad (2014, p.51) adopted in the applied aspect as the main pillars according to these references. These dimensions are:

Self-confidence: A crucial factor in enhancing organizational success in the long term, representing an individual's desire to build social relationships with others (Mey et al., 2014, p.457). It also represents the ability to control and solve problems, meaning no leader's confidence is shaken; it stems from their capability and sound judgment (Rajeh & Abdullah, 2020, p.318).

Future vision: A predictive state forming a specific image of future conditions and situations related to a particular context. This process goes beyond looking at events, encompassing understanding and perception (Al-Moussawi & Abboud, 2020, p.203). It has been described as a future image through which the organization anticipates its current conditions in one or more aspects (Maccoby, 2001, p.4).

Recognition of the leader as a change agent: Change is fundamental in any organization or state and is an essential element in all administrative activities. Its success is closely linked to keeping up with events and developments, which are influenced by various internal and external factors to different extents (Kamel et al., 2019, p.45).

Sensitivity to environmental constraints: This dimension emphasizes detecting problems and difficulties. Discovering information gaps reflects awareness of issues and weaknesses in the environment or

situation. Awareness allows leaders to quickly recognize errors and sense problems (Al-Zebari, 2003, p.32). Leaders must be realistic and proactive in dealing with their environment to ensure organizational security (Daham et al., 2019, p.523).

Chapter Two: Green Human Resource Management Practices

First: Concept of Green Human Resource Management Practices

Due to intense competition and rapid changes in the business environment, organizations compete to develop human resources, as they represent the most important resource among many organizational resources if organizations aim for growth, continuity, and survival (Mansour & Ashour, 2016, p.32). All organizational functions fundamentally rely on the efficiency, dedication, and enthusiasm of employees. Consequently, green human resource management (GHRM) has gained a distinct level of importance, being the core element around which work revolves. It is considered an irreplaceable element, enabling the organization to achieve a global competitive advantage (Hijazi et al., 2021, p.790).

GHRM is defined as "a set of policies designed to achieve maximum organizational integration, employee commitment, flexibility, and work quality" (Tabiu & Nura, 2013, p.249). Al-Bariki et al. (2022, p.284) describe it as management that provides the organization with the workforce it needs, maintains it, trains and develops it, ensures stability, and enhances morale. Al-Hayssa (2023, p.2) considers GHRM the backbone and essence of organizational work, as it forms the foundation for achieving objectives efficiently. Human or knowledge capital is central to organizational excellence. Selecting employees carefully, training and developing them, evaluating performance, and motivating them with fair compensation requires special attention from the management responsible for GHRM (Zroukhi & Salam, 2019, p.57).

HRM is committed to many interrelated tasks and practices that should not be interpreted as independent factors. These practices include policies for selection, training, integrated performance evaluation, and competitive rewards (Santhanam et al., 2017, p.2). Aburumman et al. (2020, p.643) note that investing in GHRM practices adopted by an organization helps create human capital that is difficult to replicate, improving employees' knowledge, skills, and abilities while motivating them to balance work and life. Therefore, HRM focuses on implementing best practices in selection, training, evaluation, and rewards to increase shareholder value within the organization and determine how these practices contribute to superior performance (Aust et al., 2020, p.2).

Second: Importance of Green Human Resource Management Practices

The importance of GHRM practices lies in preparing and qualifying human resources with diverse specializations and qualifications to achieve organizational objectives (Al-Bariki et al., 2022, p.284).

Similarly, Vuong & Sid (2020, p.1635) highlight that the importance of GHRM practices is evident in two **aspects:**

Organizations can achieve their objectives by relying on human capital.

These practices can significantly influence employee perceptions, attitudes, and behaviors, which can affect organizational performance.

Saleem (2020, p.218) argues that the importance of GHRM practices primarily stems from the reasons that necessitated attention to them. The most important reasons include:

Developments and changes in the internal or external organizational environment.

Changing the perspective of the human element from a productive factor to an organizational asset.

Focusing on psychological factors affecting employee behavior.

The emergence of new concepts such as Total Quality Management (TQM).

Government intervention through the issuance of laws related to employee welfare, equality at work, and social security.

From the researchers' perspective, GHRM practices are of great importance in achieving organizational goals by developing a strategy and work policy focused on optimizing human resources to perform required tasks, ensuring the organization attains its unique competitive advantage.

Third: Dimensions of Green Human Resource Management Practices

There is no consensus among researchers regarding the dimensions of green human resource management (GHRM) practices. Over the years, various researchers have proposed different dimensions based on their perspectives or the perceived importance of each dimension. After reviewing numerous previous studies, both Arabic and international, the researchers adopted the following GHRM dimensions for their relevance and suitability to the current study: (recruitment and selection, training and development, performance evaluation, and compensation system). These dimensions were adopted in the studies of Al-Hayassat (2021), Iskak et al. (2011), Goyal &Uigen (2018), Amin et al. (2014), Tabiu & Nura (2013), and Goyal &Patward (2020), as explained below:

Recruitment and Selection:

The process of recruiting and selecting employees is the key stage that determines

employee productivity and performance. This process requires accurate and continuous information regarding the number and qualifications of individuals needed for various organizational roles. Therefore, the quality of employees hired should align with organizational needs (Hafidz et al., 2023, p.418). Recruitment generally refers to arrangements ensuring applicants are aware of the organization's requirements and providing a process for them to submit relevant information to demonstrate their suitability for the specified position. Selection refers to the procedures undertaken to examine applications and determine the extent to which applicants meet job specifications (Keir & Youssif, 2016, p.33). According to Tabiu & Nura (2013, p.251), recruitment and selection are among the most important GHRM practices as they represent the entry point into most organizations. Most organizations recruit talent that drives their goals and interests, using various techniques including interviews, assessment centers, CVs, references, and more.

Training and Development:

To enhance the capabilities and development of GHRM, this activity is carried out according to a planned program identifying training and development needs, designing programs, implementing them, and monitoring results. Training and development extend to guiding and training new employees at all functional levels and retraining them when their responsibilities or job requirements change (Al-Bariki et al., 2022, p.285). Hijazi et al. (2021, p.793) define it as efforts aimed at equipping employees with the knowledge and skills needed for their current roles while developing their capacities for the future.

Performance Evaluation:

Apak et al. (2016) propose that organizations conduct performance evaluations to provide feedback on employees' performance and contributions and to improve their performance. This process helps employees recognize their strengths and weaknesses, develop skills, and understand their responsibilities. Vuong & Suntrayuth (2019, p.1636) define performance evaluation as a process where managers assess, judge, and describe employees' job performance over a specified period and retain the results for future reference. According to Keir (2016, p.39) and Krya (2023, p.27), the main purposes of performance evaluation are:

Reviewing the employee's past performance.

Identifying areas needing improvement or development.

Supporting individual employee development.

Determining which employees should be promoted.

Addressing and resolving organizational problems and crises.

Compensation and Reward System:

The compensation system includes both tangible and intangible rewards. Tangible rewards encompass salaries, wages, incentives, and bonuses, while intangible rewards include social and health benefits.

These compensations enhance employees' sense of stability, motivation, and commitment, especially when directly linked to performance (Hijazi et al., 2021, p.793). Keir (2016, p.36) emphasizes the need for organizations to have a clear and advanced compensation strategy that communicates expected rewards and the basis for determining them. Literature supports that rewards and recognition are crucial factors influencing employee behavior, job satisfaction, and organizational performance. Al-Qarala (2018, p.8) defines the compensation and reward system as a set of external factors and influences that stimulate individuals to perform tasks optimally by fulfilling their material and psychological needs and desires.

Chapter Three: Practical Aspect

First Variable: Inspirational Leadership

1. Self-Confidence

The results of the analysis describing and diagnosing this dimension are shown in Table (1), which was measured using its indicators represented in the questionnaire items (X1–X5). The respondents' answers generally tended toward agreement (Strongly Agree, Agree) with these items, with a total agreement rate of 80.08% and a disagreement rate (Disagree, Strongly Disagree) of 4.4%. The arithmetic mean was 3.94, the standard deviation 0.97, the coefficient of variation 24.61%, and the response rate 78.8%.

The indicator X4 contributed the most to agreement on the self-confidence dimension, with an agreement rate of 82.4% and an arithmetic mean of 4.12, confirming that the respondent "has a clear leadership vision based on a specific philosophy and insightful vision."

The indicator X3 contributed the least, with an agreement rate of 76.8% and an arithmetic mean of 3.84, indicating that the respondent "has the ability to control oneself when angry and serves as a role model in behavior and actions."

Table (1): Overall mean, frequency distributions, arithmetic means, standard deviations, coefficient of variation, and response rate for the self-confidence dimension at Qayyarah Gas Power Station

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Self-confidence														
X1	19	38.0	20	40.0	3	6.0	1	2.0	7	14.0	3.86	1.34	77.2	34.71
X2	11	22.0	31	62.0	3	6.0	3	6.0	2	4.0	3.92	0.94	78.4	23.98
X3	9	18.0	29	58.0	9	18.0	1	2.0	2	4.0	3.84	0.88	76.8	22.91
X4	15	30.0	30	60.0	2	4.0	2	4.0	1	2.0	4.12	0.82	82.4	19.90
X5	14	28.0	24	48.0	9	18.0	2	4.0	1	2.0	3.96	0.90	79.2	22.72
Avera ge	27.2		53.6		10.4		3.6		5.2		3.94	0.97	78.8	24.61
	80.8						4.4							

Source: Prepared by the researcher based on SPSS V23

2- Strategic Orientation

It is evident from the results of the analysis and diagnosis of the description of this dimension, as illustrated in Table (2), which was measured by its indicators—represented in the questionnaire axes by the symbols (X6–X10)—that the respondents' answers tended toward agreement ("Strongly Agree", "Agree") with these items overall at a rate of (66.4%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (12.8%), with a mean of (3.72), a standard deviation of (0.96), a coefficient of variation of (25.80%), and a response rate of (74.4%).

Indicator (X8) was the most contributing factor to the agreement on the strategic orientation dimension, with an agreement rate of (80.8%) and a mean of (4.04), which confirms that it "translates the organization's goals into practical and executable procedures and provides mechanisms and tools for implementation."

Indicator (X6) had the least contribution, with an agreement rate of (60%) and a mean of (3.40), which indicates that it "clarifies the organization's future vision to employees, listens well to different viewpoints, respects them, and motivates them."

Table (2): The overall average, frequency distributions, means, standard deviations, coefficient of variation, and response rate for the "Strategic Orientation" dimension at Qayyarah Gas Power Plant

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Strategic Orientation														
X6	7	14.0	19	38.0	12	24.0	11	22.0	1	2.0	3.40	1.04	60	30.58
X7	6	12.0	21	42.0	17	34.0	5	10.0	1	2.0	3.52	0.90	70.4	25.56
X8	14	28.0	28	56.0	5	10.0	2	4.0	1	2.0	4.04	0.85	80.8	21.04
X9	8	16.0	26	52.0	10	20.0	3	6.0	3	6.0	3.66	1.02	73.2	27.86
X10	18	36.0	19	38.0	8	16.0	4	8.0	1	2.0	3.98	1.02	79.6	25.62
Average	21.2		45.2		20.8		10		2.8		3.72	0.96	74.4	25.80
	66.4						12.8							

Source: Prepared by the researcher based on SPSS V23 results.

3-Change Management

It is evident from the results of the analysis and diagnosis of the description of this dimension, as illustrated in Table (3), which was measured by its indicators—represented in the questionnaire axes by the symbols (X11–X15)—that the respondents' answers tended toward agreement ("Strongly Agree", "Agree") with these items overall at a rate of (72.4%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (12%), with a mean of (3.76), a standard deviation of (1.01), a coefficient of variation of (26.86%), and a response rate of (75.2%).

Indicator (X14) was the most contributing factor to the agreement on the Change Management dimension, with an agreement rate of (78%) and a mean of (3.90), which confirms that it "believes in the capabilities and expertise of the organization's employees."

Indicator (X12) had the least contribution, with an agreement rate of (71.6%) and a mean of (3.58), which indicates that it "follows the results of pioneering global experiences and applies them."

Table (3): The overall average, frequency distributions, means, standard deviations, coefficient of variation, and response rate for the 'Change Management' dimension at Qayyarah Gas Power Plant

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Change Management														
X11	17	14.0	20	40.0	5	10.0	4	8.0	4	8.0	3.8	1.2	76.8	31.51
X12	5	12.0	28	56.0	10	20.0	5	10.0	2	4.0	3.5	.94	71.6	26.25
X13	6	28.0	29	58.0	9	18.0	4	8.0	2	4.0	3.6	0.9	73.2	25.41
X14	10	16.0	29	58.0	8	16.0	2	4.0	1	2.0	3.9	.83	78	21.28
X15	16	36.0	21	42.0	7	14.0	2	4.0	4	8.0	3.8	1.1	77.2	30.05
Average	21.6		50.8		15.6		6.8		5.2		3.7	1.0	75.2	26.86
e	72.4						12							

Source: Prepared by the researcher based on SPSS V23 results.

4. Employee Empowerment

It is evident from the results of the analysis and diagnosis of the description of this dimension, as illustrated in Table (4), which was measured by its indicators—represented the questionnaire axes by the symbols (X16–X20)—that the respondents' answers tended toward agreement ("Strongly Agree", "Agree") with these items overall at a rate of (72.8%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (8%), with a mean of (3.89), a standard deviation of (0.96), a coefficient of variation of (23.13%), and a response rate of (77.8%). Indicator (X20) was the most contributing factor to the agreement on the Employee Empowerment dimension, with an agreement rate of (81.6%) and a mean of (4.08), which confirms that it "creates an organizational climate characterized by human relations with ease and flexibility." Indicator (X18) had the least contribution, with an agreement rate of (75.6%) and a mean of (3.78), which indicates that it "encourages and rewards innovative performance and ideas at work."

Table (4): The overall average, frequency distributions, means, standard deviations, coefficient of variation, and response rate for the 'Employee Empowerment' dimension at Qayyarah Gas Power Plant

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Training and Development														
X26	14	28.0	21	42.0	9	18.0	5	10.0	1	2.0	3.84	1.01	76.8	26.30
X27	28	56.0	20	40.0	2	4.0	0	0.0	0	0.0	4.52	.570	90.4	12.61
X28	27	54.0	18	36.0	5	10.0	0	0.0	0	0.0	4.44	0.67	88.8	15.09
X29	10	20.0	25	50.0	13	26.0	1	2.0	1	2.0	3.84	0.84	76.8	21.87
X30	13	26.0	27	54.0	7	14.0	3	6.0	0	0.0	4.40	0.80	80.0	20.00
Average	36.8		44.4		14.4		3.6		0.8		4.12	0.77	82.4	18.68
e	81.2						2.2							

Source: Prepared by the researcher based on SPSS V23 results.

4. Employee Empowerment

It is evident from the results of the analysis and diagnosis of the description of this dimension, as illustrated in Table (4), which was measured by its indicators—represented in the questionnaire axes by the symbols (X16–X20)—that the respondents' answers tended toward agreement ("Strongly Agree", "Agree") with these items overall at a rate of (72.8%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (8%), with a mean of (3.89), a standard deviation of (0.96), a coefficient of variation of (23.13%), and a response rate of (77.8%). Indicator (X20) was the most contributing factor to the agreement on the Employee Empowerment dimension, with an agreement rate of (81.6%) and a mean of (4.08), which confirms that it "creates an organizational climate characterized by human relations with ease and flexibility." Indicator (X18) had the least contribution, with an agreement rate of (75.6%) and a mean of (3.78), which indicates that it "encourages and rewards innovative performance and ideas at work."

Table (4): The overall average, frequency distributions, means, standard deviations, coefficient of variation, and response rate for the 'Employee Empowerment' dimension at Qayyarah Gas Power Plant

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Employee Empowerment														
X16	13	26.0	22	44.0	9	18.0	6	12.0	0	0	3.84	1.21	76.8	24.74
X17	12	24.0	22	44.0	14	28.0	2	4.0	0	0	3.88	.940	77.6	21.13
X18	10	20.0	26	52.0	8	16.0	5	10.0	1	2.0	3.78	0.93	75.6	25.13
X19	12	24.0	24	48.0	11	22.0	3	6.0	0	0	3.90	.830	78	21.28
X20	18	36.0	23	46.0	6	12.0	1	2.0	2	4.0	4.08	1.16	81.6	23.52
Average	26		46.8		19.2		6.8		1.2		3.89	0.9	77.8	23.13
e	72.8						8							

Source: Prepared by the researcher based on SPSS V23 results.

1– Variable Two: Green Human Resource Practices

Recruitment and Selectio

It is evident from the results of the analysis and diagnosis of the description of this dimension, as illustrated in Table (5), which was measured by its indicators—represented in the questionnaire axes by the symbols (X21–X25)—that the respondents' answers tended toward agreement ("Strongly Agree", "Agree") with these items overall at a rate of (69.2%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (10%), with a mean of (3.79), a standard deviation of (0.96), a coefficient of variation of (23.13%), and a response rate of (75.8%).

Indicator (X24) was the most contributing factor to the agreement on the Recruitment and Selection dimension, with an agreement rate of (78.4%) and a mean of (3.92), which confirms that it "uses appropriate assessment tools (such as personal interviews or tests) to select the most suitable candidate." Indicator (X22) had the least contribution, with an agreement rate of (72%) and a mean of (3.60), which indicates that "job advertisements are published clearly and in detail, reflecting job requirements."

Table (5): The overall average, frequency distributions, means, standard deviations, coefficient of variation, and response rate for the 'Recruitment and Selection' dimension at Qayyarah Gas Power Plant

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Recruitment and Selection														
X21	11	22.0	21	42.0	13	26.0	5	10.0	0	0	3.76	0.91	75.2	24.20
X22	11	22.0	16	32.0	15	30.0	8	16.0	0	0	3.60	1.01	72	28.05
X23	7	14.0	32	64.0	7	14.0	2	4.0	2	4.0	3.80	0.88	76	23.15
X24	14	28.0	24	48.0	8	16.0	2	4.0	2	4.0	3.92	0.98	78.4	25
X25	15	30.0	22	44.0	9	18.0	1	2.0	3	6.0	3.90	1.05	78	26.92
Average	23.2		46		20.8		7.2		2.8		3.79	0.96	75.8	25.33
	69.2						10							

Source: Prepared by the researcher based on SPSS V23 results

2. Training and Development

It is evident from the results of the analysis and diagnosis of this dimension, as shown in Table (6), which was measured by its indicators represented in the questionnaire axes expressed by the codes (X26–X30), that respondents' answers generally leaned towards agreement ("Strongly Agree", "Agree") with those statements at a rate of (81.2%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (2.2%). The arithmetic mean was (4.12), with a standard deviation of (0.77), a coefficient of variation of (18.68%), and a response rate of (82.4%).

Indicator (X27) contributed the most to agreement on the Training and Development dimension, with an agreement rate of (90.4%) and an arithmetic mean of (4.52), which confirms that the training programs provided are in line with actual work needs. Indicator (X26) had the lowest contribution, with an agreement rate of (76.8%) and an arithmetic mean of (3.84), indicating that the organization provides sufficient training opportunities to develop employees' skills.

Table (6): General Average, Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation, and Response Rate for the Training and Development Dimension at Qayyarah Gas Power Station

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Training and Development														
X26	14	28.0	21	42.0	9	18.0	5	10.0	1	2.0	3.84	1.01	76.8	26.30
X27	28	56.0	20	40.0	2	4.0	0	0	0	0	4.52	.570	90.4	12.61
X28	27	54.0	18	36.0	5	10.0	0	0	0	0	4.44	0.67	88.8	15.09
X29	10	20.0	25	50.0	13	26.0	1	2.0	1	2.0	3.84	0.84	76.8	21.87
X30	13	26.0	27	54.0	7	14.0	3	6.0	0	0	4	0.80	80	20
Average	36.8		44.4		14.4		3.6		0.8		4.12	0.77	82.4	18.68
	81.2						2.2							

Source: Prepared by the researcher based on SPSS V23 results.

3. Performance Evaluation

It is evident from the results of the analysis and diagnosis of this dimension, as shown in Table (7), which was measured by its indicators represented in the questionnaire axes expressed by the codes (X31–X35), that respondents' answers generally leaned towards agreement ("Strongly Agree", "Agree") with those statements at a rate of (75.14%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (6%). The arithmetic mean was (4.02), with a standard deviation of (0.89), a coefficient of variation of (22.13%), and a response rate of (80.4%).

Indicator (X33) contributed the most to agreement on the Performance Evaluation dimension, with an agreement rate of (83.2%) and an arithmetic mean of (4.16), which confirms that the employee performs their daily tasks efficiently and without repeating

mistakes. Indicator (X32) had the lowest contribution, with an agreement rate of (77.6%) and an arithmetic mean of (3.88), indicating that the employee consistently shows interest in improving work quality.

Table (7): General Average, Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation, and Response Rate for the Performance Evaluation Dimension at Qayyarah Gas Power Station

القيادة المهمة ودورها في تعزيز ممارسات الموارد البشرية الخضراء دراسة استطلاعية لأراء عينة من الملاكات الوظيفية في محطة كهرباء
القيارة الغازية

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Performance Evaluation														
X31	13	26.0	23	46.0	13	26.0	1	2.0	0	3.84	3.96	.780	79.2	19.69
X32	14	28.0	22	44.0	8	16.0	6	12.0	0	4.52	3.88	0.96	77.6	77.6
X33	20	40.0	22	44.0	5	10.0	2	4.0	2.0	4.44	4.16	0.91	83.2	83.2
X34	18	36.0	21	42.0	9	18.0	0	0	4.0	3.84	4.06	0.95	81.2	81.2
X35	17	34.0	21	42.0	9	18.0	3	6.0	0	4	4.04	.870	80.8	80.8
Average	332.8		43.6		17.6		4.8		1.2		4.02	0.89	80.4	22.13
	75.14						6							

Source: Prepared by the researcher based on SPSS V23 results.

4. Compensation and Reward System

It is evident from the results of the analysis and diagnosis of this dimension, as shown in Table (8), which was measured by its indicators represented in the questionnaire axes expressed by the codes (X36–X40), that respondents' answers generally leaned towards agreement ("Strongly Agree", "Agree") with those statements at a rate of (71.6%), while the rate of disagreement ("Disagree", "Strongly Disagree") was (4.4%). The arithmetic mean was (3.87), with a standard deviation of (0.80), a coefficient of variation of (20.67%), and a response rate of (77.4%).

Indicator (X36) contributed the most to agreement on the Compensation and Reward System dimension, with an agreement rate of (79.6%) and an arithmetic mean of (3.98), which confirms that the compensation system in the organization motivates employees to exert greater effort. Indicator (X40) had the lowest contribution, with an agreement rate of (76.4%) and an arithmetic mean of (3.82), indicating that employees receive a fair monthly salary compared to colleagues performing the same work.

Table (8): General Average, Frequency Distributions, Arithmetic Means, Standard Deviations, Coefficient of Variation, and Response Rate for the Compensation and Reward System Dimension at Qayyarah Gas

القيادة المهمة ودورها في تعزيز ممارسات الموارد البشرية الخضراء دراسة استطلاعية لأراء عينة من الملاكات الوظيفية في محطة كهرباء
القيارة الغازية

Variable symbol	Response alternatives										Arithmetic mean	Standard deviation	Response rate %	Coefficient of variation %
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree					
	Number	%	Number	%	Number	%	Number	%	Number	%				
Compensation and Reward System														
X36	11	22.0	28	56.0	10	20.0	1	2.0	0	0	11	.710	79.6	17.83
X37	8	16.0	28	56.0	13	26.0	1	2.0	0	0	8	0.70	77.2	18.13
X38	15	30.0	19	38.0	12	24.0	3	6.0	1	2.0	15	0.98	77.6	25.25
X39	8	16.0	27	54.0	14	28.0	1	2.0	0	0	8	0.71	76.8	18.49
X40	11	22.0	24	48.0	11	22.0	3	6.0	1	2.0	11	0.91	76.4	23.82
	21.2		50.4		24		3.6		0.8		3.87	0.89	80.4	20.67
	71.6			4.4										

Source: Prepared by the researcher based on SPSS V23 results.

Analysis of the Nature of the Correlation Relationships Between the Dimensions of Transformational Leadership (Combined) and the Dimensions of Green Human Resource Practices (Combined):

Main Hypothesis One: There is no statistically significant correlation relationship between the dimensions of transformational leadership (combined) and green human resource practices (combined) in the studied organization.

The content of this analysis reflects the test of the main hypothesis one, which states that there is no statistically significant correlation between the dimensions of transformational leadership (combined) and green human resource practices (combined) in the studied organization. Following the data in Table (), it becomes clear that there is a statistically significant correlation relationship between the dimensions of transformational leadership (combined) and green human resource practices (combined) in the studied organization. The correlation coefficient between them reached (0.78) at a significance level of (0.05). These results indicate the significance and strength of the correlation between the two variables, signaling the rejection of the main hypothesis one and acceptance of the alternative hypothesis, which confirms the ability of the dimensions of transformational leadership to explain and predict green human resource practices.

Table (9): Results of the Correlation Relationship Between the Dimensions of Transformational Leadership and Green Human Resource Practices at the Level of the Studied Organization

Independent Variable	Transformational Leadership
Dependent Variable	
Green Human Resource Practices	0.78**

$P \leq 0.05$

$n = 50$

Source: Prepared by the researcher based on the results of the SPSS program.

2- Analysis of the Nature of the Impact Relationships of the Dimensions of Transformational Leadership on the Feasibility of Green Human Resource Practices in the Studied Organization

Main Hypothesis Two: There is no statistically significant impact of the dimensions of transformational leadership on green human resource practices.

The content of this relationship reflects the test of the study's main hypothesis two, which states that there is no statistically significant impact of the dimensions of transformational leadership on green human resource practices. It becomes clear from Table (32) that there is a significant impact of the dimensions of transformational leadership on green human resource practices, with a significance level of (0.000), which is less than the study's assumed significance level (0.05).

These dimensions explained, based on the coefficient of determination (R^2), about (61.1%) of the total variations in green human resource practices in the studied organization. The significance is supported by the calculated F-value (3.18), which is greater than its tabulated value (3.112) at degrees of freedom (1,48) and significance level (0.05). The remaining percentage of (38.9%) is attributed to other variables that cannot be controlled or were not included in the study model.

The Beta regression coefficient value reached (0.893), which is significant according to the calculated t-value (2.529), which is greater than its tabulated value (0.679) at the significance level (0.05). This indicates that a one-unit change in the combined dimensions of transformational leadership will lead to a (0.893) change in green human resource practices in the studied organization.

The results indicate rejection of the study's main hypothesis two, which stated there is no statistically significant impact of the dimensions of transformational leadership on green human resource practices, and acceptance of the alternative hypothesis.

Table (10): Impact of the Dimensions of Transformational Leadership on Green Human Resource Practices at the Level of the Studied Organization

F-Test		R ²	Dimensions of Smart Leadership		Independent Variable	
Tabulated	Calculated		β_1	β_0	Dependent Variable	
	76.284*	0.611	0.893 (2.529)*	0.799	Beta Coefficients of β	Entrepreneurial Orientation

* $P \leq 0.05$ n=50 df= (1, 48) The calculated T() refers to the value

Section Three: (Conclusions and Recommendations)

Conclusions:

- 1- The study results showed a strong positive relationship between transformational leadership and green human resource practices, as there is a close correlation between the methods followed by transformational leadership and the development and activation of green HR practices at the station, such as training and development, employee motivation, and performance management.
- 2- Transformational leadership enhances job belonging and satisfaction among employees, as it was found that transformational leaders contribute to raising employee morale and increasing their loyalty to the organization through effective communication, appreciation of efforts, and achieving fairness.
- 3- Moral motivation (such as appreciation, encouragement, and involving employees in decision-making) had a direct impact on improving the work environment and enhancing job commitment.
- 4- Weakness in green human resource practices in the absence of transformational leadership, as respondents indicated that its absence leads to a decline in some administrative practices such as talent management, competency development, in addition to fair and transparent performance evaluation.
- 5- The clear impact of transformational leadership in supporting organizational flexibility and innovation through encouraging creative thinking and giving trust to employees, which positively reflects on developing solutions to operational problems and improving work efficiency at the station.

6- The need to develop leadership skills at supervisory levels, as the results indicated a variation in transformational leadership skills between departments, which calls for training programs to qualify middle and lower-level leadership.

Recommendations:

1- Work on establishing specialized training programs in transformational leadership to develop the skills of current and potential leaders through workshops and training programs focusing on effective communication, motivation, building trust, and professional inspiration.

2- Integrate the principles of transformational leadership within the organizational policies of the studied organization and adopt them as part of the organizational culture by including them in administrative manuals and leadership evaluations.

3- Link the evaluation of leaders' performance to their positive impact on employees and use behavioral and standard indicators to measure the real effect of leaders on job satisfaction, productivity, and green human resource practices.

4- Enhance a participatory work environment that stimulates creativity and communication and provides an organizational climate that allows individuals to participate in decision-making and idea generation, which contributes to strengthening the role of transformational leadership in developing green human resources.

5- Activate a continuous feedback system between leadership and employees and establish clear mechanisms to collect employees' opinions about leaders' performance and use them to improve leadership methods.

6- Build an incentive system linked to transformational leadership practices in a way that encourages leaders who exhibit inspiring behaviors through moral and material rewards that reflect their role in improving the work environment and developing individuals.

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