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Table Of Contents

Journal Cover	1
Author[s] Statement	3
Editorial Team	4
Article information	5
Check this article update (crossmark)	5
Check this article impact	5
Cite this article.....	5
Title page	6
Article Title	6
Author information	6
Abstract	6
Article content	7

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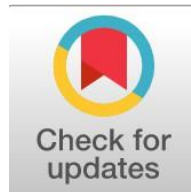
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Green Human Resource Management and its Role in Enhancing Organizational Excellence : An Analytical Study at the Northern Technical University / Mosul: Manajemen Sumber Daya Manusia Berwawasan Lingkungan dan Perannya dalam Meningkatkan Keunggulan Organisasi: Sebuah Studi Analitis di Universitas Teknik Utara / Mosul

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Abstract

General Background: Organizations increasingly adopt environmentally oriented human resource practices to support sustainability goals and long-term competitiveness. **Specific Background:** Green human resource management integrates environmental principles into HR functions to encourage pro-environmental behavior and organizational development. **Knowledge Gap:** Despite growing interest, limited studies examine its linkage with organizational brilliance within specific institutional contexts. **Aims:** This study aims to analyze the role of green human resource management in shaping organizational brilliance through relevant organizational mechanisms. **Results:** The findings indicate that green HR practices are associated with improved organizational processes and employee engagement, contributing to higher levels of organizational brilliance. **Novelty:** The study offers an integrated perspective by linking green HRM practices with organizational brilliance within a unified analytical framework. **Implications:** These results highlight the importance of adopting structured green HR strategies to support sustainable organizational development and managerial decision-making

Keyword: Green Human Resource Management, Organizational Brilliance, Sustainability Practices, Employee Behavior, Organizational Development

Key Findings Highlights

Environmentally oriented HR practices support internal organizational alignment
Employee engagement patterns reflect sustainability-oriented management approaches
Integrated frameworks provide clearer understanding of organizational performance dynamics

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Introduction

First, the problem of the research

Organizations must take a proactive approach in the workplace that includes achieving environmental goals and adopting policies because the first has gone beyond their proactive responses to environmental issues, which only involved preventing pollution and reducing environmental damage. Instead, it came as a modern strategy to achieve integration between the organization's goals and environmental goals with the exacerbation of environmental problems that affect humanity in all aspects of life. and green practices in various aspects, so the integration of environmentally friendly concerns in the strategy of organizations has become an obligation on organizations to reduce the harmful effects of their activities, as organizations usually need to promote environmental sustainability and deal with it to reach a distinguished position in the business environment, which pushes organizations to look for everything new. The direction of the environment and its sustainability. As it is imposing on the business environment at the present time the need to preserve and sustain human resources to face and preserve those environmental challenges, as the key to the successful implementation of the idea of the success of organizations and their brilliance in the presence of efficient and enthusiastic human resources to preserve the environment and deal according to the requirements of the clean environment, so he identified the importance of integrating environmental management and human resources management practices. Green human resources management may be regarded as green, and their presence in an organization improves performance and is crucial since it influences the organization's capacity to join the ranks of prestigious and successful organizations. One of the foundations that relies on the use of a set of criteria that aid in creating organizational brilliance, which aims to increase efficacy and efficiency in a manner that advances the objectives of the environment and the organization jointly.

From the above, the problem of the study can be clarified by asking the following main question: Does the achievement of organizational brilliance come through green human resource management, and from this the research questions of the research problem start two agencies:

1. What is the availability of green human resource management practices in the field studied?
2. Is there a correlation between green HR management and organizational brilliance?
3. What kind of connection exists in the sector under study between organizational genius and green HRS management?
4. Does organizational genius in the sector under study get affected by green HRM practices?

The Value of Investigation

The following criteria can be used to assess the research's significance:

In conjunction with the efforts exerted by the Northern Technical University in particular and Iraqi universities in general to improve the quality of their performance and excellence and achieve advanced positions in the websites of local and international universities, in order to ensure a sustainable competitive advantage, the research comes its importance through its discussion of a vital topic that contributes to improving the position of Iraqi universities and maintaining its sustainability and continuity as it deals with the requirements of the environment and helps Iraqi universities to improve their performance and reach advanced positions through the pillars of green human resources management practices, as human resources come as an important resource in Iraqi universities with their skills, experiences, sober scientific qualifications and solid knowledge that give them priority in environmentally friendly practices and give a positive impression in the solid organizational structure that achieves success and brilliance for the organization in which it works. The human resource can help the organization to adapt to the local and global environment and stand in the first positions in the ranking of universities, as the modern and most powerful trend is now towards the environment and its sustainability, as it is the one that maintains its survival and excellence in addition to preserving the societal environment.

The results of the research also help university leaders and academic education in making the necessary decisions for green practices and methods for human resources to improve their organizational position in general and Northern Technical University in particular, in order to achieve their organizational brilliance.

Research Objectives

The study aims to accomplish its primary objective by:

Through a field research at Northern Technical University/Mosul, we hope to shed light on how green HRM contributes to organizational brilliance. To this end, we make reference to the following:

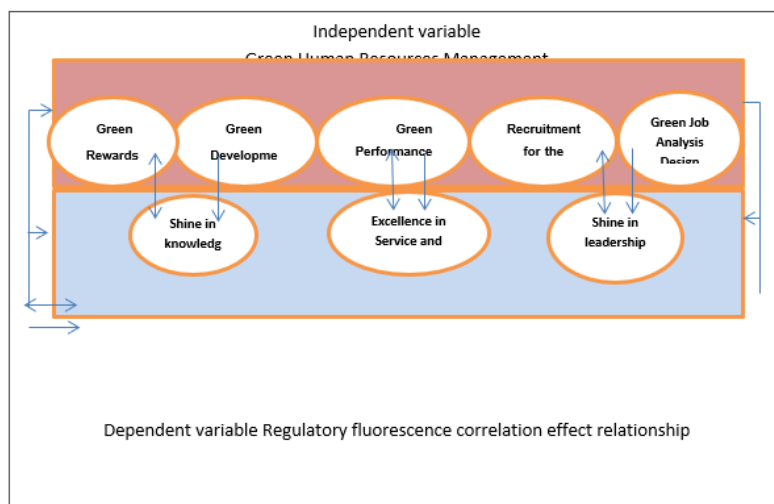
1. Determine the existence of green human resources in the field being studied, as well as the actuality of these practices.
2. Assessing through research the nature of the connection between organizational brilliance and green HRM management.
3. Using the Research Community to Explain How the Relationship Between Green HRM and Organizational Brilliance.
4. Trying to develop procedural proposals in order to achieve organizational brilliance and through green human resource management practices.

Research Plan

In order to show the variables of independent and accredited research and the relationship between them and the practical aspect, a hypothetical research diagram was organized that shows the research variables and the sub-dimensions of the independent and approved variable.

Independent Variable: Green human resources management and its practices (green training and development, green performance management and evaluation, green job design and analysis, green recruitment and selection, and green reward system)

The dependent variable is organizational brilliance in all of its manifestations, including leadership, service and innovation, and knowledge.



Fifth: Research Hypotheses

For the purpose of answering the research questions, a number of the following hypotheses can be proposed:

✦ **The first major hypothesis states that organizational genius in the sector under study is positively correlated with green HRM management.**

- The following sub-hypotheses form the basis of the first main hypothesis:
- Green HR management's combined characteristics and leadership excellence in the subject under study are positively correlated.
- Green human resources management and its combined aspects, as well as service excellence and innovation in the subject under study, are positively correlated. There is a positive correlation between green human resource management and the brilliance of knowledge in the field under study.

✦ **The second main hypothesis :** In the topic under study, there is a noteworthy correlation between organizational brilliance and green human resources management.

- The following are the sub-hypotheses that comprise the second main hypothesis:
- Green human resources management and its integrated dimensions have a substantial impact on leadership brilliance in the subject under study.
- In the subject being studied, there is a noteworthy correlation between green human resources management and its combined aspects of service excellence and innovation.
- There is a significant significant impact relationship between green human resources management and its dimensions combined in the brilliance of knowledge in the field under study.

Research Methodology

The research includes the descriptive method, which relied on the obtained foreign and Arab researches that were classified as research sources for the purpose of describing the two research variables , and a number of data obtained from the research field were relied on represented by the research sample for the purpose of analyzing and interpreting it, identifying the results of statistical analysis and explaining the most important things. The research reached its conclusions, taking into account that it is possible to clarify and interpret them to understand the facts in the field.

Research Limits

Spatial Boundaries: Northern Technical University, Mosul.

Time Limits: The search started on 22/7/2025 and ended on 25/10/2025.

Human Limits: Individuals working (faculty members) at the Northern Technical University/Mosul.

Eighth: Research Tools

Theoretical aspect: In order to strengthen the theoretical framework, the researcher relied on a number of Arab and foreign researches, which were classified as research sources, which contained foreign and Arab sources, journals and scientific researches related to the research topic.

The questionnaire of the study: The main tool of the research and the specific data collection was the questionnaire, which included two axes, **the first axis:** Green human resources management, including its methods (green job design and analysis, green hiring and selection, green performance management and evaluation, green training and development, and green reward system), was one of the independent variable's paragraphs. The second axis: As shown in Table (1), which depicts the format of the questionnaire form, it included paragraphs for the authorized variable: organizational brilliance in its aspects (brilliance in leadership, brilliance in service and innovation, and brilliance in knowledge).

Table 1 Structure of the Questionnaire

Variable	Dimension	Items	Description	Reference Study
Green Human Resource Management (X)	Green Job Design and Analysis	4	X1–X4	Mansour & Shafey, 2023
	Green Recruitment and Selection	4	X5–X8	Zihan & Makhbul, 2024
	Green Performance Management and Appraisal	4	X9–X12	Mansour & Shafey, 2023
	Green Training and Development	4	X13–X16	Zihan & Makhbul, 2024
	Green Reward System	4	X17–X20	Mansour & Shafey, 2023
Organizational Brilliance (Y)	Brilliance in Leadership	4	Y1–Y4	Kridi & Abboud, 2024
	Brilliance in Service and Innovation	4	Y5–Y8	–
	Brilliance in Knowledge	4	Y9–Y12	–

Source: Prepared by the researcher

Theoretical Framework

Green Human Resources Management

First: The Concept of Green Human Resource Management

In a highly competitive world, the success of any organization no longer depends on its strong financial position or the generation of groundbreaking innovations, but in most cases, it has become dependent on the human resources it possesses, the extent to which it is able to face environmental challenges and problems, and the scarcity of its environmental resources and resources.

Since the environment is deteriorating globally as a result of the industrial revolution, businesses must take a proactive approach to environmental management practices in the workplace because it is crucial that businesses feel accountable to both the environment and their financial objectives. This environmental orientation encourages businesses to implement green policies and create eco-friendly products. In order to demonstrate the connection between environmental management and human resource management, the business must implement a formal environmental management system [1].

The term "green practices" has emerged which refers to environmentally responsible actions that minimize the harmful effects of human activity on the environment [2].and modern management theories have come to integrate environmental goals and strategies into human resource strategies in order to create an effective environmental management system, and thus human resource management has been the main element in this system, the most valuable resource of the organization is its individuals [3]. The need for organizations to adopt formal environmental strategies and organizations that inspire and empower workers and enhance their environmental awareness of the green transition came in order to implement green management initiatives, in addition to developing environmental standards, as the success of organizations in achieving environmental performance depends on its ability to change its course and restructure it strategically in the face of escalating competition and ever-changing environmental conditions [4].

The concept of green human resources management began with green planning for human resources before setting the criteria for selecting employees, as the green human resources management is not limited to attracting and retaining a sufficient number of candidates, but also includes ensuring that these candidates possess the necessary knowledge, skills and attitudes To contribute to the achievement of the organization's environmental sustainability goals [5].

By integrating green environmental into their human resource management practices, organizations can create a competitive advantage, enhance their reputation and position, and contribute to a more sustainable future. Social responsibility, in addition to increasing employee engagement and productivity [3].

From this brief presentation, a set of concepts related to green human resource management, as mentioned by a number of researchers and writers in this field, as shown in Table (2).

Table (2) illustrates the concepts of green human resource management according to the opinions of researchers and writers

#	Researcher	Concept
1	Mathews, 2017, p.3	The employment of human resource management policies to encourage resource sustainability within the organization, and more broadly, to promote environmental sustainability.
2	Saeed et al., 2018, p.225	"Refers to the application of environmental management principles and theories in HR operations and practices. It is linked to a supportive work environment characterized by green HR practices, which are positively associated with employees' willingness to innovate and implement eco-friendly ideas.
3	Pham et al., 2019, p.6	A system related to aspects of HR management in environmental administration. It focuses on practices that prevent pollution through organizational operations, aligning with environmental goals to "green" HRM practices.
4	Bhatti, 2022, p.743	An organizational green approach that uses HRM practices to make the environment safer and cleaner.
5	Faisal, 2023, p.1	a situation where HR management and environmental management are integrated. It is a specialty that facilitates sustainability by fusing HR policies and practices with environmental considerations.
6	Atoko, 2023, p.82	A state of alignment between HR management and environmental management. This alignment aims to motivate organizations to enhance employees' commitment toward the environment in order to boost environmental performance.
7	Chowdhury et al., 2025, p.2	Through the use of green HRM aspects, a knowledge system that incorporates environmental considerations into HRM processes can improve organizational and individual performance in a sustainable manner, fostering good attitudes among stakeholders, management, and the local community.

Source: Prepared by the researcher based on the above sources

Through the above concepts, the researcher can include a definition of green human resource management as the policies, practices, and systems that make the human resource of an organization environmentally friendly while creating green human resources capable of appreciating and understanding green initiatives with the aim of maintaining green goals such as improving social and economic well-being

along with awareness of environmental concern.

Second: The Importance of Green Human Resources Management

The importance of implementing green human resource management comes from being a management to engage employees in green practices, as it is essential to its success by providing clear guidelines and expectations for performance, providing training and education, providing incentives for sustainable behavior, and enabling organizations to build a green culture that benefits the environment and the organization as a whole.

Engaging workers in green management initiatives by providing opportunities for their participation in green practice decision-making processes enables them to address broader issues such as waste reduction, the use of environmentally friendly products, and the implementation of energy-efficient policies [2].

Human resource management practices also enhance the human capital of an organization by increasing human capabilities that translate into performance results, such as increasing productivity, reducing waste, improving quality, and increasing profits, and according to the theory of human resource management, green human resource management works by increasing the capacity of employees by attracting and developing high-performing workers. Enhancing employee motivation and commitment through practices such as conditional green rewards and effective performance management [6].

Green HRM practices contribute positively to enhancing the economic and social performance of organizations, along with tangible benefits such as improved efficiency, cost reduction, employee engagement, and retention leading to improved productivity, and these benefits enable organizations to reduce the carbon footprint of workers, improve work-life balance, and preserve the environment and natural resources. In addition, it helps organizations to reduce environmental waste and promote environmental behavior, and it also helps to develop customer loyalty, increase the market and boost the organization's competitiveness, which results in the development of a sustainable green competitive advantage. Green human resources also assist firms in establishing a favorable reputation and image. In addition to safeguarding proactive green HRM practices for employees in their current positions, it also guarantees the creation of new jobs by successfully resolving and lowering stakeholder pressures and attaining long-term advantages for future generations.

[7]. showed that green human resource management practices also contribute to the social performance of the organization by enhancing the well-being of employees through various measures, such as promoting and providing them with support programs, and encouraging more education and training.

Green HR management also contributes to the development of organizational sustainability, green HR practices reduce paperwork, encourage digitization of documentation, e-recruitment, and the provision of energy-efficient office spaces, increasing awareness of environmental protection, and thanks to its ability to meet environmental needs, while at the same time enabling organizations to achieve a win-win situation, Green HRM has attracted significant attention from professionals, giving them a sustainable competitive advantage over their competitors [1].

Third: Dimensions of Green Human Resources Management

Green HRM has the ability to measure and impact the behaviors, attitudes, knowledge, and motivations of employees related to the environment, and therefore organizations can benefit from green HRM to effectively deliver and implement environmentally friendly practices and to promote environmental behaviors, as the commitment of management and the organization's support for green HRM practices is essential. As it aims to promote the environmentally friendly use of resources, which will enhance the issue of environmental performance in general and increase the awareness and commitment of workers to environmental management issues in particular, and after reviewing the literature on green human resource management, green human resource management practices will be adopted according to researchers in this field.

1. **Green Job Design and Analysis:** This practice is the main element to start the application of green human resource management, as organizations need to define the nature of the job, its role and responsibilities according to the goals of the green organization, and organizations that care about the environment need to create new jobs that are specifically concerned with the organization's environmental component. The specifics and duties of distinct environmental tasks should be outlined in job descriptions, and the specifications should specify the social and technical requirements of the job, as designing job roles and responsibilities to take into account environmental sustainability considerations can include determining the environmental impact of work functions and designing or modifying work roles to minimize negative environmental impacts and maximize positive impact [2]. The design and analysis of green jobs can also include identifying the skills and knowledge related to environmental sustainability required for specific work roles and incorporating these requirements into job descriptions and selection criteria for recruitment and green selection. The objective is to create working people who embrace the organization's environmental values, ethics, and principles. This will encourage more ecologically conscious green work practices and a respect for science, which will help the organization achieve its environmental objectives, [8].

2. **Green Recruitment and Selection:** Choosing applicants with skills, dispositions, and conduct that align with the company's environmental management systems is known as "green recruitment." as the green selection is a procedure to evaluate and confirm the environmental awareness of the candidates, their environmental principles, and their awareness of environmental concerns, with the aim of gaining the commitment of the employees to environmental sustainability.

– **Green Recruitment: The** As employers emphasize their policies on their website, which strengthens the employer's identity, the first step in implementing green HRM practices—which are essential to attracting talent—is to find candidates who are interested in the environment and encourage them to apply for open or future positions within the company. Online hiring frequently reveals a candidate's environmental concerns as well as the organization's expectations. Job seekers review this information and are eager to apply to eco-friendly companies if it fits with their beliefs and goals for the.[9].

– **Green Choice: Green selection** is the process of choosing the best candidates with the appropriate green knowledge using various selection tools. Green recruitment is essential to reaching environmental goals because it selects a talent pool of qualified applicants, and it is economical to choose environmentally conscious employees early on to avoid needless training expenses [4].

Practical tools should be used to select applicants for jobs with green values in accordance with the organization's predetermined selection criteria, according to [10]. which explains that the selection process for candidates who have a good awareness of the environmental aspects and have a positive attitude towards adopting constructive change and making sure the green selection process is suitable for the applicant. During the interview, the interviewer will research the candidate, learn about environmental issues, and pose environmental-related questions.

[11]. also indicated that a good understanding of green principles by those in charge of the selection process is reflected in the selection of candidates who show positive personality traits that interact with the green environment and achieve a degree of readiness to accept any changes that the organization makes towards its green environment. We conclude that the human resource management that deals with green selection and recruitment aims to develop workers who adopt principles, beliefs and ethics towards the environment specific to the organization, which leads to the promotion of more responsible green behaviors towards the environment and related to work and the appreciation of employees, and to facilitate the pursuit of the environmental goals of the organization and the use of environmentally friendly means of employment, such as online advertising, and the assessment of environmental attitudes at the time of selection. to select the candidate.

3. **Green Performance Management and Evaluation:** Green performance management ensures that employees' activities and outputs are evaluated according to the organization's pre-defined environmental goals, without this, it is difficult to measure long-term

performance, the organization's performance evaluation must include environment-related standards, such as environmental responsibilities and policies to measure workers' performance. Managers should also set specific and realistic environmental goals for their departments and clarify their policies and responsibilities, and the manager should be responsible for any deviation from environmental goals [12].

activities related to environmental management. Green feedback and Balanced Performance Indicators as well as clear criteria Systems The new approach focuses on the crucial areas of green performance reporting (=Feedback); balanced performance indicators, and adequate evaluation standardization job. Evaluation method for green performance management may be different in accordance with organization system, and it is necessary to utilize unified evaluation standard so as not to judge environment arbitrarily and differently.

Thus organizations need clearly defined and assessed suitable methods for green performance management from the implementation and evaluation aspects. This is only possible by installing green performance indicators, which propose common ecostandards for all employees whose appraisal processes must take into consideration. These could include environmental incident avoidance, environmental liability and reduction of gas and chemical waste releases. Setting out clear targets likewise presents a crucial piece of the puzzle, and communicating wisely about environment policies and environmental concerns is just as important an element. Consequently, the need to embrace a standard framework of green performance management is held by various organizations to ensure that the objectives pertaining to environment are uniform, quantifiable and attainable.

4. Green Training and Development:

Effective employee recruiting occurs only when employers do the 'right' kind of training. Thus, a comprehensive training needs analysis is a necessary step before introducing training programmes. Green training is designed to increase the knowledge and skills of staff to facilitate implementation of environmental management in the workplace. As a result, all employees need to receive training that emphasizes green practices, even if their roles don't directly relate to environmentally-based tasks. These training schemes must specifically incorporate energy efficiency, waste management and the promotion of green skills. Additionally, organisations are recommended to implement job rotation schemes to enlarge environmental understanding of the employees. Green training and development revolves mainly around three dimensions which are the environmental management, green conviction and related ecological protection activities all contribute to enhanced overall performance [1].

Therefore, the performance of employees can be improved once they fully participate in the green training and development programs on the green initiatives of the organization, as the management of the organizations should welcome the green training and development initiatives and the green proposals submitted by the workers within the training programs and ensure effective participation during meetings and training processes. Workers in the Green Vision guide well-defined workers both towards the environment and the organization, and how to deal with various environmental issues to keep workers engaged in the environmental aspects.

5. **Green reward system:** A green incentive system must be consistent with the objectives of environment of an organization, so as to improve its environmental performance and create a team that operates in accordance with sustainability within daily work. Based on social exchange theory, managers' routine and timely reward and recognition are critical antecedents motivating employees to exhibit green behavior. The green reward system involves both financial and non-financial rewards to retain employees to the organization and facilitate the environmental objectives. A system that encourages employees to take part in green activities motivates them and improves their overall results if it is well developed and successfully implemented. Practically, some companies make EPE part of salary and compensation review process as tools to motivate staffs involving an activity which leads to reach firm green goals [1]. (decltype>::value). Consistent with the strategic approach of reward management, green rewards and compensation are composed of an integrated incentive scheme to attract and retain staff who are environment-friendly., retaining, and motivating employees to contribute to the achievement of environmental goals. Most researchers believe that the combination of financial and non-financial rewards is more effective in motivating employees, as non-financial rewards should be offered alongside financial incentives, in the form of green travel benefits, green tax, and green recognition [13].

Green reward and incentive systems The green inducement systems are critical in the GHKRM, because it denotes one of the most powerful device of shaping up individual behaviors, future orientations and prevailing attitudes concerning environmental responsibility. These are the systems that create a win-win for companies and workers. Green benefits can come in many forms, from the promotion of employees' participation in environmental projects or campaigns (e.g. 'green teams' or 'problem solving'-teams). The employees are informed of such participation to motivate them in QI activities and environmental issues in production. Furthermore, linking employees to organizational resources and including opportunities for green decision-making will make them embrace and implement the ecologically friendly behavior. As highlighted by [14], these methodologies improve communication between senior management and employees about organizational green objectives and empower the latter to pursue them.

Conclusion From the above discussion it can be determined that green HRM is not strictly concerned with recruiting, training and retaining the environmentally employees. It also includes the creation of ritualized greening culture. And it contributes to a safe and healthy working environment that is good for its employees. If environmental responsibility is integrated with the organizational culture, employees exhibit more concern for the environment and they show a proactive and innovative behavior. Given this, the top management must emphasize environmental thinking in organizational goals and practices, communicate with employees constantly through a series of programs to monitor and assess green performance. Regularly feeding back to employees on their environmental performance, and addressing shortfalls and providing employees with the autonomy they need to make changes appropriate to our organisation can all serve to greatly improve engagement and motivation.

Organizational brilliance

First: The Concept of Organizational Brilliance

Today's businesses are confronted with various challenges due to constantly changing and fast evolving business environment. These obstacles could pose a threat to the survival, success and existence of the organisation. To tackle this effectively, organizations need to employ unequivocal initiatives and new ways of working. Businesses therefore constantly look for new ways to improve their performance and remain competitive in the long run. In such a setting, encouragement from management is important in order to bring about innovative ideas and constructive suggestions that can be instrumental in overcoming competitors and attaining an organizational level of excellence, which has emerged as an ultimate goal for many business organizations.

The idea of brilliance has been evaluated by psychologists within the framework of subjective well-being. In terms of cognitive aspects, subjective well-being is associated with life and job satisfaction, while from the emotional viewpoint, it implies presence of positive emotions and absence of negative emotions. Mental well-being highlight that being able to work is an important condition of fulfilling and meaningful lives, given that value lies in the self-realization and development of one's potential. The performance of employees and their emotions are consequently closely related to how they work. When one's job is being done well it could create happy feeling among employee but an unbalance and dissatisfaction would typically result in negative emotional effectiveness of the life itself. This interaction spotlights the intersections of emotional and psychological health, positivity in feelings, and job performance. For example, productive and meaningful work is associated with higher employee brilliance, where wellness of mind appears to be a pre-requisite [15].

The different between excellence and genius is the words that they use. Excellence focuses mainly on process management and continual improvement, while brilliance is focused on the resources, capabilities, and knowledge management of an organisation that is difficult for competitors to replicate in achieving organisational objectives [16]. [17]. suggested that what leads to organizational brilliance is the active

involvement of employees at all levels of a company and the consideration of their ideas and viewpoints in decision-making. This kind of participation allows firms to obtain sustainable competitive advantage and outperform their followers by employing new opportunities efficiently. On the other hand, when employees aren't engaged and enabled, opportunities are wasted, investments are stifled, sales decline and customers' needs aren't met. Thus, achieving organizational excellence involves considerable efforts in improving work methods and service processes which create the conditions for developing human resources that perform better than their competitors.

In addition, and according to Zrar and [15], the organizational greatness distinction takes place among organizations that operate in markets of competition (within which they have products and services of superiority, work approaches as creative form of being productive, revolutionary members or elements capable of generating social remainingness). Dedication to organizational excellence enables companies to develop powerful and long-lasting connections with their customers. A majority would like to attain such brilliance through creation of a flexible human capital so that the delivered product or service surpasses not only internal customers' expectations but also those of their external clients, and addresses their wants and desires. This reiterates the importance of organizational genius in accelerating organizational development and advancement. Brilliance in innovation is about the best and brightest employees, a culture that empowers them, lifelong learning, great partnerships [18].

From what has been proposed, a number of concepts related to the concept of organizational brilliance can be included, which has been brought by a number of researchers and writers, each according to their cognitive orientations, and Table (3) clarifies the concepts of organizational brilliance.

Table (3) Concepts of Organizational Brilliance for Some Researchers and Writers

#	Researcher	Concept
1	Al-Dulaimi & Al-Indawy, 2023, p.8	A blend of wonderful emotions possessed by employees that lead to the highest level of well-being and creativity, distinguishing organizations from others in the long term in the fields of leadership, service, and knowledge.
2	Hassan et al., 2023, p.49	The quality of organizational processes necessary to achieve satisfactory results; it is an effective tool enabling organizations to move forward toward achieving their organizational strategies.
3	Ibrahim & Hussein, 2024, p.518	A philosophy aimed at achieving organizational goals and ensuring survival through its components. It is a mix of beautiful emotions possessed by individuals, leading to the greatest levels of contentment, health, and innovation that set the company apart throughout time, with the need to grasp and take advantage of every new opportunity.
4	Zrar & Al-Abbasi, 2024, p.260	The organization's ability to achieve long-term and sustainable progress and excellence through the quality of services and/or products delivered to customers.
5	Krdi & Abbod, 2024, p.350	The maturity and development of the organization in various aspects by achieving satisfaction for all individuals and establishing balance among them, which increases the likelihood of long-term organizational success.
6	Nayyef & Kammou, 2025, p.375	demonstrates the organization's capacity to produce exceptional results by upholding strict criteria for sustainability, innovation, and quality in its operations and products. Effective leadership, ongoing growth, and the encouragement of an excellence-focused culture within the company are the means by which this brilliance is accomplished.

Source: Table prepared by the researcher

The concept of organizational brilliance can be included as a degree of perfection and excellence achieved by employees as a result of the characteristics and abilities they employed in their performance, which distinguished organizations from others by their high resources, capabilities and abilities that were directed in providing distinguished service to customers.

Second: The Importance of Organizational Brilliance

Brilliant on the Basics is what makes organizations successful at achieving their strategies and enhancing their competitive positions. On one hand, it fosters innovation; on the other, it increases an organization's adaptability to ever-evolving and increasingly competitive business environment. And, there's an added strategic advantage in that organizational excellence offers enormous benefit when it comes to dealing market challenges by enhancing the organization's capacity to serve customers today and into the future. To survive in the long run, and feed off competitive advantage, companies need to develop unique models and practices that are hard for competitors to copy. As important is the culture of caring about customers, which enables companies to make promises and build long-term loyalty and attachment to an organization. The importance of organizational excellence is, therefore, the creation of loyal internal and external customers who in turn will motivate individual to invest their whole effort and capability into job with increased commitment. These factors ultimately contribute to the success and growth of an organization and help build its capacity for rapid adaptation in a fierce sector. Therefore, organisational excellence escalates the competition between organisations [19].

Furthermore, [20], that organizational genius leads to the attainment of organisational happiness for employees as a result of continued success and progress in a business environment. Furthermore, it contributes to organizational survivability and quality product and services are also provided to customers which ultimately can result in winning many awards at the international level. The role of the organisational excellence is closely related to the concept of exceptional performance, resulting into high level performances that bring about directly and in an explicit way towards achieving the organisational brilliant aspect. This relationship is beneficial for the organization and employees as it aids in recognition and development of organizational talent, as well as stimulating creative thought beyond today's norms. We will apply organizational genius to competition by innovating, reducing opposition to organization change with better supervision and ensuring more profit for the organization through better use of human and material resources.

The prominence of Organizational excellence for various local and international companies has become clear with applying creativity in a variety of technical and managerial domains. The European Foundation for Quality Management says shining or star organizations are those that sustain their sustainability using strong performance processes; meeting the satisfaction of key stakeholders beyond what they demand [21].

Therefore, excellence in organization is a specific organizational phenomenon whose significance appears when we work on the construction of an eminently long-term vision common to organization and members. It is a key component of organizational brilliance to ensure continuous employee personal and organizational well-being sustained by continuous success and achievement of professional development as well as sustainability of company itself. Moreover, it helps improve product and service quality to customers. Indeed, for all this internal, organizational and social capital it turns out that successful organizations also receive recognition and accolades at the local, national and international level.

Third: Dimensions of Organizational Brilliance

Organization's Intrinsic Value As Dave pointed out, all the value an organization has comes from its people and what they accomplish, which goes directly to creating organizational excellence. As such, organisations need to do all they can to create perception of the sense of self in employees and encourage them to perceive the organisation as a collective being they belong and contribute. Creating a supportive workplace where our team can say what's on their minds – and use their full talents to achieve it – is vital. In this respect, the role of organizational leadership is crucial to setting strategic directions, establishing efficient work systems and procedures, and providing guidance toward the indicator of brilliance the organization desires.

Alternatively, employees should have a handful of unique traits that promote creativity and innovation. From these the sense of duty and devotion to work, career and excellent performance is manifested. Employees are considering role models in their organization, feel satisfied from their achievements and achieve psychological equilibrium and self realization. They also exhibit positive motivations in their interactions with co workers and are willing to take on challenging or threatening situations. Sometimes people even invite setbacks and obstacles in order to stimulate ambition and improve performance (assuming that they are operating from the premise of organizational greatness and if excellence is fashioned as a corporate value).

This point of view suggests that organisational excellence may be conceived in terms of a number of dimensions or factors, as manifestations which can indicate its presence or absence. These parameters as determined by [15]. [15]. [21]. are given here:

1. Leadership Excellence:

Outstanding leadership is the absolute difference in helping to facilitate organizational brilliance; it generates a condition of aliveness, excitement and inspiration among workers who are freed to excel by unconventional, creative processes. Employee response to such leadership would be that of solving problems with unconventional means and methods, increase in confidence level while confronting business challenges and the formation of their skills into competitive strategies to create distinct, effective and convincing effects at work. Furthermore, leadership support is involved in creating best answers to handling organizational problems as well as focusing on promoting the values of excellence and brilliance since it allows them to become a part of the mission and strategic goals of the organization. As such, brilliant leadership will serve as a building block in organizational success and quality towards sustainable perfection [22].

Leadership is also the ability to predict and carry out changes in different contexts, navigating between organizational inflexibility and giving chance for employees to direct action when change is needed. According to Sharma and [23], leadership has been identified as one of the most important factors affecting organizational performance in contemporary times because modern organizational management now requires leaders with higher orders of skill because they cannot cope with transformational changes unleashed by knowledge based economy. Competent leaders are those who can pinpoint the weak and problematic areas about various organizational dimensions that will enable competition and allow for the drive of organizational excellence. Furthermore, leaders are responsible to developing a clear vision and amalgamate it with an organization's shared vision with employees why helps along in providing the direction for work at play. Leaders increase the organization's sensitivity to its external environment and promote the proper utilization of such forces. In addition, strategic leaders have the power to suppress inefficient behavior and to impel their subordinates to other more productive behavioral patterns during they motivate, support and stimulation their subordinates. Also, they are critical in transmitting the organization's vision and objectives to all employees, focusing them on shared goals as well as enhancing the capacity of individual employees to master challenges [15]. Consequently leadership excellence may be characterized by the ability of a leader to implement cutting edge analysis to disable virtually any circumstance and environmental variable; personal skills and attributes which facilitate high levels of flexibility in managing organizational processes. It helps to implement change in the organization which is needed, it promotes innovation in work and give a hand to individuals so that they can effectively participate in change process destined for the goal of future organization.

.Excellence in Service and Innovation

The Quality of products and services is one of the hands for measuring the performance of an organization because it relates to how organizations know what their customers are looking for and whether they are satisfied with what they receive. Service excellence is the service that is supplied by one part to another through a set of activities which are intangible and mostly related in tangible products or services. It describes the ability of an organization to provide services and features that conform to or exceed customer requirements, in line with costs. Attaining such excellence is largely a function of the aptitude of organisational leaders to create change and innovation in a manner that results in high-quality and diverse products/services [24].

Innovation is also an important factor to organization long-run survival as well as success, and forms the foundation of competitive advantages. There are two major dimensions in the process of innovation: technological and psychological innovation. Innovation In the technology structure refers to ongoing process of new product and processes development such as substantial improvement of existing technologies. Psychological innovation, however, concerns the innovator's traits and behaviors, and psychological factors that promote creative thought. Organizations around the world are committing to products and services integration as a means of delivering greater value for customers: The latter demands new strategic programs in total human resource management, capable of promoting and preventing great innovation [15].

[25]. for example, highlighted that successful innovation depends on significant requirements of human and material resources and effective reward systems that encourage employees to suggest new ideas. In addition to this, they need encouraging an organizational culture that promotes creativity and innovation by every department. In such case distinctive processes or capabilities must be in place to ensure a fast and efficient go-to-market. In other words, innovation may be explained as the capacity of an organization to develop new services in response to customer needs, whilst the service and innovation excellence denotes the organization's successful investment in knowledge resources for improving and developing distinctive products and services.

Hence, excellence in quality and innovation is the way of converting such opportunities into new and advanced ideas that are effectively used in creation and transformation of products/services. This process requires tuning the organisation's structure according to environmental necessity so that new knowledge can be developed, and added value can be delivered to customers. In this framework artistic people take place being the reference points thanks to their creativity which helps them to provide original ideas and new solutions concerning product and service. Their sophisticated mental powers and ability to think creatively help produce original outputs that enhance competitive advantages of organizations in an extremely competitive environment.

2. Shine in Knowledge

Many scholars have been identifying a number of properties, which set knowledge apart from other assets possessed by organizations. No one really ever knows anything since knowledge is paradoxically not a thing. It becomes more valuable as it is used across the processes and functions at once. "Knowledge is residing in the minds and actions individuals who have cognitive abilities, but it (knowledge) has significant influence on the performance of the organization, this periodic different use of knowledge can last for long period [2].

Thus, most companies seek the effective use of knowledge assets to achieve sustained competitive advantage and improved performance. To achieve this, good management in knowledge assets is essential, and that demands strong leadership. Sustaining the competitive advantage of knowledge is contingent on individual knowledge being maintained and effectively incorporated into organisational capabilities, emphasising knowledge as a fundamental resource for firms. Such knowledge management processes also serve to improve processes and methods, as well as transform staff-generated ideas into abstract and codified know-how in order for those ideas be used toward attainment of organizational objectives. Managers are also supposed to foster cooperation between employees in order to promote networking among them in a manner which is beneficial for the organisation as a whole. In this sense, KB emerges as a level of awareness and understanding from the gathered experience and its potential to apply effectively such episodes in making decisions and that contributes to organizational brilliance [26].

From a quality perspective, the attractiveness of KB is evident in its capability to be useful By supplying decision support knowledge workers with exact and timely information, knowledge brilliance improves the quality of decisions processes. And it increases the employee's ability to comprehend and implement his work more efficiently [21].

Third Axis Practical framework

This part of the research focuses on the use of several statistical applications to describe the research sample, summarize its variables and diagnose them in the light of the analysis of the answers of the researchers, represented by a sample of employees at the Northern Technical University, by adopting the statistical program (SPSS V26) by inference on percentages, arithmetic media, standard deviations, relative importance and testing of differences, and the statistical program (AMOS V24) was also used.) in the aggregate formula to test the correlation and effect hypotheses.

First: Describe and diagnose the dimensions and variables of the research.

In terms of the calculated value of (T), which is greater than the tabular value of (T) of (1.96) at the significance level of ($\alpha=0.05$), the results of Table (4) show that the average of the answers of each of the study variables (green human resource management) and (organizational brilliance) was significantly higher than the hypothetical mean of (2). The same result also shows the probability value (The P-value accompanying the test value, which amounted to (0.000) and (0.002)] respectively., which is less than 0.05, and this is evidence that the two variables are used at Northern Technical University from the perspective of a sample of Northern Technical University employees. As for the relative importance of each variable's dimensions, the dimension of "green training and development" ranked first in terms of the relative importance of the variable "green human resource management," as measured by the arithmetic mean value, which reached 2.59 with a standard deviation of 1.34 and a relative importance of 0.86. The Green Reward System came in second in terms of the arithmetic mean value, This was equivalent to (2.54), with a standard deviation of (1.74) and a relative importance of (0.85); Job Design and Analysis was in third place with an arithmetic mean of (2.50), with a standard deviation of (0.41) and a relative importance of (0.83); and Performance Management was in fourth place. Green and its Evaluation), with an arithmetic mean of 2.49, a standard deviation of 0.97, and a relative importance of 0.83; and, lastly, in fifth place, Employment and Green Selection, with an arithmetic mean of 2.35, a standard deviation of 0.70, and a relative importance of 0.78.). The dimension of (brilliance in leadership) shared the third and last rank in terms of the value of the arithmetic mean, which came to (2.63), with a standard deviation of (2.46), and a relative importance of (0.88), while the order of relative importance of the variable's dimensions (organizational brilliance) came after (brilliance in knowledge.) in the first place in terms of the arithmetic mean value, which came to (2.87), with a standard deviation of (2.84) and a relative importance of (0.96).

As for the level of applying the dimensions of the study variables in the research organization, the results of the (T) test showed that all dimensions are applied in the Northern Technical University from the point of view of the research sample, in terms of the value of the arithmetic mean of those dimensions, where they appeared with a difference from the average value of (2) and that this difference is significant in terms of the probability value accompanying the test, in which the highest value appeared (0.002) and is less than (0.05).

Table (4) Description and Diagnosis of Research Dimensions and Variables your

Variable	Dimension	Mean	Std. Deviation	Relative Importance	Rank	T	(p-value)
Green Human Resource Management	Green Job Design and Analysis	2.50	0.41	0.83	3	12.56	(0.000)
	Green Recruitment and Selection	2.35	0.70	0.78	5	5.18	(0.000)
	Green Performance Management and Appraisal	2.49	0.97	0.83	4	5.17	(0.000)
	Green Training and Development	2.59	1.34	0.86	1	4.51	(0.000)
	Green Reward System	2.54	1.74	0.85	2	3.21	(0.002)
Organizational Brilliance	Brilliance in Leadership	2.63	2.09	0.88	3	3.12	(0.002)
	Brilliance in Service and Innovation	2.79	2.46	0.93	2	3.29	(0.001)
	Brilliance in Knowledge	2.87	2.84	0.96	1	3.14	(0.002)
Green Human Resource Management (Overall)	—	2.49	0.93	0.83	—	5.48	(0.000)
Organizational Brilliance (Overall)	—	2.76	2.45	0.92	—	3.20	(0.002)

Tabular value (T) = 1.96 **Source:** Prepared by the researcher based on the outputs of the (SPSS V.26) program n=106

Second: Measuring the Reliability of the Questionnaire

The value of the stratified alpha coefficient was (0.95), and the value of stability at the dimensional level was between (0.99-0.78), while at the level of variables, it appeared between (0.99) for green human resources management and (0.95) for organizational brilliance, and this indicates the strength of the stability of the form in general.

Third: Verification of Research Hypotheses

◇ **The first main hypothesis:**

Given the value and correlation coefficient signal reaching (0.84) and the probability value (P-value) reaching (0.01), which is less than (0.05), Table (5) and Figure (2) demonstrate a direct and strong correlation between organizational brilliance and green HRP management shows that this correlation is statistically significant. The same result indicates the confidence interval (95%), in which both the lower and the upper appeared with the same signal, which is the positive signal, which strengthens the relationship between the two variables.

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This reflects the acceptance of the first main hypothesis, which states that there is a correlation between green HR management and organizational brilliance.

Table (5) Analysis of the Relationship between Green Human Resource Management and Organizational Brilliance

Probability value P-value	Limits of trust 95% Confidence Interval		Correlation coefficient	The second variant	Direction of Impact	The first variable
	Upper	Lower				
0.010	0.989	0.222	0.96	Organizational brilliance	↔	Green Human Resources Management

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

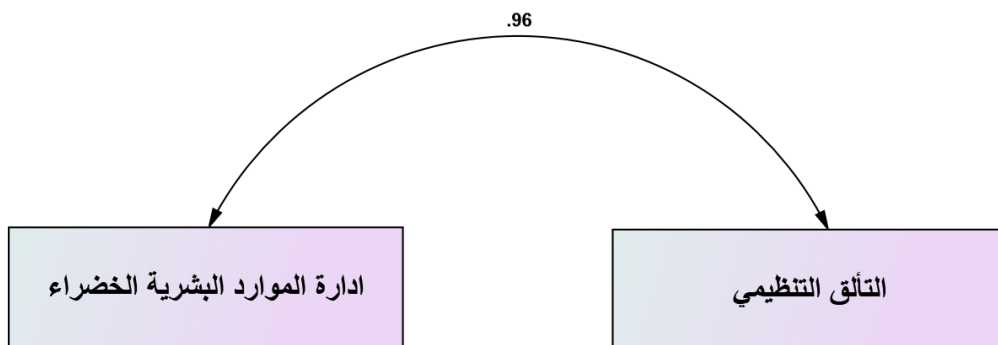


Figure 2: The Link between Green Human Resource Management and Organizational Excellence

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

● **Testing the sub-hypotheses from the first main hypothesis**

Table (6) and Figure (2) show each of the following:

- 1.** There is a significant correlation between the **dimensions of green human resources management and the dimension of brilliance in leadership** in terms of the correlation coefficient which reached (0.96), and this relationship is significant in terms of the probability value (P-value) which reached (0.007), and this indicates that the more the field adopts the dimensions of green human resources, the more this leads to an increase in brilliance in leadership.
- 2.** There is a significant correlation between the dimensions of **green human resources management and the dimension of brilliance in service and innovation**, it was found that there is a significant correlation with a value of (0.95) in terms of probability value (P-value), which reached (0.009), and this indicates that the more the field in question adopts the dimensions of green human resources, the more it leads to an increase in brilliance in service and innovation. This leads the researcher to accept the second sub-hypothesis from the first main hypothesis.
- 3.** The existence of a significant correlation between the **dimensions of green human resources management and the brilliance dimension in knowledge** showed that there was a significant correlation of (0.95) in terms of the probability value (P-value), which amounted to (0.006), and this indicates that the more the field adopts the dimensions of green human resources, the more this leads to an increase in brilliance in knowledge. This leads the researcher to accept the third sub-hypothesis from the first main hypothesis.

The significance of these relationships is enhanced by the values of the correlation coefficient located between the upper and lower bounds, as well as the similarity of the signals of both the lower and upper for each pair of correlations.

Table (6) Analysis of the Relationship between the Dimensions of Green Human Resource Management (Combined) and the Dimensions of Organizational Brilliance (Individual)

Probability value P-value	Limits of trust 95% Confidence Interval		Correlation coefficient	The second variant	Direction of Impact	The first variable
	Upper	Lower				
0.007	0.988	0.230	0.96	Driving brilliance	↔	Green Human Resources Management
0.009	0.987	0.138	0.95	Excellence in Service and Innovation	↔	
0.006	0.989	0.117	0.95	Shine in Knowledge	↔	

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

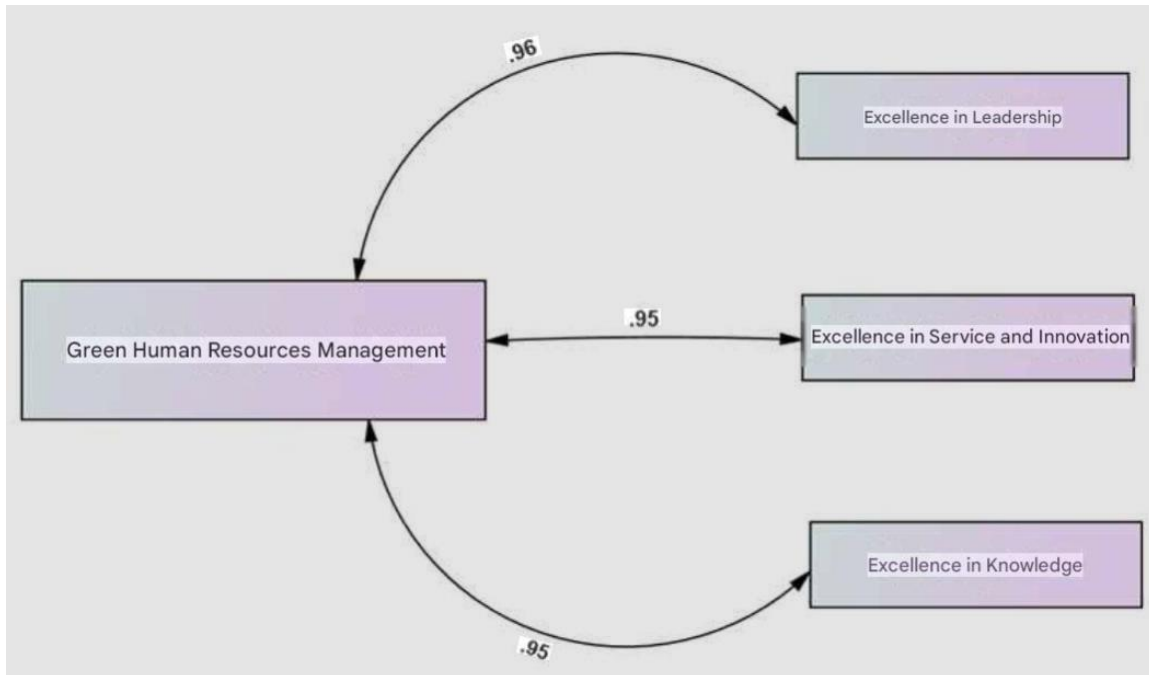


Figure (2) Correlation of Green Human Resource Management in the Dimensions of Organizational Brilliance
Source: Prepared by the researcher in light of the results of statistical analysis using (Amos 24) software

Testing the Second Major Hypothesis

Table (7) and Figure (3) show each of the following:

1. The effect of **green human resources management on organizational brilliance**, in terms of the value of the regression coefficient (β) which reached (2.54), and this effect is significant in terms of the probability value (P-value) which reached (0.000) which is less than (0.05), and the same result indicates the critical value (C.R.) which amounted to (35.55), which is greater than the tabular value (tTab) which is (1.96).
2. The value of the R-square coefficient was (92%), which is evidence that (92%) of the changes in (**organizational brilliance**) were caused by (**green human resource management**) and that the remaining percentage of (8%) is attributed to other variables that were not included in the regression model.

Table (7) Results of the Impact of Green Human Resource Management on Organizational Brilliance

Probability value P-value	Critical Value C.R.	Determination Coefficient	Standard error of regression coefficient	Regression coefficient Estimate(β)	Dependent variable	Direction of Impact	Independent variable
		R-square	Se.(β)				
0.000	35.55	0.92	0.071	2.54	Organizational brilliance	←	Green Human Resources Management

Tabular value (tTab=1.96)

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

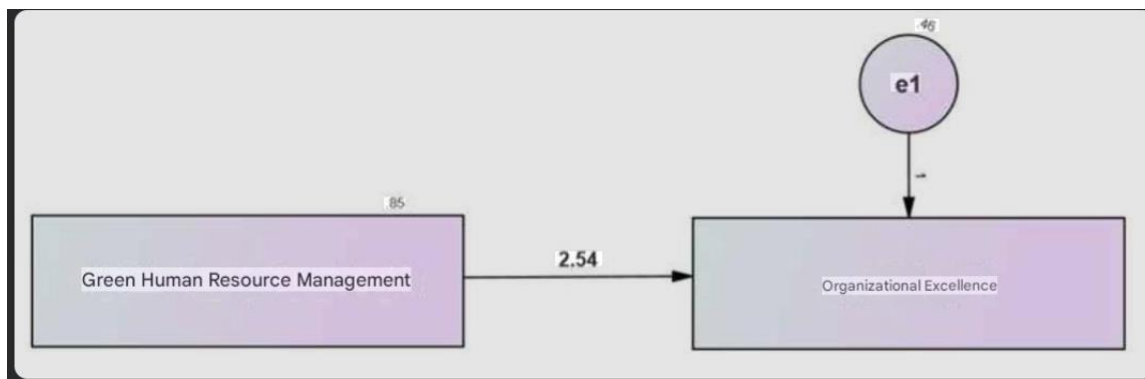


Figure (3) The Impact of Green Human Resource Management on Organizational Brilliance

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

Testing the subhypotheses from the second main hypothesis

Table (8) and Figure (4) show each of the following:

1. The effect of **green human resources management on leadership brilliance is significant in terms of the value and signal of the regression coefficient (β) which reached (2.16) and this effect is significant in terms of the probability value (P-value) which reached (0.000) which is less than (0.05), and the same result indicates the critical value (C.R.) The score was (34,276), which is higher than the tabular value (tTab) of (1.96), **which means that there is an impact of green HR management in achieving brilliance in leadership.****
2. The effect of **green human resources management in service and innovation** is significant in terms of the value and the regression coefficient of (β) which reached (2.53) and this effect is significant in terms of the probability value (P-value) which reached (0.000) which is less than (0.05), and the same result indicates the critical value (C.R.) which reached (32,414), which is higher than the tabular value (tTab) of (1.96).
3. The effect of **green human resource management on brilliance in knowledge** is significant in terms of the value and signal of the regression coefficient (β) which reached (2.92) and this effect is significant in terms of the probability value (P-value) which reached (0.000) which is less than (0.05), and the same result indicates the critical value (C.R.) which reached (32.451), which is higher than the tabular value (tTab) of (1.96).

Table (8) The Impact of Green Human Resource Management on Organizational Brilliance

Probability value P-value	Critical Value C.R.	Determination Coefficient	Standard error of regression coefficient	Regression coefficient	Dependent variable	Direction of Impact	Independent variable
		R-square	Se.(β)	Estimate(β)			
0.000	34.276	0.92	0.063	2.16	Driving brilliance	←	Green Human Resources Management
0.000	32.414	0.90	0.078	2.53	Excellence in Service and Innovation	←	
0.000	32.451	0.90	0.090	2.92	Job Design & Analysis	←	

Tabular value (tTab=1.96)

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

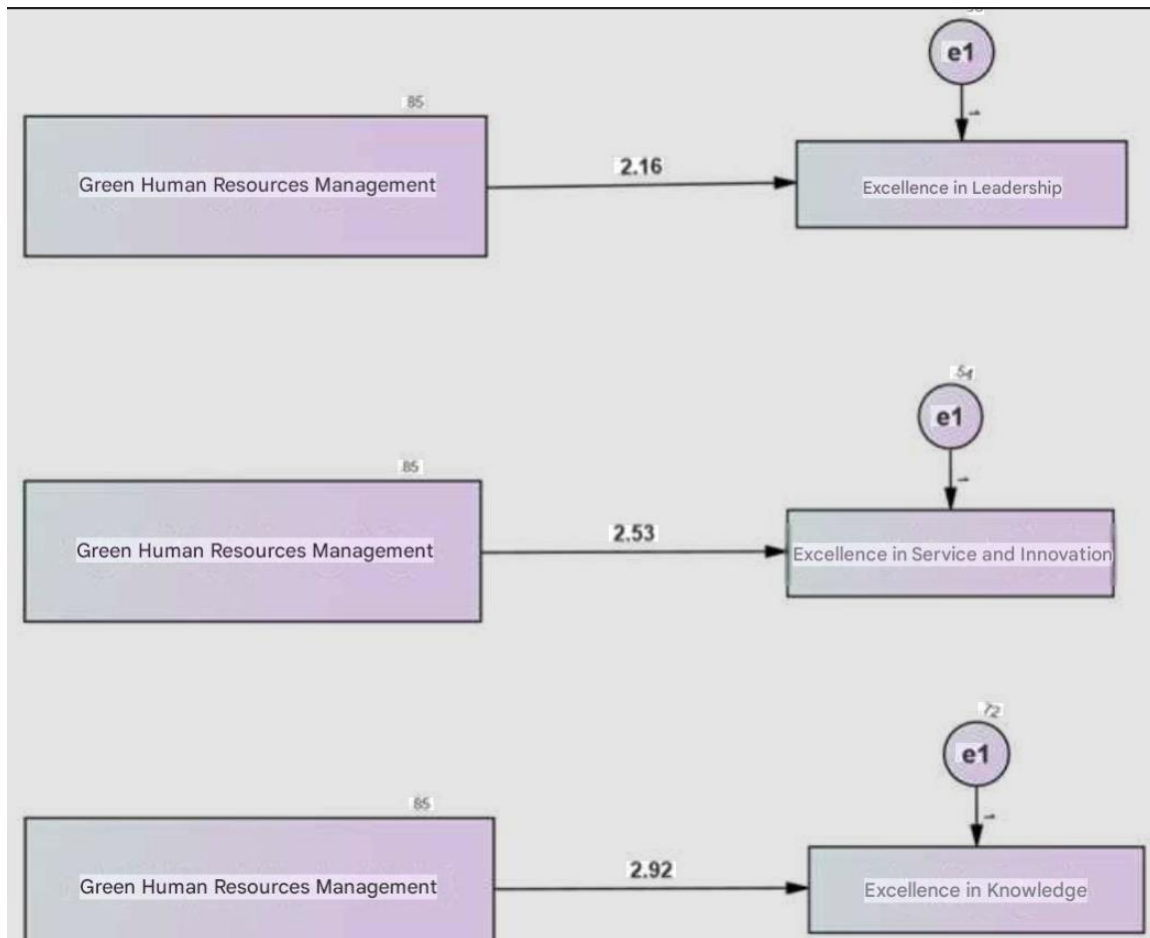


Figure (4) The Impact of Green Human Resource Management on Organizational Brilliance

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

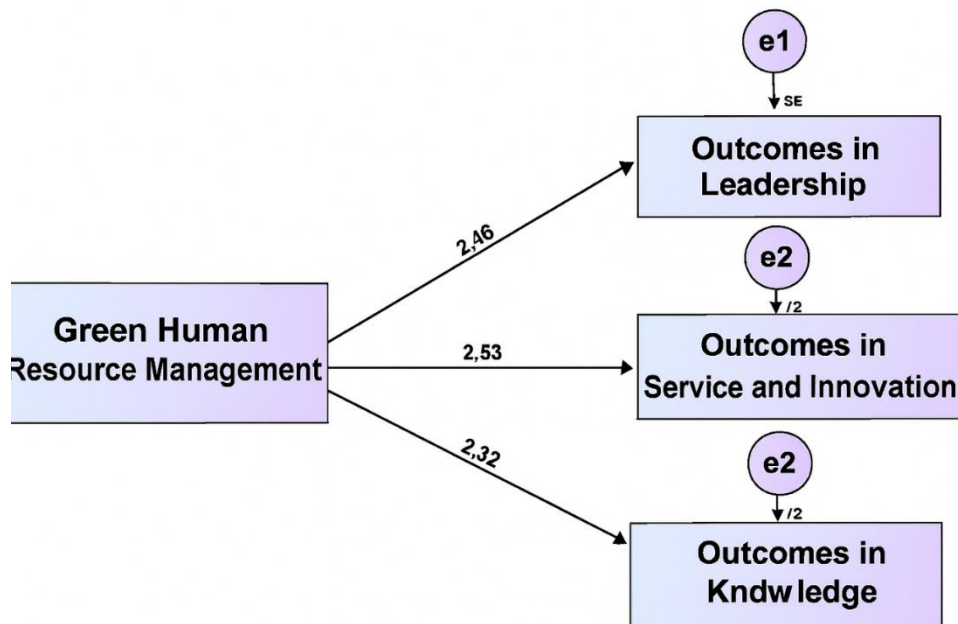


Figure (5) The Impact of Green Human Resource Management on Organizational Excellence

Source: Prepared by the researcher in light of the results of statistical analysis using AMOS V24 software n=106

**Fourth Topic
Conclusions and Suggestions**

First: Conclusions

1) The Northern Technical University adopts the dimensions of green human resource management from the point of view of the researched individuals, and the dimension of (green training and development) came in the first place in terms of the relative importance of the variable

(green human resources management), as the green human resources management focuses on providing training programs oriented towards the environment with the organization of events and workshops to educate workers about sustainability.

2) The availability of the dimensions of organizational brilliance at the Northern Technical University The dimension of (brilliance in knowledge) was in the first place of relative importance for the variable of (organizational brilliance), which means that the management of the researched organization employs and invests knowledge in its correct form and works to improve the educational services provided continuously.

3) There is internal consistency at the level of each dimension of green human resource management, with internal consistency at the level of each dimension of organizational brilliance, and the results of the analysis indicate that there is internal consistency at the level of each variable.

4) There is a correlation between green human resource management and organizational brilliance, and this relationship is direct and strong, and this indicates that the more attention and support there is for green human resource management practices, the more organizational brilliance will be achieved.

5) After the brilliance in leadership came the strongest relationship with the green human resources management, followed by the brilliance in service, innovation, and brilliance in knowledge with the same level of connection strength, which reflects that the green human resources management in the researched organization is not concerned with focusing on motivating employees financially or morally based on environmental skills, and there is a weakness in employing and investing knowledge correctly and better.

6) There is a significant impact relationship between green human resource management and organizational brilliance, and this indicates that green human resource management has a role in influencing organizational brilliance.

7) The brilliance in leadership came after the highest percentage of impact by the green human resources management, which means that if the organization's management carries out green human resources practices and through a higher degree of attention to recruitment, green selection, and green performance management while paying attention to the needs of employees and taking care of their interests, the strength of the relationship with organizational brilliance will rise to a higher degree, and so on for the dimension of brilliance in service and innovation, and after brilliance in knowledge..

Second: Proposals

1. To achieve a productive work environment that benefits the organization and the environment, we need human resources that have a high degree of competence and skill in their behaviors, so organizations are supposed to be aware of their need for human resources management that continuously works to transform themselves in line with environmental goals and the goals of the organization separately, both through the adoption and implementation of Green practices that promote environmental sustainability, in other words, the management of organizations is oriented towards green human resource management practices, which works to include the green individual in green human resource management practices, as it has an impact on the effectiveness and efficiency of organizations, as it contributes to improving its image and reputation of the organization, and its ability to achieve sustainable competitive advantage and develop its resources, as it gives an important role in establishing A dedicated and committed team towards its general and organizational environment.

2. Paying attention to adopting plans to modify, design and analyze jobs in order to achieve environmental goals and reduce negative effects on the environment in general and the organization in particular, with attention to prioritizing environmental standards during the selection of employees, which reflects the degree of their commitment towards their performance and achieving the environmental goals planned by the organization's management, and achieving environmental sustainability and high environmental awareness.

3. Organizing the process of managing and evaluating green performance by setting green standards that regulate the process of adhering to green environmental practices and integrating the evaluation process by providing feedback to working individuals about their performance and the extent to which they achieve the planned environmental goals, relying on modern technological methods in performance management and evaluation, and linking this management process to the green reward system to encourage and motivate the adoption of environmental initiatives by providing material and moral incentives, with attention to including a list of penalties that may be imposed on employees in case of non-compliance with the conditions of their green performance. In addition to motivational methods.

4. Holding workshops and training courses that support and develop skills for working individuals who have green activities and events towards their jobs, tasks or the environment, in addition to working individuals who lack a green culture and their practices for their performance, with the possibility of developing a program to evaluate those workshops and the extent to which employees benefit and apply the ideas presented during the training courses or during the holding of workshops.

5. The possibility of adopting green human resource management practices as a crucial role in enhancing the effectiveness of leadership and achieving a state of brilliance in its practices, especially with regard to the creative and innovative ideas of employees and improving distinguished performance, and this brilliance gives the importance of leadership in achieving the full potential of green human resource management practices as a result of the clarity of the relationship between green human resource management and leadership and the degree of its impact. This impact has a role to play in the context of service innovation with emphasis on integrating leadership styles that prioritize sustainability in performance and the environment and that give the ability to achieve multiple business objectives with the ability to adapt under dynamic environmental conditions.

6. To increase the scope of implementation of the concept of green human resource management in the field studied, it is necessary to raise awareness and disseminate knowledge regarding the impact that green human resource management can have on sustainable development in organizations.

7. Working to develop the self-competencies of the workers by giving a space to the working individuals by presenting their ideas and opinions on the development of educational services and giving them the possibility of applying those ideas on the ground to determine the extent of the success or failure of the idea, while providing a scope for the development and change of some procedures related to the work contexts by giving objective flexibility in changing some educational systems in line with the requirements of the environment and the development in the provision of educational services at the level of developed countries.

8. Expanding the scope of knowledge and employing it in a way that serves the educational service through the establishment of partnership and cooperation relations with sober universities that provide an advanced knowledge educational method, as the establishment of cooperation relations will give the working individuals the ability to open up to educational knowledge more broadly and give motivation to open wide scientific horizons that support them by acquiring diverse knowledge.

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