The Role of Green Human Resource Management Practices in Enhancing Social Responsibility (A Study of International Experiences)

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Abstract: Green practices have become the optimal means to achieve sustainable development. They reflect an organisation's openness to its environment and its contribution to society, which is realised through its human resources. This study aims to determine, using a descriptive approach, the role of green human resource management practices in promoting social responsibility. The global experiences of the Walt Disney Company, the LEGO Danish Company and the Masdar Company are presented to analyse the relationship between the variables. The study concludes that green human resource management practices have a positive impact and contribute to enhancing social responsibility.

Keywords: Green human resource management practices, social responsibility.

Introduction:
The world today is witnessing a growing interest in environmental issues and a shift towards a greener environment. The business world is also concerned with sustainable development, considering the emergence of environmental problems that pose a threat to the survival and continuity of the organisation. This has necessitated a change in their behaviour to adopt environmentally friendly policies and practices and to create a culture of the green environment. The organisation's responsibility to society and the working environment has increased due to the growing awareness of the negative effects of industrial pollution and the waste of natural resources. It is clear that most environmental problems are the result of irrational individual behaviour. Since the organisation is part of society, it strives to reconcile the economic and environmental dimensions, because making the economy environmentally sustainable is no longer an option, but a necessity. The transformation of the organisation into a green organisation depends on the extent to which its activities and functions are linked to the environment and the integration of environmental performance into its strategy. Therefore, organisations have started to integrate several departments within the environmental management system, including human resource management, which is considered the most important

department of the organisation as it deals with the human resource, which is the main driver of all operations and tasks. Therefore, there is an urgent need for Green Human Resource Management as a pioneering strategy to keep up with the changes in sustainability and it has become a crucial approach to improve the environmental performance of organisations and fulfil their commitments.

Problem Statement:

Green Human Resource Management plays a vital role in today's environmental issues by incorporating environmental goals into all its practices. It encourages employees to engage in green initiatives in their working environment and to be environmentally friendly. It also helps to fulfil many of the organisation's responsibilities and obligations towards the environment, one of which is social responsibility. From this perspective, the following problem is posed:

How do the practices of Green Human Resource Management contribute to the enhancement of social responsibility?

This main question gives rise to the following sub-questions:

- What are the practices of green HRM?

- How does social responsibility manifest itself?

- How do green HRM practices affect social responsibility?

- What is the current situation of both green HRM practices and social responsibility in the companies studied?

Objectives of the study:

- To diagnose the main practices of green human resource management.

- Define the concept of social responsibility and identify its dimensions and indicators within the organisation, as well as highlighting its current importance.

- To determine the relationship between green HRM practices and social responsibility.

- Assess the current status of green human resource management practices and social responsibility in the companies under study, namely Disney, Lego and Masdar.

Importance of the study:

The importance of this study lies in its contribution to enriching the scientific literature and adding value in the field of human resource management. It extends the research on green human resource management and its role in promoting social responsibility, as it is a contemporary issue that is receiving considerable attention in the business world, especially in line with the requirements of modern management and the environment.

Study methodology:

In order to achieve an in-depth study and comprehensive analysis of various study elements and to answer the research question related to the role of green human resource management practices in enhancing social responsibility, a descriptive-analytical methodology was adopted. This methodology aims to achieve a better understanding by identifying the fundamental concepts related to both green human resource management and its practices, as well as social responsibility. The study is supported by leading international experiences that demonstrate the extent of organisations' and companies' commitment to social responsibility in its various dimensions through green practices.

Axis One: Green Human Resource Management Practices:

First: Concept of Green Human Resource Management:

A- Definition of Green Human Resource Management:

Green human resource management encompasses all the functions for which human resource management is responsible, which involve compelling employees to perform a set of tasks that achieve sustainability while promoting environmental practices within the organisation (Hadda Mattel, Samira Salehi, 2022, p. 305). Green human resource management is defined as the activities, policies, practices

and systems that involve the development, implementation and continuous maintenance of systems aimed at creating environmentally friendly employees and organisations. The aspect related to human resource management is to transform regular employees into adopters of green approaches to achieve the environmental goals of the organisation (Mohamed Ihsan Al-Sakarnah, 2017, p. 15).

B- The importance of Green Human Resource Management:

The importance of Green Human Resource Management lies in the implementation of environmentally friendly human resource initiatives that lead to increased efficiency, lower costs and better employee engagement. It works towards increasing employee participation in remote training programmes, virtual interviews, recycling, remote working, as well as recruitment and training based on principles of fairness and integrity, with the aim of achieving efficiency and effectiveness for organisations while reducing organisational resources (Aziz Qatoush, 2022, p. 26). Furthermore, its importance is evident in the fact that the effort exerted by human resources within an organisation is an investment that generates outputs that exceed the costs invested in the inputs of that effort. It also seeks to monitor the external and internal environment of the organisation to identify strengths, weaknesses, opportunities and threats related to human resources (Abdul Nasser Alak Hafiz, 2018, p. 736).

The importance of green human resource management can be summarised in the following points (Aziz Qatoush, 2022, p. 27):

1. Improving the overall image by adding a green initiative to the workplace.

2. Contributing to individual satisfaction and job engagement, which allows for increased productivity and sustainability.

3. Improve competitiveness and overall performance.

4. Significantly reduce facility costs by using energy efficient techniques and minimising waste.

5. Reduce environmental impact and encourage employees to find ways to minimise the use of environmentally harmful materials.

6. Having access to environmentally friendly products and making green savings on waste disposal. Promoting these values can also lead to improved consumer satisfaction (Aziz Qatoush, 2022, p. 28).

C- The objectives of Green Human Resource Management are as follows

The main objective of Green Human Resource Management is to achieve high environmental performance of the organisation, especially by achieving sustainable development through effective human resource management policies. It also aims to raise awareness among human resources about the importance of environmental protection and conservation (Ahmed Belali, 2018, p. 118).

Green human resource management includes the following objectives (Ishraq Jaddou, 2021, p. 7):

1. To support the organisation in managing and evaluating the environmental effectiveness of its activities, products and services.

2. Improve overall environmental performance and integrate environmental considerations into decision making by optimising the use of natural resources and making long-term decisions to preserve the environment.

3. Integrate environmental objectives with overall goals and future plans.

4. Ensure continued compliance with environmental laws and regulations.

Second- Green human resources management practices:

Green job design: Designing green jobs involves defining the content of the job in terms of tasks and qualifications that contribute to achieving the environmental goals of the organisation, while meeting the preferences of environmentally conscious employees. In the context of designing green jobs, the tasks, duties and responsibilities related to environmental protection and sustainability are identified (Ahmed Belali, 2018, p. 118).

Green job analysis: Green job analysis involves recording information about the job characteristics, knowledge, skills, and behaviours required for the job, taking into account the environmental dimensions related to the job specifications (such as modern technologies in the work, risks, etc.), as well as the qualifications required for employees to develop green behaviours in the organisation (Ahmed Belali, 2018, p. 118).

Green human resource needs assessment: Green human resource planning involves analyzing and estimating the organization's needs, both in terms of quantity and type, for employees involved in implementing various environmental initiatives, programs, and activities under the organization's environmental management. This is especially important as the environmental management initiatives of the company require new positions and specific skills that need to be accurately assessed by green human resource management in order to achieve the defined environmental objectives (Ahmed Belali, 2018, p. 119).

Green recruitment: Organisations need to attract new talents who are knowledgeable about sustainable environment, have experience in green environmental practices, and have the ability to generate innovative ideas to implement these practices. To apply green recruitment, environmentally conscious organisations use online recruitment systems to reduce carbon emissions and paper consumption (Zainab Ismail Al-Gharabli, 2021, p. 322).

Green selection: Green Human Resource Management requires that during the interview and assessment process, the selection process should consider both environmental considerations and the expected impact of the selection on the environment and the organisation. Recruitment interviews should be consistent in assessing the potential compatibility of candidates with the organisation's greening programmes. Selecting human resources with exceptional skills, green orientation and readiness can contribute to the achievement of the organization's goals, including those related to environmental sustainability (Ahmed Belali, 2018, p. 120).

Green social integration (participation): Green social integration focuses on how new employees acquire environmental knowledge and green behavioural skills related to their work, transforming them into socially accepted and environmentally knowledgeable employees. It involves working with team members to develop green behaviours and practices within the organisation (Aziz Qatoush, 2022, p. 32).

Green training and development: Green human resource management should provide training and development opportunities for individuals in the environmental field to increase environmental awareness and contribute to the implementation of environmental management programmes and objectives. The training process should address social issues at all levels, and green orientation programmes for new employees should be an integral part of training and development, informing them about green practices, the organisation's vision, mission and initiatives such as reducing greenhouse gas emissions and producing green products (Neima Ziyani, 2022, p. 10). The training can also focus on environmental aspects such as safety, energy efficiency, waste management and recycling, using online case studies instead of printed materials to significantly reduce paper usage (Arabic Entrepreneur, 2021).

Green performance evaluation: Green performance evaluation focuses on promoting a culture of social responsibility among employees by recording their green behaviour in their performance evaluation reports (Mahmoud El-Sawi, 2021, pp. 75-76). It involves establishing green environmental performance standards and indicators for employees to assess their performance and role in managing environmental risks. It also includes taking responsibility for environmental issues and reporting any non-compliance with environmental policies or identifying current and potential environmental problems (Sara Atef El-Mougy, 2022, p. 292).

Green Rewards: The environmental sustainability of organisational performance relies heavily on green rewards to encourage and motivate individuals in environmental management initiatives (Zainab Ismail Al-Gharabli, 2021, p. 76). These rewards can include financial incentives, such as salary increases, and non-financial incentives, such as gifts and time off in recognition of employees' good environmental performance. Rewards can also be given for suggestions that contribute to environmental improvement, profitability and green performance behaviour, such as recycling waste and developing green production systems. Green benefits can also be provided, such as transportation options or prepaid cards to purchase green products, as well as awards and certificates of appreciation (Sara Atef El-Mougy, 2022, p. 292).

Saving energy: Best practices within organisations include encouraging employees to be more environmentally conscious in the workplace. This can be achieved by encouraging activities such as double-sided printing, programming computers to go into sleep mode after a few minutes of inactivity, using energy-efficient light bulbs, using desk lamps, and reducing the lowering of office blinds in the summer to save energy in offices (Naima Ziani, 2022, p. 11). Energy conservation is a behaviour aimed at reducing energy consumption in all its forms, with the aim of preserving the environment and saving fuel costs (Ishraq Jaddou, 2021, p. 10).

Green innovation: Organisations are currently striving to increase their environmental awareness in response to environmental demands by developing various environmentally friendly programmes, including the development of green products and processes, in order to achieve sustainable development (Sara Atef El-Mougy, 2022, p. 293). Green innovation is the development of a new product, working method or production process that has a lower environmental impact and contributes to reducing environmental pollution. This includes the depletion of non-renewable natural resources, the handling and management of production or consumption waste, and recycling (Mohammed Ramzi Joudi, 2021, p. 346). Technological advances that help preserve the environment, such as recycling green waste to save energy and prevent pollution, designing green products, and implementing green management, play an important role in achieving sustainable development and minimising the negative impact of production processes and products on the environment (Sara Atef El-Mougy, 2022, p. 293).

Third, green human resource management strategies:

There are five main strategies that can be implemented to transform an organisation into a green organisation, as follows (Naima Ziani, 2022, p. 9):

1. Green product and service portfolio: This includes waste and pollution management, resource substitution, sustainable design and adaptive reuse.

2. Green workforce: This includes human resource policies and culture, recruitment and retention, training and career development, and diversity.

3. Green workplace: This includes global sites, physical facilities and working environment, virtual workplaces, green buildings and environmental discharge, waste and energy management, and optimal use of energy sources.

4. Green job model: This includes applying sustainability to traditional jobs and modelling green practices at the organisational level to integrate green practices and sustainable management (Aziz Qattoush, 2022, p. 28).

5. Green management and governance principles: This includes board accountability, general management, sustainability audit and compliance, incentives and ethical aspects (Aziz Qattoush, 2022, p. 29).

Second Axis: Social Responsibility

First: The concept of social responsibility:

There are different perspectives on the concept of social responsibility. Social responsibility can be seen as a contract between the organisation and society, in which the organisation commits to meeting the needs of society and achieving what is in line with the public interest (Shaker Jar Allah Al-Khashali, 2015, p. 146). Its concept involves the voluntary integration of environmental and social considerations into economic operations beyond legal requirements and contractual obligations (Mustafa Youssef Al-Kafi, 2014, p. 275).

The European Commission defines it as the process of aligning the environmental and social considerations and interests of companies with their activities and operations on a voluntary basis with stakeholders. The World Bank defines it as the commitment of companies to contribute to sustainable economic development, improving living standards and making development good for all stakeholders, including employees, their families, local communities and society as a whole (Mustafa Youssef Al-Kafi, 2014, p. 277).

Peter Drucker defines it as an organisation's commitment to the working society and that this commitment expands as the range of stakeholders in that society expands and their perspectives vary (Tahir Mansour Al-Ghalabi, 2008, p. 49). It represents a set of decisions and actions taken by the organisation to achieve desired goals and prevailing societal values, which ultimately form part of the direct economic benefits of organisational management and its pursuit as part of its strategy (Thamer Yasser Al-Bukhari, 2001, p. 27).

Mansour Al-Ghalabi defines it as the initiatives and commitments of an institution that have a positive impact on society or certain segments of society, within four levels: economic, legal, ethical and philanthropic (Tahir Mansour Al-Ghalabi, 2009, p. 83). Social responsibility also means ensuring that the business sector complies with laws and ethical standards regarding the impact of business activities on employees, consumers, the environment, local communities and society as a whole.Social responsibility should be understood as an investment in society rather than mere charity (Raslan Khudur, 2021, p. 4).

Social responsibility can be summarised as follows (Abdullah Al-Asimi, p. 11):

- Mandatory or voluntary.
- It is a tool for the private sector to contribute to sustainable development.
- It is the organisation's responsibility towards internal and external stakeholders.
- Social responsibility activities include people and the environment.
- It has several dimensions: ethical, social and economic.

There are two perspectives on the concept of social responsibility (Raslan Khudur, 2011, pp. 6-7):

- The first perspective sees the need for a regulatory framework for social responsibility and the commitment of companies to regulatory controls imposed by the state through instructions and charters (Germany, France, UK, Netherlands).
- The second perspective sees social responsibility as a voluntary activity that does not require specific laws or rules to bind companies to their responsibilities towards society, since responsibility is voluntary. Imposing controls would lead to more bureaucracy, and setting rules and regulations would lead companies to do only what is required of them, without going beyond.

However, we believe that social responsibility has two levels: a mandatory level and a voluntary level, and it is important to distinguish between the mandatory aspects of responsibility (such as paying taxes, registering employees for social security, environmental responsibility) and the voluntary aspects of responsibility (such as charitable activities, contributions to research and development, responsibility towards employees).

B- The importance of social responsibility

 can be manifested for organisations in the following ways (Abdullah Marzouk, p. 172)

- Improving the organisation's image in the community, especially among customers and employees, as social responsibility represents voluntary initiatives by the organisation towards the community and reflects the organisation's response to changes in societal needs.
- Improving the organisation's relationship with external stakeholders (Mohammed Judat Nasser, 2013, p. 23).
- Increasing investment benefits, profits and social acceptance by the community.
- Attracting and retaining skilled labour, increasing employee productivity, employee satisfaction and employee loyalty (Samira Lagouil, 2016, p. 304).

For society and the state, the importance of social responsibility can be summarised as follows (Samira Lagouil, 2016, p. 304):
- Achieving social stability as a result of establishing concepts of justice, equality, equal opportunities, and spreading a pioneering organisational culture based on social responsibility.
- Improving the quality of life in society, such as helping to solve the problems of unemployment and poverty, improving health and education services, increasing the income and remuneration of workers, and thus improving the standard of living.
- To achieve positive interaction and interdependence between the organisation and the community.
- Contributing to technological advancement and eliminating unemployment and other areas where the state is unable to bear the burden (Khaled Qashi, 2018, p. 29).
- Reducing the burden on the state in providing its health, education, cultural and other social services.
- Commitment to environmental responsibility leads to maximising the state's returns, as organisations are aware of the importance of a fair and appropriate contribution to bearing social costs (Abdullah Marzouk, p. 173).

Social responsibility aims to provide information about the impact of an organisation's activities on the surrounding environment and to protect it from the harmful effects of pollution caused by the organisation's operations (Abdul Nasser Alk Hafez, 2018, p. 738).

Secondly, the dimensions of social responsibility can be studied through several aspects, including:

1. Economic dimension: It includes organisations working to achieve profits and increase the return on investment for shareholders, as well as their responsibility to provide appropriate working conditions and protect employees from work-related hazards while ensuring their right to work (Al-Bukhari, 2006, p. 232). It also includes ensuring profitability for other stakeholders affected by the organisation's decisions, such as providing products to consumers at reasonable prices and offering fair wages to employees. All of this should be done within the framework of existing regulations and laws. Therefore, the organisation's economic responsibility includes the following activities (Aziz Qatoush, 2022, p. 20)
- Supporting socio-economic activities.
- Compliance with regulations and laws in the economic institution.
- Taking care of employees through their training, development and ensuring equal opportunities and equality.

2. Legal dimension:
It includes the laws that the organisation is obliged to obey and be subject to.
This includes conscious and voluntary compliance with laws and regulations governing various areas of society, whether they relate to investment, wages, labour, environment, competition and others (Aziz Qatoush, 2022, p. 20).
This aspect of social responsibility is based on the principles of environmental protection, occupational safety, justice and consumer protection laws.It includes a wide range of elements that organisations must respect in a way that enhances and contributes to improving relations with consumers and employees of different backgrounds, races, and religions, as well as preventing damage to the

environment through misuse of resources and pollution of water, air, and soil (Shaker Jar Allah Al-Khashali, 2015, p. 153).

The ethical dimension: Ethical responsibility lies in the need for organisations to commit themselves, in the performance of their functions and duties, to adhere to principles and rules that are in line with the value system, norms and traditions, and to respect the core and subcultures without causing harm to society and its components (Samira Lagouil, 2016, p. 304).

The humanitarian dimension: It is one of the requirements of working in an organisation, but in reality it represents the welfare, reputation and status that the organisation has through its activities and efforts to serve the community (Abdul Nasser Alk Hafez, 2018, p. 738). It is manifested in donations, grants, and charitable support that benefit the community or support and advocate for a particular cause. It is important to note that engaging in charitable work does not exempt an organisation from its social responsibilities. Charitable work is part of the organisation's responsibility to society and the environment in which it operates and takes the form of long-term social initiatives such as (Aziz Qatoush, 2022, pp. 21-22):

- Long-term commitment to contribute to humanitarian work related to providing health and education services and improving the quality of life.

- Donate money and care for disadvantaged groups such as the poor and people with special needs.

- Intervene in times of crisis and disaster.

- Supporting local and international community associations and institutions.

Third, the adopted criteria for measuring social responsibility are as follows (Samira Lagouil, 2016, p. 307):

1. Social performance indicators for employees (extent of commitment to work ethics, working conditions and employee obligations): This is achieved through the organisation's commitment to providing healthy conditions and terms for employees in the internal working environment, taking into account ethical issues such as justice, equality, equal opportunities, and responding to employees' needs and requirements. It also includes supporting employees in planning and developing their careers and providing appropriate conditions for their self-fulfilment.

2. Social performance indicator for environmental protection (level of commitment to environmental protection): The organisation establishes environmental standards and protection measures by addressing waste management and implementing cleaning measures for industrial facilities that emit harmful fumes and gases that pose risks to public health and the environment.

3. Social performance indicator for the community (degree of integration into the community and contribution to community development): This is measured by the extent to which organisations contribute to sustainable social development through active participation in health and education programmes, poverty alleviation and unemployment reduction. It also includes support for cultural, sporting, charitable and social awareness projects.

4. Social performance indicator for production development (level of investment in research and development):Organisations support scientific research in various forms to ensure progress and prosperity by nurturing innovators and providing them with appropriate environments and necessary resources to effectively use knowledge.

There are also international standards for measuring corporate social responsibility, such as ISO 26000, which covers the following areas (Rasslan Khudur, 2021, p. 8): human rights, labour rights and practices, environmental protection, consumer rights, and community development and involvement.

Fourth, the relationship between green human resource management practices and social responsibility is as follows:

Green human resource management aims to manage the interaction between the organisation and its environment in a way that helps to reduce organisational violations, provide tools to prevent pollution and offer products suitable for the community. This can contribute to improving the organisation's social responsibility. Organisations have recognised the need to achieve social responsibility towards their human resources, the community and the environment in which they operate. This highlights the importance of green human resource management in supporting the organisation in achieving this task (Abdul Nasser Alak Hafez, 2018, pp. 738-739).

Green programmes help organisations to enhance the role of human resources in social responsibility, and improve the environmental performance of the institution. The human factor is considered to be one of the key factors in achieving this through such green programmes and practices. Human resource management plays an important and strategic role in promoting corporate social responsibility by aligning economic and social objectives with organisational performance (Mahmoud El-Sawi, Tamader Al-Dabbagh, 2021, p. 77).

Moreover, the social responsibility of organisations requires them to focus on developing the skills and personal capabilities of their human resources, such as motivation and green training (Abdul Nasser Alak Hafez, 2018, p. 738). Therefore, it can be said that there is a strong and significant correlation between green human resources and social responsibility.

The third axis: Leading international experience in social responsibility and green practices:

First: The Walt Disney Company:

According to Wikipedia, The Walt Disney Company is one of the largest media and entertainment companies in the world. It was founded on 16 October 1923 by the Disney brothers, Walt and Roy Disney, as an animation studio. It has grown into one of Hollywood's largest studios and owns or licenses eleven theme parks and several television networks, including the American Broadcasting Company (ABC) and ESPN. The company's headquarters and main production facilities are located at Walt Disney Studios in Burbank, California, United States. The company is a component of the Dow Jones Industrial Average. Its industry specialisation includes media, entertainment, products, software, a list of Disney animated feature films, cinema, music and children's films. In 2008, it had 137,000 employees.

A- The Disney Company and its environmental practices:

Human Resources: The Walt Disney Company is committed to building the future and improving communities through the development of its workforce. For example, the Disney Aspire programme, launched in 2018, supports Disney employees through an exclusive educational investment programme. It covers more than 94,000 employees and plans to invest $150 million in the first five years to cover 100% of tuition, books and educational expenses (Alia Bouafia, Ali Abdullah, 2021, p. 184). In addition, Disney has invested in training its employees on the company's mission and values. Employees at Disney are empowered through various educational opportunities provided to them. The company fosters a learning environment by offering programmes such as Disney Dimensions, an executive development programme, and Disney Way, a presentation that explains Disney's different business models for employee, management or leadership development. This employee training helps to develop computer skills and talents that are used within the Disney organisation. It is evident that Disney values its human resources and provides them with opportunities to learn and acquire new ideas, develop knowledge and skills through continuous training, and use the latest technologies to enhance their skills, which positively impacts their performance and the overall performance of the organisation (Hamza Koadik, 2022, pp. 32-33).

Green Management: To achieve environmental sustainability in its daily operations, the Walt Disney Resort has installed energy-saving equipment throughout its facilities. The resort has also maintained a

Florida Green Lodging designation for all 24 resort hotels. In 2010, more than 92,000 tonnes of materials were recycled, making recycling a significant part of waste management at the Walt Disney World Resort. In addition, 80% of the resort's irrigation needs are met with reclaimed water. Waste generated at Disney's Animal Kingdom is sent to a composting facility, which in 2010 produced over 4,680 tonnes of natural fertiliser and over 9,000 tonnes of organic fertiliser throughout the year ("Disney's Environmental Commitment", available at https://www.ar.traasgpu.com).

In 2019, net greenhouse gas emissions were reduced by 47% from 2012 levels. This reduction was achieved through a combination of investments in sustainable design innovations, energy efficiency, low-carbon fuel sources, renewable electricity and natural climate solutions. In addition, 57% of operational waste was diverted from landfills. Disney has received Green Seal certification from the Environmental Media Association for sustainable production practices in many of its film and television productions. The Green Seal is a global symbol that certifies that the product or service meets the highest standards of health and environmental leadership (Alia Bouafia, Ali Abdullah, 2021, p. 184).

Disney is committed to satisfying the companies that made it a giant by implementing a net greenhouse gas emissions policy at all of its facilities.

It is working to reduce indirect greenhouse gas emissions by reducing electricity consumption.

Disney also has a zero waste policy, which means nothing ends up in a landfill. The entertainment giant also uses water-saving technologies and works to reduce the environmental footprint of its products during manufacturing and distribution. This is linked to the company's green management and its policy of having a net positive impact, making Disney a leader in corporate social responsibility (Mohamed Younes Al-Sharabi, 2021).

B- Disney and social responsibility:

Disney helps make the world a better place by supporting charitable initiatives. The company focuses on natural disasters, such as the 2010 earthquake in Haiti. On 24 September 2011, the company received the Jane Goodall Global Leadership Award, which recognises companies that have taken significant steps to improve the world through their corporate social responsibility efforts.

Disney has used a portion of the proceeds from three DisneyNature films to plant three million trees in endangered Atlantic forests in Brazil. They have also protected 40,000 acres of coral reefs in the Bahamas and preserved 50,000 acres of wildlife corridors in African savannas. In 1995, on Earth Day, Disney established the Disney Worldwide Conservation Fund to support local and global nonprofit organisations that protect wildlife and ecosystems and positively impact communities. Since its inception, the fund has supported more than $20 million in projects in more than 112 countries.

Additionally, in 2019, Disney donated $338.2 million to charitable causes in the form of cash and in-kind contributions. These contributions support leading programmes and nonprofit organisations that bring comfort, inspiration and opportunity to people around the world. Disney's philanthropy supports children's health and well-being, volunteerism, conservation and disaster relief. Disney strives to be an active member of the communities in which it operates around the world by partnering with local stakeholders and encouraging employee volunteerism.

Since 2009, Disney employees and associates have contributed 612,300 hours of service through the Disney Volunteers programme. This volunteer programme has a positive impact on the local community by providing support to children during hospital stays, participating in beach clean-ups, planting trees and building playgrounds (Alia Bouafia, Ali Abdullah, 2021, pp. 183-184).

Second, the Danish global company "LEGO":

According to Wikipedia (https://ar.m.wikipedia.org/), LEGO was founded in 1932. Its name is derived from the Danish phrase "leg godt", which means "play well". The company was founded by Ole Kirk

Christiansen and is headquartered in Billund, Denmark. LEGO is one of the leading companies in the toy industry and had 4,922 employees in 2006.

A- LEGO's human resources and environmental practices:

LEGO promotes diversity in its leadership positions, emphasising competence regardless of gender, race or religious orientation. In 2019, women represented 43% of appointed or promoted managerial positions and 63% of appointed or promoted deputy manager and manager positions. The company also adheres to ethical working practices through its "Code of Ethics", which covers various issues, including a commitment to fight corruption and bribery that all employees at all levels must abide by (Alia Bouafia, Ali Abdullah, 2021, p. 182). The company's code of conduct includes ethical values to which employees and the company itself must adhere. It also provides guidance to its vendors on how to implement social and environmental responsibility and encourages them to comply with regulations and other international initiatives that promote sustainability.

LEGO's concern for the environment and society can also be seen in its involvement as a member of an international association that works to protect the environment and society. The company's motivation is to respect the association's guidelines, and according to the LEGO Group's terms and conditions, it strongly emphasises compliance and encourages vendors to strictly respect the initiatives (Fawzia Badad, Nawal Lazaar, 2022, p. 149).

LEGO also aims for 100% participation in ethics training for employees at all levels, prioritising employee safety and preventing workplace accidents (Alia Bouafia, Ali Abdullah, 2021, p. 182).

LEGO's green practices (sustainability):

The company relies on environmentally friendly (renewable) energy sources, such as solar power and investments in offshore wind. In 2019, the Group installed 3,570 solar panels at one of its subsidiaries, in addition to partial solar power operations at factories in other countries. Energy production from renewable energy investments exceeded 340 gigawatt hours of energy used in LEGO factories. LEGO aims to completely eliminate the environmental impact of its industry by 2030, without compromising quality and safety, by relying on sustainable sources. The Group currently manufactures 80 different sustainable materials, with 185 sustainable plant-based elements used in the production process. It also recycles the company's waste, ensuring that it is permanently diverted from landfill by 2025. Currently, the company recycles 93% of total waste and 100% of plastic waste (Alia Bouafia, Ali Abdullah, 2021, p. 181).

B- LEGO's social responsibility:

The Group strives to have a positive impact on stakeholders and local communities.

In 2003, they signed the United Nations Global Compact to demonstrate their support for human rights, labour standards, anti-corruption and environmental protection.They have reached 1.8 million children in 26 countries through local community engagement programmes.They have also launched a pilot programme based on a circular business model that encourages people to donate unused LEGO products for distribution to children in need (Alia Bouafia, Ali Abdullah, 2021, p. 180). The company's charitable work is highly motivating because it also involves its employees.For example, when natural disasters hit certain regions, such as Hurricane Katrina's impact on communities in the US in 2006 and an earthquake in Italy in 2009, the LEGO Group and its employees were the main donors of charitable materials.This is an important example of the LEGO Group's commitment to corporate social responsibility (Fawzia Badad, Nawal Lazaar, 2022, p. 150).

Third: Masdar, the Emirati Future Energy Company

Masdar, based in Khalifa City A - Presidential Flight in the United Arab Emirates, is recognised as one of the world's fastest growing renewable energy companies and a leader in green hydrogen. It was established by the UAE government in 2006 and comprises three major companies: Abu Dhabi

National Oil Company (ADNOC), Mubadala Investment Company and Abu Dhabi National Energy Company (TAQA). Masdar was established to strengthen the country's leadership in the global energy sector, diversify the economy and explore alternative energy sources. Leveraging the expertise of its parent companies, Masdar has consolidated its position and leadership in renewable energy and green hydrogen, while driving innovation in solar, wind, energy storage, waste-to-energy and geothermal energy.

A- Masdar's human resources and green practices:

Masdar is committed to educating and training its employees, by communicating the importance of sustainability and environmental stewardship. It provides training opportunities in renewable energy and clean technology to raise environmental awareness. In addition, Masdar considers environmental factors in the recruitment and selection of new employees. It takes measures to preserve the environment in the workplace, such as providing recycling bins and encouraging employees to sort waste properly. Effective water and energy management practices are in place at various facilities and offices. Masdar is also committed to creating a healthy work environment, promoting diversity and equal employment opportunities, and encouraging innovation. Women are empowered to lead sustainable change through three pillars: education, communication and empowerment. This is achieved through the Women in Sustainability, Environment and Renewable Energy (WiSER) platform, which aims to enhance their role and stimulate their innovation and opinions on sustainability issues. Women make up 38% of Masdar's workforce and held 23.3% of leadership positions in 2022 (masdar.ae).

Green innovation and energy conservation are among Masdar's key green practices. In 2023, Masdar was recognised as a leading sustainability company in the Environmental Services category. It won the Asia Energy Award for the second year in a row, recognising its innovative projects that address the impacts of climate change. Masdar also won the "Influential Investor" award in 2023 for its achievements in green hydrogen and the "Best Solar Project" award in the same year.

Masdar expanded its global presence in 2023 by signing more than 20 agreements with local and international companies in the field of renewable energy, including green hydrogen. It also paved the way for the development of 10 gigawatts of clean energy projects in Malaysia, including ground-mounted solar, rooftop solar, floating solar, wind and battery energy storage.

In addition, Masdar, in partnership with the Environment Agency and the Sharjah Electricity, Water and Gas Authority, announced the conversion of the Al-Saja'a landfill in Sharjah into a 120 megawatt solar power plant, the first of its kind in the Middle East and North Africa. Masdar has also launched projects such as the 2 gigawatt Al Dhafra Photovoltaic Solar Power Plant, which uses innovative double-sided solar panels to generate electricity more efficiently.

Masdar has also been selected to implement the UAE Wind Energy Programme, which will provide electricity to more than 23,000 homes and help avoid 360 tonnes of CO_2 emissions per year (Sky News Arabia).

B- Masdar Business and Social Responsibility:

As a global leader, Masdar is committed to using its resources and innovation capabilities to achieve the United Nations Sustainable Development Goals. It is making global efforts to combat climate change through projects that have helped avoid the emission of more than 10 million tonnes of CO_2 in 2022. Masdar aims to provide renewable energy sources, such as solar and wind power, to avoid the release of 30 million tonnes of CO_2 per year. Masdar also donates to schools in areas where renewable energy projects are being developed, such as the Šibuk 1 wind project in Serbia, where it has rehabilitated and equipped schools for students. In addition, Masdar provides electricity to remote areas to enable children's education, for example by providing mini solar-powered internet networks for children to

learn through (masdar.ae). In addition, during Abu Dhabi Sustainability Week, Masdar signed agreements with three African countries - Angola, Uganda and Zambia - to develop renewable energy projects as part of its contribution to helping African countries make the transition to clean energy and improve the living standards of African communities. Masdar also offers the "Union 7 Programme" to deploy clean energy projects in Africa and provide clean electricity to 100 million people by 2035 (https://attaqa.net).

Masdar | Pioneering Energy Worldwide

Masdar Clean Energy is a leading developer and operator of utility-scale renewable energy projects, community grid projects, and energy services consultancy.

Analysis:

In reviewing the global experiences studied, we find that both Disney and LEGO companies, as well as Masdar Future Energy, emphasise environmental management and green practices. Each seeks to manage the interaction between the organisation and its environment through green programmes and the promotion of green human resources in order to achieve social responsibility and environmental sustainability. This includes preventing pollution, providing community-friendly or recyclable green products, conserving energy, adopting renewable energy, developing new environmentally friendly ways of working and embodying green innovation concepts. This can only be achieved through the involvement of the human resources that these companies have, which requires nurturing and developing their skills and capacities through training and appropriate education programmes.

This highlights the importance of green human resource management as a means for companies and organisations to fulfil their mission towards society, the environment and their social responsibility. Through their green policies, these companies have contributed to supporting the community, protecting the environment and instilling a culture of sustainability in their daily operations. Based on this, it can be said that there is a direct correlation and impact between green human resource management and social responsibility.

It is clear that each of the companies surveyed is committed to social responsibility by allocating a budget to voluntary initiatives, and to ethical behaviour by complying with international standards and conventions. The aim is to meet the needs of the community, protect the environment and contribute to improving the quality of life.

Social responsibility is not limited to making donations or complying with ethical and legal principles, but also involves the active participation of all human resources at various levels.It is seen as an irreplaceable competitive advantage. It has a positive impact on the behaviour of individuals and the performance of the organisation, helps to build a good reputation and creates an ideal image of the institution in fulfilling all its responsibilities towards employees, the environment and the community of which it is a part.

Conclusion:

The current trend towards greening the economy in general and greening industries in particular has become a necessity. Green Human Resource Management practices are the ideal and effective means to achieve this new direction as they serve as the driving force behind all organisational functions and operations. Green Human Resource Management encompasses all environmentally friendly methods, processes and programmes implemented by Human Resource Management to minimise negative and enhance positive impacts on the environment. It includes compliance with international standards, conventions and national legislation, as well as adherence to ethical codes of conduct, the adoption of voluntary initiatives and the promotion of awareness of the importance of these practices in meeting societal needs and protecting the environment.

Various companies and sectors have made successful efforts to green their industries. Examples of these have been discussed in this research, highlighting leading global experiences in green practices to achieve social responsibility and promote sustainable development. Companies such as Disney, LEGO and Masdar Future Energy have integrated social responsibility and ethical working practices, as social responsibility is an integral part of comprehensive ethical working practices. They have also aligned their green practices with social responsibility, as green practices are seen as a dimension of sustainable development. This has had a positive impact on the behaviour of individuals, resulting in the excellent performance of these institutions and the building of a good reputation. The main findings can be summarised as follows:

- Green Human Resource Management is the optimal way to achieve sustainable development and social responsibility towards employees, society and the environment.

- Social responsibility is a facet of comprehensive ethical working practices, encompassing economic, social, legal and humanitarian dimensions.

- Green Human Resource Management practices contribute to enhancing social responsibility with a positive and proportionate impact.

- Human resources are the fundamental pillar for achieving social responsibility through green practices.

- Disney prioritises its human resources and promotes environmental sustainability through its green practices. It also fulfils its social responsibility by actively participating in, and encouraging its employees to participate in, charitable initiatives and volunteer programmes.

- LEGO promotes renewable energy and green practices while fulfilling its social responsibilities.It actively participates in charitable initiatives and donations, and motivates its employees to contribute.

- Masdar Future Energy is committed to green innovation and energy conservation, and is making a significant impact on the environment through the adoption of renewable energy sources and efforts to reduce global carbon emissions.Its significant initiatives in this regard reflect its commitment to corporate social responsibility.

Recommendations:

1. Adopt world-leading models: Organisations and companies should adopt globally leading models of sustainable development and corporate social responsibility (CSR) and work to promote and institutionalise the culture of green practices.

2. National classification: Establish a national classification for institutions that excel in CSR and environmental protection and successfully achieve sustainable development to recognise their efforts.

3. Incentives for successful institutions: Provide incentives for nationally successful institutions in achieving sustainable development to encourage other organisations to adopt green practices.

4. Enact new laws and regulations: Enact new laws and regulations to protect the environment and society due to the recent environmental degradation caused by pollution and the risks of global warming and climate change.

5. Raise awareness: Raise awareness of the importance of green practices by organising conferences and forums involving industrial institutions, organisations and environmental bodies.

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