How Green HR Practices Affect Social Responsibility in Tunisian Businesses

Abstract: When appropriately designed and implemented, the methods of Green Human Resource Management (GHRM) stand to be significant avenues towards Reaching Sustainable Development Goals (SDGs). This study delves into examining the GHRM practices' effectiveness over the sustainable performance of Corporate Social Responsibility (CSR). In an evolving economic landscape marked by trends such as globalization, escalating demands from investors and consumers and heightened product competition, governmental entities continuously strive to advance their performance by minimizing costs, renewing products and procedures, and enhancing quality to remain competitive. GHRM represents an initiative that contributes to fostering an eco-friendly workforce capable of understanding and implementing green culture within businesses and institutions. hence, it is essential to underscore that human resources as well as their systems serve as the bedrock of any enterprise. It is a recognized fact that the role of human resources inside an organization is pivotal to plan and to execute these ecological policies in order to foster a green ecology. For our research, a sample size of 100 Enterprises (SMEs) in Tunisia has been chosen. We will conduct factorial analyses and Cronbach's alpha tests using SPSS 20 software to facilitate the aggregation and refinement of items related to the measurement scales of the questionnaire. Subsequently, all research hypotheses were upheld with results indicating that the practical implementation of GHRM such as training (GT), recruitment (GR) and remuneration (GRe) exerts a positive influence on the sustainable performance (SP) of CSR.

Keywords: sustainable performance, CSR, GHRM, green training, green remuneration, green recruitment

Introduction:

In today's economic landscape, businesses are increasingly focusing on mastering technologies and adhering to sustainable development standards to enhance their competitiveness. Integrating responsible human resources into development strategies is essential for improving financial and social performances in terms of Corporate Social Responsibility (CSR) (Tiwari & Saxena, 2012; Saeed et al., 2019).

In the context of global industrialization, environmental concerns have intensified, necessitating sustainable growth and environmental preservation efforts. Green Human Resource Management (GHRM) practices encourage environmentally respectful actions and align with strategic objectives (Abbas & Kumari, 2021; Ojo et al., 2022). Employees play a central role in organizational performance, contributing to competitive advantage through their knowledge, skills, and creativity (Wright & McMahan, 2011).

The pressing need to solve environmental issues like environmental deterioration and climate change, underscores the need for ecological initiatives and employee training for green performance (Darvishmotevali & Altinay, 2022; Johar et al., 2020; Ecer et al., 2021). Our research aims to explore how enterprise-level GHRM activities are linked to ecological, social, and economic performances within the framework of CSR. Despite abundant literature on the subject, there is no universally recognized

theory linking GHRM implementation to CSR improvement. Our study thus seeks to examine the impact of ethical GHRM on sustainable CSR implementation by companies in Tunisia.

Recent managerial emphasis on CSR reflects a commitment to ethical business practices and sustainability across ecological, social, and economic dimensions (Garcia-Sanchez & Araujo-Bernardo, 2020; Wang et al., 2015). CSR goes beyond profit maximization to address environmental and social concerns (Chowdhury et al., 2019; European Commission, 2006). It integrates social and environmental interests into organizational strategies (Cruz & Pedrozo, 2009) and contributes to economic development by improving worker welfare and community well-being (Richard & Okoye, 2013).

CSR extends beyond philanthropy, incorporating societal and environmental impacts into organizational practices (Jamali et al., 2017; Michailides & Lipsett, 2013; Sharma et al., 2015). Employees play a crucial role in CSR implementation and integration (Lapiña et al., 2014), with their discretionary attitudes shaping CSR strategies. Organizational culture and strategy should align with legitimate CSR initiatives for competitive advantage (Carroll & Shabana, 2010; Emmott & Worman, 2008).

The traditional view of corporate performance, focused solely on short-term financial gains, is evolving to embrace broader sustainability goals encompassing economic, social, and environmental dimensions (Freeman, 1984; Margolis & Walsh, 2003). Sustainable performance integrates financial efficiency with social and environmental responsibility (Nizam et al., 2019; Latan et al., 2018), aligning with Sustainable Development Goals (UNGA, 2015). However, human activities strain natural resources (Trianni et al., 2019; Sarwar et al., 2022), emphasizing the urgency of sustainable practices (Di Fabio, 2017; Rehman et al., 2021).

GHRM, as defined by Ehnert et al. (2016), entails HRM practices facilitating the achievement of fiscal, social, and environmental objectives with long-term impacts both internally and externally. Various HR procedures, such as recruitment, training, compensation, and performance reviews, are tailored in GHRM to assist employees in understanding and promoting green behavior (Douglas et al., 2012).

This entails utilizing HR initiatives to promote environmental sustainability and enhance the sustainable use of resources inside enterprises. (Ren et al., 2017). GHRM is directly responsible for creating a green workforce that understands, appreciates, and practices green enterprise to maintain green objectives throughout HR processes of recruitment, hiring, training, compensation, development, and organizational human capital creation. According to Chemjor (2020), GHRM is the use of HRM to support environmentally friendly practices and raise staff awareness of environmental issues.

According to Behrend et al. (2009), GHRM can take various forms ranging from communication methods to employee selection, training, and reward systems. In the latter, employees are rewarded for being involved with the company's green practices, often receiving incentives (Behrend et al., 2009). Presently, discourse on GHRM isn't solely about raising awareness of environmental issues but also about broader social and economic welfare of the organization and employees. If properly planned and carried out, GHRM is without a doubt one of the most important strategies for achieving the Sustainable Development Goals (SDGs).

Linking CSR policy to compensation appears to be the right way to implement it by mobilizing employees and eliciting their commitment to the company's objectives (Pialot, 2012). Mandago (2018) believes that Green Reward (GRe) is both a financial and non-financial incentive program designed to capture, conserve, and encourage support for green ecological priorities. Previous literature also confirmed that employees' engagement in ecological and sustainable programs was enhanced when they received compensation for engaging in environmentally friendly activities. For Sutherland et al. (2016), green capability in carrying out work highlights employee satisfaction through green wages and support for green job creation. According to Baraibar-Diez et al. (2019), integrating sustainability indicators into executive compensation policies reflects companies' willingness to steer their executives' behavior towards long-term goals, meeting the expectations of numerous stakeholders with different requirements. Moreover, companies offering CSR-linked compensation have, on average, high levels of social performance. This type of compensation promotes CSR actions. According to Khondkar et al. (2018), executives' fiduciary behavior in CSR helps reduce agency problems and optimize the company's value. For Maas (2018), to resolve potential conflicts between investor and executive expectations, companies can index executive compensation to social performance objectives. The findings indicate that there is only a positive impact on social performance when executive compensation is indexed to CSR criteria Laurence Godard & Souhir Khemir, 2023. Several similar work performance results have shown that green rewards and compensation affect the environment. Based on environmental performance, the use of incentives and recognition has a significant effect on employees' willingness to experiment with green projects (Rawashdeh, 2018).

Job applications can be proceeded through the company's website as a part of an environmentally friendly recruitment. However, the selection process involving people who care about the environment interviews can be conducted by phone or online (Renwick et al., 2008). Employee green engagement supports long-term performance, performance reviews, and educates employees about green company operations such as reducing waste and mitigating environmental damage. (Nayak & Mohanty, 2017) believed this contributes to improving environmental performance. The importance is reinforced through the recruitment and selection process and retention of a conscious workforce. Green hiring emphasizes the organization's desire to collaborate with environmental performance. In their study on GHR practices and their effect on ecological performance, Jabbar and Abid (2015) observed that hired employees according to their environmental expertise show high levels of satisfaction when they are more involved in daily decision-making and operations.

Training can also play a role in raising awareness and involving collaborators. Jabbar and Abid (2015) discuss training methods that aimed to equip employees with basic skills to learn waste data collection in order to raise the level of eco-labelling and improve ecological control within the organisation. Ojo et al (2020) believe that staff training is essential to equip employees with the basic skills and knowledge required to decide on HRM procedures with knowledge. They will therefore be motivated to carry out green activities. In addition, there are other important elements to HRM practice, namely coaching and green development. Training is defined as the process of preparing highly skilled people to improve the skills needed for innovation" Rani and Mishra, 2014. For Jabbar and Abid (2015) , Ojo et al. (2020), in HRM practices, training includes equipping employees with basic skills, such as teaching them to collect

waste information and raise company standards of environmental performance and competence. Mandago (2018), argued that workers' desire to contribute to environmentally friendly efforts requires environmental coaching. Training can help people become familiar with career challenges and transitions. It improves their skills and motivates them to perform tasks (Rani and Mishra, 2014).

Applications can be made via the company's website as part of environmentally friendly recruitment. However, as the selection process involves people who care about the environment, interviews can be conducted by telephone or online (Renwick et al., 2008). Employee environmental engagement supports long-term performance, performance reviews and raises employee awareness of the company's environmental activities, such as waste reduction and environmental mitigation . (Nayak & Mohanty, 2017) believe that this helps to improve environmental performance. The importance is reinforced by the recruitment, selection process through recruitment and retention of a conscious workforce. Green hiring emphasises the organisation's desire to collaborate on environmental performance (Masri &Jaaron, 2017). In their study of GHR practices and their effect on green performance, Jabbar and Abid (2015) observed that employees recruited on the basis of their environmental expertise show high levels of satisfaction when they are more involved in decision-making and day-to-day operations. Green recruitment, in addition to its influence on the attractiveness of internal recruitment within companies, has a sustainable performance.

Method

"This research's primary purpose is explaining the connection between GHR practices and potential CSR accomplishment. Based on our research hypotheses, we have reconstructed our conceptual framework to present all the independent variables that may have a relationship with GHR practices and sustainable CSR performance."

Hypothesis 1: The effects of GT on the SP of CSR

Hypothesis 2: The GR's effects on the sustainable performance of CSR

Hypothesis 3: The effects of GRe on the SP of CSR

In our scientific research, we define our elements as follows. All measurements were conducted using a 5-point Likert scale, evaluating responses across various scales. Our sample represents the population under survey, selected based on three criteria. Firstly, limited to entirely private companies. Secondly, companies of relatively large size. Thirdly, companies demonstrating a commitment to social responsibility. The questionnaire, designed to collect data, was administered to a sample of 100 SMEs within the Tunisian industrial sector, selected from the UTICA database, covering diverse sectors of activity. Our objective is to evaluate the impact of GHRM practices on companies' SP.

The dependent variable comprises indicators for measuring CSR and its SP, as proposed by GRI 2015. These indicators are categorized into pillars of economic, social, and environmentally sustainable development, further subdivided into aspects based on various scholarly works cited (Azhar & Talib, 2015; Chen et al., 2014; Ibáñez-Forés et al., 2013; Henri & Journeault, 2009; Chen et al., 2015). A 9-

item scale is utilized to measure SP, encompassing Performance Economy, Environmental Performance, and Social Accomplishment.

The independent variables are measured as follows: GRe pay, based on the work of Haldorai et al. (2022), using 6 measurement items. Examples include "Employees who are praised for making suggestions to improve ecological agendas" and "Employees who meet or exceed their environmental objectives and are rewarded with bonuses or other monetary incentives." GT is determined based on the work of Haldorai et al. (2022), employing 6 measurement items. Examples include "This organization provides GT to all employees" and "Environmental training is prioritized in this organization." GR is measured following the work of Haldorai et al. (2022), utilizing 6 measurement items. Examples include: "This organization emphasizes hiring and selecting employees with ecological interests, knowledge, and attitudes," reflected in the recruitment process, where preference is given to candidates with environmental knowledge, attitudes, and concerns.

Control variables include Experience, as emphasized by Guérin and Archieri (2012), highlighting the significance of securing activity in fostering experience conducive to overall performance. Education, as underscored by Poirot and Sen (2005), where education is seen as instrumental in building self-esteem, enhancing autonomy, and facilitating social integration. Education is regarded as essential for economic development, with both authors advocating for education's role in promoting liberation and equality of opportunity.

We will refer to the SPSS 20 software. We will present the tests of homogeneity of the constructs, and we will test the hypotheses resulting from our research model. Exploratory factor analysis was used to identify the underlying factors explaining the correlations between several variables, such as 'green training', 'green recruitment', 'green remuneration' and 'sustainable CSR performance'. In addition, principal component analysis, a specific variant of exploratory factor analysis, was used to determine which components explained the most variance in the data. This approach was supported by tables showing the explained variance, eigenvalues, KMO values and Cronbach's alpha coefficients for each variable. Finally, multiple linear regression was performed to model the relationship between sustainable CSR performance (dependent variable) and several independent variables, including training, recruitment and green pay, as well as control variables such as age, experience and education. Overall, this combined approach of different statistical techniques aims to understand the underlying structure of the data, assess the reliability of the measurement scales, identify the factors influencing sustainable CSR performance, and evaluate the model's ability to explain and predict this performance. This will enable us to move on to the aggregation and purification of items relating to the questionnaire's measurement scales. For our questionnaire, certain ordinal or 5-point Likert-type scales (1 means "strongly disagree" and 5 means "strongly agree"), as in the case of our study, are most often considered to be metric scales.

Results of the Exploratory Factor Analysis

Study of the one-dimensionality of measurement scales and reliability

The scale's one-dimensionality was verified by PCA. It is a very useful way to refine the measurement of each retained variable. We retained items with factorial contributions that are greater than 0.4 and factors with eigenvalues that are greater than 1. Statistical analysis results were performed by PCA to structure the research's variables model. The Reliability test is presented below

The training variable green

The training variable consists of 4 items. The outcomes indicated that the value of the KMO equals 0.714. Therefore, this value is acceptable since it is greater than 0.5. The quality of the items' representation is also satisfying as it has communities greater than 0.4. Hence, the conditions for applying PCA are met (see table below).

The one-dimensionality is quite strong since the existence of a single factor makes it possible to recover 60.642% of the variance explained. With regard to the factor contributions, we noted a positive and strongly elevated correlation of the item (GT 1) (0.574) in relation to the other items (see table below).

Cronbach's alpha coefficient is 0.780, which certifies the reliability of the scale for measuring resource availability. We confirm the one-dimensionality of this scale. The training variable's results of the principal component analysis are presented in the table below.

Table 1: Principal component analysis applied to "green training

Items	**Quality of representation**	**Factor contribution**
GT1	0.330	0.574
GT2	0.621	0.788
GT2	0.665	0.816
GT4	0.810	0.900
Total variance explained	60.642%	
Eigenvalue	2.426	
KMO	0.714	
CRONBACH'S ALPHA	0.780	

The variable GR

The recruitment variable consists of 4 items . The results indicated that the KMO value is equal to 0.739. This is acceptable because the value is greater than 0.5. The quality of the items' representation is pleasing with communities which are greater than 0.4. Hence, the conditions for applying PCA are made (see table below).

The one-dimensionality is quite strong, since the existence of a single factor makes it possible to recover 64.457% of the variance explained. With regard to the factor contributions, we note a positive and highly elevated correlation of the item (GR3) (0.749) compared to the other items which have a positive and average correlation (see table below).

Cronbach's alpha coefficient is 0.815. It shows the reliability of the scale for measuring the resource availability. Therefore, we confirm this scale's one-dimensionality. The recruitment variables' results of the principal component analysis are presented in the table below.

Table 2: Principal component analysis applied to "Green recruitment".

Items	Quality of representation	Factor contribution
GR1	0.561	0.749
GR2	0.626	0.791
GR3	0.815	0.903
GR4	0.576	0.759
Total variance explained	64.457%	
Eigenvalue	2.578	
KMO	0.739	
Cronbach's Alpha	0.815	

Variable GRe

The remuneration variable is a construct that is made up of 4 items. The results indicated that the KMO's value equals 0.692. The value is reasonable since it is greater than 0.5. The quality of the items' presentation is also satisfactory. It has communities which are greater than 0.4. Hence, the conditions for applying PCA are met (see table below).

The one-dimensionality is quite strong given the existence of a single factor which recovers 68.463% of the variance explained with an eigenvalue of 1.857. With regard to the factor contributions, we note a positive and strongly elevated correlation of the items. Cronbach's alpha coefficient is 0.769. This shows the reliability of the scale for measuring resource availability. We therefore confirm the one-dimensionality of this scale. The remuneration variable's results of the principal component analysis are presented in the table below.

Table 3: Principal component analysis applied to "green remuneration".

Items	Quality of representation	Factor contribution
GRe1	**0.727**	**0.852**

GRe2	**0.675**	**0.822**
GRe3	**0.652**	**0.808**
GRe4	**0.650**	**0.811**
Total variance explained	**68.463%**	
Eigenvalue	**2.054**	
KMO	**0.692**	
Cronbach's Alpha	**0.769**	

1.1.4. The variable of sustainable CSR performance

The CSR variable is its SP and it consists of 4 items. The results show that the KMO value is 0.614. Therefore, the value is accepted as it is greater than 0.5. The quality of the item's presentation is also satisfactory with a community greater than 0.4. From these values, the conditions for applying PCA are met.

The one-dimensionality is quite strong given that the existence of a single factor makes it possible to recover 50.882% of the variance explained with an eigenvalue of 3.048.

After examining the factor contribution, there is a strong and positive correlation between the ECO, ENVI and SOC items, with values of 0.589, 0.551, 0.847 and 0.811 respectively. Cronbach's alpha coefficient is 0.672. This shows the reliability of the scale for measuring resource availability. Hence, we confirm the one-dimensionality of this scale. The results for the environmental and social performance variable are shown in the table below.

Table 4: Principal component analysis applied to sustainable performance

Items	Quality of representation	Factor contribution
SP1	**0.357**	**0.598**
SP2	**0.303**	**0.551**
SP3	**0.717**	**0.847**
SP4	**0.650**	**0.811**
Total variance explained	**50.882%**	
Eigenvalue	**2.027**	
KMO	**0.614**	
CRONBACH'S ALPHA	**0.672**	

Checking the conditions for applying regression and the quality of the model

The software (SPPS20.0) was used to check the situations for applying linear regression. The conditions which relate to the model's linearity, the residuals' normality and the absence of bivariate and multivariate multicollinearity are well checked.

The results show that 44.50% of the variation in the SP's level is explained by GRHM variables and by control variables. The Fisher statistic (F) that is equal to (2.304), confirms the model's good quality at a significant level which is less than 5%. As a result, the model's explanatory power appears satisfying since the Fisher F statistic is significant at the 5% threshold.

We can conclude that the model is statistically significant. It explains the phenomenon under study. Concerning the independent variables' significance, we noticed that all the independent variables are statistically significant. With regard to the control variables present into the model, the results reveal that the AGE variable is statistically insignificant. However, the experience and education variables are significant.

The table below shows the model's explanatory power. The beta coefficients, the student's t are for all the explanatory variables in the model. Whereas, the F statistic and its significance as well as a summary of the regression results.

Table 5: Analysis of the results of the multiple linear regression of the model

Explanatory variables	**Coef.**	**T-Student**	**p-value**
Constant	-0.473	-0.900	0.372
GT	0.105	5.495	0.000
GR	0.173	1.573	0.065
GRe	0.182	1.979	0.047
AGE	0.008	0.693	0.491
EXP	0.002	1.880	0.086
EDUC	0.282	1.157	0.252
R2 0.445 Adjusted R2 0.112 F 2.304			

The results of the assumptions

After checking statistical tests, it is obvious that this variable has a favorable and considerable impact on the CSR SP's variation. Testing the cause shows that the association coefficient between GT and SP of CSR is positive (0.105). It is also statistically significant (the associated t-value is 5.495 with p0.000 significant at the 10% level).

Hypothesis 1: The effects of GT on the SP of CSR: Confirmed

The statistical tests' checking shows that this variable considerably and significantly affects the SP of CSR. Testing the causal effect behind that shows that the statistical coefficient associated with the GR variable has a positive value (0.173). Furthermore, it is statistically significant (the associated t-value is 1.753 with a significant p-value of 0.065 at the 10% level). This means that GR has a positive and significant impact on the SP of CSR

Hypothesis 2: The GR's effects on the sustainable performance of CSR: Confirmed

Examining statistical tests shows that this variable affects positively and statistically the SP of CSR. Testing the variable shows that the statistical coefficient associated with the green compensation variable has a positive value (0.182). Additionally, the significance of this coefficient was determined by Student's t test. The t value is 1.979, p = 0.047. It is significant at 10%. This means that GRe has a positive and significant impact on the SP of CSR

Hypothesis 3: The effects of GRe on the SP of CSR: Confirmed

Analysis of the control variables' effect

Our study indicates that age has a positive relationship with corporate social responsibility. But it is not significant. Checking results shows that the relative coefficient of the company's age is positive (0.008). However, it is not significant (Student's t-value = 0.693, p= 0.491).

Experience Regarding this control variable, the results' examination shows that the experience's relative coefficient is positive (0.002) and significant (Student's t-value = 1.880, p= 0.086). This shows that experience has a positive and favorable relationship with corporate social responsibility."

"The education variable:

Our study indicates that education has a positive but a non-significant influence on corporate social responsibility. Examining results shows that the relative coefficient of the company's education is positive (0.288) but it is not significant (t-student value = 1.157 and p = 0.252).

"Discussion of the Results

In this context, sustainable HRM should contribute to the development of economically, ecologically and socially sustainable business organisations and make HRM systems themselves more sustainable (Cohen et al.,2012; Ehnert and Harry,2012; Ehnert et al.,2014b;). According to Zaid et al (2018), green compensation management, green training and engagement and green recruitment have an impact on business performance. In addition Aykan (2017) argues that HRM is the triggering force for implementing HRM that promotes the economic and environmental sustainability of the business by undertaking change and developing environmental conditions.

The objective of this inquiry is acquiring a better understanding of the GHR's role, such as GRe, GT, GR and the SP of CSR in maintaining sustainable performance. The empirical study results demonstrate a significant positive relationship between the various examined variables. We believe that GHRM assist

employees in conceptualizing and implementing sustainable practices which will subsequently lead to higher economic, environmental and social accomplishment. (Kim and al., 2019; Shafaei and al., 2020) supported these previous studies. According to Park and Levy (2014) it has been suggested that a significant organizational challenge in implementing socially responsible practices is the limited awareness and knowledge among managers in the field of CSR

CSR is an essential element for the company's success. (Raza & Khan, 2022) think that CSR actions affect the job searchers' expectations regarding the career success. The results show that using a well-planned CSR program that can arouse transcendent emotions in employees to create a sustainable environment(kong and al 2021). It should be noted that the theoretical discussion supports the positive impact of CSR on employee behavior, particularly in shaping their environment-related behavior [farid and al 2019]. For example, CSR activities involve social responsibility [Ferri and Pini, 2019] and, therefore, can lead employees to adopt positive behaviors towards the environment and the community. Additionally, CSR practices can provide a high level of care for employees and their needs Brammer, and al 2015. HR operations include hiring coaching performance management and retaining the people who have the potential to contribute to CSR initiatives. According to Ojo and al (2022), it has been suggested that when HR places an importance on social responsibility, it has the potential to foster synergy between CSR and HR strategies.

By focusing on the different results of the linear regression, we firstly observed the importance of the GT variable which had the most influence on SP. The positive relationship and influence of training on the SP of CSR were significantly confirmed. It helps to enhance the environmental knowledge, to develop the employees' skills and capabilities and to fulfill their needs. Employees are encouraged to grasp all the subtleties of their profession to explore every conceivable technique, to constantly update themselves on new advancements, to be able to innovate, design, undertake, and to complete all the tasks that their profession entails.'

Secondly, the GR variable is a positive influencing factor on SP of CSR. Indeed, the results demonstrate that green recruitment has more weight and influence on CSR sustainable performance than other variables. This confirms our previous inclusion that GR has a positive relationship or impact on SP of CSR. SMEs are increasingly adopting recruitment strategies that help weed out employees who may harm the environment and the workplace ambiance. according to Masri and Jaaron, 2017 Green recruitment highlights an organisation's willingness to cooperate for the benefit of environmental performance by recruiting and keeping a likeness with employees. Green recruitment induction helps assess long-term job performance and educates employees about green business efforts such as reducing waste and environmental damage. This in turn improves environmental performance (Nayak and Mohanty, 2017).

For the third variable, GRe primarily aids in encouraging and motivating employees through monetary or non-monetary rewards. It also contributes to their environmental awareness if companies provide incentives for those who respect the environment. This further supports our previous inclusion that GRe has a positive relationship or impact on SP of CSR. Empirical results corroborate research efforts like Jabbar and Abid (2015) Green ability to do work highlights employee satisfaction with green rewards

and compensation in establishing environmental performance. In theoretical studies of GHRM and its effects on environmental performance, they have noted that employees recruited for their ecological knowledge achieve high and satisfactory levels when they are more involved in daily decisions and operations. Because (Newman et al., 2016), employee-centered sustainable practices are organizational practices adopting HR techniques that contribute to the achievement of economic, social and environmental objectives, HRM improves the quality of life and work of employees.

HR departments can inform employees about CSR issues and participate in educating them to become more socially responsible in achieving economic, social as well as environmental outcomes. Researchers concluded that staffing is a key factor for better MS. We believe that HR facilitates the design and implementation of CSR activities by employees. Thereby employees will deliver a better economic, environmental and social performance. Kim et al., 2019 ; Shafaei et al., 2020 ; Pham et al, 2019) confirmed this view. (Yafi et al. (2021) found that green HR helps transform CSR strategies. (Nabi and al., 2022) asserted that GHR helps organizations fulfill their social responsibilities by decreasing pollution and its social costs. Zhao et al. (2020) noted that GHR provides strategic and operational support for CSR. Khan and Muktar (2022) found that GR has a positive impact on the job search intention. (Nabi and al., 2022) claimed that the efficiency of these GT strategies, participation in green projects, green salaries and prizes help evaluate the extent to which GHR attracts potential candidates. Khan and Muktar (2022) conducted a study on the GHR's impact on the job search intention for university students in Malaysia. Their results showed a positive relationship between GRe and the job-seeking propensity. For Shah (2019), potential candidates who learnt about the company's ecological fulfillment on GHR are willing to apply for jobs focusing on sustainability.**"**

Implications:

Practitioners and decision-makers will acquire a deeper understanding about the importance of green HR practices in building SP of CSR. They could assist companies in developing more targeted HR strategies to enhance their environmental, social and economic performance. Companies should actively integrate GHRM into their human resource management strategy. This can be achieved by creating training programs to raise employees' awareness of environmental issues, establishing performance-related incentive policies linked to environmental outcomes and promoting a sustainability-focused corporate culture. By adopting these practices, companies could enhance their environmental performance. Furthermore, they could bolster their reputation for corporate social responsibility. This could lead to competitive advantages such as increased attractiveness to talent, enhanced employee retention, and improved relationships with stakeholders, including customers and investors." To truly encourage green HRD (Green Human Resource Development), the Tunisian government must play a vital role. They can achieve this by developing policies and regulations that incentivize companies to adopt green HR practices. This could include tax breaks, subsidies, or streamlined permitting processes for companies with strong green HR programs. Furthermore, providing funding and grants for companies or institutions to develop and implement green HRD programs is crucial. It is also important to support the development of educational programs and training courses on green HR practices for HR professionals and employees.

"Conclusion:

An environmental perspective is increasingly crucial in adopting national, organizational and personal policies. This research represents a significant study which examines the GHRM's impact on the SP of CSR within the context of the Tunisian Company. The empirical results show a significant and favorable relationship between GHRM such as GT, GRe, and GR with the SP of CSR. This underscores the importance for environmentally conscious employers and job seekers to collaborate and find solutions that address environmental and social needs. Aligning with ecological values is crucial for retaining employees and enhancing their workplace satisfaction. To encourage GR, GRe, and GT, it is suggested that an effective GHRM should consider the pro-environmental beliefs and socio-environmental needs of job seekers. This study indicates that the green HR practice's role is pivotal to shape and to implement activities related to CSR and SP. GHRM is a burgeoning field within HR practice which has previously received contributions from authors. The latter studied how GHRM affects the employees' ecological attitudes, hiring, the candidate intentions and the organizational achievement. Chemjor (2020) explains that GHRM refers to the use of human resource management methods to enhance sustainable ecological practices and to increase the employee's participation in environmental sustainability. This is done through considering management concerns and taking environmental impact seriously when adopting HR initiatives which resulted in greater efficiency and better environmental performance. This field of research remains exciting for researchers. Exploring GHRM in Tunisia may cause the spread of environmentally friendly practices that attract skilled employees and boost the organizational productivity, profitability and overall, the business performance. In our future research, we aim at investigating the role of digitalization in the talent's attraction and the organizational performance enhancement."

Reference :

1. Abbas J and Kumari K 2021 Examining the relationship between total quality management and knowledge management and their impact on organizational performance: a dimensional analysis Journal of Economic and Administrative Sciences
2. Azhar, S.B. and P. Talib. Green management indicators & environmental sustainability: An ISM based approach. 2015. London: The Academy of Business and Retail Management (ABRM).
3. Aykan, E. (2017). Gaining a Competitive Advantage through Green Human Resource Management. In Corporate Governance and Strategic Decision Making, 159–175. IntechOpen.
4. Baraibar-Diez E, Odriozola MD,Fernández Sánchez JL. Sustainable compensation policies andits effect on environmental, social, and governance scores.CorpSoc Resp Env Ma. 2019;26:1457–1472.
5. Behrend, T.S., Baker, B.A., and Thompson, L.F. (2009). Effects of pro-environmental recruitment messages: the role of organizational reputation. *Journal of Business Psychology*, 24, pp. 341-350.
6. Brammer, S. ; Il h.; Mellahi, K. Responsabilité sociale des entreprises, identification organisationnelle des employés et effort créatif : l'impact modérateur de la capacité de l'entreprise. Orgue de groupe. Gérer. 2015 , 40 , 323-352.
7. Carroll, AB and Shabana, K. (2010). The business case for corporate social responsibility: a review of concepts, research and practice. *International Journal of Management Reviews* , 12(1), 85-105.
8. Cohen, E., Taylor, S., & Muller-Camen, M. (2012). HRM's role in corporate social and environmental sustainability. Research Report, SHRM
9. Chemjor E. (2020). An Overview of Green Human Resource Management Practices in Kenya, Africa Journal of Technical & Vocational Education & Training, 2020, 5(1), 111-119.
10. Chen, D., et al, A holistic and rapid sustainability assessment tool for manufacturing SMEs. CIRP Annals - Manufacturing Technology, 2014. 63(1): p. 437-440.
11. Chen, L., A. Feldmann, and O. Tang, The relationship between disclosures of corporate social performance and financial performance: Evidences from GRI reports in manufacturing industry. International Journal of Production Economics, 2015. 170, Part B: p. 445-456.
12. Chowdhury, R.H., Choi, S., Ennis, S. and Chung, D. (2019), "Which dimension of corporate social responsibility is a value driver in the oil and gas industry?", Canadian Journal of Administrative Sciences/Revue canadienne des sciences de l'administration, vol. 36, no. 2, pp. 260-272.

13. European Commission (2006), Communication from the Commission to the European Parliament, the Council and the European Economic and Social Committee.

14. Cruz, LB and Pedrozo, EA (2009). Corporate social responsibility and green management: Relationship between headquarters and subsidiaries in multinational companies. Décision de gestion, 47 (7), 1174-1199

15. Darvishmotevali, M. and Altinay, L. (2022). Green HRM, environmental awareness and green behaviour: the moderating role of servant leadership. Tour. Gérer. 88:104401.

16. Di Fabio, A. (2017), "Positive Healthy Organizations: promoting well-being, purpose, and sustainability in organizations", Frontiers in Psychology, vol. 8, p. 1938.

17. Douglas W.S. R., Tom R. and Stuart M., (2012). "Green Human Resource Management: a Review and Research Agenda". International Journal of Management

18. Ecer, F., Pamucar, D., Mardani, A., &Alrasheedi, M. (2021). Renewable energy resource assessment using a novel interval raw number extension of level-based weight assessment and distance-based combinatorial assessment. Renew. Energy 170, 1156-1177.

19. Ehnert, I., & Harry, W. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. Management Revue, 23, 221–238.

20. Ehnert, I., Harry, W., & Zink, K. J. (2014b). Sustainability and HRM: An introduction to the field. In I. Ehnert, W. Harry, & K. J. Zink (Eds.), Sustainability and human resource management: Developing sustainable business organizations (pp. 3–32). Heidelberg: Springer

21. Ehnert, I., Parsa, S., Roper, I., Wagner, M. and Muller-Camen, M. (2016). Sustainability reporting and HRM: a comparative study of sustainability reporting practices of the world's largest companies. International Journal Human Resource Management, 27 (1), 88-108.

22. Emmott, M. and Worman, D. (2008). The steady rise of CSR and diversity in the workplace.Strategic HR Review, 7 (5), 28-33.

23. Freeman, R.E. (1984). Strategic management, a stakeholder approach. Massachusetts, Pitman publishing Ltd.

24. Farid, T. ; Iqbal, S. ; Maman, J. ; Castro-González, S. ; Khattak, A. ; Khan, MK Perceptions des employés en matière de RSE, d'engagement au travail et de comportement de citoyenneté organisationnelle : les effets médiateurs de la justice organisationnelle. Int. J. Environ. Rés. Santé publique 2019 , 16 , 1731.

25. Ferri, G. ; Pini, M. Responsabilité environnementale vs. sociale dans l'entreprise. Preuve d'Italie. Durabilité 2019 , 11 , 4277.

26. García-Sánchez, IM and Araújo-Bernardo, California (2020). What colour is the corporate social responsibility report? Structural visual rhetoric, impression management strategiesand

stakeholder engagement. Corporate Social Responsibility and Environmental Management, 27 (2), 1117-1142

27. GRI(2015),Reporting Principles and disclosures,.globalreporting.org/resourcelibrary/GRIG4-Part1-Reporting-Principles-andStandard-Disclosures.pdf.

28. Guérin, J., &Archieri, C. (2012). Acting practice and the construction of experience.Recherche et formation, (70), 75-90.

29. Haldorai, K., Kim, WG and Garcia, RF (2022). Senior management green commitment and green intellectual capital as catalysts for hotel environmental performance: the mediating role of green human resource management. Tour. Managing. 88:104431.

30. Henri, J.-F. and M. Journeault, Eco-efficiency and organizational practices: an exploratory study of manufacturing firms. Environment & Planning C: Government & Policy, 2009. 27(5):p. 894-921.

31. Ibáñez-Forés, V., M.D. Bovea, and A. Azapagic, Assessing the sustainability of Best Available Techniques (BAT): methodology and application in the ceramic tiles industry. Journal of Cleaner Production, 2013. 51: p. 162-176.

32. Jabbar H. M., Abid M. (2015). A Study of Green HR Practices and Its Impact on Environmental Performance: A Review, MAGNT Research Report (ISSN. 1444-8939), vol. 3 (8). PP: 142-154.

33. Jamali, D., Karam, C., Yin, J., &Soundararajan, V. (2017). Logics of CSR in developing countries: translation, adaptation and stalled development. Journal World

34. Johar, SS, Lestari, L. and Awada, N. (2020). The art of leadership qualities in the human governance of human capital. J. Manag. Soc. Sci. Human. Soc. Sci. 4, 12-15.

35. Khan M H and Muktar S N 2022 The mediating role of organisational attractiveness on the relationship between green recruitment and job search intention among students of UniversitiTeknologi Malaysia Cogent Business & Management 7 1832811

36. Kim, YJ, Kim, WG, Choi, HM, &Phetvaroon, K. (2019). The effect of green human resource management on green behavior and environmental performance of hotel employees. International Journal Hospitality Management, 76 , 83-93.

37. Kong, L. ; Sial, MS ; Ahmad, N. ; Sehleanu, M. ; Li, Z. ; Zia-Ud-Din, M. ; Badulescu, D. La RSE comme facteur de motivation potentiel pour façonner le point de vue des employés sur la nature pour un environnement de travail durable. *Durabilité* **2021** , *13* , 1499

38. Khondkar, K., Eunju, L. and Sanghyun, S. (2018). Corporate social responsibility and CEO compensation structure. *Advances in Accounting,* 40, 27-41.

39. Lapiņa, I., Maurāne, G. and Stariņeca, O. (2014). Human resource management models: aspects of knowledge management and corporate social responsibility. Procedia-Social and Behavioural Sciences, 110 , 577-586.

40. Latan, H., Jabbour, C.J.C., de Sousa Jabbour, A.B.L., Wamba, S.F. and Shahbaz, M. (2018), 'Effects of environmental strategy, environmental uncertainty and senior management commitment on corporate environmental performance: the role of environmental management accounting', Journal of Cleaner Production, vol. 180, pp. 297-306.

41. Laurence Godard & Souhir Khemir, 2023. "**Integration of CSR into CEOs' compensation: effects on social and financial performance of French listed firms [Effets de l'intégration de critères RSE dans la rémunération des dirigeants sur la pe**," Post-Print hal-04150624, HAL

42. Mandago, RJ (2018). Influence of green reward and compensation practices on environmental sustainability in selected service-based state-owned companies in Kenya. EUR. J.Bus. Strategic Management. 3, 1-12.

43. Maas, K. (2018). Do corporate social performance targets in executive compensation contribute to corporate social performance? *Journal of Business Ethics,* 148(3), 573-585

44. Margolis, J.D. and Walsh, J.P. (2003). Misery loves companies: rethinking social initiatives by business. Administrative Science Quarterly, 48(2), 268-305.

45. Masri, HA and Jaaron, AA (2017). Evaluating green human resource management practices in the Palestinian manufacturing context: an empirical study. J. Clean. Prod. 143, 474-489.

46. Michailides, TP and Lipsett, MG (2013). Investigating employee attitudes to corporate social responsibility at the frontline level of an energy transmission company. Corporate Social Responsibility Environmental Management, 20 (5), 296-320.

47. Nabi M N, Al Masud A, Shuvro R A, Milon M, Islam M F and Akter M M 2022 COVID-2019 foreign direct investment (ide) disruption of the textile and apparel industry: an evidence- based analysis International Journal of Information, Business and Management 14 1-22

48. Nayak, S. and Mohanty, V. (2017). Green HRM for corporate sustainability. Indian J. Sci. Res. 7, 102-106.

49. Newman, A., Miao, Q., Hofman, P.S. and Zhu, C.J. (2016), 'The impact of socially Responsible human resource management on employee'organization Citizenship behaviour: the mediating role of organization identification', The International Journal of Human Resource Management, vol. 27, no. 4, pp. 440-455.

50. Nizam, E., Ng, A., Dewandaru, G., Nagayev, R. and Nkoba, M.A. (2019), 'The impact of social and environmental sustainability on financial performance: a global analysis of the banking sector', Journal of Multinational Financial Management, vol. 49, pp. 35-53.

51. ostOjo A O, Tan C N-L and Alias M 2022 Linking green HRM practices to environmental performance through pro-environmental behaviour in the information technology sector Srj

52. Ojo, AO, Tan, CN-L. and Alias, M. (2020). Linking green HRM practices to environmental performance through pro-environmental behaviour in the information technology sector. Soc. Respons. J. 18, 1-18.

53. Park, SY and Levy, SE (2014). Corporate social responsibility: views from frontline hotel employees. International Journal Contemporary Hotel Management, 26 (3), 332-348.

54. Pham, NT, Hoang, HT and Phan, QPT (2019). Green human resource management: a comprehensive review and future research agenda. Int. J. Manpow. 41, 845-878.

55. Pialot D. (2012), Faut-il jouer sur les salaires pour inciter les cadres à être plus " green " ? La Tribune, edition of 7 June, see the following URL consulted on 22 February 2017”

56. Poirot 1, J. (2005). Le rôle de l'éducation dans le développement chez J. Rawls et A. Sen, entre équité et efficacité. Monde en développement , 33 (4), 29-38.

57. Rani, S. and Mishra, K. (2014). Green HRM: practices and strategic implementation in organisations. Int. J. Recent Innovation. Calculating trends.Commun. 2, 3633-3639.

58. Raza, S. A., & Khan, M. A. (2022). The impact of corporate social responsibility on job seekers' expectations regarding career success: A study of millennials in Pakistan. Journal of Business Ethics, 177(2), 341-362.

59. Rawashdeh, A. (2018). The impact of Green human resource management on organizational environmental performance in Jordanian health service organizations. Management Science Letters, 8(10), 1049-1058

60. Rehman, S.U., Bhatti, A., Kraus, S. and Ferreira, J.J. (2021), "The role of environmental management control systems for ecological sustainability and sustainable performance", Management Decision, vol. 59, no. 9, pp. 2217-2237.

61. Ren, S.; Tang, G.; Jackson, S.E. (2017) Green human resource management research in mergence: A review and future directions. Asia Pac. J. Manag. 35, 769-803.

62. Renwick, D., Redman, T. and Maguire, S. (2008). Green HRM: a review, process model and research agenda. University of Sheffield School of Management Discussion Paper, 1, 1-46.

63. Richard, EO and Okoye, V. (2013). Impact of corporate social responsibility on deposit money banks in Nigeria. Journal of global business economics research, 2 (3), 71-84.

64. Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., &Afridi, M. A. (2019). Promoting Pro-Environmental Employee Behavior Through Green Human Resource Management Practices. Corporate Social Responsibility and Environmental Management, 26(2), 424-438.

65. Sarwar, H., Ishaq, M.I. and Franzoni, S. (2022), "Influence de la GRH sur la RSE et la performance des hôtels haut de gamme dans les pays développés et en développement", Environnement, développement et durabilité, pp. 1-23.

66. Shafaei, A., Nejati, M. and Yusoff, YM (2020). Green human resource management. International Journal Manpower, 41 (7), 1041-1060.

67. Shah A 2019 Using data for improvement. BMJ (Clinical research ed.)

68. Sharma, S., Mishra, P., & Bhandari, J. (2015). Exploring and understanding employee responsiveness to corporate social responsibility: a study of the Indian hospitality industry. CSR and sustainable development: a multinational perspective , 133

69. Sutherland, J.W., et al, The role of manufacturing in affecting the social dimension of sustainability. CIRP Annals - Manufacturing Technology, 2016. 65(2): p. 689-712.

70. Tiwari, P. &Saxena, K. (2012). Human resource management practices: A comprehensive review. Pakistan Business Review, 669-705

71. Trianni, A., Cagno, E., Neri, A. and Howard, M. (2019), 'Measuring industrial sustainable performance: empirical Evidence from Italian and German manufacturing small and medium companies', Journal of Cleaner Production, vol. 229, pp. 1355-1376.

72. Wang, S., Gao, Y., Hodgkinson, GP, Rousseau, DM and Flood, PC (2015). Opening the black box of CSR decision-making: a synthesis study of charitable giving decisions in China. Journal Business Ethics, 128 (3), 665-683.

73. Wright, P. M., & McMahan, G. C. (2011). Exploring human capital: putting 'human'backintostrategic human resource management. Human resource management journal, 21(2), 93-104.

74. Yafi E, Tehsen S and Haider S A 2021 Impact of green training on environmental performance by mediating skills and motivation Sustainability

75. Zhao J, Liu H and Sun W 2020 How a proactive environmental strategy facilitates environmental reputation: roles of green human resource management and discretionary margin Sustainability

76. Zaid, A. A., Jaaron, A. A. M., & Bon, A. T. (2018). The impact of green human resource managementand green supply chain management practices on sustainable performance: An empirical study. Journal of Cleaner Production, 204, 965–979