

**Sustainable Human Resource Development toward
Organizational Excellence:
The role of Corporate Social Responsibility
(Applied Research)
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Abstract

The core objective of the research is to show how sustainable human resource development (SHRD) practices can support organizational excellence (OE) through internal corporate social responsibility (CSR) in top 10 Egyptian banks (according to sustainability and CSR initiatives), and by reviewing previous studies in this regard, a proposed model was designed for research hypotheses, illustrating the relationships between the research variables.

To collect the primary data, a questionnaire was designed with three scales: for SHRD, internal CSR and OE. The necessary tests were conducted to assess the validity of the research variable models. The questionnaire was directed to a sample of employees in the top 10 Egyptian banks, the sample size was (382 employees). The questionnaire was distributed to employees through google form.

The researcher concluded that there is a positive statistically significant effect of the SHRD in its three dimensions on OE, and the internal CSR mediates the relationship between SHRD and OE.

Keywords: sustainable human resource development (SHRD), organizational excellence (OE), corporate social responsibility (CSR).

1- Introduction

Sustainable Development (SD) has become the most critical challenge for organizations in the 21st century, and people in these organizations need to initiate, implement, and innovate new and viable strategies and practices toward making Sustainable development.

Securing a higher standard of living for all, both now and for future generations, is the ultimate objective of sustainable development, by pursuing equitable social progress, responsible economic growth, and effective environmental protection. However, in the business world, sustainable development is impossible without asserting sustainability.

The World Commission on Environment and Development (WCED) has defined sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED, 1987).

Sustainable societies cannot be accomplished without individuals and organizations who are persuaded of the need to be embedded in the sustainability project (Cavagnaro and Curiel, 2012). Therefore, development is a prominent feature in human society where the sole essential component of creating an organized movement that is directly related to the requirements of human resource management (HRM) is unquestionably appropriate human resources (HR) (Mohajer and Peykani 2016).

Among different HRM activities, one of the most effective practices is human resource development (HRD) that includes developing individuals, organization, career planning, and improving performance. Moreover, to enable the HR function to effectively support business organizations, it is essential to adopt progressive management approaches that foster continuous development within the HR department. This can be supported by many management frameworks; thus, we argued that one of the most well-known management strategies that can be utilized to enhance HR is the Organizational Excellence (OE) model. Thus, HR is a key to OE.

In that context, to ensure that organizations will not face a major obstacle to attain the highest levels of excellency and sustainability, it's necessary to undertake some improvements aimed at making the studied organizations more efficient and competitive to achieve faster economic gross. For that matter, it's argued adopting sustainable development of HR, which is still in its early development stages, and its role in promoting corporate social responsibility (CSR).

Therefore, the main objective of this research focuses on identifying the impact of Sustainable HRD on OE in the Egyptian banking sector given the mediating role of the CSR. The researcher chose the top 10 Egyptian banks according to sustainability and CSR initiatives as the field of application to study the relationship between

SHRD, CSR and OE as it is considered one of the most important sectors in the country's economy.

2-Literature Review

The literature review is divided into six main parts according to the nature of the study:

2.1: Literature review of Sustainability, HRM, HRD, and S-HRD

Numerous studies have focused on studying sustainability, HRD, S-HRD, as well as their respective dimensions and measures. In Table (1) below, some of these prominent researchers and their contributions are outlined.

Table (1): Literature review of Sustainability, HRM, HRD, and S-HRD.

o.	Author/ year	The study	Purpose	Results
	(Santana and Lopez-Cabrales 2019)	“Sustainable development and human resource management: A science mapping approach”	The study aims to overcome the scarcity of structured analysis of the SHRM literature and to provide new areas of inquiry for related future research.	The results showed that SHRM has developed into a field of study that highlighted the need for an inclusive development of SHRM measures, containing the economic, social, and environmental approaches.
	(Kazi Huda 2020)	“Mapping the dimensions of Human Resources Development: a scoping review.”	This study's primary goal is to diagnose HRD ideas in order to identify and systematically classify all of its various dimensions and factors. This study identifies the HRD dimensions as (training, formal education, organizational development initiatives and career development programs).	The study has provide a new definition of HRD and presenting its different dimensions systematically.

o.	Author/ year	The study	Purpose	Results
	(Gomathy K. et al., 2022)	“Achieving sustainability human resources development.”	The study reviews the literature on sustainability and HR before integrating these two concepts with an emphasis on sustainable application in HRD. This study focuses on aspect of the dimensions of HRD that improve sustainability (training, career planning, performance management).	The results showed that actual human development, which is a component of the Triple Bottom Line (TBL), requires the introduction of new concepts and innovations into HRM. Examples include staff training and development and performance appraisal.
	(Kadumbri k. and Jhatinder k. 2022)	“Promoting decent work in organizations: a sustainable HRD perspective.”	This paper aims to understand the of role HRD, especially (S-HRD), in enabling access to decent work. This paper serves as a crucial first step in the explanation of how S-HRD might assist organizations in promoting decent work.	The findings revealed through conceptual analysis of the literature that S-HRD practices have the capability to promote all the dimensions of decent work.

Source: adopted by the researcher.

1- 2.2 Literature review of CSR:

There are several studies that are interested in studying CSR, its dimensions, and measures. Some of these researchers will be described in the following Table (٢).

Table (2): Literature review of CSR.

o.	Author/ year	The study	Purpose	Results
	(Latif and Sajjad	“Measuring corporate	This study's goal is to analyse	By offering a number of

o.	Author/year	The study	Purpose	Results
	2018)	social responsibility: A critical review of survey instruments.”	the survey tools that are used to measure stakeholders' opinions of CSR. Compared to other CSR assessment approaches, the survey instruments offer a number of benefits. This study identifies the CSR dimensions as (stakeholder, social, economic, and environmental).	recommendations for the creation of survey tools to measure the stakeholders' opinions of CSR, this study contributes to the body of literature on CSR.
	(Jang and Ardichvili 2020a)	“Examining the Link Between CSR and HR: Implications for HRD Research and Practice”	The purpose of this study is to investigate the link between CSR and HR and clarify areas in which HRD may play a vital role in boosting CSR in organizations. This study is examining the relationship between employee perceptions of different CSR activities (i.e., internal CSR and external CSR) and their organizational commitment.	The findings highlighted the need for additional empirical study to fully comprehend the role of HRD in advancing the CSR agenda as well as the dearth of developmental views in literature on the intersections of CSR and HR.
	(Bergant 2021)	“Social Responsibility and Business Excellence”	The article integrates business excellence and social responsibility into a complete value-added management framework that is	The study offers a thorough and systematic framework for defining a company's goal, vision, and strategy, where quality and,

o.	Author/year	The study	Purpose	Results
			centered on sustainable development.	consequently, business excellence are essential elements of business that prioritize social responsibility and work towards long-term commercial growth.

Source: adopted by the researcher.

2- 2.3 Literature review of OE:

There are several studies that are interested in studying OE, its dimensions, and measures. Some of these researchers will be described in the following Table (3).

Table (3): Literature review of OE.

o.	Author/year	The study	Purpose	Results
	(Murthy et al. 2021)	“Empirical classification of European Foundation for Quality Management (EFQM) model enabler sub-criteria using a quadrant matrix”.	The goal of this research is to investigate the structural relationships and interactions between the (EFQM) model's sub-criteria. Additionally, the underlying logics of the EFQM model are sought for in this essay.	The study advanced seven sub-criteria positively affecting the results and one sub-criterion negatively affecting the results. Out of 32 sub-criteria, nine sub-criteria are influencing more than six other sub-criteria.
	(Turisová et al. 2021)	“Evaluation of e-maintenance application based on the new version of the EFQM model”.	The objective of the research was to carry out by questioning, with the structure of individual questions and closed answers stemmed from the self-evaluation according to the new European	This paper argued using the new EFQM 2020 model to analyze the readiness of companies for I4.0 in a specified area that represents a simple instrument for organization's improvement that supports identifying weaknesses in relation to

o.	Author/ year	The study	Purpose	Results
			Foundation for Quality Management (EFQM) Excellence Model (2020). The 2020 EFQM model of excellence consists of 3 criteria (direction, execution, and results).	the requirements of stakeholders, performance, and sustainability, the achievement of own objectives in the analyzed areas.
	(Andrea Sütová et al., 2022)	“Application of the EFQM Model in the Education Institution for Driving Improvement of Processes towards Sustainability”.	This paper aims at pointing out the possibility of applying the (EFQM) 2020 Model to improve the processes in a Slovakian vocational school towards sustainability and applying the questionnaire to conduct a self-assessment. The 2020 EFQM model of excellence consists of 3 criteria (direction, execution, and results).	The findings revealed the differences in the assessment of individual EFQM Model 2020 criteria by the two groups. The results show that the three categories with the lowest scores are Driving Performance & Transition, Stakeholder Perception (employees, partners, and society perception), and organization Culture & Leadership.
	(Fonseca 2022)	“The EFQM 2020 model. A theoretical and critical Review”.	The research’s objectives is to analyse the EFQM 2020 Model to demonstrate its theoretical foundations and differences with the 2013 version. The 2020 EFQM model of excellence consists of 3 criteria	The findings revealed that, Although limited to conceptual and theoretical analysis, this analysis can promote future empirical research and aid in understanding this innovative paradigm among academics and business executives.

o.	Author/ year	The study	Purpose and (direction, execution, results).	Results

Source: adopted by the researcher.

3- 2.4 Literature review of relations between the variables (HRM, S-HRD, CSR, OE):

There are several studies that are interested in the relations between the variables (S-HRD, CSR, OE). Some of these studies will be described in the following Table (٤).

Table (4): Literature review of the relations between the variables (HRM, S-HRD, CSR, OE).

o.	Author/y ear	The study	Purpose	Results
	(Stewart and Sambrook 2019)	“Analyzing HRD research in the UK research excellence framework.”	The purpose of the study is to demonstrate the number of institutions proposing HRD outputs; and focus on one specific area within Business and Management Studies – HRD.	The study suggested that most institutions submitted HRD outputs, were published in non-HRD journals. The study demonstrated consequences for a range of stakeholders in HRD and suggested recommendations for future research. Also, they provide important new directions for research in HRD.
	(Abd Ellatif and Adel Beshr, 2020)	“The Impact of Human Resources Development Strategy on Achieving the Sustainable Organizational Excellence in the Yemeni Banks.”	This study aimed to examine the impact of HRD on establishing the sustainable OE in the Yemeni banks, through analytical descriptive method.	The study's conclusions demonstrated that the impact of the HRD variables on establishing sustainable OE in the Yemeni banks varied. The innovation development strategy variable showed the highest degree of influence, whilst the

o.	Author/year	The study	Purpose	Results
				HR training strategy showed the lowest degree of impact.
	(Al-Jedaiah and Albdareen 2020)	“The Effect of Strategic Human Resources Management (S-HRM) on Organizational Excellence”	This research aims to examine the effect of SHRM component on the organizational excellence.	The results showed that there is a direct effect of SHRM components on organizational excellence.
	(Jang and Ardichvili 2020b)	“The role of HRD in CSR and sustainability: a content analysis of corporate responsibility reports”	This research’s main objective is to test the role of (HRD) in (CSR) and sustainability initiatives of multinational companies (MNCs).	The findings of this research demonstrate that HRD plays a vital role in supporting companies’ CSR agendas in all the following areas: diversity, equity, and inclusion; community engagement; work–life balance; employee long-term growth and development; performance management; business ethics and ethical culture; and raising CSR awareness.

Source: adopted by the researcher.

4- 2.5 Summary of literature review and research gap:

As indicated by the contributions, it's evident that little research has focused on how applying specific methodologies and analytical techniques (including S-HRD, CSR and OE) remain unexplored necessitating scholarly attention. On the other hand, since there is not enough empirical study, HRD concepts are still unclear (Kazi Huda 2020), focusing on its link with sustainability and effect on OE.

The Research Gap:

Consequently, the following point represent this research gap:

a) The concept sustainability is widely considered with HRM than HRD (Abdulla Almarzooqi et al., 2019; Macke and Genari, 2019; Shimul Ray, Sraboni Bagchi, 2021; Santana and Lopez-Cabrales, 2019).

b) The measurement and practical analysis of S-HRD is limited ((Kazi Huda, 2020), as from a theoretical perspective, most studies adopt a conceptual framework of HRD (Russ-Eft, 2014; Kadumbri k. and Jhatinder k. 2022;)

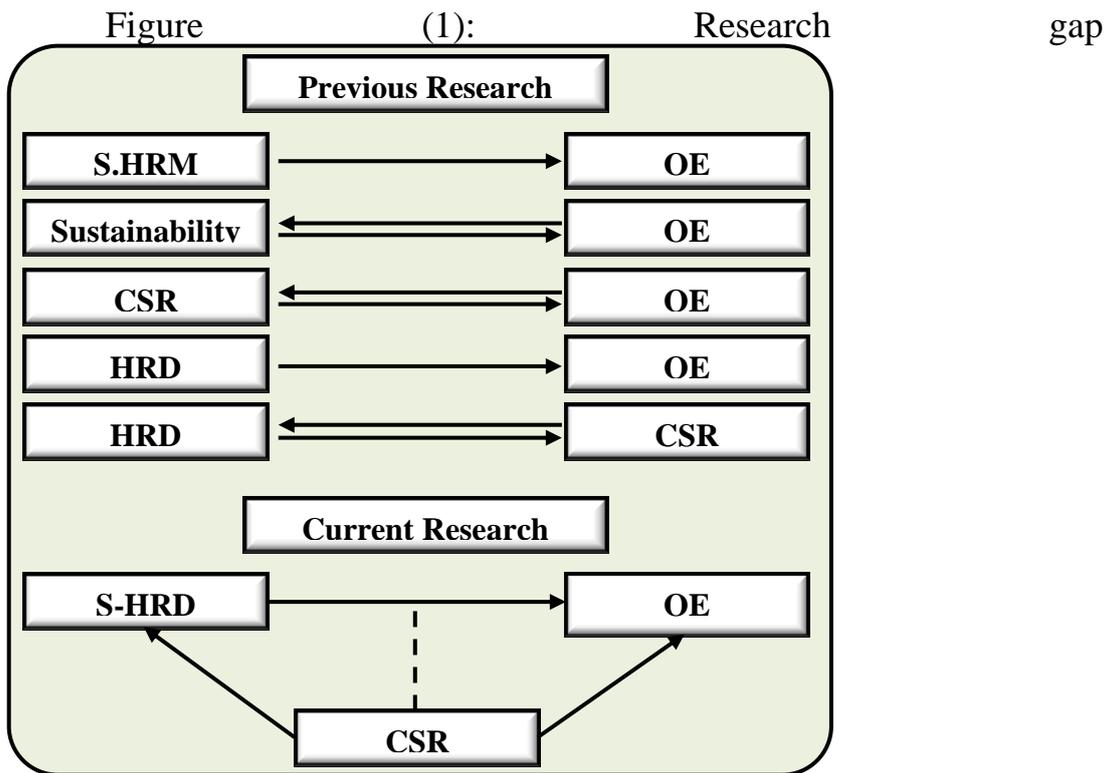
c) There is little evidence of the inclusion of stakeholders in the analysis of the CSR in organizations, especially internal CSR (employees) (Fatma Mobin et al., 2014; Jankal and Jankalova, 2016), as results show the lowest record for Organization Culture & Leadership, Stakeholder Perception (employees, partners, and society perception) (Latif and Sajjad 2018; Jang and Ardichvili 2020a).

d) The EFQM has the strongest level of criteria and points for the social, environmental and aspects among the models(Bo Enquist et al., 2015; Al-Dhaafri et al. 2016; Toma and Marinescu, 2018).

e) The literature on the intersections of CSR and HRD lacks a developmental perspective, and more empirical study is required to better understand the role of HRD in advancing the CSR agenda (Maura Sheehan et al., 2014; Jang and Ardichvili, 2020b).

f) Moreover, Particularly in the environmental and voluntariness elements, the EFQM model (2013) lacks the list of activities inside particular CSR items. (Turisová et al. 2021; Murthy et al., 2021; Andrea Sütoová et al., 2022; Fonseca, 2022).

Subsequently, from revising the previous studies and considering the following figure (1), the researcher argues that there is a gap in fulfilling the concept of S-HRD despite numerous attempts that have examined each concept separately. Furthermore, exploring S-HRD relation with OE from the empirical perspective and while emphasizing the role of organizations' internal stakeholders is still unexplored. Thus, this study tries to fill this gap toward the excellency issues.



Source: adopted by the researcher.

3- Research Problem

The essential purpose of this research is to propose a model for S-HRD to attain OE through internal CSR in studied Egyptian banks. The design of this research is aimed to answer the following questions:

Research Problem Statement:

“How S-HRD practices can support attaining OE through internal CSR initiatives?”

In order to answer this question, the following set of questions arise (The sub questions):

- What is the effect of internal CSR on S-HRD?
- What is the effect of internal CSR on OE?
- To what extent the internal CSR mediating the relationship between S-HRD and OE in the studied Egyptian banks?
- To what extent the demographic variables affect the employees' perception to the concept of S-HRD and OE?

4- Research Objectives

Based on the study problem, a set of objectives have been formulated that the study seeks to achieve:

- Clarifying the S-HRD practices that can support attaining OE through internal CSR initiatives?”

- b) Determining and measuring the effect of internal CSR on S-HRD.
- c) Determining and measuring the effect of internal CSR on OE.
- d) Determining and measuring the mediating role of internal CSR in the relationship between S-HRD and OE.
- e) Determining and measuring to what extent the demographic variables affect the employees' perception to the concept of S-HRD and OE.
- f) Introducing recommendations that support excellency in organizations through focusing on S-HRD practices.

5- Research conceptual model and hypothesis:

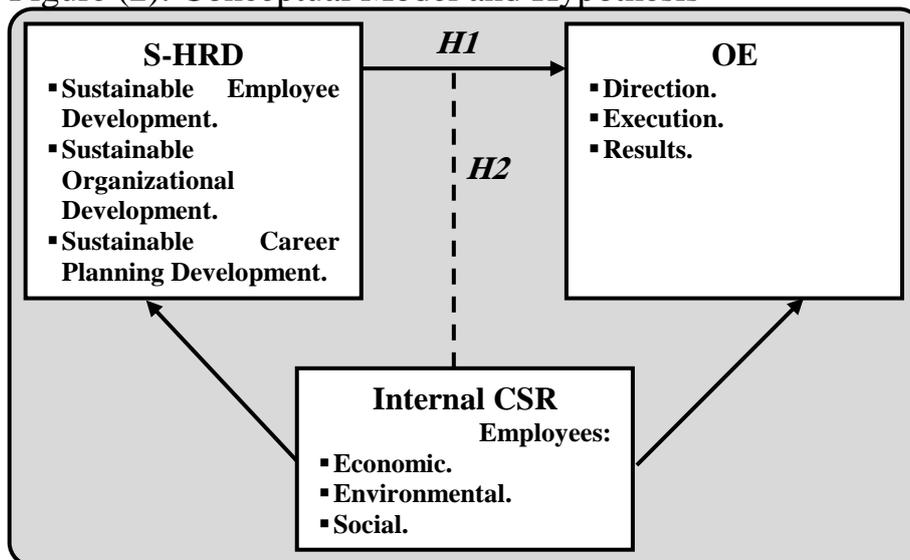
Considering the following conceptual model (figure2), the research hypotheses are set as follows:

H1: There is statistically significant positive relationship between S-HRD practices and attaining OE:

- H1a: There is statistically significant positive relationship between sustainable Employee development and OE.
- H1b: There is statistically significant positive relationship between sustainable Organizational development and OE.
- H1c: There is statistically significant positive relationship between sustainable career planning development and OE.

H2: Internal CSR mediates the relationship between S-HRD practices and OE.

Figure (2): Conceptual Model and Hypothesis



Source: by the researcher.

6-Research Importance

- 5- The scientific importance:
 1. Explore the impact of S-HRD practices on OE.
 2. Explore the importance of S-HRD practices in developing the employee's knowledge and skills.
 3. This research explores the mediating role of the internal CSR in the relationship between S-HRD and OE.
 4. The results and recommendations of the dissertation may help future researchers in S-HRD and OE in Egyptian banks.
- 6- The practical importance:
 1. Determining the strengths and weaknesses of S-HRD practices in the studied Egyptian banks.
 2. Determining the role of CSR initiatives on improving excellency in the studied Egyptian banks.
 3. Appraising the relationship between perceived S-HRD practices and excellency in the studied Egyptian banks.
 4. Evaluating critically the relationship between perceived S-HRD practices and CSR initiatives in the studied Egyptian banks.
 5. Assessing the role of the CSR in the studied Egyptian banks as a mediator of the relationship between S-HRD and OE.
 6. Developing a model that represents the relationship among S-HRD practices, internal CSR and OE in the studied Egyptian banks.
 7. The results and recommendations of the dissertation may help future researchers in HRD and could be applied in other banks.

7- Research Methodology

The researcher will use mixed methodology (quantitative and qualitative). The questionnaire instrument as a quantitative, on the other hand, a qualitative methodology applying structured in-depth interviews have been adopted (McDaniel and Gates, 2016). The researcher focuses on two types of data to determine and test the research hypotheses:

7.1 Secondary data

Secondary data refers to the data that have been previously gathered and have used to illustrate and describe the research variables and their dimensions. Hence, research relies on books, journals, reports, and thesis that related to the research variables (S-HRD, CSR and OE) to collect these data, to determine the research problem, and develop the hypotheses.

7.2 Primary data

Primary data represents the data that is collected for the first time by the researcher through a survey by using a questionnaire. According to (Sekaran and Bougie, 2016) collecting primary data requires

designing a questionnaire and determining target population and sample, as shown in the following subsections.

7.2.1 The questionnaire design

To collect data, the researcher adopted on a five-point-Likert scale to develop the questionnaire, where it includes 51 questions divided into three parts. The first part consists of 20 questions, and it is related to S-HRD dimensions (sustainable Employee development, sustainable Organizational development, and sustainable career planning development). The researcher adapted this measure given the work of (Itherndran J.Kokkranikal, 2009; Neal E. Chalofsky et al., 2014; Otoo and Mishra, 2018; Chen et al., 2021; Shayegan et al., 2022) and were subsequently modified to suit the Egyptian Banking sector.

The second part consists of 19 questions that are related to OE dimensions (direction, execution, and results), which is adopted from (Turisová et al., 2021; Andrea Sütoová et al., 2022) and then modified to be suitable to the Egyptian banking sector.

Furthermore, the final part of the questionnaire consists of 12 questions about the internal CSR dimensions (economic, environmental, and social). This measure adopted from (Maignan et al., 2005; Duygu Turker, 2009; Carroll and Shabana, 2010; Wang, 2011; Fatma et al., 2014; Jamali et al., 2015; Vartiak and Jankalova, 2017; Kumar and Prakash 2019) and then modified to be suitable to the Egyptian banking sector.

7.2.2 Research population.

The target population consists of all managers and employees in the top 10 Egyptian banks (4 government-owned banks and 6 private banks) according to sustainability and CSR.

Considering the reports of the Central bank of Egypt and the interviews held with CBE's managers, the total number of employees in these studied banks are 78,348 employees. The first three banks are the top banks in sustainability and CSR practices.

7.2.3 The research sample

According to the research objectives and hypotheses and due to the limitations of cost, time and efforts, the researcher employed random sampling from the research population and targets such banks according to sustainability and CSR. The sampling units consist of bankers of all management levels working within the studied top 10 Egyptian banks.

8- Theoretical Framework

In this part, the researcher will deal with the theoretical framework of the research variables in terms of concept and dimensions.

8.1 Sustainable human resource development (SHRD)

The evolving nature of HRD makes the process of defining it even more difficult, as there is no single definition of HRD. The term HRD initiated as “training”, and then improved to “training and development” (T&D), and then into HRD (Haslina Abdullah 2009a). However, researchers in prior studies have provided diverse definitions of HRD.

Putting Sustainability in HRD Pathway (Sustainable HRD):

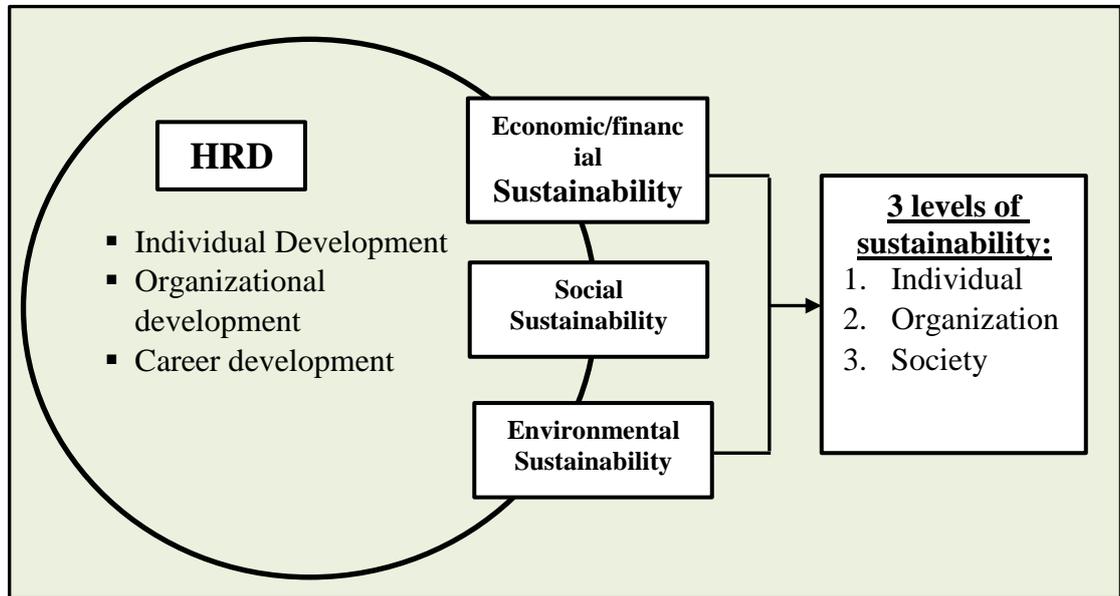
Consistent with the rapid changing world and knowledge economy and a continuation of strategic approach of HRD, the idea of sustainability was incorporated into the subject of HRD, shifting the focus of HRD towards a more sustainable philosophy .

Sustainable HRD practises assist an organisation in achieving short-term financial goals like profit maximisation as well as long-term socioeconomic, environmental, and human development objectives that subsequently help build a better society.

Therefore, Sustainability consolidation in HRD is a long-term objective which needs changes in organizational culture and in the mindset of the people who are being developed in the organization (Gomathy K. et al., 2022).

The following figure (figure3) depicted the relationship between sustainability and HRD, and how to merge them together:

Figure (3): Sustainable HRD



Source: adopted by the Researcher.

Therefore, SHRD could be defined as follow:

A combination of planned, systematic, organized, and continues activities designed by the organization to enhance its members' skills, knowledge, capabilities, and experience to meet current and future job demands, and to improve performance in order to generate new value to help individual, organizations and nations to deal with rapidly changing social, environmental and development realities. It Includes:

- Sustainable Employee development.
- Sustainable Organizational development.
- Sustainable Career planning development.

8.2 Concept and dimensions of organizational Excellence (OE)

Organizational excellence could be defined as: “Organizational excellence is the state of achieving outstanding performance and superior results in various aspects within an organization. This includes not only meeting basic requirements and standards, but continually exceeding expectations and achieving high levels of efficiency, effectiveness, and overall success in achieving the mission, vision and goals of the organization. It ensures the sustainable development of the organization and reflects the ability of the organization to meet the needs of its customers.”

The study depends on EFQM 2020 model that contains three main criteria as follows:

1. Direction:
 - Purpose, vision and strategy.
 - organizational culture and leadership
2. Execution:
 - engaging stakeholders
 - creating sustainable value driving performance and transformation
3. Results:
 - stakeholder practice
 - strategic and operational performance

8.3 Concept of CSR:

CSR could be defined as a business approach that involves:

- Taking responsibility for the company's actions and their impact on society, the environment, and stakeholders.
- Acting ethically and contribute to sustainable development (economic sustainability, social sustainability and environmental sustainability).
- A way for businesses to be accountable to their stakeholders and to contribute positively to the community in which they operate.

9- Field Study

9.1 The survey groups

The total sample size can be determined by the following formula (Steven K. Thompson, 2012):

$$n = \frac{N \cdot p(1-p)}{\left[(N-1) \cdot \frac{d^2}{z_{\alpha/2}^2} \right] + p(1-p)} = \frac{78348 * 0.25}{\left[78347 * \frac{0.05^2}{1.96^2} \right] + 0.25} \approx 382$$

Where:

p	Probability of estimate (obtained from previous studies) $p = 0.50$
$z_{\alpha/2}$	The standard score corresponds to a certain confidence level (95%) = 1.96
d	The error proportion = 0.05
N	The study population size = 78348
n	Sample size = 382

Table (9): The sample size from each bank.

Banks	No. of employees	Proportional sample distribution	Sample size
National Bank of Egypt (NBE)	211	$382 \cdot \frac{21175}{78248}$	103
Banque Misr	206	$382 \cdot \frac{20658}{78248}$	101
Commercial International Bank (CIB)	768	$382 \cdot \frac{7689}{78248}$	38
Banque du Caire (BDC)	879	$382 \cdot \frac{8794}{78248}$	43
Oatar National Bank of Egypt (QNB)	710	$382 \cdot \frac{7100}{78248}$	35
Bank of Alexandria (ABE)	430	$382 \cdot \frac{4300}{78248}$	21
The United Bank	190	$382 \cdot \frac{1900}{78248}$	9
Credit Agricole Egypt	254	$382 \cdot \frac{2541}{78248}$	12
Export Development Bank (Ebank)	150	$382 \cdot \frac{1505}{78248}$	7
Housing and Development Bank (HDB)	268	$382 \cdot \frac{2686}{78248}$	13
Total	783	382	382

Source: Prepared by the researcher.

The researcher has checked all responses of survey to ensure their validity and excluded the items not sufficiently answered. Then entered the data and analyzed it by applying some statistical methods mentioned in the program of Statistical Package for the Social Sciences (SPSS v26).

9.2 Evaluation of Internal consistency reliability:

The reliability is an indicator that can be evaluated by Cronbach's alpha, which defines as a criterion for internal consistency reliability that provides an estimation of the reliability for each sub-dimension of the questionnaire based on the intercorrelations of the sub-dimensions of the study variables. The statistically acceptable limit for Cronbach's alpha should not be less than 0.60 (Churchill, 1979). Table (٦) shows the results of the reliability as follow:

Table (٦): The results of the internal consistency reliability.

Variables		No. of sub-dimensions	Cronbach's Alpha
Independent variable: Sustainable Human Resource Development		20	.955
Dimension one	Sustainable employee development	8	.919
Dimension two	Sustainable organizational development	6	.856
Dimension three	Sustainable career planning development	6	.881
Dependent variable: Organizational Excellence		19	.956
Dimension one	Direction	6	.903
Dimension two	Execution	8	.908
Dimension three	Results	5	.871
Mediator variable: Corporate Social Responsibility		12	.934
Dimension one	Economic Dimension	6	.903
Dimension two	Environment Dimension	3	.893
Dimension three	Social Dimension	3	.872
The questionnaire as a whole		51	.979

Source: Prepared by the researcher based on the results of the statistical analysis (SPSS).

The previous table shows that the Alpha Cronbach's coefficient is greater than 60% for all the variables and for all the dimension of the study, in addition, the Alpha Cronbach's coefficient for the questionnaire as a whole is equal to (0.979) and therefore can be depended on to measure the study's variables of the questionnaire. This confirms that the questionnaire measures what it was built for, and that all items of the study are clear to the respondents (employees) and there is no ambiguity and if the researcher applies the questionnaire a second time to the same sample will give almost the same results.

9.3 Tests of hypotheses

The First main hypotheses

There is statistically significant positive relationship between sustainable human resource development (S-HRD) practices and

attaining organizational excellence (OE). To test this hypothesis, the researcher used linear regression and obtained the following results:

Table (V): Linear Regression Model.

Regression Weights						
Parameter	Estimate	S.E.	C.R	P-value	R ²	R
Intercepts	.599	.09	6.4	.000	743	.
S-HRD	.819	.02	33.165	.000		

Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio (CR) of independent variable (S-HRD) is more than the value (≥ 1.96) in addition, the level of significance is less than 0.01 ($\text{sig} < 0.01$), which indicates that this variable has statistical significance for dependent variable (OE). The regression coefficient is positive, which means that there is a positive relationship between independent variable (S-HRD) and dependent variable (OE). The standard error (SE) value is less than (50%), which indicates the variance of this model is low.

The coefficient of R-square is equal to (0.743) and this means that the independent variable (S-HRD) explains 74.3% of the change that occurs in the dependent variable (OE) and the rest of the percentage is due to random error or may be due to other variables not included in the model.

According to the previous results we accept the hypothesis, which means that there is statistically significant positive relationship between sustainable human resource development (S-HRD) practices and attaining organizational excellence (OE).

a) The first sub-hypothesis:

There is statistically significant positive relationship between sustainable employee development and organizational excellence (OE).

To test this hypothesis, the researcher used linear regression and obtained the following results:

Table (A): Linear Regression Model.

Regression Weights						
Parameter	Estimate	S.E.	C.R	P-value	R ²	R
Intercepts	1.229	.108	11.359	.001	.575	

Regression Weights						
Parameter	Estimate	.E.	.R.	C	P-value	2
Sustainable Employee Development	.643	.028	2.719	2	.0001	

Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio (CR) of independent variable (sustainable employee development) is more than the value ($\square 1.96$) in addition, the level of significance is less than 0.01 ($\text{sig} < 0.01$), which indicates that this variable has statistical significance for dependent variable (OE).

The regression coefficient is positive, which means that there is a positive relationship between independent variable (sustainable employee development) and dependent variable (OE). The standard error (SE) value is less than (50%), which indicates the variance of this model is low.

The coefficient of R-square is equal to (0.575) and this means that the independent variable (sustainable employee development) explains 57.5% of the change that occurs in the dependent variable (OE) and the rest of the percentage is due to random error or may be due to other variables not included in the model.

According to the previous results we accept the hypothesis, which means that there is statistically significant positive relationship between sustainable employee development and organizational excellence (OE).

b) The second sub-hypothesis:

There is statistically significant positive relationship between sustainable organizational development and organizational excellence (OE). To test this hypothesis, the researcher used linear regression and obtained the following results:

Table (9): Linear Regression Model.

Regression Weights						
Parameter	Estimate	.E.	.R.	C	P-value	2
Intercepts	.646	.099	.521	6	.0001	712
Sustainable Organizational	.800	.026	0.663	3	.0001	

Regression Weights						
Parameter	Es timate	.E.	.R.	C	P -value	2
Development						

Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio (CR) of independent variable (sustainable organizational development) is more than the value (\square 1.96) in addition, the level of significance is less than 0.01 (sig< 0.01), which indicates that this variable has statistical significance for dependent variable (OE).

The regression coefficient is positive, which means that there is a positive relationship between independent variable (sustainable organizational development) and dependent variable (OE). The standard error (SE) value is less than (50%), which indicates the variance of this model is low.

The coefficient of R-square is equal to (0.712) and this means that the independent variable (sustainable organizational development) explains 71.2% of the change that occurs in the dependent variable (OE) and the rest of the percentage is due to random error or may be due to other variables not included in the model.

According to the previous results we accept the hypothesis, which means that there is statistically significant positive relationship between sustainable organizational development and organizational excellence (OE).

c) The third sub-hypothesis:

There is statistically significant positive relationship between sustainable career planning development and organizational excellence (OE). To test this hypothesis, the researcher used linear regression and obtained the following results:

Table (١٠): Linear Regression Model.

Regression Weights						
Parameter	Estimate	SE	R	C	P-value	t
Intercepts	1.029	0.096	0.751	1	.0001	
Sustainable Career Planning Development	.714	0.026	7.808	2	.0001	670

Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio (CR) of independent variable (sustainable career planning development) is more than the value (± 1.96) in addition, the level of significance is less than 0.01 ($\text{sig} < 0.01$), which indicates that this variable has statistical significance for dependent variable (OE).

The regression coefficient is positive, which means that there is a positive relationship between independent variable (sustainable career planning development) and dependent variable (OE). The standard error (SE) value is less than (50%), which indicates the variance of this model is low.

The **coefficient of R-square** is equal to (0.670) and this means that the independent variable (sustainable career planning development) explains 67% of the change that occurs in the dependent variable (OE) and the rest of the percentage is due to random error or may be due to other variables not included in the model.

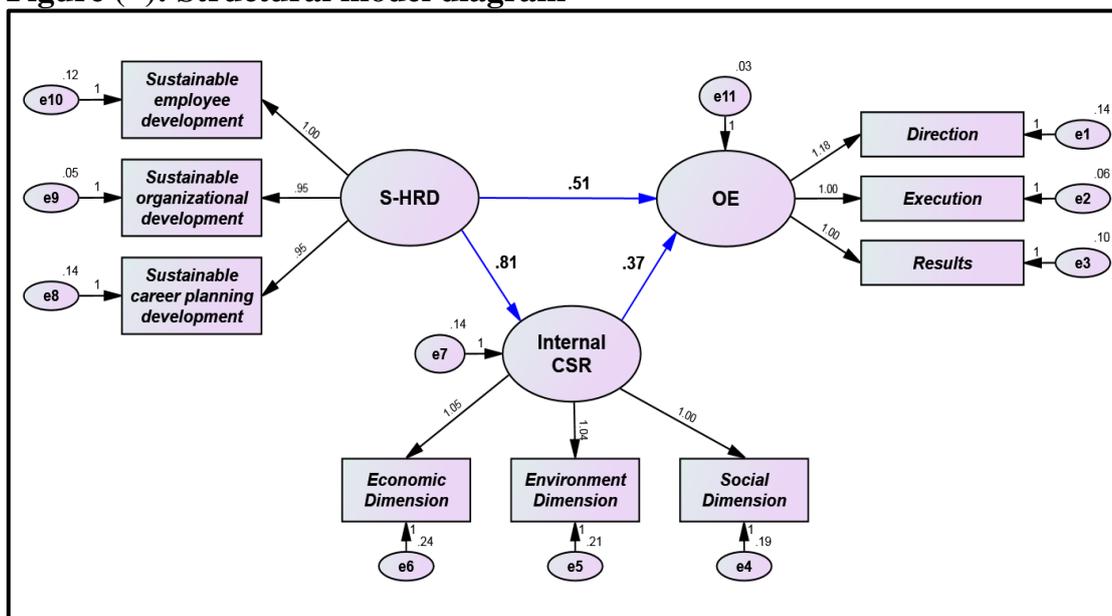
According to the previous results we accept the hypothesis, which means that there is statistically significant positive relationship between sustainable career planning development and organizational excellence (OE).

The second Major Hypothesis:

Internal corporate social responsibility (CSR) mediates the relationship between sustainable human resource development (S-HRD) practices and organizational excellence (OE).

To test this hypothesis, the researcher used the **structural model**, where the structural model is based on the study of the impact relationships between the study variables and the analysis of the impact size and the results of the causal relationships between the study variables. The results came as shown in the following figure:

Figure (٣): Structural model diagram



The previous figure shows the following:

- The direct impact of S-HRD on OE.
- The direct impact of S-HRD on internal CSR.
- The direct impact of internal CSR on OE.
- The indirect impact of S-HRD on OE through internal CSR.

The values above the path lines (straight lines) show the path coefficients of the independent variables under study, while the values (e) represent the path coefficients corresponding to the error. The following table shows the results of the structural model for causal relationships between the study variables:

Table (١١): Results of the structural model of the study.

Regression Weights								
Path	Estimate	S.E.	S.R.	C.R.	P-value	R ²	R	
CSR ← S-HRD	.807	.08	.04	16.661	0.001	0.0	.87	.6
OE ← S-HRD	.511	.09	.04	10.275	0.001	0.0	.22	.9
OE ← CSR	.366	.11	.05	7.2	0.001	0.0		

Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows the critical ratio of independent variable (S-HRD) on mediator variable (CSR) is equal (16.661) and this value is more than the value (± 1.96) in addition to that, the level of significance is less than 0.01 (sig < 0.01), which indicates that S-HRD has statistical significance on

CSR. The regression coefficient is positive, which means that there is a positive relationship between these variables .

The critical ratio of independent variable (S-HRD) on dependent variable (OE) is equal (10.471) and this value is more than the value (± 1.96) in addition to that, the level of significance is less than 0.01 ($\text{sig} < 0.01$), which indicates that S-HRD has statistical significance on OE. The regression coefficient is positive, which means that there is a positive relationship between these variables and this confirms the validity of the first major hypothesis.

The critical ratio of mediator variable (CSR) on dependent variable (OE) is equal (7.238) and this value is more than the value (± 1.96) in addition to that, the level of significance is less than 0.01 ($\text{sig} < 0.01$), which indicates that CSR has statistical significance on OE. The regression coefficient is positive, which means that there is a positive relationship between these variables.

The **coefficient of R-square for the mediator variable** is equal to (0.687) and this means that the independent variable (S-HRD) explains 68.7% of the change that occurs in the mediator variable (CSR) and the rest of the percentage is due to random error or may be due to other variables not included model.

The **coefficient of R-square for the dependent variable** is equal to (0.922) and this means that the independent variable (S-HRD) and mediator variable (CSR) explain 92.2% of the change that occurs in the dependent variable (OE) and the rest of the percentage is due to random error or may be due to other variables not included model.

The standard error value for all paths is less than (25%), which indicates the variance for this structural model is low. The following table showing the direct, indirect and total effect of independent variable (sustainable human resource development) on the dependent variable (organizational excellence) and the mediator variable (corporate social responsibility):

Table (12): The direct, indirect and total effects of independent variables on the dependent variable and the mediator variable.

Effects	Variables	S-HRD	CSR
Direct Effects	CSR	.807	.000
	OE	.511	.366
Indirect Effects	CSR	.000	.000
	OE	.295	.000
Total Effects	CSR	.807	.000
	OE	.806	.366

Source: Prepared by the researcher based on the results of the statistical analysis (AMOS).

The previous table shows that there is a direct effect of S-HRD on CSR equal to (0.807), and there is a direct effect of S-HRD on OE equal to (0.511), in addition there is a direct effect of CSR on OE equal to (0.366). There is an indirect effect of S-HRD on OE equal to (0.295), and therefore the total effect of S-HRD on OE has changed to (0.806), but the rest of the total effects not change from the direct effect.

According to the previous results, we accept the hypothesis, which means that the internal corporate social responsibility (CSR) mediates the relationship between sustainable human resource development (S-HRD) practices and organizational excellence (OE).

10- Research Recommendations

In light of the research results, the following recommendations can be made:

- a) Ensuring that the Bank establish a special department for the sustainable development of human resources responsible for all HRD practices.
- b) Ensuring that the employees have the enough skills and knowledge development and training to be able to deal with all changes in the work environment.
- c) Ensure that S-HRD initiatives are closely aligned with the strategic goals of the bank.
- d) Encourage a culture of continuous learning in line with the changing banking landscape.
- e) Invest in developing strong leadership within the organization.
- f) Recognize and reward employees based on their contributions towards organizational excellence
- g) focus on retaining high-performing employees.
- h) Utilize digital platforms for efficient training delivery and knowledge sharing.
- i) Prioritize employee well-being and work-life balance. A healthy and motivated workforce is more likely to contribute to the bank's overall excellence.
- j) Ensure that the bank endeavors to be a sustainable bank.

11. Directions for Future Research

Some of the research directions for the future research are illustrated in the following points:

- 1) Other variables can be tested as a mediator of the relationship between S-HRD and OE.
- 2) S-HRD could be studied from the viewpoint of international business.
- 3) Studying the effect of S-HRD on sustainable development.
- 4) The study model can be applied to all banking sector in Egypt.
- 5) Focusing on other dimensions of HRD (as shown in table 2/5).

6) Testing the same variables in other sectors such the medical sectors and hospitals.

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