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GREEN HUMAN RESOURCES MANAGEMENT AND SERVICE QUALITY IN THE UAE ENERGY SECTOR

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Abstract:

Purpose: The study investigates the impact of green human resources management on the service quality in the UAE energy sector. The study thus examines the extent to which UAE's energy and power sector adopts Green Human Resources Management and the relationship between Green Human Resources Management and the UAE energy and power sector service quality. **Methodology:** This is quantitative study with data collected from 1221 respondents using probability sampling approach. Data are collected with a questionnaire and the data gathered through the questionnaire are subjected to descriptive and inferential statistics. **Finding(s):** The results show that there is a high adoption of Green Human Resource Management (GHRM) methods in the UAE's energy and power sector and there is significant relationship between the adoption of GHRM and service quality in the sector. **Implication:** The study concludes by recommending adoption of GHRM in other sectors so as to enhance service quality. **Originality/Value:** This study adds to the scarce body of research on GHRM in the Middle East by providing empirical support for its applicability in raising service standards in the energy industry. The study is thus important, as it will enable us to understand the crucial relationship between green human resources and service quality.

Keywords:

GHRM, Service Quality, Energy, Power, UAE

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Introduction

In the United Arab Emirates, energy is crucial for growing the economy and maintaining a good level of living. It plays a significant role, acting as a fulcrum for other economic sectors, just like any other region of the world. Therefore, the UAE's energy sector is shifting away from being hydrocarbon-based toward a more varied mix in order to handle the growing energy demand, rapid urbanization, instability of the oil market, and increased drive for green growth (UAE Ministry of Climate Change and Environment, 2019). This is because environmental sustainability has become one of the most urgent issues facing the world in recent years (Ahakwa, Yang, Tackie, & Asamany, 2021). Protecting the natural environment and its wealth for future generations has hence become an essential topic for policymakers and executives (Hameed et al., 2020). Thus, the UAE uses a number of renewable and nonrenewable energy sources. Although natural gas is the primary energy source at the moment, nuclear, coal, solar, and hydroelectric sources are anticipated to play a larger role in the near future. However, it has recently been accepted that adaptation is urgently necessary due to the escalating effects of climate change on the sector of power systems. The National Climate Change Plan 2050 (Climate Plan) was adopted by the UAE Government in June 2017 as part of its efforts to uphold its obligations under the Paris Agreement and in accordance with the UAE Vision 2021 and the UAE Green Agenda 2030. According to the UAE Ministry of Climate Change and Environment's (2019) report, the Plan intends to unify the nation's climate action under a single framework that identifies strategic priorities for both adaptation and mitigation. The management of greenhouse gas (GHG) emissions, adaptation to climate change, and innovative, private sector-driven economic diversification are the three key pillars on which the Climate Plan bases its action areas.

From the foregoing, it should be clear that the nation acknowledges the significance of the energy sector and its role in the nation's strategy to lessen the effects of climate change. As a result, environmentally friendly practices are now being adopted because business organizations and different economic sectors are becoming more aware of how important environmental issues are (Prasad, 2013). These practices include green recruitment, green compensation, and green training. Through this, organizations integrate purported green practices with their vision along with other HR management practices, which will significantly contribute to achieving many returns, most importantly improving competency and productivity, lowering production costs, and raising the level of sustainable performance of business organizations (Al-Sakarneh, 2017). The concept of "green" encompasses a number of examples, such as the preservation of the natural environment through safeguarding it against harm, loss, and negative change, as well as the preservation of the environment through sparing use of natural resources for the benefit of future generations (Howard-Grenville et al., 2014). It also means the aspect related to HR management and its role in reducing or avoiding environmental pollution, including the pollution of the air, water, and soil (Cheema & Javed, 2017).

Since the organization plays an active role in attaining sustainable growth, many scholars have focused on connecting human resources management (HRM) and environmental management by underlining the value of green workforce management in businesses. Therefore, GHRM is the alliance of HRM with environmental management, which helps companies improve environmental performance (EMP) by enhancing employee environmental engagement (Rawashdeh, 2018). GHRM in corporate companies has become critical as human resources departments work to foster businesses' green culture by maintaining green offices and green practices. GHRM is an indispensable strategic tool to meet companies' sustainability goals.

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These practices include green recruitment, green compensation, and green training. Green human resources management is the term commonly used to describe this. It is believed that these practices have huge effects on service quality (Ismail & Hassan, 2020) as it is hoped to lead to several businesses' pollution reduction, greenhouse gas reduction, and hazardous waste reduction (Kim et al., 2019).

However, considering the importance of this concept, one would expect a huge number of studies in different sectors of the economy. However, it is alarming to see how little research there is on green HRM strategies, particularly when it comes to the energy sector and the United Arab Emirates in particular. For instance, Rawashdeh (2018) investigated the relationship between GHRM practices and EMP. Their research showed a significant favorable relationship between GHRM procedures and EMP. Their research also showed that GHRM was widely used in healthcare organizations, with the strongest correlation between recruiting and selection and the worst correlation between training and development. When Yafi et al. (2021) examined how GHRM practice and EMP interacted in Malaysia, they discovered that green training had a significant influence on EMP. In Bahrain, additional research on the relationships between the factors was conducted (Ahmed et al., 2019). According to the study, there is a strong correlation between GHRM practices and EMP, with employee engagement serving as the mediator. Ramus (2002) used a survey of workers from companies in 12 countries to examine ways to promote creative environmental initiatives. The findings indicated that encouraging supervisory behaviors and environmental policies can both raise the likelihood that staff members will pursue environmental activities. Ahakwa et al. explored Green Human Resource Management Practices and Environmental Performance in Ghana and the Role of Green Innovation in 2021. The goal of the study was to determine how small and medium-sized manufacturing businesses' environmental performance was affected by green Human Resource Management techniques. The results showed that green HRM techniques have a direct and substantial impact on environmental performance. Additionally, green innovation played a role in mediating the impact of green HRM strategies on environmental performance. This study is different from the current study in that it focused on the manufacturing sector and was carried out in Ghana, an African nation. From the going, based on the identified gaps in the existing studies, the goal of this study is:

1. To examine the extent to which UAE's energy and power sector adopt Green Human Resources Management; and
2. To examine the relationship between Green Human Resources Management and the UAE energy and power sector service quality

Concept of Quality Service

Service quality has been a topic of intense controversy, and many scholars agree that it is an evasive notion, according to Danjuma and Rasli's (2012) interpretation. Based on the customer's experience with the service, it may be used to describe an extrinsically perceived feature. Danjuma and Rasli (2012) emphasize the work of Grönroos (2007), who employed the complete perceived service model in comparison with customers' expectations of service and their experiences after receiving the service, for a better and more conclusive understanding of service quality. According to Grönroos' (2007) hypothesis, customers evaluate the two dimensions of service quality: (1) technical quality, which refers to what the service provider actually delivered or what the client actually acquired, and (2) functional quality, which refers to how the services are provided. The perception of the service provider is impacted by both factors (Akhtar, 2011).

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In their own view, Tannady, Nurprihatin, and Hartono (2018) stated that the idea of service quality has been given top priority in all marketing initiatives over the past few decades (Mosahab et al. 2010) and that it is connected to perceptions and expectations (Naik et al. 2010). Customers' pre-service expectations and the actual experience shape their judgments of service quality (Naik et al. 2010). Vazquez (2001) asserts that a service is deemed great if it meets or exceeds expectations. If the experience lives up to expectations, it can be deemed satisfactory. However, if the perceived experience falls short of what the client expects, it might be considered negative.

Service quality, according to Promkaew and Tembo (2017), is an organization's capacity to fulfill or beyond customers' expectations. Customers' perceptions of the service's overall performance make up this factor. In this situation, customer standards for the services they are receiving are used to define service quality. Therefore, it has been argued that this is one of the reasons why service providers have shifted focus on managing customer relationships and loyalty particularly on customers' satisfaction for success in providing all clients with the level of service they require in ongoing globalizations and advancements in information technology since way back then.

Green Human Resource Management (GHRM)

Over the years, the field of human resource management—originally known as personnel management—has undergone numerous changes. A multitude of theories, strategies, and practices have also been established, transforming HRM from a crucial maintenance function to a source of long-term competitive advantage for businesses. The advent of Green Human Resource Management (GHRM) is one of these changes and advancements. The term "green" is used to describe a variety of things, according to Hmeedat and Albdareen (2022), such as protecting the natural environment from harm, loss, and negative change or maintaining the environment with minimal use of natural resources for the benefit of future generations (Howard-Grenville et al., 2014). According to Cheema and Javed (2017), "green" also refers to a component of human resources management that plays a part in lowering or preventing environmental pollution, such as that which affects the air, water, and soil. According to Ren, et al. (2018) and Cem and Steven (2022), "green HRM" is also described as "phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation, and influence of HRM systems." According to this definition, Green HRM refers to the environmental aspect of the broader sustainable HRM concept.

The term "green human resource management" (GHRM) was initially used in the early 2000s, and throughout the past ten years, numerous definitions have changed. Therefore, it is crucial to create a thorough definition of GHRM to concentrate on the type of human capital in the construction sector. Renwick et al. (2008) provided the first definition, which is the alignment of employee participation and involvement with respect to an organization's green aims. The definition emphasized that the stability of sustainable practices might be significantly impacted by employee alienation from sustainable aspirations. The definitions of GHRM have changed over time, with writers like Dutta (2012) defining GHRM as a strategic alignment of an organization's goals with its employees from a holistic perspective and emphasizing the value of green HR practices in developing an environmental management system. This definition's evolution emphasizes "strategic alignment" and "holistic view" as crucial viewpoints.

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Additionally, the concept of "green human resource management" is growing in importance and relevance as time goes on in the business world. GHRM is a popular research topic as a result of the worldwide literature in environmental management and sustainable development expanding quickly. GHRM takes into account the economic and social well-being of the workforce and organizations in addition to environmental concerns. For academicians and professionals, the notion of GHRM is new, and many of them are either unaware of it or do not have a clear knowledge of it. Green HRM is defined by Marhatta and Adhikari (2013) as the use of HRM policies to encourage the sustainable use of resources within organizations and, more generally, promotes the causes of environment sustainability. This concept, according to Opatha and Arulrajah (2014), was first introduced by Wehrmeyer (1996) in his book. For the benefit of the individual, society, the environment, and the business, it refers to the policies, procedures, and processes that make employees of the firm green (Opatha & Arulrajah, 2014).

In their own view, Aremu and Adepoju (2022) observed that although language differs from person to person, there is broad agreement that employee green habits should be strengthened and human resource management should be integrated into environmental management concerns. They claim that Green HRM is an environmentally friendly human resources strategy that, while also helping businesses achieve their financial objectives through the use of green brands, safeguards the environment from potential harm brought on by the organization's policies and practices. To build a sustainable environment and competitive advantage through employee involvement, it requires less paperwork than typical for all HR operations, including recruitment and selection, training, and performance evaluation.

According to Al-Hosani and Abdul Rashid (2022), Green Human Resource Management (GHRM) has succeeded in attaining sustainability across a range of sectors, including manufacturing, sports, tourism, and hospitality. Kim et al. (2019) looked into the contributions of employees' commitment to sustainable goals and eco-friendly behavior in the hotel business. Furthermore, the financial industry and the health services sector have demonstrated the efficiency of GHRM policies to enhance sustainable performance of the organizations with little environmental degradation (Rawashdeh, 2018). With effective employee engagement and understanding, the developing idea of GHRM has linked environmental management and HRM to offer environment-based HR solutions in numerous industries.

Thus, in keeping with the three components of sustainability (environment, social balance, and economic balance), the GHRM package contains a comprehensive set of human resources management techniques that put the emphasis on promoting environmental principles and values in organizations (Ismail & Hassan, 2020). These practices, according to numerous studies, include:

Green Hiring: The practice of green hiring is currently one way for businesses to establish a distinctive identity, especially with large, international enterprises. According to Anwar et al. (2020), green hiring focuses on three crucial facets: candidate selection criteria that are in line with the environment, employer brand awareness, and staff awareness. Employees are more likely to respond favorably to environmental issues that are important to their organizations when their environmental values align with those of the organization. Employees' environmental awareness is a fundamental component of the green recruitment process. According to Mishra (2017), the use of environmentally friendly methods in recruitment, such as online interviews, reducing the use of paper during the recruitment tests, and regulating and

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measuring the green attitudes that support the environment during the selection process are the two main components of the green recruitment process.

Green training: Employees can also be trained in strategies for protecting the environment, such as cutting back on waste and greenhouse gas emissions (Al-Hammouri et al., 2017). As a crucial component of the training process, the so-called green orientation sessions for new personnel may also be included in the green training. In these initiatives, new hires learn about eco-friendly practices and are given an overview of the organization's vision, mission, and environmental conservation measures (Obeidat, Al Bakri, & Elbanna, 2018).

Green compensation: According to Likhitkar and Verma (2017), the green compensation system consists of two types of compensation: financial compensation, in which workers who demonstrate a strong interest in environmental issues receive bonuses and cash stipends. Moral compensation is the second sort of green pay and it comprises of rewards, unique certificates of recognition, and best-employee lists for employees that carry out their jobs in an ecologically responsible way.

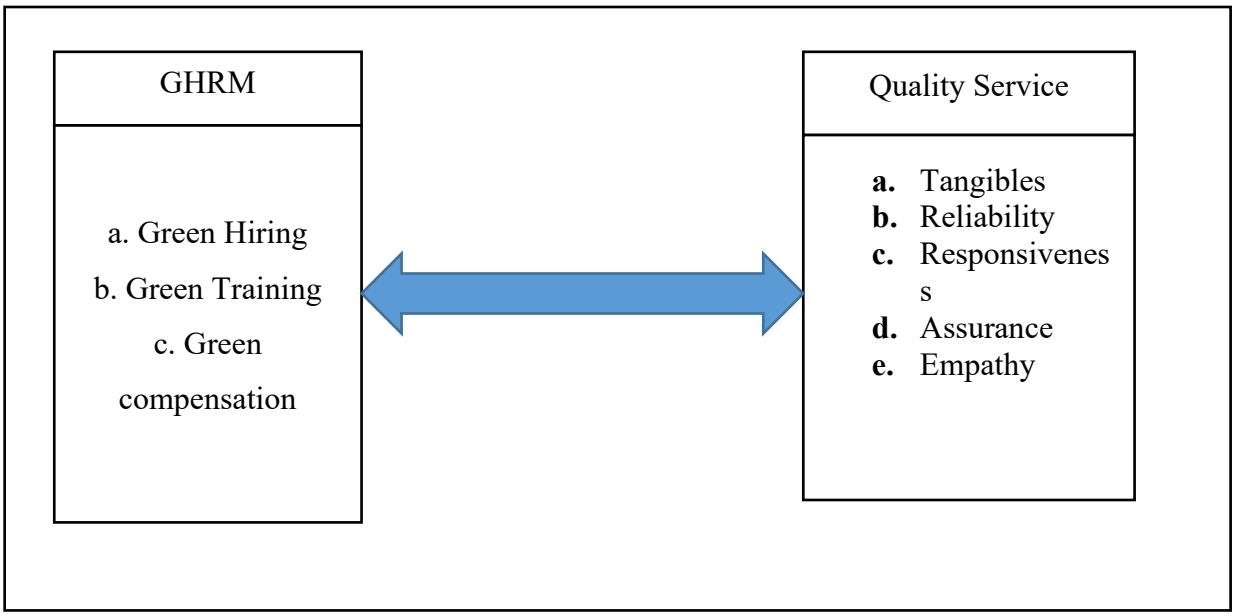

Fig.1: Conceptual Framework

Methodology

The population for the study comprised all workers in the UAE's energy and power industries. The target population was all workers in selected state and private industries in UAE. Stratified sampling technique was used to classify the workers into state and private. Three industries were selected to represent each stratum based on the year of establishment making a total of six industries sampled. Similarly, stratified sampling technique was used to classify workers along age, location, business type and religion. The total number of workers from all the sampled industries was 16,183. Using Israel's (2013) sample size determinant, a sample size of 1,034 determined at 95% confidence interval, and 3% margin of error was recommended for population of this magnitude. Meanwhile, 1,200 respondents were randomly sampled for the study to cater for attrition and experimental mortality using proportional sampling technique

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to allocate number of respondents to each industry based on the numbers of workers in the industry. Since 1,121 workers adequately responded to the questionnaire items, their responses were analysed in the study. Therefore, this study collected the representative of the population using probability sampling approach. This was considered good since the probability of selection is known and is not zero. As a result of the random element selection used in these techniques, there was no systematic bias; only chance determines which elements are included in the sample. When it comes to generalizing to a wider population, probability samples are significantly more attractive than nonprobability samples because of this characteristic. When a sampling method is referred to as random sampling, it means that there is an equal chance of selecting each unit. The sample chosen at random is believed to be fair and representative of the overall population as it is meant to reduce sampling error.

Therefore, the instrument used for this study was adapted from existing studies. Items from the questionnaire of these studies were modified in line with the objectives of the present study to adequately elicit information from respondents on the impact of green human resources management on the service quality in the UAE power and energy sector. Questionnaire was used because of its usefulness to elicit information from larger respondents within a very short period and was administered to workers in UAE power and energy industries. Items of the questionnaire were structured in clear and simple English which enabled the respondents to provide relevant answers to the questionnaire based on their personal perceptions.

The questionnaire was close-ended and the response mode to the items from the questionnaire was graded using likert response modes of Strongly Agree (SA), Agree (A), Neutral (N), Strongly Disagree (SD), and Disagree (D). The application of five points The Likert scale was developed because an excessive number of response options may overwhelm respondents and cause respondent fatigue. This weariness may show up as a lack of focus, hurried answers, or even survey abandonment, all of which can lower the quality of the data (Ko, et al 2025). To take care of face and content validity of the instrument, the instrument was validated by experts in the areas of research, measurement and evaluation as well as those from energy and power industries in UAE. The reviewers helped to review the questionnaire to check the clarity of language and ensured it was relevant to the study. The Cronbach's alpha value of.70 was obtained by the researcher.

The data gathered through the questionnaire were subjected to descriptive and inferential statistics. Mean and Standard Deviation was used to answer research questions one while research question two was answered using Pearson Product Monument Coefficient (PPMC) because the research question sought to find out relationship between two different variables.

Findings

This section presents the outcome of the analysis as well as interpretation of data collected during the course of this study. The research work is on effect of green human resources management on energy sector. The data used in the study was collected from the stakeholders in the UAE power and energy sector. Questionnaire was the instrument used for the data collection. The questionnaire was administered to the respondents, and it was analysed using frequency count, percentage, mean and standard deviation.

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Extent to which UAE's Energy and Power Sector adopts Green Human Resources Management

This section deals with Research Question 1**:** To what extent does the UAE's energy and power sector adopt green human resources management*?* This research question was answered using mean and standard deviation of the study sample responses to the questionnaire items presented to them on green human resources management as reveals in Table 1.

Table 1: Mean And Standard Deviations of The Study Sample on Adoption of Green Human Resources Management

S/N	Items	Mean	Std. Dev.
1	I have knowledge of green human resources management.	3.26	1.348
2	My company uses green Human Resource Management practices.	3.25	1.320
3	Many of the employees are not interested in making the organization green.	3.23	1.288
4	Our organization employs workers who have environmental awareness.	3.28	1.279
5	Green Human Resource Management (GHRM) influences my company job openings.	3.26	1.348
6	There is reduction in the use of paper in our organization.	3.33	1.332
7	The concept of green recruitment process has been accepted in our organization.	3.31	1.299
8	Our organization employs green training.	3.23	1.298
9	There is green performance appraisal in the organization.	3.26	1.295
10	Online training is part of our organizational practices.	3.25	1.329
11	There is implementation of rewards to develop eco-friendly organization.	3.24	1.271
12	Staff resistance hinders adoption of green human resources management practices.	2.86	1.380
13	There are initiatives taken by organization to organize training program to increase the Green Human Resource management awareness.	2.73	1.387
14	Understanding of green policies is a major boost to green human resources management practices in the UAE energy and power sector.	3.01	1.414
15	Eliminating excess use of paper is some of best practices for going green in the energy and power sector.	2.96	1.478

Table 1 has to do with the descriptive analysis of the extent to which UAE's energy and power sector adopt green human resources management. As it can be observed from the table majority of the respondents agreed with most of the questionnaire items. The agreement is determined by using the mean values of the responses to the items, if the mean values are equal to or greater than 3.0 which is the grand mean value, it translate to agreement on the part of the respondents but if the mean value is less than 3.0, this means that the respondents disagreed with the statement. As it can be seen on Table 1, the respondents agreed with all the statements except items 12, 13 and 15. And the standard deviations range from 1.271 to 1.478, which indicates that the mean values are not far apart. So far, the respondents agreed with most of the

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items presented to them, this means that the adoption of green human resources management by UAE's energy and power sector is high. For example, item 1 states that "I have knowledge of green human resources management" with the mean value 3.26 and standard deviation of 1.348, this means that the majority of stakeholders in UAE's energy and power sector have knowledge of green human resources management.

The respondents' high degree of agreement with GHRM-related assertions, as measured by standard deviations ranging from 1.271 to 1.478, indicates a solid consensus among participants. This low variety in replies is akin to Ahmad's (2015) findings, which found similarly clustered responses in studies on environmental HR policy in Gulf countries, indicating widespread institutional endorsement of green HRM practices. According to Ahmad (2015), there has been a growing awareness among business communities about the importance of going green and implementing various environmental management approaches. As the corporate world becomes more global, the business is transitioning from a traditional financial structure to a modern capacity-based economy that is prepared to study green economic aspects of business. As a result, Green Human Resource Management (GHRM) has emerged as a critical business strategy for major firms, with Human Resource Departments taking an active role in going green at work.

Similarly, the high adoption of Green Human Resource Management (GHRM) methods in the UAE's energy and power sector is consistent with the findings of Jabbour and de Sousa Jabbour (2016), who investigated Green Human Resource Management (GHRM) and Green Supply Chain Management (GSCM). In addition, this finding is consistent with Al-Swidi et al. (2021), who reported in their study of the joint impact of green human resource management, leadership, and organizational culture on employees' green behaviour and organisational environmental performance that there has been a growing emphasis on employees' activities and behaviour at work as a driving force of environmental problems. As a result, organisations are implementing a variety of environmental protection efforts and formulating green strategies. The study's findings also validated the impact of environmental concern, green human resource management, and green leadership behavior on green corporate culture. Furthermore, green organizational culture was found to have a substantial positive link with employee green behavior and organizational environmental performance. Importantly, green organizational culture serves as a bridge between environmental concern, green human resource management, green leadership conduct, and green employee behaviour. In the UAE, government-led sustainability efforts, such as the UAE Energy Strategy 2050, are likely to play an important role in encouraging GHRM implementation.

Furthermore, the findings are consistent with those reported by Tang et al. (2018) in their study of Green Human Resource Management Practices: Scale Development and Validity. According to Tang et al. (2018), sustainability is now a global issue, and businesses are increasingly concerned about the impact of environmental challenges on their competitiveness and long-term success (Paill et al. 2014). This lends credence to the argument that human resources are essential for effective environmental management. Human resources are essential components in organizations' competitive advantage because of their scarcity, worth, non-repeatability, and exclusivity (Wright, Dunford, and Snell 2001). In the context of environmental protection, human resource management (HRM) can aid in the successful formulation and implementation of environmental management (Daily & Huang 2001) by aligning practices such as selection, performance evaluation, and training with environmental

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goals. Thus, it is recognized that green principles must be included into HRM, often known as green human resource management (Mishra, Sarkar, and Kiranmai 2014).

This finding agreed with submission of Walls et al. (2012) reducing waste, pollutants, and emissions while conserving energy is the goal of environmental performance (Walls et al. 2012). The finding also agreed with observation of Aremu and Adepoju (2022) that there is general consensus that employee green habits should be improved and human resource management should be integrated into environmental management concerns, despite individual differences in language.

However, these findings differ from those obtained in other circumstances. For example, Zibarras and Coan (2015) conducted a study on HRM practices used to promote pro-environmental behavior in the United Kingdom, believing that the extent to which UK organizations use human resource management (HRM) practices to promote pro-environmental behavior through workplace HRM policies and initiatives is under-researched. Using a sample of 214 UK firms of all sizes and industries, it was discovered that HRM techniques are not often employed to encourage employees to become more environmentally conscious. The most common practices utilized within firms included components of management participation, which supported the notion that managers are the gatekeepers to environmental performance. This indicates that, unlike the UAE energy sector, where sustainability activities are well structured, our study suggests that GHRM acceptance is not always a certainty, especially in locations with weak government support.

The Relationship Between Green Human Resources Management and Service Quality in The UAE Energy Sector

This section has to do with Research Question 2: *what is the relationship between Green Human Resources Management of the UAE energy and power sector and service quality? This Research question results to Hypothesis two:* there is no significant relationship between Green Human Resources Management and the UAE energy and power sector service quality. To answer this Research Question and test hypothesis, linear regression analysis was used. The data for the analysis of linear regression is the response to the questionnaire items on green human resources management and that of service. The two variables were compared as shown on Table 2, using model summary and ANOVA.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822[a]	.676	.675	3.33804

Table 2 shows the R value which is the value of the relationship between green human resources management and that of service quality, as it can be observed from the table the R value is .822, this reveals high degree of correlation between the two variables, that is, positive and strong relationship exists between the two variables, as one is increasing the other one is also increasing. It is also observed from the table that the R^2 otherwise known as R square which indicates the amount of the dependent variable which is explained by the independent variable which is green human resources management. Hence, R^2 .676 which means that 67.6% service quality can be explained by green human resources management which is moderately large. In order to ascertain how well the regression equation is established, whether the relationship is significant or not as shown in Table 3.

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Table 3: ANOVA

Model	Sum of Square	Df	Mean Square	F	Sig
Regression	6916.932	1	6916.932	620.770	.000
Residual	3320.465	298	11.142		
Total	10237.397	299			

Table 3 indicates that the regression model predicts the dependent variable significantly well, this is because the p-value is < 0.05, meaning that the relationship between the two variables is significant. Hence, hypothesis 2 which states that there is significant relationship between Green Human Resources Management and the UAE energy and power sector service quality is therefore not rejected because there is significant relationship between Green Human Resources Management and the UAE energy and power sector service quality. Green Human Resource Management (GHRM) has a substantial positive connection with service quality ($R = 0.822$, $R^2 = 0.676$), accounting for 67.6% of the variance. This is consistent with previous research demonstrating the impact of sustainable HR policies in improving employee engagement, performance, and customer happiness (Jabbour et al., 2019).

This finding is somehow related to that of Nguyen, Tran, and Pham (2020) investigated the effects of service quality, customer satisfaction, and switching costs on customer loyalty. The study revealed that there was there is a significant link between clients' loyalty and how satisfied they are with the bank's services. Although the study failed to show the extent to which service quality predicts the satisfaction and the link between green human resources and service quality.

The finding is also in-line with that of Gogoi (2020) who looked into how the tourism sectors measure the quality of their services and how that affects the patronage and consumer loyalty of their clients. They submitted that while all other indicators were significant in predicting customer satisfaction, only responsiveness through positive feedback was not significant. Additionally, client loyalty rises as a result of their satisfaction.

The finding also goes in line with that of Silva, Ferreira, and Daniel (2018) who conducted a study to ascertain patient satisfaction with the level of service quality at a significant Portuguese hospital. Data from former in-patients and their families were gathered over the course of three months using a postal questionnaire adapted from a particular hospital assessment tool. Data analysis using the structural equation modelling (SEM) method. They discovered that information, nursing staff, medical staff, and everyday care were all included in the hospital's perceived service quality. Zhang et al. (2020) further support this claim, stating that green training programs and eco-friendly workplace practices contribute to better customer experiences, particularly in industries where sustainability plays a key role in brand reputation.

Conclusion

This study found that Green Human Resource Management (GHRM) has a significant and beneficial impact on service quality in the UAE's energy and electricity sector. The analysis's findings show that GHRM techniques are widely adopted in the sector, as indicated by employee awareness and corporate commitment to environmentally friendly HR practices like green recruitment, green training, and green compensation. These approaches not only help to ensure company sustainability, but they also boost employee motivation and link HR activities with the nation's overall environmental goals. The study also discovered a robust and

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statistically significant association between GHRM and service quality, which accounts for 67.6% of the variance. This demonstrates that implementing environmentally conscious HRM practices improves service delivery by developing a staff that is engaged, knowledgeable, and aligned with the organization's sustainability goals. It supports the literature's claim that organizations that prioritize green practices benefit from improved operational performance, customer satisfaction, and environmental credibility. Importantly, this study fills a critical vacuum by extending the discussion of green HRM to the UAE's energy sector, which has traditionally received little attention despite its strategic importance to the country's economic and environmental sustainability objectives. It contributes to the growing demand for sustainable business strategies and provides actual proof that GHRM is a feasible technique for improving service quality in environmentally sensitive businesses. As a result, it is recommended that the GHRM model be implemented more widely in various sectors of the UAE economy. Policymakers, industry leaders, and HR professionals are all encouraged to create policies and procedures that incorporate green ideals into HR operations. This will not only help to meet national and global sustainability goals, but will also improve service outcomes, employee happiness, and sectoral competitiveness.

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