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Sustainable Human Resource Development (SHRD) toward Organizational Excellence (OE):

The role of Corporate Social Responsibility (CSR)

(Applied Research)

***Ph.D. Dissertation***

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**Abstract**

The main objective of this 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).

By reviewing previous studies in this regard, a model for the research hypotheses was developed to illustrate the relationships between the research variables. Hence, the structural equation modeling (SEM), and path analysis are used to assess the strength of the relationships between the research variables by using (AMOS) program.

To collect the primary data, a survey was designed with three scales: for SHRD, internal CSR and OE. The researcher relies on a sample of 10 banks out of 40 working in Egypt to test the research hypotheses. The researcher collected a sample of 382 units from the total number of employees working in the Egyptian banks that publish electronic periodical reports about human resources development, sustainability and CSR.

The necessary tests were conducted to assess the validity of the research variable models. The questionnaire was distributed to employees through google form. Furthermore, the researcher concluded that there is a positive statistically significant effect of the SHRD in its three dimensions on OE, which proves the validity of the first hypothesis, and the internal CSR mediates the relationship between SHRD and OE.

The results also show that there are statistically significant differences about the employees’ perception regarding the concept of S-HRD, OE and CSR according to demographic variables (gender, level of education and years of experience). Except the concept CSR, there are no statistically significant differences about the employees’ perception regarding this concept according to years of experience.

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