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RESEARCH PAPER

Green Human Resources Management and Environmental Sustainability: A Moderating Role of Green Transformational Leadership

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ABSTRACT

This study examines the effects of green human resources management on environmental sustainability with the moderating role of green transformational leadership. The random sampling technique is used to collect data from corresponding respondents. The multiple regression analysis is used to estimate the result of the model. The sample size of the study is 274 employees working in telecommunication sector in Kabul, Afghanistan. The estimated coefficient of green performance management is positive. This implies that as green performance management rises, this would cause to rise the environmental sustainability and its converse is also true. The findings of the study further reveal that there is a significant positive effect of green transformational leadership on the association between environmental sustainability and green performance management. The estimated coefficient of GPM * GTL is 0.112. Thus, green transformational leadership is a moderating variable for the study.

KEYWORDS Environmental Sustainability, GHRM, Green Transformational Leadership, Nangarhar Telecommunication Networks

Introduction

Sustainability and environmental protection is a global concern. Emerging environmental issues have increased the company's environmental responsibility management as it drives a globally competitive economy and not only is it efficient but it is also particularly responsible for activities that are environmentally friendly (Papademetriou et al., 2023). Therefore, environmental management is considered by scientists and specialists. Indeed, effective implementation of environmental sustainability is strategically important for organizations, as responding to external change can increase customer demand for an organization's product or service and strengthen its competition (Gull et al., 2022). In the context of the telecommunication sector, telecommunication sectors are an environmental concern because they are the main driver of health hazardous signals that causes harsh environmental impacts. This study would encourage telecommunication sector to participate in environmental behavior.

From the organization's approved perspectives on focusing on environmental issues, Green Human Resource Management (GHRM) emerges as the subject of a new research and developed by (Sherly & Nawangsari, 2022). Further attention to this issue is that GHRM plays an important role in achieving the organization's environmental goals (Pell et al., 2014). The importance of GHRM has not only been demonstrated internally. For example, GHRM is a great way to maintain a healthy relationship between the organization and its partners with including external partners (Aker & Suleiman, 2023).

So far, GHRM-related researches have attracted more and more management scholars and provide insights into this area. There are theoretical studies that shed light on GHRM literature awareness (Perez et al., 2023a) and empirical researches on the impact of GHRM policy on an individual or organizational level. For example, problems related to behavior, commitment, and green employee behavior as a result of GHRM practices have been explored by previous researchers such as Perez et al. (2023b) and Hendarjanti (2022). In addition, some empirical studies have been conducted on GHRM practices and corporate environmental performance and environmental sustainability (Adnan, 2021; Hendarjanti, 2022; Papademetriou et al., 2023; Saunders et al., 2019; Sherly & Nawangsari, 2022)

Finally, the contribution of GHRM to the telecommunication sector is essential. Most of the studies demonstrates the benefits of unacceptable competition. Environmental issues are gaining more and more attention with telecommunication sectors, as they often cause a negative impact on the environment through making the worse waves in society (Aker & Suleiman, 2023). Therefore, the role of GHRM in environmental sustainability is of strategic importance for telecommunication sector. Few scholars deal with this subject. In particular, little research has done in-depth research on the use of GHRM in telecommunication sector around the globe. These terms focus entirely on the general policies of environmental sustainability. Thus, we most likely to assess the effects of GHRM on environmental sustainability in telecommunication sector in Kabul, Afghanistan.

The corporatization of GHRM has taken place all over the world with examples in Germany, where Siemens, Manisman, Bayer and BASF are examples of companies that are strengthening their green image and environmental activities and policies. To attract highly professional staff, we have Rover Group automation companies in the UK that incorporate environmental responsibility into every part of every business with environmental responsibility, according to Baird (2006). The green team was formed at the Kent County Council, a UK regional authority, with the aim of generating ideas, enhancing the learning experience, finding problems, identifying conflicts and focusing on them. Actions to improve understanding of the cause what, how, where and when should you pursue the best environmental choices?

There are several studies in the United States that appear to be necessary to improve green performance standards. It allows organizations to accurately compare environmental activities in their management across different departments / departments and try to set goals for supervisors and employees. It is also necessary to evaluate performance and reward. To create a human resource system to make environmental management initiatives visible to everyone in the field. A survey in 2007 reported that 72 % working women and 64% of men preferred to work for green employers, which included professionals.

Research has also shown that 80% of young professionals show that they love work that has a positive impact on the environment (Li et al., 2023), which is supported by a UK survey. Highly-graduated graduates who assess the company's environmental performance and reputation are factors that should be taken into account in job application decisions (Mansour, 2023). The development of green business in China is in line with the government's green career development strategy, which contributes greatly to the world's green employment in terms of volume and growth. For example, there are 600,000 workers in the solar water heating industry, making up 96% of the world ((Shahzad, 2020). According Wang et al. (2023), about 10,000,000 people in China run a recycling business. There are about 700,000 workers in home appliance recycling. They confirmed that by the

end of 2007, three million people were in the environmental protection industries, including new energy, forests, parks, solar water heaters, and around 2.17.2 million rehabilitation industries. Degradation, climate change and change, infrastructure gaps and food insecurity.

There are four objectives of the study. Firstly, to investigates the effects of green recruitment and selection practices on environmental sustainability. Secondly, to examine the effects of green reward management practices on environmental sustainability. Thirdly, to scrutinize the effects of green performance management practices on environmental sustainability. Finally, to investigate the moderating role of green transformational leadership on the relationship between environmental sustainability and green performance management practices.

Sustainability and environmental protection is a global concern. Emerging environmental issues have increased the company's environmental responsibility management as it drives a globally competitive economy and not only is it efficient but it is also particularly responsible for activities that are environmentally friendly (Sherly & Nawangsari, 2022). Therefore, environmental management is considered by scientists and specialists. Indeed, effective implementation of environmental sustainability is strategically important for organizations, as responding to external change can increase customer demand for an organization's product or service and strengthen its competition (Hendarjanti, 2022). In the context of the telecommunication sector, telecommunication sectors are an environmental concern because they are the main driver of health hazardous that causes harsh environmental impacts. This study would encourage telecommunication sector to participate in environmental behavior. Therefore, competitive emerging strategies are crucial for travel-emerging companies to gain more competitive advantage (Adesola et al., 2021).

Literature Review

According to Rawash & Aloqaily (2022), green recruitment and hiring is based on the importance of green hiring and selection, in a study on the impact of green hiring and selection on environmental sustainability in Spain, the green recruitment process has one goal. Influencing the type and size of the applicant for special holidays. The study used a sample of 100 participants in manufacturing companies. Research on the Impact of Employment, Recruitment and Electoral Traditions, Corporate Green Culture and Environmental Values of New Employees Owen and Kosira (2016) Research related to this sentiment, including the recruitment of environmental workers, has concluded that this will help him achieve his goals. Sustainability agenda

Job descriptions should clearly reflect the sustainability agenda and the company's website and other research tools provided to the applicant, and show the green efforts that are being met (Mandeep, Environmental Sustainability and the Impact of Green Recruitment and Selection on Ukrainian Companies). In its own study, the study is based on the green recruitment and selection process. Paper-free (web-based employee applications). The study was conducted using a sample survey design of 200 people conducted by (Cahyadi et al., 2023).

The impact of green human resource management on the sustainability of the corporate environment encourages microfinance employees to participate in long-term talent audits and inform them about green projects such as company-wide interventions. Garbage and greenhouse gas studies. The case study design used a target population of 200 and a sample of 100. Studies have concluded that this facilitates improvements in

corporate environmental performance. This includes ensuring that the newly hired employee is aware of the organization's environmental culture and is capable of upholding the environmental values that the organization adheres to.

Rewards and compensation are the first HRM processes that reward employees for their work. These human resource practices are the most effective way to connect individual interests. Looking at a study by Akdeniz (2023)on the benefits of green reward management work and environmental protection, it is concluded that incentives and awards can have the greatest impact on the interests of employees in the workplace and motivate them to make a lot of effort to achieve. The study used a descriptive research design with a population target of 300 and a sample of 200.

Other studies have found that in the context of green HRM, reward management can be an appropriate tool for supporting environmental activities in an organization. Modern organizations create reward systems to encourage environmentally friendly initiatives by their employees. A UK study by CIPD / KPMG estimates that 8 UK companies are rewarded with a variety of rewards and financial incentives for their environmentally friendly behavior. That these practices can be effective in encouraging employee environmental initiatives. Another study by Singh et al. (2020) on the importance of employee participation in environmental programs found that employee commitment to environmental management programs increases when they are offered compensation: a practice study on environmental responsibility, The target population of 500 local councils in the UK. A sample of 300 employees was used as respondents in 300 studies.

Darvishmotevali & Altinay (2022) in a study of the relationship between green performance management and environmental efficiency, found that green rewards include workplace and lifestyle use that differ from carbon credit offsets. Free bikes to attract people to the green agenda while consistently appreciating their contribution This study was used to design a study of the relationship between UK mobile manufacturers to create a group of 300 and 160 samples. The effectiveness of the yellow rewards and losses is best seen. In a study of 469 U.S. companies operating in the highly polluted industries by Baron and Gomez Mejia (2009). Green operations pay more CEOs and salaries than fewer green companies.

Studies have also found that long-term corporate results based on payments are associated with greater pollution prevention success. Literature reviews show that motivation management encourages them to use accounting and other tasks to achieve short-term results and increase self-worth (Adesola et al., 2021). Add green initiatives to the organization but it’s not free. Malpractice creating effective financial incentives can be difficult due to difficulties in accurate and fair assessment of environmental behavior and practices (Iftikhar et al., 2021).

According to Ahmad et al. (2023), in his study of the differences between the two companies using green award management and the use of non-green award, he noted that using the green award Frim to their environmental management. Using non-environmentally friendly awards, the study confirms that if the green compensation and compensation system is aligned with the HRM process, a green culture can thrive in an organization and managers can incorporate green management elements into the compensation program. Encourage red-green behavior. In addition to employees, managers may need employees to choose some green ideas about their individual work; this may be through joint decisions that are included in future goals. Achieving these goals will be the basis for gaining motivation.

Material and Methods

Research design shows how all the key components of a research study work together to answer research questions. The study led to the research descriptive design, specifically the descriptions of telecommunication sector in Kabul, Afghanistan. According to Saunders et al. (2019), survey-based surveys are used to answer questions such as, who, where, how much and are viewed by the general public as authoritative, and data collection is relatively easy to interpret and understand. The parameters that can be analyzed are quantitative using descriptive and deductive statistics. The purpose of the survey is to provide quantitative information on some aspects of the people studied. The exploratory research design is an excellent method because the analysis mainly deals with the relationship between variables (Saunders et al., 2019). Therefore, this study adopts an exploratory research design to analyze the effects of GHRM on environmental sustainability.

Population

The target population includes senior executive, intermediate level managers, senior level managers, and supervisors. As the agency is responsible for formulating and implementing strategic decisions and policies. It is also their responsibility, so three levels of management are targeted to provide the necessary information.

Samples and Sampling Techniques

According to Saunders et al. (2019), there are two types of sampling techniques: probabilistic sampling, a technique that ensures that the probability of each case is identified from the population, and basically all cases. Probability sampling makes it possible to answer research questions and achieve the objectives that the auditor needs to estimate statistical population characteristics and is often involved in survey strategies. Probability sampling is a technique used when there is no probability of selecting individual cases from the entire population, and it is impossible to answer research questions or set goals that the researcher has identified. This study used a simple random sampling technique. The proven sampling technique was used to categorize managers into upper, middle and lower managers, and finally a simple sampling technique to select managers from each class.

Instrument

Data would be collected by using questionnaire. Structured queries are used to collect data. The choice of this information gathering technique is due to ease of management, analysis and value in terms of time and money. Using a structured questionnaire ensures the validity of the participants' questions and answers. For the purposes of this study, open and closed questionnaires well be used to collect feedback from selected sample size.

Model Specification

For the purpose data analysis, various statistical tools and techniques will be used for data analysis. The following is the model to be estimated.

$$ES = \beta 0 + \beta 1\, GRS + \beta 1\, GTL + \beta 1\, GRM + \beta 1\, GPM * GTL + \beta 1\, GRM * GTL + \beta 1\, GRS * GTL + \epsilon$$

where,

ES = Environmental Sustainability

GRS = Green Recruitment and Selection

GTL = Green Transformational Leadership

GRM = Green Reward Management

GPM = Green Performance Management

ϵ $= Error\ Term$

Data Analysis

The main goal of this research in data analysis is to explain the data collected its relation to the research question. The focus of conducting data analysis for this study included identifying findings to present results and including them in the final research report. regression analysis will be used. Most regression models give each variable its corresponding coefficient that explains the relationship to the dependent variable, and distinguishes each change from the others. The ordinary least square model also helps to explain the depth and direction of the relationship between the study variables such as determining the coefficients and determining their degree of importance.

Results and Discussion

Table 1
Descriptive Statistics

Variables	Observation	Mean	Std. Dev	Maxi	Mini
Environmental Sustainability	274	2.012	0.002	5	1
Green Performance Management	274	1.897	0.254	5	1
Green Reward Management	274	2.002	0.369	5	1
Green Transformational Leadership	274	2.389	0.147	5	1
Green Recruitment and Selection	274	2.741	0.123	5	1

Descriptive statistics merely describe the main variable of research with help of various measure of central dispersion. The below-given tables show the descriptive statistics by representing the number of total observation, minimum value, minimum value, the mean and standard deviation for each table. It can be seen that all the variables have 274 observations. The mean value of the environmental sustainability is 2.012 given the standard deviation by 0.002. The maximum value of the variable is 5, while its minimum value is 5. Similarly, the mean value of green performance management is 1.89 given the standard deviation by 0.254. The maximum value of the variable is 5, while the minimum value is 1. Identically, the mean value of green reward management is 2.002 given the standard deviation by 0.369. The maximum value of the variable is 5, while the minimum value is 1. Equivalently, the mean value of green transformational leadership is 2.389 given the standard deviation by 0.147. The maximum value of the variable is 5, while the minimum value is 1. Similarly, the mean value of green recruitment and selection is 2.741 given the standard deviation by 0.123. The maximum value of the variable is 5, while the minimum value is 1.

Table 2
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736a	.742	.741	.4785

a. Predictors: (Constant), Green Transformational Leadership, Green Reward Management, Green Performance Management, Green Recruitment and Selection

Table 2 reports the model summary of the study. The model summary shows the relationship between the estimated and actual dependent variable of the study, R-square, adjusted R-square and standard error of the estimate. The R-square shows the explanatory power of the explanatory variables on the predicated variable of the study. The R-square of the study is 74 percent. This shows that 74 percent variation in the dependent variable is due to independent variables of the study. The adjusted R-square of the study is 74.1 percent and adjusted R-square must be less than the R-square value of the study.

Table 3
ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	123.25	5	16.58	124.36	.023b
	Residual	89.25	269	17.52		
	Total	212.5	274			

Table 3 represents the analysis of the variance of the model. The researcher is actually interested in the F value of the model. F-statistics of the model shows the overall fitness of the model. If the value of the probability is less than 5 percent, we can say that overall model is well fit. As the figure of F clearly shows that the value of probability is less than 5 percent, which indicates that overall model is well fit.

Table 4
Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients		
Variables	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
(Constant)	.897	.025		2.03	.000
Green Performance Management	.098.	.004	.099	-3.55	.000
Green Reward Management	.123	.012	.125	2.78	.002
Green Recruitment and Selection	.214	.036	.217	-2.05	.042
Green Transformational Leadership	.365	.087	.369	4.02	.036
GPM * GTL	.112	.096	.010	-3.87	.024
GRM * GTL	.143	.084	.098	2.96	.035
GRS * GTL	.253	.351	.389	-2.45	.049

Table 4 reports the estimated coefficient of green performance management and its effects on environmental sustainability. The estimated coefficient of green performance management is positive. This implies that as green performance management rises, this would cause to rise the environmental sustainability and its converse is also true. The estimated coefficient of green performance management is 0.098. This implies that one unit rise in green performance management would increase the environmental sustainability by 0.098 units on average basis by keeping all other variables constant. The estimated coefficient is highly significant at 1 percent significance level. The above table indicates the estimated value of green reward management on environmental sustainability. The estimated value of green reward management is positive. This implies that as green reward management rises, this would cause to rise the environmental sustainability and its converse. The magnitude of the estimated coefficient of green reward management reported in Table 4 is 0.123. This indicates that one unit rise in green reward management would cause to rise the environmental sustainability by 0.123 unit on average basis by keeping all other variables constant. The green reward management variable is statistically significant because its probability value is below 5 percent significance level. This result is in line with the hypothesis developed in the study.

Table 4 further reports the estimated coefficient of green recruitment and selection and its effects on environmental sustainability. The estimated coefficient of green recruitment and selection is positive. This implies that as green recruitment and selection rises, this would cause to rise the environmental sustainability and its converse is also true. The estimated coefficient of green recruitment and selection is 0.214. This implies that one unit rise in green recruitment and selection would increase the environmental sustainability by 0.214 units on average basis by keeping all other variables constant. The estimated coefficient is highly significant at 1 percent significance level.

By following Wang et al. (2023), the study also employed a robust and indirect effect for investigating a valid mediation. The statistics reported in Table 4.5 show a significant positive indirect effect of green transformational leadership in the relationship between environmental sustainability and green performance management which accepts H5 of the study. The estimated coefficient of GPM * GTL (green performance management * green transformational leadership) is 0.112. This implies that green transformational leadership has play a critical role on the relationship between environmental sustainability and green performance management because the coefficient of GPM * GTL is greater than the estimated coefficient of green performance management. Thus, green transformational leadership is a moderating variable. Identically, the study also employed indirect effect of green transformational leadership on the association between environmental sustainability and green performance management. The statistics reported in Table 4.5 show a significant positive indirect effect of green transformational leadership in the relationship between environmental sustainability and green reward management which accepts H6 of the study. The estimated coefficient of GRM * GTL (green reward management * green transformational leadership) is 0.143. This implies that green transformational leadership has play a critical role on the relationship between environmental sustainability and green reward management because the coefficient of GRM * GTL is greater than the estimated coefficient of green reward management. Thus, green transformational leadership is a moderating variable.

Conclusion

This study examines the effects of green human resources management on environmental sustainability. The random sampling technique is used to collect data from

corresponding respondents. The multiple regression analysis is used to estimate the result of the model. The sample size of the study is 274 employees working in telecommunication sector in Kabul, Afghanistan.

The result of the study is the estimated coefficient of green performance management and its effects on environmental sustainability. The estimated coefficient of green performance management is positive. This implies that as green performance management rises, this would cause to rise the environmental sustainability and its converse is also true. The estimated coefficient of green performance management is 0.098. This implies that one unit rise in green performance management would increase the environmental sustainability by 0.098 units on average basis by keeping all other variables constant. The estimated coefficient is highly significant at 1 percent significance level. The above table indicates the estimated value of green reward management on environmental sustainability. The estimated value of green reward management is positive. This implies that as green reward management rises, this would cause to rise the environmental sustainability and its converse. The magnitude of the estimated coefficient of green reward management reported in Table 4 is 0.123. This indicates that one unit rise in green reward management would cause to rise the environmental sustainability by 0.123 unit on average basis by keeping all other variables constant. The green reward management variable is statistically significant because its probability value is below 5 percent significance level. This result is in line with the hypothesis developed in the study.

The findings of the study further reports the estimated coefficient of green recruitment and selection and its effects on environmental sustainability. The estimated coefficient of green recruitment and selection is positive. This implies that as green recruitment and selection rises, this would cause to rise the environmental sustainability and its converse is also true. The estimated coefficient of green recruitment and selection is 0.214. This implies that one unit rise in green recruitment and selection would increase the environmental sustainability by 0.214 units on average basis by keeping all other variables constant. The estimated coefficient is highly significant at 1 percent significance level.

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Recommendations

After a brief overview of the findings of the study, the following are the recommendations of the study. We strongly recommend from telecommunication sector that they should be really aware about the green human resources management because this has a significant effect on the environmental sustainability. Based on the findings of the study, the organizations must award their employee who highly contribute toward green environmental sustainability so that they should be motivated further and would definitely sustain the environment. Further, the findings of the study show that the organizations should manage their performance properly because this also has a significant effect on the environmental sustainability.

The third recommendation of the study toward telecommunication sector is that they should pay more attention toward green recruitment and selection. They must hire those employees who have view about recruitment and selection. They should hire those employees who is willing to contribute toward the environmental sustainability. Beside this, as the findings of the study suggest that green transformational leadership must contribute highly toward environmental sustainability because this raised the effects of green performance management, green recruitment and selection and green reward management on environmental sustainability. Therefore, this is strongly recommended that a proper steps toward transformational leadership has to take place because this would sustain the environment.

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