Impact of Green Human Resource Practices on Employee Job Satisfaction with Moderating Role of Psychological Green Climate in Private Higher Education Institutions of Afghanistan

Mohammad Ayaz Azimi

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Abstract

The purpose of this study is to analyze the impact of green human resource management practices (GHRMP) on employee job satisfaction (EJS) with the moderating role of green psychological climate in private higher education institutions in Kabul, Afghanistan by adopting a standard questionnaire, distributed to 200 employees working in different higher education institutions in Kabul, Afghanistan. The study employs a quantitative research design, with the hypothesis for the research being tested and data being acquired through a survey. Furthermore, mediation analysis has been employed to determine the relationship between the variables. Green HRM practices (green training and development and green reward) have a positive relationship with employee job satisfaction, according to the findings, and green psychological climate moderates the relationship between green HRM and employee job satisfaction. The study suggests that institutions for enhancing and intensifying employee performance should emphasize training as it inspires employees to work at higher levels.

Keywords: *GHRM (green human resource management), GHRP (green human resource practices), GR (green reward), GT&D (green training and development), GPC (green psychological climate).*

Introduction

Global warming and pollution have become major challenges, necessitating a higher level of environmental ethics awareness among all parties involved, including businesses as business players (Luu, 2018). Environmentally friendly practices help businesses by lowering unnecessary expenditures, boosting resource efficiency, enhancing environmental performance, and improving corporate image, according to the Business Resource Efficiency Guide. Human resource management with an emphasis on human capital and environmental management programs, as well as their integration into activities. Introduces green human resource self-management and provides appropriate facilities and conditions for all activists and investors to participate in these programs while improving the organization's environmental performance and paying attention to sustainable development policies to create a mutually beneficial relationship.

(Ranjbarian, 2018.) Paying close attention and correctly managing organizations and human resources is one of the most basic stages to reducing crises and solving environmental concerns. Human resource management is one of the most important roles of management in any organization, and it falls to all managers at various levels of the firm. (Ambiak and Anna, 2018). The utilization of human resource policies for the long-term usage of organizational resources is known as green human resource management. Green human resource management is in charge of developing a green workplace where employees are aware of the importance of environmental issues. (Ahmad, 2015) This will have the higher efficiency and compact costs at the individual, organizational and environmental levels (Ranjan and Goswami., 2015.)

Green human resource management is responsible for increasing employee understanding, information, and interaction about the environment and environmental aspects, as well as instilling social responsibility and guiding them through green policies. They appear to be fulfilling their environmental responsibilities. In addition to increasing efficiency and effectiveness and lowering costs, fostering employee collaboration helps to provide the groundwork for long-term organizational growth (Ahmad, S. 2015). On the other hand, as previously said, the influence of green human resource management as a management approach on the organization's performance as a result of employee satisfaction was sought, and this was addressed in the literature (Amrutha, V., & Geetha, S. 2020).

As it was mentioned earlier, the current study on green HRM practices focuses on examining the straightforward and direct relationships between green HRM and employee job satisfaction (e.g., Harvey, Williams, and Probert 2013; Jabbour et al. 2015; Pham, Tuckova, and Jabbour 2019; Renwick et al. 2016), leaving questions and knowledge gaps on the implicit psychological mechanisms. Therefore, by shedding light on increasing employee job satisfaction with a psychological process accounted for by describing the relationship between green HRM practices and employee job satisfaction, this study advances the growing body of research on green HRM. The research presented empirical proof of the importance of green reward and green training and development with the moderating role of green psychological climate in influencing the employee job satisfaction. As a result, this study's major finding is that employee job satisfaction will be increased when they received green reward and green training and if there was the involvement of green psychological clime the relationship will be stronger between the employee job satisfaction and green training and green reward.

Furthermore, Social exchange theory (1958) combines behaviorism and fundamental economics. Other investigations broadened the scope of Homans' central principles in the immediately upcoming years. The idea is distinctive in that it doesn't always evaluate interpersonal connections using emotional measurements. Instead, its systematic procedures use logic and mathematics to ascertain balance in a connection. In addition to assessing sexual relationships, the theory can also be used to assess the harmony within a friendship. Employee satisfaction will result from the management of resource resources with knowledge and information, as well as interactions with private institution employees about the environment and environmental components of green policy. Green human resources can now be used in private institutions' job processes to increase employee happiness. As a result, the topic of what impact human resource management strategies have on job satisfaction arises.
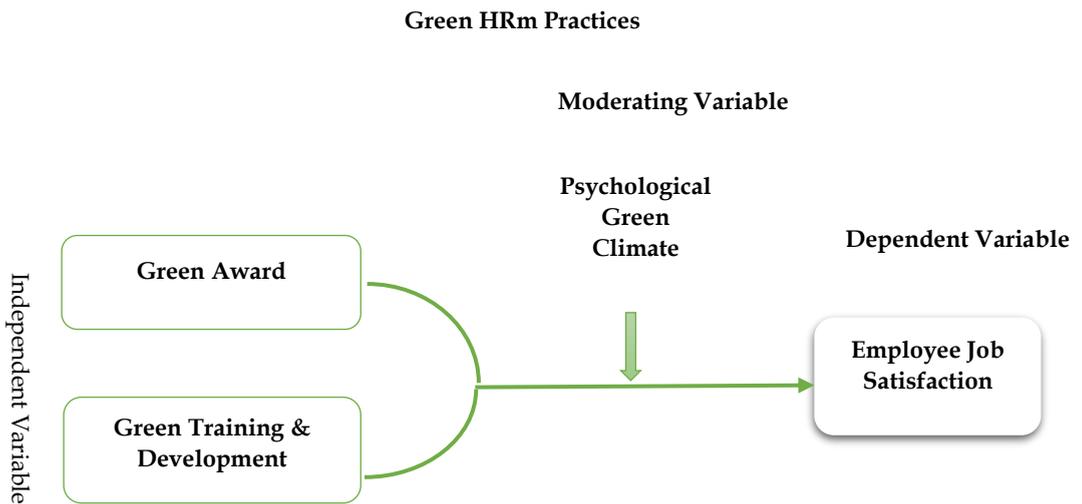
2. Review of Literature

Green HR has attracted the interest of academics and has become essential for organizational growth. The literature places a strong emphasis on describing how GHRM practices and their implementation in the context of various sectors affect organizational processes, efficiency, and effectiveness. In order to respond to environmental changes and needs, businesses must adopt green practices. To do this, they must build worker responsiveness strategies, policies, and plans. Green HRM practices allow Institutions to start greening procedures that help them achieve goals and objectives while being adaptable to environmental changes and preventing pollution by lowering carbon emissions, excessive resource use, and waste production. Research has shown that adopting green practices for a healthy environment and producing green goods and services benefits from human capital and efficient resource usage (Renwick et al., 2013; Szczepańska-Woszczyna & Kurowska-Pysz, 2016).

According to a study conducted by Likhitkar, P et al. (2017), Green HRM is critical to the long-term sustainability and retention of staff in Institutions. This research demonstrates the advantages of Green HR strategies for both employees and employers. F. Cherif, F (outcome measure). It also tried to determine the relative contributions of human resource management and employee job satisfaction to job satisfaction in the Afghanistan private educational sector. Institutions are now required to adopt proven techniques and incorporate them into their operations as a result of the growing global concern for the environment and the rise of international standards. In order to comply with rules and regulations, many firms have adopted the compliance strategy in their environmental or green management projects. However, external factors including consumer boycotts, strong preferences, and new consumer demands have had an impact on the Institute's strategy (Sudin, 2011). Environmental sustainability is gaining more and more attention among management academics. There are surprisingly few research studies that consider the function of human resource management systems in firms aiming to achieve environmental sustainability, in spite of its significance for managers, employees, consumers, and other stakeholders.

Studies on the significance and application of GHRM practices have been conducted. Green hiring, training and development, performance management and evaluation, compensation, pay and reward, and employee relations are all ways that an organization can use green human resource strategies (Rani at all, 2014; Renwick at all, 2013). The advantages of these green human resource policies for businesses and the environment must be emphasized (Renwick at all, 2013). Employee engagement in green practices may increase with the effective application of green policies, which will ultimately improve corporate performance. Green practices are being adopted by businesses to boost their brand, boost staff morale, gain a competitive advantage, and significantly cut costs (Alhadid& Abu-Rumman, 2014).

According to Bakotic & Babic (2013), working environments are a significant element in determining job satisfaction for employees who work under challenging situations. As a result, these employees experience job dissatisfaction due to this factor. The management must enhance working circumstances in order to increase employee satisfaction among those who endure challenging working conditions. As a result, their level of satisfaction will be on par with that of individuals who work in typical conditions, which will improve overall performance.

Some of the practices covered by the Green Pay and Reward system include tailoring packages to reward the acquisition of green skills, using monetary and non-monetary based environmental management rewards like bonuses, cash premiums, sabbaticals, and gifts, and connecting green suggestion schemes to the reward system (Renwick, Redman & Maguire, 2008). The importance of rewarding green workplace habits and lowering carbon footprints should be highlighted. This can be considered as a potential tool to assist organizations with their environmental initiatives (Ahmad, 2015). Decentralization and self-managed teams, information sharing, and job security give Nepalese financial sector employees more satisfaction, according to Dhruba Lal Pandey (2020). This means that an Institute must incorporate these three practices when formulating HR policies in order to improve employee satisfaction. The other three activities, such as selective recruiting, training and development, and information exchange, have no significant impact on employee satisfaction. Internal (personality and upbringing, individual knowledge, organizational culture) and external (digital divide, education and training) aspects affecting Green human resource management practices in Iran were investigated by Vahdati, S. (2018). Knowing and understanding environmental issues encourages employees to adopt pro-environmental actions, which may have a substantial impact on the environmental performance of the firm (Chandra, 2018; Kim & Seock, 2019).

Green HRm Practices

Moderating Variable

Psychological Green Climate

Dependent Variable

Independent Variable

Green Award

Green Training & Development

Employee Job Satisfaction

2.1 Literature Based on Hypotheses

H₁: *There is a positive relationship between green reward and employee job satisfaction.*
H₂: *There is a positive relationship between green T&D and employee job satisfaction.*
H₃: *The positive relationship between green reward and employee job satisfaction will be stronger when psychological green climate is high.*
H₄: *The positive relationship between green training & development and employee job satisfaction will be stronger when psychological green climate is high*

3. Research Methodology

This chapter introduces the research design and approach, operationalized tools, data sources, population and sample, unit of analysis and the technique applied in the research in order to answer questions of the study, and thus, attain objectives of the study.

3.1. Preliminary Data Gathering Procedure

The sources and character of research are discussed in research philosophy (Holden and Lynch, 2004). In general, there are several paradigms in research philosophy, but two are particularly prevalent. This research uses a quantitative research method; hence positivism is used as the research philosophy because it allows researchers to collect data and interpret the outcomes objectively, making the findings quantitative. Quantifiable results are obtained using a variety of statistical methodologies, resulting in results that are rational, human-identifiable, predictive, and scientific (Amaratunga et al., 2002). This study focuses on the deductive approach because it confirms some of the previously established theories and literature. This study looks at GHRM Practices and its impact on Job satisfaction, as well as the psychological green climate as a moderating factor. This research builds hypotheses based on earlier theories in order to arrive at a reasoning that moves from being specific to being generalized. Quantitative information collected in order to determine the links between the concepts, which has justified the deductive approach viewpoint.

The study in this research is based on a quantitative method, with the hypothesis for the research being tested and data being acquired through a questionnaire survey. This study looked at the independent factors (green reward, and green training & development) as well as the dependent variable (employee job satisfaction). In the context of Afghanistan, the proposed study would examine the relationship between independent variables and dependent variables in the private educational sector. The suggested study's research philosophy is positivism, and quantitative research technique employs a deductive approach. Individuals are used as the unit of analysis, and the sample size is calculated with a 95% confidence level and a 5% confidence interval. The study's sample technique is probability with a basic random sample methodology, and interval scales were applied to measure variables. The primary data collected for the internal consistency method's reliability and validity, and Cronbach alpha analysis is used to determine construct validity. The data normality is checked using the histogram and test normality data analysis methods in this study.

3.2. Population of Study

There are around 40 private institutions/universities operates in Kabul and they are operating under supervision of Ministry of Higher Education of Afghanistan. We target those institutions/universities which total faculty staff was above 50 and distributed the questionnaires to the academic staff through google form. The exact staff of these private institutions is unknown, and it wasn't available on the websites.

3.3. Sampling Procedure

To make the results more comprehensive, the probability sampling method is applied in this research. To ensure that everyone in the population has an equal opportunity, a basic random sampling analysis is adopted to select a sample from the population. For conducting this study, a sample of 214 respondents were selected whom received the questionnaire via online means out of which only 196 responses were received. Furthermore, it is quantitative research for which probability sampling is an appropriate method. This strategy allows us to use a particular sample method or procedure and collect the appropriate data for our research, laying the groundwork for a stronger conclusion and report.

3.4. Operationalization of Variables

This research used instrument from available literature to ensure the study's validity and reliability. Job satisfaction was assessed with three items from Netemeyer, Boles, McKee, and McMurrian (1997). Green Psychological Climate will be measure through Norton et al. (2014) and the measurement scales for all the variables were adapted from existing literature to reflect the context of the current study. All the items were measured based on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Table 1 shows the measurement scales and corresponding items.

3.5. Data collection Procedure

To get enough data for this research, the researcher has focused on secondary data from publications as well as direct quantitative data from Afghanistan context. The inter-item consistency technique is implemented to ensure that the answers provided are as accurate as possible in terms of accuracy and correctness, using the internal consistency method. Cronbach Alpha is used in the SPSS software for reliability analysis in this proposed study. The construct validity has employed for validity, and a convergent approach is used to guarantee that the measuring tools have the appropriate validity for the research.

3.6. Data Analysis Procedure

The researcher applied the Skewness, Kurtosis and histogram methods in SPSS to determine the normality and non-normality of the data in order to test the hypotheses in this study. To determine the relationship between the variables, the Pearson correlation analysis used. Two-tailed tests has used to determine the significance. This research use regression analysis. Regression analysis is used to identify and analyze the relationship between one or more independent and dependent variables. Regression assumes that the independent variable is a cause or predictor of the dependent variable, whereas correlation assumes that the independent variable is a predictor of the dependent variable.

4. Data Analysis and Findings

This chapter presents the overall analysis of the collected data from the 19 private educational institutes in Kabul, Afghanistan. Further, this part also discusses the major findings of the current research. This section includes main three parts; the first part presents all the required details of the respondents by tables and charts in terms of gender, age, education, institute name, institute staff and work experiences. The last part of this chapter discusses the relationship of green training and development and green rewards with employee job satisfaction. For having a comprehensive analysis, the data which was gathered from the respondents was entered and analyzed by SPSS v 23.0 (Statistical Package for Social Science) software.

4.1. Respondents' Profile

For conducting this study, a sample of 214 respondents were selected whom received the questionnaire via online means out of which only 196 responses were received. The respondents are employees of major private educational sector in Kabul who are working in Kardan University, ASHNA Institute of HE, Afghanistan University, Bakhtar University, Jahan University, Mashal University, Dawat University, KATEB University, Spinghar University, Mustaqbil Institute of HE, Rana University, Dunya University, Ghalib University, Hewad University, Karwan University, Khan-E- Noor University,

MILI Institute of Higher Education, Rokhan Institute of Higher Education and Salam University.

In this section, the details of the respondents are considered as gender, age, education, institute name, institute staff and work experiences as bellow in different tables and charts:

Table 1: Demographic information of respondents

Attributes	Frequency	Percentage (%)
Gender		
Male	168	85.7
Female	28	14.3
Age		
Below 25 Years	41	20.9
26-34	113	57.7
35-44	37	18.9
45-54	5	2.6
55 and above	0	0.0
Education Level		
Baccalaureate	6	3.1
Bachelor	90	45.9
Master	88	44.9
Ph.D	12	6.1
Experience		
Three years or less	46	23.5
4-9	99	50.5
10-14	39	19.9
15-19	11	5.6
20 or above	1	0.5
Institute Staff		
Less than 100	90	45.9
100 - 200	77	39.3
201 - 300	29	14.8
301 - 400	0	0
Above 400	0	0

Source: Author's compilation

The majority of the respondents (85.7%) were male, while the remaining respondents (14.3%) were female. The largest age group of respondents was between 26-34 years old (57.7%), followed by those 25 years old or below (20.9%), 35-44 years old (18.9%), and 45-54 years old (2.6%). There were no respondents aged 55 or above. The majority of respondents had a bachelor's degree (45.9%), followed closely by those with a master's degree (44.9%). 6.1% had a PhD, and 3.1% held a baccalaureate. In terms of work experience, the largest group had 4-9 years of experience (50.5%), followed by those with less than 3 years of experience (23.5%), 10-14 years of experience (19.9%), and 15-19 years of experience (5.6%). The majority of respondents (45.9%) were from organizations with less than 100 staff, followed by organizations with 100-200 staff (39.3%), and organizations with more than 200 staff (14.8%).

4.2. Descriptive Statistics

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Green training & development	196	3.4983	.70306	-.814	.174	.460	.346
Greenreward	196	3.2942	.78239	-.593	.174	-.123	.346
Job Satisfaction	196	3.7551	.72881	-.924	.174	1.123	.346
Green Psychological Climeate	196	3.7439	.72034	-.543	.174	.439	.346
Valid N (listwise)	196						

Source: Author's compilation

Interpretation: Based on the table (4.7), as (5, 4, 3, 2 and 1) in order shows strongly agree, agree, neutral, disagree and strongly disagree. So, the above table shows that for green training & development the mean is (3.49), means that on average all 196 respondents are agreed. For green reward, the mean is (3.29), so the respondents are also agreed, for job satisfaction, the mean is (3.75), so the respondents are also agreed. And for the last green psychological climate, the mean is (3.74) and on average all respondents show agreement.

4.3. Discussion on Data Normality

Two characteristics-skewness and kurtosis are employed to characterize the normality of data (Hair et al., 2010; Tabachnick & Fidell, 2001). The degree of symmetry in a variable's distribution is measured by skewness. However, Kurtosis measures whether the distribution is too peaked.

Table 3: Data Normality

Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Green Training and Development	196	-.814	.174	.460	.346
Green Reward	196	-.593	.174	-.123	.346
Job Satisfaction	196	-.924	.174	1.123	.346
Green Psychological Climeate	196	-.543	.174	.439	.346
Valid N (listwise)	196				

Source: Author's compilation

Table 4.8's univariate skewness and kurtosis analysis show that Green Training and Development items have a skewness of -0.814 and kurtosis of 0.460 suggesting that they are negatively skewed. Having a skewness of -0.593 and kurtosis of -0.123, Green Reward items are negatively skewed. Items from the Job Satisfaction are negatively skewed, with skewness of -0.924 and kurtosis of 1.123. Green Psychological Climate has a skewness of -0.543 and a kurtosis of 0.439 negatively skewed. Univariate skewness and kurtosis indicate that all four variables are negatively skewed and normally distributed.

4.4. Data Reliability Test

The Cronbach's Alpha test is used to determine the reliability of the data. As is highlighted on the Likert scale, internal consistency and coefficient reliability of questionnaires with several items are measured using Cronbach's alpha (Field, 2005). The optimum method for evaluating the suitability and consistency of the obtained data was, therefore, determined to be the Cronbach alpha reliability test (Trochim & Donnelly, 2010). According to Hinton et al. (2004), an alpha score below 0.7 is regarded as having low reliability, while a value between 0.7 and 0.9 is seen as having extremely high reliability, and a score beyond 0.9 is regarded as having outstanding reliability.

Table 4: Cronbach alpha

Variable Name	Cronbach alpha	N. of items
Green Training and Development	.793	6
Green Reward	.674	3
Job Satisfaction	.728	3
Psychological Green Climate	.775	5

Source: Author's compilation

Table 4.9 reveals the overall reliability score of the proposed study variables (Green Training and Development, Green Reward, Job Satisfaction, Psychological Green Climate). It shows that the six items on the Green Training and Development scale with a Cronbach alpha value of .793 are extremely reliable, following Green Rewards with a Cronbach alpha value of .674 and three items are also extremely reliable similarly Job Satisfaction Cronbach alpha value is .728 near too 1 meaning that it is extremely reliable with total three items and Psychological Green Climate, which has five items and a Cronbach construct alpha of .775, demonstrating the extreme reliability of this variable. Therefore, considering the overall reliability of each variable which is greater than .06 it can be concluded that these variables with the number of items are reliable and suitable for further analysis and none of the items are excluded from the variables.

4.5. Hypothesis Test

Three hypotheses are looked at in this study. Due to the non-normality of the data, the Andrew F. Hayes process procedure was used with SPSS software to test the hypothesis of the proposed research. Controlling the impact of type 1 error using this method is effective (MacKinnon et al., 2002) compared to the very conservative and low power Sobel's test, it is more effective for assessing mediation models (Mackinnon et al., 1995). The test was carried out using the recommended 5,000 bootstrap samples. Through correlation analysis, the strength of the relationship among variables is confirmed. In addition, by employing multiple regression analysis the effects of independent variables on the dependent variable are determined. As a result, the primary focus of our investigation is on the direct impact of Green Training and Development on Employee Job Satisfaction and by Moderating factor, the indirect impact of Green Training and Development on Employee Job Satisfaction, for instance, the perception of Green Reward and Psychological Green Climate. Prior to examining the proposed research hypotheses, some of the relations are examined which is also confirmed through multiple regression analysis as follows:

Hypothesis 1:

The Impact of Green Training and Development with the moderating role of Psychological Green Climate on Employee Job Satisfaction:

Table 5: Outcome Variable

Model Summary

R	R-sq.	MSE	F	DF1	DF2	P
.6073	.3688	.3405	37.3992	3.0000	192.0000	.0000

Source: Author's compilation

Table 6: Model

	coeff	SE	T	P	LLCT	ULCT
Constant	3.8038	.0484	78.5774	.0000	3.7083	3.8993
Green Training & Development	.2425	.0801	3.0256	.0028	.0844	.4006
Green Psychological Climate	.3616	.0767	4.7144	.0000	.2103	.5129
Int_1	.1508	.0763	1.9776	.0494	.3012	.0004

Source: Author's compilation

Test(s) of highest order unconditional interaction(s):

Figure 4.1
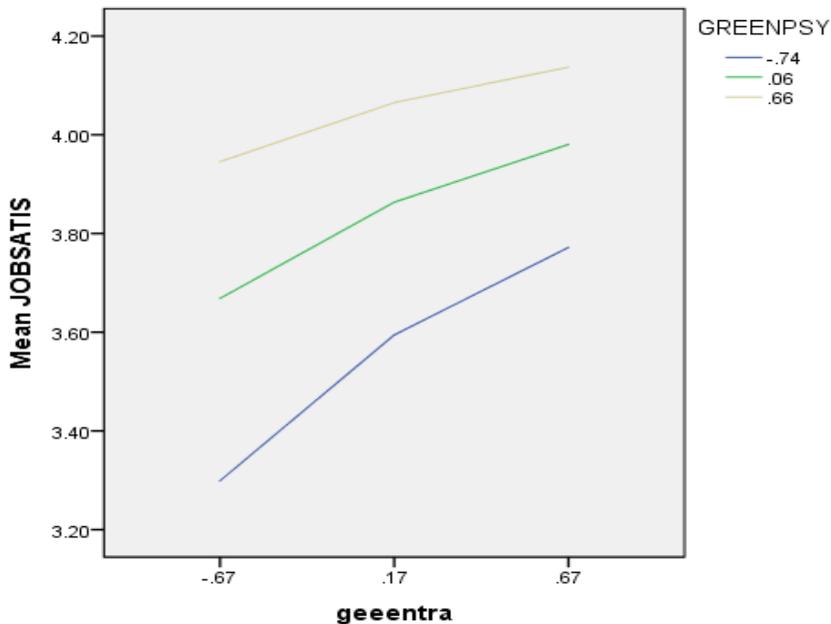
Tables 4.10 and 4.11, which examine the influence of Green Training and Development with the moderating role of Psychological Green Climate on Employee Job Satisfaction, show that Green Training and Development significantly affects how psychological green climate is seen to have been fulfilled since (b = .2425, t = 3.025, p < .0000) additionally there is no zero in between LLCI and ULCI.

Hypothesis 2:

The Impact of Green Reward with the moderating role of Psychological Green Climate:

Table 7: Outcome Variable 2

Model Summary

R	R-sq.	MSE	F	DF1	DF2	P
.5881	.3458	.3529	33.8364	3.0000	192.0000	.0000

Source: Author's compilation

Table 8: Model

	coeff	SE	T	P	LLCT	ULCT
Constant	3.7636	.0455	82.7053	.0000	3.6738	3.8533
Green Reward	.1831	.0633	2.8925	.0043	.0582	.3079
Green Psychological Clim	.4610	.0684	6.7406	.0000	.3261	.5959
Int_1	-.0326	.0633	-.5152	.6070	-.1575	.0922

Source: Author's compilation

Test(s) of highest order unconditional interaction(s):

Considering how a Green Reward with the moderating role of Psychological Green Climate impact employee job satisfaction. As shown by the results in Tables 4.12 and 4.13, Green Reward significantly influences the way individuals perceive green psychological climate (b =.1831, t = 2.8925, p .0044) and there is no zero between LLCI and ULCI.

Figure 4.2
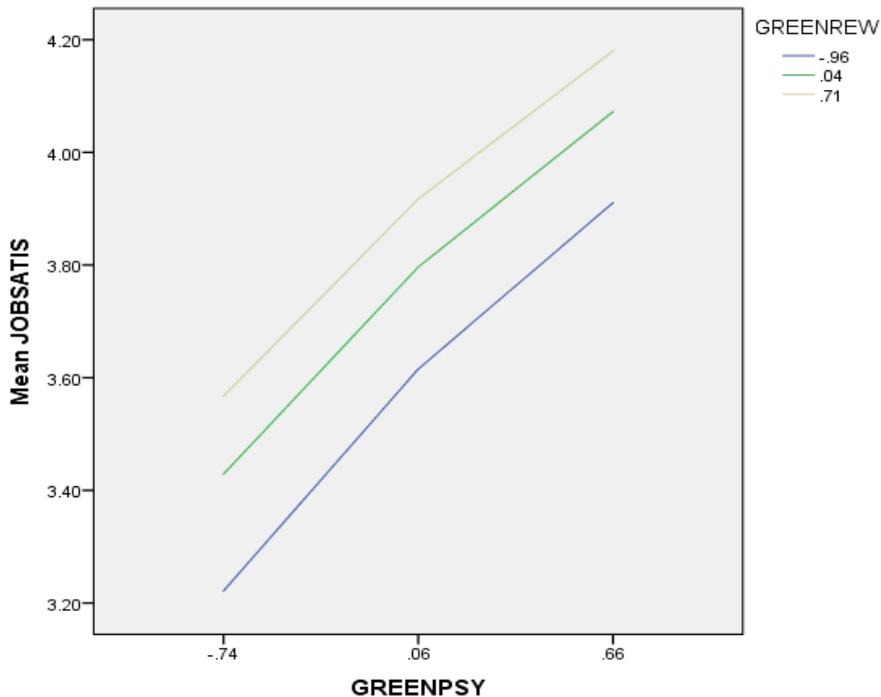
5. Discussion

The study's findings showed that different green HRM practices have an impact on employee job satisfaction, and there is a strong connection between green training and development, green rewards, and psychological green climate and employee job satisfaction. The relationship between job satisfaction and green HRM practices was

statistically proved to be significant, and the close relationship between the two variables under study suggests that, given the current state of the psychological green climate, it is necessary to put new ideas into practice and transform HRM into a green HRM in order to balance resource use and increase employee job satisfaction with the organization. The establishment of an organizational culture with a green structure, which in turn impacts employee job satisfaction, can help to increase motivation and create a green environment. This, in turn, leads to the establishment of accountability towards the organization and society through an eco-friendly orientation. To improve employee job satisfaction in the private education sector, HR processes must be fundamentally changed. Green policies can also give private education institutions a stronger competitive edge. Additional study can be done on specific aspects of green HRM practices and how they relate to other factors, including as productivity, performance, employee engagement, work culture, and so on. Sustainable solutions are produced by green HRM practices, which may be further investigated to create sustainable business models for the education sector. Since just a few Institution use GHRM practices, this study's only limitation is the lack of source data. The majority of Afghanistan's Private Education Institutions are not aware that GHRM practices exists. There are numerous potentials to develop this research further. The causes for the lack of information about GHRM can be investigated in further research. Academicians can contribute by conducting extra study in this field, which will provide new information that will help build a knowledge base about green management in general. Future researchers will have the chance to include extra variables, such managerial commitment, that could affect environmental performance. Green HR practices are compared between industrialized and developing countries.

5.1 Theoretical Implications

As it was mentioned earlier, the current study on green HRM practices focuses on examining the straightforward and direct relationships between green HRM and employee job satisfaction (e.g., Harvey, Williams, and Probert 2013; Jabbour et al. 2015; Pham, Tuckova, and Jabbour 2019; Renwick et al. 2016), leaving questions and knowledge gaps on the implicit psychological mechanisms. Therefore, by shedding light on increasing employee job satisfaction with a psychological process accounted for by describing the relationship between green HRM practices and employee job satisfaction, this study advances the growing body of research on green HRM. The research presented empirical proof of the importance of green reward and green training and development with the moderating role of green psychological climate in influencing the employee job satisfaction. As a result, this study's major finding is that employee job satisfaction will be increased when they received green reward and green training and if there was the involvement of green psychological clime the relationship will be stronger between the employee job satisfaction and green training and green reward.

Furthermore, Social exchange theory (1958) combines behaviorism and fundamental economics. Other investigations broadened the scope of Homans' central principles in the immediately upcoming years. A relationship between two people is developed through a process of cost-benefit analysis, according to the social exchange theory. In other words, it's a statistic created to measure the level of commitment made by a person in a person-to-person relationship. Data from the measurement of a relationship's positives and negatives may be used to assess whether someone is investing excessive effort in their relation. The idea is distinctive in that it doesn't always evaluate interpersonal connections using emotional measurements. Instead, its systematic procedures use logic

and mathematics to ascertain balance in a connection. In addition to assessing sexual relationships, the theory can also be used to assess the harmony within a friendship. Overall, this research provides a novel view of the complex nature of green HRM practices, and their impact on employee job satisfaction, therefore provides an interesting line for future research.

5.2. Practical Implications

The general theme of the 2018 United Nations General Assembly debate focused on achieving the pre-established sustainability development targets and was entitled "Global Leadership and Shared Responsibilities: for Peaceful, Equitable and Sustainable Societies." The five pillars of "Planet, People, Peace, Prosperity, and Partnership" served as the foundation for these goals. The main objective is to protect natural resources and advance environmentally friendly workplaces from a business standpoint. Future social, environmental, and economic consequences will thus be constrained (Jabbour et al. 2019; Jackson et al. 2011; Pham, Tuckova, and Jabbour 2019). The results of the present study offer a number of useful suggestions for HRM managers in response to it. First and importantly, this study offers HRM managers concrete proof of the relative importance of green HRM practices in boosting the institution's effective and successful execution of environmental policies and plans. Organizations must develop work tasks and activities specifically to take their environmental aims into account (Chen 2019).

For institutional sustainability and environmental management, it is essential that organizations implement the green management concept in this study. The use of this study's findings in practice encourages organizations to use green policies as a useful tool for enhancing employee job satisfaction. The management should prioritize hiring and support GHRM practices among managers and employees because our study shown that GHRM and GPC can strengthen employee job satisfaction. To increase employee job satisfaction, the human resources department should communicate with staff members on GHRM practices. The results of the current study also suggest that institutes should have a broader view of the environmental agenda. To encourage staff engagement with the institutes' environmental activities, individual predispositions are essential in addition to the green HRM practices. More precisely, this study offers proof that employing a cadre with high conscientiousness and positive affect qualities enhances the potential impact of green HRM practices on employee job satisfaction for environmental causes.

5.3. Limitations and Future Scope of the Study

There are several limitations in this study. First, insufficient availability of primary data since rare private education Institutions are practicing GHRM. The majority of Afghan private education institutes are not aware that GHRM exists. There are numerous potentials to develop this research further. The causes for the lack of information about GHRM can be investigated in further research. Academicians can contribute by conducting extra study in this field, which will provide new information that will help build a knowledge base about green management in general. Future researchers will have the chance to include extra variables, such managerial commitment, that could affect environmental performance. Future study might compare the Green HR practices used in industrialized and developing nations.

The sample of this study may be not representative of wider Afghan private education institutions. Also, the requirements for, and standards of, green management at the

national level in Afghanistan may be different from other countries. Although concerns about the non-representativeness of our sample are to some extent eased by the fact that Afghanistan is now making a substantial effort to transition to a green economy, we suggest that future research that replicates ours would be valuable if conducted in cross-level settings to increase generalizability of our research findings. In this case, cross-cultural research is especially important for developing a more globally relevant measure for green HRM. Second, any HRM practices may take time to exert maximum influence on employee job satisfaction. The data for the current study were collected at one point in time. As such, this research design may not enable the effect of HRM to be fully explored. To address this limitation, future research may consider conducting longitudinal studies by investigating the changes to employee green behavior resulting from the adoption of green HRM. Third, the HRM literature suggests that HRM influences employee job satisfaction through multiple underlying mechanisms (Jiang et al., 2012). It was not possible for our study to account for every mediator or moderator that could influence the green HRM–green behavior relationship.

Future studies that explore alternative predicting variables, for example, from the human capital (skill enhancement) and motivational (job satisfaction) perspectives, would be valuable to this line of inquiry. Fourth, multilevel modeling is currently gaining growing popularity in HRM research (Shen, 2015). This is because perceptions of HRM practices tend to be similar among employees in the same organization and different between different organizations, and, consequently, employee outcomes of HRM practices are subject to organizational contextual effects (Shen, 2015). As such, it may be necessary to explore the green HRM–employee green behavior relationship at higher levels, such as the unit level or the organizational level. Due to the limited number of units in our sample, we were not able to adopt the multilevel approach in this study. We suggest that future studies consider employing the multilevel approach to consider organizational contextual effect in HRM research.

Finally, this research only explored employee job satisfaction as the criterion variable. from the motivational HRM perspective, a set of HRM practices may lead to multiple employee workplace outcomes (Jiang et al., 2012). Consequently, it is possible that the effect of green HRM may go beyond employee green behavior. However, the existing green HRM literature has only conceptualized the linkage between green HRM and employee or organizational green outcomes. The effect of green HRM on on green work attitudes and behavior has been largely neglected. We therefore call for future research to explore employee non-green attitudinal and behavioral outcomes of green

HRM. Such research will make greater contributions to the HRM literature on the effect of HRM on employee workplace outcomes.

- The information was mostly received from current employees. Thus, it might change in the future. The study has a limited lifetime. As a result, it might not be able to cover everything.
- The study only included private educational institutions in Kabul, and the sample size was 200.
- The survey is subject to the respondents' prejudice and bias. Therefore, complete correctness cannot be guaranteed.
- The research was completed quickly, preventing the researcher from expanding the scope of the investigation.

- The researcher's use of the personal interview method prevented the findings from being generalized.

5.4 Conclusion and Recommendations

The purpose of current study was to examine the impact of green HRM practices on employee job satisfaction in private education sectors in Kabul, Afghanistan with moderating role of green psychological climate. This chapter will explore the summary of the research findings and their implications will be explained along with conclusion and recommendations. Green human resource management, sometimes known as "Green HRM," is a relatively new idea in the business and management sector that results from careful measures taken by international organizations to preserve the environment. This idea can be explained as the process of greening organizations and the individuals who work there. To achieve their own unique aims and contribute to the overarching goal of environmental protection, organizations participating in this greening process must take particular actions and adhere to certain procedures. In order to make organizations greener, several methods that must be implemented must be explored in the current study. Additionally, an effort was made to find out how these efforts were progressing in other Afghan educational institutions. The extant literature was reviewed using the archival technique in order to accomplish these goals. By providing an overview of the current status of Green HRM practices in the Afghanistan context and by highlighting the important works of many researchers in a fairly basic manner, the present study aims to add to the body of knowledge. The conclusion also includes recommendations for how to carry out such tasks more effectively. Current study was conducted among the staff of private education institutions of Kabul Afghanistan with a main focus on Kardan University, ASHNA Institute of HE, Afghanistan University, Bakhtar University, Jahan University, Mashal University, Dawat University, KATEB University, Spinghar University, Mustaqbil Institute of HE, Rana University. The respondents were staff of private education institutions and they were selected randomly and for analysis purpose frequency tests, reliability test, normality test and moderation analysis tests were used via SPSS. The findings of current study revealed that green HRM practices (green training &development and green reward) have positive relationship on employee job satisfaction and meanwhile green psychological climate moderates the relationship between green training and employee job satisfaction, green reward and employee job satisfaction.

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About the Authors

Mr. Mohammad Ayaz Azimi, *Alumni MBA, and Manager, Human Resources, Kardan University, Kabul, Afghanistan. <m.ayaz@kardan.edu.af> <ayazazimi@gmail.com>*