

**PERCEIVED ROLE OF SELECTED GREEN HUMAN RESOURCE
MANAGEMENT PRACTICES TOWARD PRO-ENVIRONMENTAL BEHAVIOR OF
EMPLOYEES WORKING IN MANUFACTURING INDUSTRY IN KABUL,
AFGHANISTAN**

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ABSTRACT

Keywords:

*Green recruitment
and selection, green
training and
development, green
performance
management,
employee's pro-
environmental
behavior.*

The study in hand examined the character of selected green human resource management practices toward the pro-environmental behavior of employees working in the manufacturing industry in Kabul, Afghanistan. This study considered the positivism technique. The data collection was done through questionnaires from 351 employees working in manufacturing industries and subjected to SPSS for analysis. The findings of the study revealed that selected green HRM-Practices (GR&S, GT&D, and GPM) are positive predictors of employees' pro-environmental behavior. Furthermore, the study obviously improves its contribution toward an original research line to comprehend the essentials of GHRM practices to improve employee pro-environmental behavior in Afghanistan. Particularly, the study contributes to the managerial level to understand how their efforts toward the implementation of GHRM-practices generate pro-environmental behavior. The study suggests that managers and employees at all levels should maintain green practices to cope with rising environmental issues in the manufacturing industries of Afghanistan. Moreover, the study was one of the few research efforts in the Afghanistan context to integrate GHRM-practices with employee's pro-environmental behavior, where still much research studies on GHRM-practices needed to reveal their influence on environmental issues.

INTRODUCTION

It is not a simple question; that how green HRM-practices affects employee's pro-environmental behavior in manufacturing industry? Before adding on this question we want complement, that as a result of civil war and internal conflicts the environmental concerns have been unexpectedly raised in Afghanistan. Findings shows that green manufacturing

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industries have been found to be one of the most sustainable in their green practices as compared to the traditional competitors (Muster & Schrader, 2011). Today, the concept of environmental management turned rapid intention of businesses in different domains, including marketing, operational management, industries, banking sector and others (Rehman *et al.*, 2016). Thus, it is largely confirmed that individuals play great role in achievement of corporate greening (Lulfs & Hahn, 2013). Green HRM-practice is anticipated to contribute industries for enhancing their environmental performance (Renwick *et al.*, 2013). Moreover, few studies available which have connected green HRM with organizational performance. Today, Afghanistan based industries are facing rapid critical environmental challenges, as a result, Afghanistan based manufacturing sector are facing problems.

Moreover, insignificant, research work available regarding the role of green HRM-practices toward employee's pro-environmental behaviors of a different countries. While, no research study available to target Afghanistan based manufacturing sector, and further intensive research work needed to fill this huge gap. In account to growing pollution, most of the developed economics have succeeded in coping with environmental regulations. However, developing and under developing countries such as Afghanistan face many challenges in regulations and implementation of environmental practices due to factors such as continue ware, limited human and non-human resource capacity, absence of education, deficiency of resources and nonexistence of innovation & creativity among employees working in different organizations. Over the last few decades' researchers such as (Dunlap *et al.*, 2002; Redclift & Woodgate, 1997; Becherer & Halstead, 2004), have been studied in the field of behavioral and social sciences, wellbeing of humans, degradation of the environment and environmental behaviors.

In other hand, contemporary challenging corporate environment necessitates unified guidelines and procedures that combines the characteristics and assistances of multiple policies (Rafique *et al.*, 2020). In from the focus on monetary dimensions, its critically essential for organizations to pay enough consideration to societal and ecological extents, as these are the main tools for organizational success and therefore sustainability may ensure for long business cycle (Sharma *et al.*, 2021). Moreover, a growing number of research studies conducted to develop in contemporary years as a consequence of academics in respect of the implication of workforces with pro-environmental behavior (Paille *et al.*, 2014; Norton *et al.*, 2015). Regardless of, earlier literature, many concerns continue to be misinterpreted or not significantly elaborated (Norton *et al.*, 2015). Researchers argue that few studies are not

enough to answer the question related to environmental management, they confirm the vast gap in manufacturing-based employee's behavior that unified with green practices (Taylor *et al.*, 2013; Alavi *et al.*, 2014; Ali *et al.*, 2020).

A recent study by (Farrukh *et al.*, 2022), claims that to foster green behavior it is essential for organizations to enhance green HRM practices that plays significant role in improving green behavior, the study further suggests for policy development that helps environmental knowledge and contributes pro-environmental behavior. Li *et al.* (2023), and Tu, Li Zou, (2023), also suggests more research on green HRM practices to ensure how it may cause influence on individual's behavior and actions toward their environment. Hence, the character of GHRM-practices in promoting employee's pro-environmental behavior is an interesting research topic (Dumont, Shen and Deng, 2017), conducted to explore the behavior of employees in manufacturing industry of Afghanistan. Moreover, the researchers considered ability, motivation and opportunity (AMO) and social cognitive theory (SCT), as theoretical dimension for the research framework.

Thus, this study was conducted to fulfill the research objectives bellow;

- To examine the influence of GR&S toward pro-environmental behavior of employees working manufacturing sector.
- To evaluate the influence of GT&D toward pro-environmental behavior employees in manufacturing sector.
- To assess the influence of GPM toward pro-environmental behavior of employees in manufacturing sector.

LITERATURE

Green HRM-Practices

If we look to the eco-friendly context, human resource management have the ability to certify the formulation, implementation and evaluation of environmentally friendly management system (Muisyo *et al.*, 2021), through integrating the practices for instance (GRS, GTD and GPM), with firm's environmental objectives (Jabbour *et al.*, 2013). Today, human resource management progressively cohesive with the concept of green (Mishra *et al.*, 2014), which resulted in the rise of GHRM. According to Renwick *et al.* (2013), green HRM is the replication of HRM linked environmental management with key focus on how possibly HRM can contribute in reducing contamination by directing and supervision of firm's functioning practices.

The study, considered social cognitive theory (SCT), (Schunk, 1989) that offers underpinning for our research work. SCT has three core mechanisms; individuals, behavior, and the environment. Our research team confirms, that collaboration among individuals and environment forms the behavior of a person. GHRM practices for instance GR&S, GT&D, and GPM boost employee's positive behavior toward environment. Moreover, employee's positive behavior in line with the greening enhances their eco-friendly performance. Employees has a great extent of green knowledge, when they are selected, skilled and delivered with green performance management principles to execute pro-environmental behavior. In addition, social cognitive theory (SCT) proposes, that a variability of individuals, environmentally friendly behavioral variables motivates the pro-environmental behavior of individuals, which eventually enhance individual environmental behavior (Singh *et al.*, 2020; Sawitri *et al.*, 2015; Bandura, 1999).

Pro-Environmental Behavior

Reviewing the current literature, various concepts could be found of pro-environmental behavior. For example, both Steg and Vlek (2009), explain pro-environmental behavior as employee's behaviors which considered to protect environmental issues and reduce harm, while another researcher Yuriev *et al.* (2018), urges that action by employees or group that mainly aims to promote natural resources, sustainability in use. Moreover, Kollmuss and Agyeman, 2002, p. 240), links with individual's behavior that strives to minimize negative actions of someone toward environmental issues. While in other hand, green HRM practices associated with environmental issues such that GHRM-practices aim to build environmental knowledge (Fawehinmi *et al.*, 2020), improves employee's commitment toward environment (Pham *et al.*, 2019).

Furthermore, the term greening in an organization linked with environmental performance (Haldorai *et al.*, 2022), and promotes green values, knowledge, skills related to green activities (Amrutha and Geetha, 2020; Fawehinmi *et al.*, 2020). Green human resources practices mainly consist of green training, green recruitment, green involvement, green performance (Amrutha and Geetha, 2020). Employees green recruitment and selection deals with looking and hiring individuals with green knowledge and environmental understanding (Bowen *et al.*, 2018; Tang *et al.*, 2018). Green training and development in other hand links with how individual's capacity could be strengthen toward environmental issues (Tang *et al.*, 2018). While, green performance management (Jabbour, 2011), ensures employees green involvement via performance evaluate (Zibarras and Coan, 2015).

Green recruitment and selection and employee's pro-environmental behavior

Green recruitment and selection is one of the prioritized GHRM-Practice (Milliman, 2013; Jepsen & Grob, 2015; Bauer *et al.*, 2012). GRS is the method for finding and choosing the right applicants who have sufficient environmental knowledge, aware of environmental concerns and have high level readiness to obligate environmental performance (Tang *et al.*, 2018). GRS is the main sources if properly carried out (Garavan *et al.*, 2023), will facilitates employee's green behavior, involvement and training to ensure environmental behavior. In addition, green recruitment and selection not only deals with larger pool of applicants to the position, but it also contributes to find better and talented pool of pro-environmental behavior (Grolleau *et al.*, 2012). Researcher such as Kane (2011), argues enough vigor should be existing to direct employees to the right and aligned objectives of the organization environmental performance.

To ensure the selection of the right applicants, Afghanistan based manufacturing industries need to concentrate on proper formulation and implementation of green recruitment and selection practice. In fact, recruiter can easily assess green competencies of applicants by asking indirectly regarding environmental issues during the interviews (Subramanian *et al.*, 2016), it's because to know more about applicant's opinion on various subjects, background, notable achievement and rewards they received in particular related to environment. According to research recommendations, in order to confirm applicant's green competencies environmental values should be addressed by them during the GRS process (Arulrajah *et al.*, 2015). Moreover, in case applicants and the organization itself shares the same perception on environmental values fit, it will result to increase applicant's acceptance to final stage of job offer, and organizational satisfaction behavior toward job offer (Uggerslev *et al.*, 2012). As a result of above discussion, manufacturing industries in Afghanistan need to prioritize the selection of those applicants which is known with environmental values and concerns. Accordingly, employees likely to have their influence on workplace peers and their behavior when they have sufficient understanding of environmental concerns or have perception of environmental value fit with the organization they work in it (Pham and Paille, 2020). Considering above literature, the current study suggested the following hypothesis;

H1: Green recruitment and selection significantly influences employee's pro-environmental behavior.

Green training and development and employee's pro-environmental behavior

Green training and development is another essential practice of GHRM-practice (Jabbour, 2011). GTD refers to the systematic initiatives that encourages individual to become knowledgeable about environmental issues and to learn how to keep the environment, which is crucial for organizations to achieve their goals, specifically environmental goals (Jabbour, 2011). There are much competencies, that could be increased through formulation and implementation of training programs for instance employee's awareness, environmental abilities, expertise and skills (Sammalisto & Brorson, 2008), and apart, from other than environmental departments, all employees of other departments need to get enough understanding and knowledge regarding environmental issues and values. Thus, based on our literature practices, manufacturing industries, operating anywhere in particular to Afghanistan based manufacturing industries will need to have proper strategy on formulation, implementation, evaluation and providing feedback on environmental training that could address related concerns.

Thus, researcher such as Kjaerheim (2005), argues that training programs can increase individual's effectiveness, awareness, and efficiency toward valuing environmental protection, and making them much receptive to get insight on how to prevent and control environmental issues such as waste data, pinpointing of the resource causes pollution etc. According to Baumgartner & Winter (2014), application of business ecological practices for instance instructing, and teaching members of organization to how to protect environmental problems, raising environmental awareness and enabling individuals to improve their environment related skills, and self-efficacy contributing effectively to state environmental issues and this would motivate workforce to be engaged in pro-environmental behavior. In addition to this, green training programs offers knowledge that could engage employees in environmental activities. As a consequence of green training to the employees, improved ecological responsiveness, employee's motivation and strong desire to participate in environmental protection happens (Dias-Sardinh & Reijnders, 2001). Thus, the research study suggested following hypothesis;

H2: Green training and development significantly influences employee's pro-environmental behavior.

Green performance management and employee's pro-environmental behavior

In the study, we also addressed the influence of green performance management as one of the important practice of green HRM-practices. The notion of green performance management is

a system where its formulated to assess how well or bad employees performing in relation to their task involvement in particular to the management of environmental issues (Jabbour et al., 2008). Some studies, conducted to address particular facet of employee's green performance, for instance balancing metrics, and providing feedback (Zibarras & Coan, 2015; Ren, Tang, & Jackson, 2018). Limited researchers such as Jasch, (2000), and Kuo Yeh & Yu, (2012), have agreed upon ineffective results for some green performance management techniques discussed earlier. According to a study, green performance management is the utmost crucial element of green HRM-practice, because it impacts on how well rewards and compensations is administered in the future, to ensure clear green performance indicators (Hermann, Kroeze and Jawjit, 2007). Dealing with green performance outcomes can be another way to measure green performance (Jackson *et al.*, 2011). Above literature clearly shows that still significant research needed in this area. Thus, this study proposed the following research hypothesis;

H3: *Green performance management significantly influences employee's pro-environmental behavior.*

METHODOLOGY

Study Sample and data collection

Kabul province in Afghanistan was selected for data collection to this research work. The study used positivism research approach with a questionnaire method. The reason behind selection of Kabul province was existing of adequate manufacturing industries in industrial area. Furthermore, the study collected data from 5 different manufacturing industries, this means that employees in all selected manufacturing firms was the respondents of the research questionnaires, where the total 351 respondents was the sample size of the current study considering (Uma Sekaran, 2006), as the reference. The study considered convenience sampling method aimed to ensure flexible data collection from the selected respondents working in manufacturing industry (Taherdoost, 2016). Moreover, the respondents were informed, and guided on how their response to the related items add values to the research findings.

Survey Measures

All 9-items of GR&S, 12-items of GT&D, 8-items of GPM, and 16-items of pro-environmental behavior adapted from (Tang *et al.*, 2018; and Gberevbie Marvellous *et al.*, 2022). The sample items for GR&S (1) our organization considers environmental concerns in job description and specification, (2) our organization hire candidates who have sufficient

awareness of green policies. The sample items for GT&D (1) our organization provides environmental related trainings, (2) our organization focuses environmental issues during training and development. The sample items for GPM (1) in our organization all staff are aware of their specific green targets, (2) our organization provides regular feedbacks to achieve environmental goals. The sample items for EPEB (1) I raise questions on practices that are supposed to harm the environment, (2) I consider the consequences of my actions.

Demographic Profile

The research study asked from the respondents to mention about their demographic profile during filling the questionnaires. Table 1 shows statistical results of the demographic characteristics. In the very first question in demographic part of the study the researcher first asked the respondents to mention their gender, from total 351 respondents 214 = 61.0% marked themselves being male, and 137=39.0% marked themselves being female respondents. In demographic part the second question was about age level of the respondents, from total sample size 146 =41.6% marked being 25 – 30 years old, 185 = 52.7% marked falling between 31 – 35 years of age, and 20 = 5.7% respondents was falling between 36 – 40 years of age. The study also asked the respondents to mention their qualification level, the results revealed that 128 =36.5% respondent were having bachelor level, 164 = 46.7% were master level and 59 = 16.8% were PhD qualified respondents. The last question in demographic part was about years of experiences, out of total respondents 105 = 29.9% were having 0 – 5 years of experience, 108 = 30.8% were having between 6 – 10 years' experience and 138 = 39.3% were having 11 or more years of experience.

Table 1: Demographics of the Respondents

Characteristics	Respondents	Percentage (%)
<i>Gender</i>		
Male	214	61.0%
Female	137	39.0%
<i>Age level</i>		
25 – 30 Years	146	41.6%
31 – 35 Years	185	52.7%
36 – 40 Years	20	5.7%
<i>Academic Qualification</i>		
Bachelor Level	128	36.5%
Master Level	164	46.7%
PhD Level	59	16.8%
<i>Work Experience</i>		
0 – 5 Years	105	29.9%
6 – 10 Years	108	30.8%
11 – Above	138	39.3%
Total:	351	

RESULTS

To reach the research objectives, we used SPSS statistical analysis packages version 25 for data analysis and testing research hypothesis. 5-point scales for measuring the independent and dependent variables was used. In this research work we mainly aimed to discuss recent environmental issues involved in employees working in manufacturing industries, Kabul, Afghanistan. This study contributes to the existing growing number of GHRM practices research works in investigating the influences of employee's environmental behavior. This research work enhances the literature related to GHRM practices such as green recruitment and selection, GT&D, GPM in the context of under developing economy by adding insights aligned with environmental issues of manufacturing industries in Afghanistan. Insignificant research studies have been conducted to address environmental issues in Afghanistan. This study offers additional values by exploring this ignored issue.

Table 2: Descriptive statistics and correlation for the study variables

Variables	<i>n</i>	<i>M</i>	<i>SD</i>	<i>PC</i>
GR&S	351	3.97	.49	.614**
GT&D	351	4.0	.57	.614**
GPM	351	4.0	.48	.634**
EPEB	351	4.1	.39	.440**

* $P < .005$, ** $P < .01$, *** $P < .001$, *PC* = Pearson Correlation

Table 2 revealed descriptive statistics and correlation results of the study variables. The results show n = total number of the respondents, mean and standard deviation of descriptive statistics. Moreover, GR&S ($r = .614$, $p < .01$), GT&D ($r = .614$, $p < .01$), GPM ($r = .634$, $p < .01$) and EPEB ($r = .440$, $p < .01$). Thus, the statistics explains significant positive relationship between the study variables.

Table 3: Regression coefficients between the study variables

Variables	β	<i>SE</i>	<i>t</i>	<i>P</i>	95% <i>CI</i>
Constant	1.78	.176	10.13	.000	[1.43, 2.12]
GR&S	.108	.40	2.71	.007	[-.30, .185]
GT&D	.271	.34	8.03	.000	[-.204, .337]
GPM	.206	.40	5.20	.000	[-.128, .285]

Note: *CI*, Confident Interval

Table 3 shows the impact of GHRM- practices such as (GR&S, GT&D, and GPM) on employee's pro-environmental behavior in manufacturing industries. The statistical results show, R^2 value .385 which revealed that the predictor explained 38.5% variance in the outcome variable (employee's pro-environmental behavior), with $F(3, 347) = 72.33$, $P < .001$. Moreover, the findings revealed that GR&S predict employee's pro-environmental behavior ($\beta = .130$, $P < .001$). GT&D predict employee's pro-environmental behavior ($\beta = .391$, $P < .001$) whereas GPM also seeking significant influence on employee's pro-

environmental behavior ($\beta = .251, P < .001$). Thus, we confirm significant effect of all study variables on pro-environmental behavior of employees working in manufacturing industry. Thus, found empirical support for all three hypotheses. GR&S, GT&D, and GPM was confirmed as a good predictor of pro-environmental behavior of employees working in Afghanistan manufacturing industry.

DISCUSSION

The current study was mainly focused to investigate the influence of selected green HRM-practices toward pro-environmental behavior of individuals working in manufacturing industry, Kabul, Afghanistan. A positive influence of the study variables (GR&S, GT&D, and GPM) toward EPEB has been found. A study by Arman *et al.* (2017), reveals that hotels managers should adopt green practices in Malaysia, while their study claims insignificant studies exist and more research work needed to ensure how green practices could have linked with environmental issues specific to hotels. The results of the study are aligned with the research outcomes of the research conducted by (Zhang, Luo, Zhang & Zhao, 2022; Pham, Hoang, & Phan, 2019; Yong, Yusliza, & Fawehinmi, 2019). A study by (Ojo, Tan, and Alias, 2022), also confirms employee's environmental performance by demonstrating green human resource management practices, while encourage future researchers to collect data from different multiple sources. Furthermore, table 1 of the current research study revealed the demographic characteristics of 351 respondents participated in this study, and table 2 of the current study revealed statistical results of the descriptive and correlations between the study variables. Moreover, table 3 of the current study shows regression coefficient between the study variables (GR&S, GT&D, and GPM).

Moreover, the findings of the current study suggest that HR professionals of manufacturing industries could be one of the most active agents who may involve to provide their employees supports and different facilities to enhance their environmental knowledge based on green HR practices, such as these professionals may contribute individuals to adopt pro-environmental behavior which could be a positive response toward environmental management. The study findings revealed that GHRM-Practices have positive influence toward employee's environmental behavior, it is also confirmed by early researchers (Das *et al.*, 2019; Dumont *et al.*, 2017; Pham *et al.*, 2020; Yusliza *et al.*, 2017). In other hand, the current study confirms that GHRM-practices, environmental behavior has become most essential and significant area due to much increase in environmental protection. Though, the current study conducted in same domain, it remains unclear how GHRM practices could be a

force to influence corporate environmental strategy to improve individual's environmental performance (Norton *et al.*, 2015; Paolle *et al.*, 2014; Saeed *et al.*, 2019).

In other hand, organizations need to place employee's environmental behavior within mission and vision and need to consider multidimensional phenomenon (Pham *et al.*, 2020). Most of the literature also discusses the influence of green HRM practices on employee's behavior (Das *et al.*, 2019; Dumont *et al.*, 2017; Pham *et al.*, 2020; Yusliza *et al.*, 2017). Employees willingness to environmentally friendly behavior practices is an important and contributive force toward pro-environmental behavior (Rewick *et al.*, 2013; Das *et al.*, 2019). Moreover, because of great intention of researchers in GHRM practices (De-Stefano *et al.*, 2018; Podgorodnichenko *et al.*, 2020). Therefore, organization need to recruit and hire employees knowing regarding environmental behavior (Dumont *et al.*, 2017). The current study also found that manufacturing industries need to ensure environmentally friendly behavior of employees through implementation of green HRM-practices. Thus, Kim and Stepchenkova (2020), also confirm the friendly environmental behavior which minimizes individual activities to harm environmental performance. Same like the findings of current study, most of the recent studies views the influence of green HRM practices on employee's pro-environmental behavior as a positive force (Chaudhary, 2018; Anwar *et al.*, 2020; Gilal *et al.*, 2019; Pham *et al.*, 2019; Mousa and Othman, 2020; and Haldorai *et al.*, 2022). Astonishing environmental performance (Haldorai *et al.*, 2022), environmental knowledge (Fawehinmi *et al.*, 2020), employee's commitment toward their workplace (Pham *et al.*, 2019), promotes employee's green values, knowledge and skills linked with green activities (Amrutha and Geetha, 2020; Fawehinmi *et al.*, 2020).

CONCLUSION

The study, mainly aimed to investigate how selected GHRM-practices (green recruitment and selection, green training and development, green performance management), influences employee's pro-environmental behavior in manufacturing industry in Kabul, Afghanistan. To reach the aim of the study, the researcher analyzed the data submitted from 351 respondents of the study through SPSS statistical software. The statistical results, and existing literature explores that there was positive significant impact of selected GHRM-practices on employee's pro-environmental behavior in manufacturing industry. Furthermore, the results show positive relationship between all the study variables. Thus, manufacturing industries today need to be aware that how much the integration, and implementation of GHRM-Practices are needed aims to protect environmental problems. Furthermore, the study, also

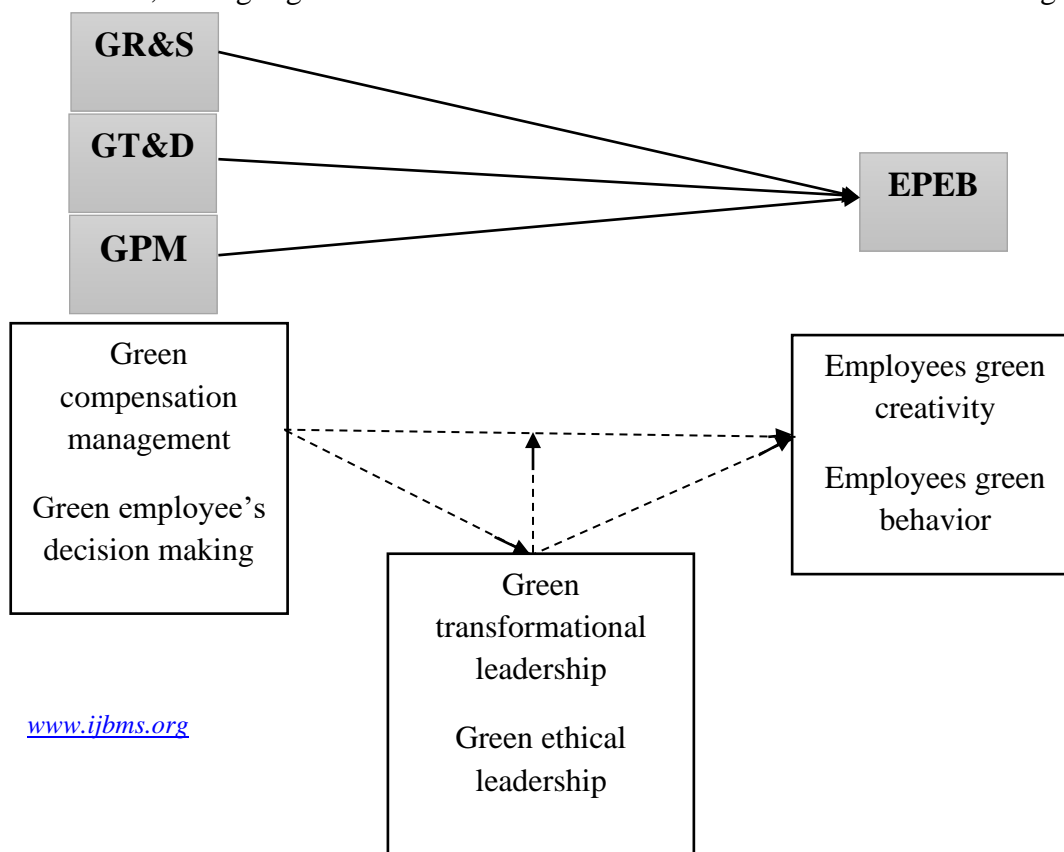
revealed that all independent variables of the study was essential in ensuring employee’s pro-environmental behavior in manufacturing industry.

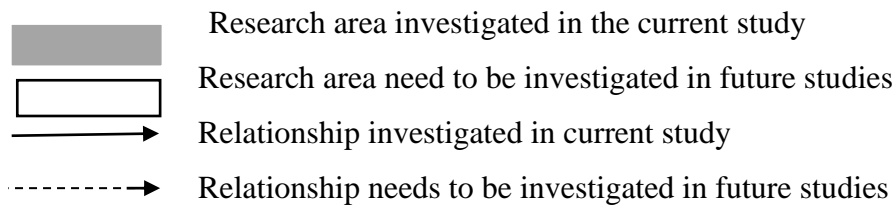
Implications

This research work makes several contributions. The model of the study explains employee’s environmental responses to green HRM-practices. In particular, how individuals can be influenced by GR&S, GT&D and GPM. The findings of the current study aligned with social identity theory, as theoretical base of this study. Previous studies also employed social identity theory to explore employee’s identity (Kim *et al.*, 2019). This study revealed that GHRM practices makes enough contributes about employee’s performance of environmental management system and green behavior of the employees. The term GHRM practices encourages environmental behaviors of individuals to meet the organizational expectations. The results of the study, also provide practical and managerial implications for all types of business practitioners. In particular, this paper contributes the management with green orientation supports to GHRM practices, it creates and nurture employee’s internal competencies that could further enhance employee’s environmental performance (Rai and Singh *et al.*, 2020). Considering environmental issues of the organization (Sores *et al.*, 2017), organization cannot able to achieve environmental management goals without employee’s green behavior and their interest toward green implementations.

Limitations and future directions

It is common with most of the research, the study on hand is not without its limitations. Therefore, we highlighted the limitations and future direction of in the following framework;





In above framework, researchers clearly indicated the current and future research model, this model clearly indicates, that GR&S, GT&D, and GPM was investigated as the predictors (independent variables), while EPEB was considered as the outcome variable (dependent variable), in this study. Our study suggests, some other predictors as the dependent variables for instance, green compensations management, green employee's decision making to be investigated in future research studies. This study, considered EPEB as the outcome variable. While, the study suggests employee's green creativity, and employee's green behavior as the research outcomes (independent variables), to be investigated by researcher in their future works. Meantime, we didn't consider mediation and moderation role of any variables. Thus, our research suggests green transformational leadership and green ethical leadership as the mediation, moderation in future research studies.

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