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# Green Human Resource Management as a Bridge for Long-term Organizational Sustainability: A Case Study of Aga Khan Health Services for Afghanistan

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**Ключевые слова:** Green Human Resource Management (GHRM), Organization, Sustainability, Eco-friendly Recruitment, and Eco-conscious Recruitment.

This article aims to evaluate the influence of eco-friendly and eco-conscious recruiting techniques on long-term organizational sustainability. The statement of the problem is as follows: the worldwide problem of climate disruption and natural resource depletion is an urgent concern, and the Human Resource Management (HRM) division has been hesitant to take responsibility. Nevertheless, there is a dearth of both theoretical and empirical study about the process by which these behaviors are formed and the impact they experience. Methodologically, this research rests on system theory, applying mixed method approach the data collected, where the qualitative data comes from the conducted interviews with the practitioners and the quantitative data as a result of 100 questionnaires distributed to the eligible respondents. The SPSS tool was used for data analysis, revealing a strong positive correlation between eco-friendly, eco-conscious recruitment and the organization's sustainability, with a correlation coefficient of 0.69 and 0.73, respectively. The findings underline the need to establish environmental responsibility in workers via GHRM programs, resulting in enhanced productivity, resource sustainability, and employee retention. The results have major implications for healthcare organizations in poor nations, underlining the relevance of GHRM in fostering environmental stewardship and ensuring sustainable performance.

## Introduction

This article aims to evaluate the influence of eco-friendly and eco-conscious recruiting techniques on long-term organizational sustainability. In recent years, there has been a considerable surge in worldwide awareness among firms about the relevance of "Green" HRM. Developing awareness at both organizational and individual levels is a highly sophisticated, hard, and demanding endeavor. This initiative focuses on building favorable policies and practices that encourage workers to adopt environmentally friendly behaviors for their personal, organizational, societal, and global well-being.

Green Human Resource Management (Green HRM) refers to the exploitation of HRM tactics to encourage the appropriate consumption of resources inside firms and to advocate for environmental initiatives, hence boosting employee happiness and motivation (Mousa & Othman, 2020).

The result of researchers from the authors Chaudhary (Chaudhary, 2020), Emel (Emel & Caliskan, 2019), Elshaer et al (Elshaer, Sobaih, Aliedan, & Azazz, 1956), Ercantan et al (Ercantan & Eyupoglu, 2022) enterprises are moderately necessitated to provide incentive initiatives such as provision of awards, compensations, small trophies and increment in salary to those employees who take GHRM as their work ethic priorities within the company, through the annual senior management team evaluation. This will lead to the furthest attachment of the employees moving toward environmentally friendly management style. Because this supports the hypothesis of a positive link between GHRM practices and employees' exceeding incentives, which will ultimately lead to sustainable organization at its entirety (Benevene & Buonomo, 2020) (Aboramadan, Kundi, & Becker, 2022) (Ashraful, Niu, & Rounok, 2022).

Mainly this study dives deeper into the level of sustainability and green human resource management practices which are highly focused on this re-

search, which are eco-friendly and eco-conscious recruitment. The notion of "green HRM" comprises numerous HRM strategies aimed at supporting environmental sustainability, while simultaneously balancing business and social aims to preserve financial success (Alzyoud, 2021). Further, in an enterprise where an environmentally friendly practices are applicable, it will readily create a motivated status of the employee moving toward satisfaction from the routine job and working passionately achieving overall goal of organization and contributing to the healthy environment (Farrukh, Ansari, Raza, Wu, & Wang, 2022) (Ghouri, Mani, Khan, & Srivastava, 2020).

Furthermore, green HR initiatives are viewed as helpful instruments for firms to seek cost-effective alternatives to measures like layoffs and part-time employment, therefore keeping top personnel. Sustainability is regarded as an organization's capacity to give enduring solutions that enhance the socio-economic environment while simultaneously producing job possibilities and long-lasting financial well-being (Aggarwal, Dutta, Madaan, Pham, & Lourens, 2023).

Sustainable development is a solution to the global difficulties generated by human activities in all sorts of nations, whether they are advanced or developing. This novel strategy to social growth has evolved from the demand to limit and prevent the negative repercussions of economic progress. It is a current route for economic development that prioritizes the deployment of innovative organizational and management practices at both the national and corporate levels, as well as the replacement of old technology with environmentally aware alternatives (Bombiak & Marciniuk-Kluska, 2021).

Sustainable development encompasses three fundamental aspects (Grapp, 2001):

- Environmental (protection of the environment and its natural resources),

- Economics (encouraging economic development by technical advancement and greater efficiency in resource, material, and labor consumption),
- Social (improving living conditions and safeguarding the safety of all persons)

Green HRM is a crucial tactical tool for helping businesses reach their environmental objectives (Haddock-Millar, Sanyal, & Muller-Camen, 2016). To do this, organizations can recruit and keep qualified individuals who are aware about eco-friendly human resources strategies. Afghanistan falls behind other emerging nations in terms of establishing environmentally friendly organizations. Therefore, it is vital to research Green Human Resource Management (GHRM) in Afghanistan, where there is a shortage of current expertise.

#### Research novelty

- As the study of eco-conscious and eco-friendly recruitment has not been widely studied in Afghanistan, hence this study will provide the concept of organizational sustainability from the practices of eco-friendly practices by applying GRM strategies in the context of Afghanistan.
- By creating a useful framework of eco-friendly and environmentally aware recruiting on how the HR function may use its tactics to help companies become green and to accomplish their long-term sustainable objectives, it will make a unique addition to the literature.

#### Purpose of the research

The purpose of this research article is to investigate, in the context of Aga Khan Health Services for Afghanistan (AKHS, A), the relationship of green human resource management practices and the sustainability of organization.

#### Statement of the problem:

Global change and natural resources depletion is a worldwide concern, governments, organizations, and other industries have taken step into the reservation. However, the Human Resource Management division has been late in accepting responsibilities, and green HRM is still weak in many industries and companies (Daily and Huang, 2001; Jabbour and Santos, 2008; Liebowitz, 2010) (Daily

& Huang, 2001) (Jabbour & Santos, 2008) (Liebowitz, 2010). These are areas and organizations where there has been imprudent usage and waste of resources such as energy, water, transport, paper etc. Nevertheless, there is a shortage of both theoretical and empirical investigation regarding the process by which these habits are developed and the influence they encounter.

#### Objectives of the study

- Assessing the influence of eco-friendly recruitment practices on the enduring sustainability of healthcare organization Aga Khan Health Services for Afghanistan (AKHS, A).
- Investigating the connection between sustainability principles and Green Human Resource Management (GHRM) in the present context.

#### Research questions

- How do eco-friendly recruitment practices influence the enduring sustainability of healthcare organization Aga Khan Health Services for Afghanistan (AKHS, A)?
- What is the relationship between sustainability principles and Green Human Resource Management (GHRM) in the current context?

#### Hypotheses

- $H_0$ : Eco-friendly recruitment practices do not contribute to the sustainability of organization.
- $H_1$ : Eco-friendly recruitment practices contribute to the sustainability of organization.
- $H_0$ : The implementation of eco-conscious recruitment strategies does not impact sustainability of the organization.
- $H_1$ : The implementation of eco-conscious recruitment strategies impacts sustainability of the organization.

#### Organization background

Aga Khan Health Services (AKHS) is one of the most comprehensive private, not-for-profit health care systems in the developing world with community health programs in large geographical areas in Central and South Asia, as well as in East Africa.

The Aga Khan Health Services, Afghanistan (AKHS, A) was established in 2003 as part of the Aga Khan Development Network (AKDN). AKHS, A, provides health care services mainly on behalf of

the government including the Ministry of Public Health of Afghanistan's Basic Package of Health Services (BPHS) and Essential Package of Hospital Services (EPHS). AKHS, A is unique both in scale and scope, delivering critical health services along the continuum of care, from Community Health Workers (CHWs) to ISO certified hospital facilities.

The agency's scope of work includes the provision of primary and secondary Healthcare, Preventive and curative medical care, Nursing and Midwifery education, Human Resources Development and Hospital Management. The current working modality and role of AKHS, A in five provinces (Bamyan, Baghlan, Takhar, Kabul and Badakhshan provinces) as BPHS and EPHS implementer. AKHS, A, provides technical support as well as capacity building of healthcare providers personnel, immunization services, nutrition training and the training of Community Health Nurses and Community Health Midwifery.

AKHS, A, tapped into internal and other donor funding to continue supplementary and complementary support to the national health system. Moreover, AKHS, A, scale up AKDN innovations, including expansions of e-Health services, e-learning initiatives, and cross border arrangements. To promote a healthy environment, AKHS, A is implementing net zero and greenhouse gas emission.

The Aga Khan Foundation, Afghanistan (AKF, Afg) and Aga Khan Health Services for Afghanistan (AKHS, A), are a member agency of the Aga Khan Development Network (AKDN). AKF (Afg) currently manages and implements the largest multi-Sectoral Development Program within the network and has built a strong reputation with the Government of Afghanistan, donors, and local partners in several technical fields.

Provision of Health Services by AKF (Afg) / AKF, A): Below are the health services of AKF(Afg) / AKHS, A in the country:

- Implementation of COVID-19 funded by the European Commission by the name of Strengthening COVID-19 Response in Afghanistan Project

- Implementation of Foundation for Health and Empowerment (F4HE) project funded by Global Alliance Canada (GAC) and Aga Khan Foundation-Canada (AKFC)
- Implementation of Central Asia Stunting Initiative (CASI) project
- Implementation of PATRIP (Pakistan-Afghanistan-Tajikistan Regional Integrated project.
- Implementation of Emergency Health Assistance (GFFO).
- Implementation of Johnson and Johnson (J&J) project
- Implementation of Resilience Building Integrated Livelihood and Service Delivery Enhancement in Afghanistan (RISE) Project with the financial support of FCDO.

Aga Khan Health Services (AKHS) is one of the most comprehensive private, not-for-profit healthcare systems in the developing world with community health programs in large geographical areas in Central and South Asia East Africa. The Aga Khan Health Services, Afghanistan (AKHS, A) was established in 2003 as part of the Aga Khan Development Network (AKDN). AKHS, A provides health care services including Basic Package of Health Services (BPHS) and Essential Package of Hospital Services (EPHS). AKHS, A is unique in scale and scope, delivering critical health services along the continuum of care, from Community Health Workers (CHWs) to ISO-certified hospital facilities.

Since 2003 AKHS, A has been providing healthcare services in Bamyan, Baghlan and Badakhshan provinces. The agency's scope of work includes the provision of primary and secondary Healthcare, Preventive and Curative Medical Care, Nursing and Midwifery Education, Human Resources Development and Hospital Management.

Currently, AKF (Afg) / AKHS, A is delivering essential packages of health services and basic packages of health services on behalf of the Ministry of Public Health of Afghanistan in Kabul, Bamyan, Baghlan, Takhar and Badakhshan provinces.

### **Methodological basis and theoretical framework**

This research was conducted based on the below theories.

#### **Institutional theory**

Institutional theory suggests that external pressures shape organizational action. Applied to the natural environment, most institutional studies have emphasized the effects of coercion from regulatory and social pressures and how they encourage homogeneous outcomes (e.g., Russo & Fouts, 1997). (Russo & Fouts, 1997)

#### **Resource based theory**

Resource based theory suggests that resources that are specialized and non-replicable create opportunities for heterogeneity leading to competitive advantage (Wernerfelt, 1984). (Wernerfelt, 1984)

#### **System theory**

Human Resource Management can be viewed as a subsystem that exchanges information and energy with the environment to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization (Jackson & Schuler, 1995). (Jackson & Schuler, 1995).

#### **Literature review**

Suharti (2020) found that certain employees experienced better outcomes from green labor compared to non-green labor (Suharti & Sugiarto, 2020). Furthermore, adopting green HRM at the company level led in the formation of an environmentally friendly work atmosphere and culture, higher resource efficiency, a better business image, and improved economic and environmental performance. This study is meant to add to current information of the benefits of Green HRM for businesses. The aim of this study was to look at the effect of Green HRM on employee results, company culture, resource economy, business image, and economic and environmental success in organizations. A quantitative study method involving polls and data analysis was utilized to analyze the effects of Green HRM adoption at the

corporate level. The study showed that workers introduced to green labor had better results than those submitted to non-green labor methods. Furthermore, the adoption of Green HRM methods within businesses led in an environmentally nice work atmosphere, a healthy organizational culture, improved resource efficiency, a better company image, and enhanced economic and environmental performance. These results contribute to our understanding of the benefits of Green HRM for businesses.

According to Marsi & Jaaron, many companies are putting significant efforts into encouraging employee behaviors that align with environmental preservation goals (Masri & Jaaron, 2017). Current research in the subject, which is increasingly focused on sustainable development and eco-friendly management practices, demonstrates that implementing green human resource methods is more advantageous and may help guarantee that environmental concerns become engrained in people's everyday routines. This study tried to examine organizations' efforts to encourage employee behaviors that support environmental preservation aims, with a particular focus on the application of green human resource methods. The study aims to better understand the benefits of using these tactics in creating a lasting culture inside businesses. A thorough study was performed to examine the activities and methods used by companies to encourage environmentally aware behavior among workers. Interviews and case studies were used to gain information on the effectiveness of green human resource methods in blending environmental concerns into everyday activities. According to the study's findings, many companies are actively backing employee habits that align with environmental preservation aims by adopting green human resource initiatives. According to the study, using these methods may result in a more sustainable workplace and ensuring that environmental problems are incorporated into workers' everyday behaviors. This stresses the value of sustainable development and environmentally friendly management methods in advancing business sustainability efforts.

According to Wehrmeyer (1996), it is recommended that job descriptions clearly outline the importance of environmental reporting (Wehrmeyer, 1996). Furthermore, new employees onboard should highlight the company's environmental protection policies, core principles, and environmental goals. During the hiring process, candidates' qualifications should be examined in light of the organization's environmental policies. According to Razab et al. (2015), external factors should be taken seriously while analyzing potential apps [14]. The goal of this study was to examine the importance of adding environmental problems into different HR activities, such as job titles, new employee onboarding, and hiring processes, in order to raise environmental awareness and sustainability inside companies. A literature review and analysis of recommendations from Wehrmeyer (1996) and Razab et al. (2015) were conducted to better understand the importance of incorporating environmental reporting into job descriptions, emphasizing policies pertaining to environmental protection during initial orientation for new employees, and evaluating candidates by considering their alignment with organizational environmental policies during the recruitment process. The investigation underscored the necessity of explicitly defining environmental reporting in job descriptions, stressing the importance of protecting the environment policies during new employee orientation, and assessing potential employees based on their alignment with corporate environmental policies throughout the hiring procedure. Incorporating environmental factors into HR processes may improve environmental knowledge, support business ideals, and help to create a mindset of sustainability inside companies.

Mehta et al. (2015) highlighted the growing concern among corporate executives, government decision-makers, consumers, and management academics regarding environmental sustainability (Mehta & et al, 2015). They stressed the active participation of the Green HRM department in ongoing talks and arguments about the challenges and possibilities linked to environmental problems faced by stakeholders. The writers stated that the

growing interest of the GHRM role in supporting environmentally friendly business practices has led to the growth of Green HRM within the business sector. The aim of this study was to explore the role of Green HRM in solving environmental sustainability issues and promoting environmentally friendly practices in the business sector. The study showed that the Green HRM function plays a crucial role in driving conversations, solving challenges, and taking chances linked to environmental sustainability within companies

Cherian and Jacob (2012) suggest that GHRM characteristics can be leveraged to encourage environmentally conscious behavior among individuals (Cherian & Jacob, 2012). This study aims to examine the effect of Green HRM practices on promoting environmentally aware behavior among employees in organizations. A mixed-method approach mixing surveys and interviews was applied to gather data on the opinions and actions of workers regarding environmental sustainability efforts driven by Green HRM practices. The study found that businesses adopting Green HRM practices were successful in creating a mindset of environmental responsibility among workers. Employees were more likely to participate in energy-saving, recycling, and sharing efforts when backed by effective Green HRM tactics.

### **Research methodology**

The research targets HR and non-HR staff from Aga Khan Health Services for Afghanistan across different organizational hierarchy levels. Primary data collection involved a detailed questionnaire to assess the sustainability of healthcare organizations in terms of green hiring. The study evaluates the environmental, economic, and social performance of hospitals using the Likert scale to measure staff opinions. The primary data was collected using comprehensive questionnaires to evaluate how green HRM contributes to the sustainability of healthcare organization Aga Khan Health Services for Afghanistan (AKHS, A). In the questionnaires the Likert scale was used in five provinces of AKHS, A coverage area of healthcare service delivery. To measure the degree of agreement the response in questionnaires were graded

from strongly disagree to strongly agree. A sample size of 100 online respondents was determined for data collection, with statistical tools such as SPSS used for analysis. The study aims to determine the relationship between green hiring practices and organizational sustainability, and the role of green HRM in fostering a sustainable workplace.

#### Data collection method

Primary data collected to support this study. Considerably, data gathered from the respondents individually via email.

#### Demographic information of respondents

The respondents in questionnaires have been separated into their gender (male & female), age of the respondents from 18 to 60 years old and their degree as bachelor's degree holders, MD, master's degree, and PhD degree holders.

Table 1 elucidates the gender of respondents. As per the data analyzed using SPSS tools, it indicates total number of questionnaire attendees hundred including female, people with different educational degrees ranging from bachelor's to PhD degree holders working for AKHS for Afghanistan. Total number of males attended in responding questionnaires are accounted as ninety one percent, however female respondents are 91 percent less than male staff which makes nine percent. This deduction in female participant is due to the recent political changes in the country and ban of female staff on working and social activities. Female number of respondents are indicated as nine individuals which shows nine percent and valid percent are accounted as nine as well with the cumulative percent adding female respondents hundred.

Figure 1 indicates that out of 100 respondents 91 individuals were male who participated the questionnaires which makes 91 percent of total respondents. Comparatively female participation is nine percent which shows an overwhelmingly decreased number of female due the ban after the current development in Afghanistan.

Table 2 shows the number of questionnaire participants based on their age, which accordingly

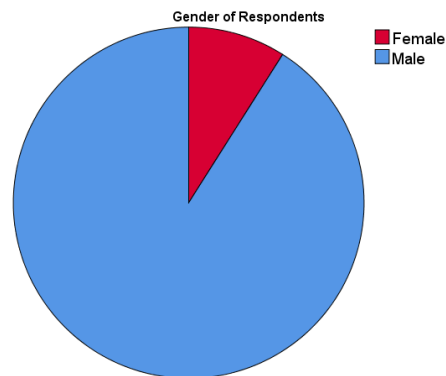
indicates the greatest number of staff attending are in the range of ages 35 to 45, because of the research scope which was the healthcare organizations. Most of the participants are experienced staff who hold the healthcare responsibilities in various provinces of Afghanistan. On the other hand, the least number of participants are from the age of 18 to 25, which makes one percent. Age groups of eighteen to twenty five percent are accounted as frequency one and percent one as well. This is due to the need of experienced employees delivering health services. Additionally, the age group of twenty-five to thirty-five is thirty-seven, which makes thirty seven percent of questionnaire participants that makes thirty seven percent of this group as a whole. Moreover, the participants in the questionnaire are the age group of thirty-five to forty-five, which makes the frequency of forty-seven and total percent of forty-seven as well. On the other hand, the age group participants of forty-five to sixty are less than twenty-five to thirty-five, that makes a total frequency of fifteen and a total percentage of fifteen as well.

Table 3 elucidates the level of respondents education that have been assigned during the questionnaire development from bachelor to PhD level employees. Additionally, Medical Doctor (MD) education level has been added to the questionnaire for being the research in health sector. The total number of bachelors responded to the assigned questions are forty-eight, MD thirty-four, master's sixteen and PhD level respondents is only one person. As 2021 August month development and transition of the government after taking over by Taliban left the country in a situation of brain drain and leaving the country in a less level of educated staff in organizations by fleeing the country and opting other countries as a place of residence. As a matter-of-fact bachelor degree holders are accounted as forty-eight respondents, that makes a total percentage of forty-eight as well. MD degree holders are accounted in questionnaires as respondents thirty-four people, that makes a total of thirty-four respondents percentage as well. However, PhD degree holders are only one person from the hundred respondents taken as

**Table 1.** Gender of the respondents attended in the questionnaires.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	91	91.0	91.0	91.0
	Female	9	9.0	9.0	100.0
	Total	100	100.0	100.0	

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).



**Figure 1.** Figure one shows gender of the respondents attended in the questionnaires. Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

a sample which totally creates one percent as well. A total number of respondents accounted for the calculation to further analysis is ninety nine percent, one leftover is considered as missing data by the system of Statistical Packages for Social Science (SPSS).

Figure 2 separates respondents based on their education level. Most of the respondents are bachelor and MD degree holders, which makes 48 and 34 percent of our questionnaires participants. However, PhD degree holders are the least participants of the questionnaires which makes one percent of total 100 respondents.

Worth mentioning that there is one system missing which shows one of the respondents has preferred not to mention his education level.

## Discussion

### Data analysis and interpretation

Considering the belief of researchers, Cronbach's alpha is overwhelmingly reliable when the value is 0.95 or higher, this shows the highest internal

consistency. However, this may not be the best approach as a high value suggests that some expressions in the instrument are redundant and lack distinctiveness. To emphasize the significance of a value 0.7 and higher for showing strong internal consistency, SSCI/SCI indexed journals most probably criticize Cronbach's alpha ranging in 0.6–0.7 (Sürücü & Maslakçi, 2020). On the other hand, according to Cohen, correlation coefficients of 0.10 to 0.29 are considered small, coefficients of 0.30 to 0.49 are considered moderate, and coefficients of 0.50 or higher are considered large (Cohen, 1988).

As in table 4 it is indicated that Cronbach's alpha is 0.878 which shows the strong internal consistency among the variables organizational sustainability, eco-friendly recruitment and eco-conscious recruitment. Worth mentioning that organizational sustainability is considered as dependent variables, however eco-friendly recruitment and eco-conscious recruitment are independent variables.



**Table 2.** Ages of the respondents who attended the questionnaires.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	1	1.0	1.0	1.0
	25-35	37	37.0	37.0	38.0
	35-45	47	47.0	47.0	85.0
	45-60	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

**Table 3.** Education level of the respondents who attended the questionnaires.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	48	48.0	48.5	48.5
	MD	34	34.0	34.3	82.8
	Master	16	16.0	16.2	99.0
	PhD	1	1.0	1.0	100.0
	Total	99	99.0	100.0	
	System	1	1.0		
Total		100	100.0		

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

**Table 4.** Reliability statistics among the variables organizational sustainability, eco-friendly recruitment and eco-conscious recruitment.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.878	0.879	3

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

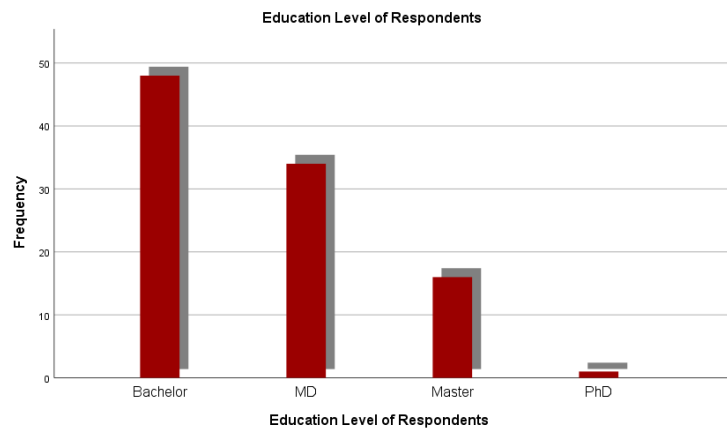
Table 5 proves that there is a high correlation among the variables >0.5. The correlation between organizational sustainability, eco-friendly recruitment and eco-conscious recruitment are respectively 1.0, 0.718 and 0.714 which shows a value of greater than 0.5.

**Test of hypotheses**

H<sub>1</sub>: Eco-friendly recruitment practices contribute to the sustainability of organization.

Spearman's correlation coefficient is a statistical measure for the nonparametric data which evaluates the hypothesis. Correlation is an effect size and therefore we can orally characterize the strength of the correlation using the following criteria for the absolute value of 0-.19 "very weak", .20-.39 "weak", .40-.59 "moderate", .60-.79 "strong", .80-1.0 "very strong".

The hypothesis is validated owing to the calculated value of 0.69 which demonstrate a good association between variables eco-friendly recruiting and sustainability of organization. It proves the existence of strong relationship between eco-friendly recruitment techniques and sustainability of organization, considerably employee green behavior increasingly related with green training and development approaches, and studies show that there is a considerable influence of eco-friendly and eco-conscious recruitment on organizational sustainability.



**Figure 2.** Figure two illustrates the education level of the respondents in questionnaires. Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

**Table 5.** Correlation matrix of organizational sustainability, eco-friendly recruitment, and eco-conscious recruitment.

	Organizational Sustainability	Econ-friendly recruitment	Eco-conscious recruitment
Organizational Sustainability	1.000	0.718	0.714
Econ-friendly recruitment	0.718	1.000	0.693
Eco-conscious recruitment	0.714	0.693	1.000

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

In the latest study on green human resource management as bridge for long-term organizational sustainability, it has been revealed that implementing eco-friendly recruiting approaches may greatly boost workers' job happiness and encourage environmentally responsible behavior. This research reveals that personnel recruited using eco-friendly approaches display greater levels of competency. The long-term effects may entail enhanced corporate profitability and a more favorable society influence. Every organization acts with the purpose of environmental stewardship to reach ecological objectives. Employees have a significant part in controlling the organization's environmental impact. To strengthen the organization's environmental, social, and economic performance, it is essential to adopt eco-friendly recruitment which includes eco-conscious and eco-friendly recruitment approaches to locate and attract qualified personnel.

H<sub>2</sub>: The implementation of eco-conscious recruitment strategies impacts sustainability of the organization.

The test of hypothesis analyzing the influence of eco-conscious recruiting tactics on the sustainability of an organization has given a Spearman correlation value of 0.735, demonstrating a significant positive correlation exist between these variables. This conclusion implies that there is a substantial correlation between the deployment of eco-conscious recruiting procedures and their considerations, which will ultimately impact on the overall sustainability of the firm.

The substantial correlation value of 0.735 shows that when firms embrace eco-conscious recruiting tactics, there is a considerable beneficial influence on their sustainability efforts. This conclusion accords with current research that highlights the relevance of environmentally friendly measures in increasing organizational sustainability. By hir-

**Table 6.** Spearman's test on the hypothesis that Eco-friendly recruitment practices contribute to the sustainability of organization.

			Organizational Sustainability	Econ-friendly recruitment
Spearman's rho	Organizational Sustainability	Correlation Coefficient	1.000	0.695
		Sig. (1-tailed)	–	0.000
		N	100	100
	Econ-friendly recruitment	Correlation Coefficient	0.695	1.000
		Sig. (1-tailed)	0.000	–
		N	100	100

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

Correlation: Correlation is significant at the 0.01 level (1-tailed).

ing personnel who are devoted to environmental conservation and sustainability, companies are likely to enjoy increased performance in terms of ecological, social, and economic factors.

The favorable link between eco-conscious recruiting and organizational sustainability emphasizes the potential advantages of incorporating environmental issues into human resource management strategies. Hiring personnel who embrace environmental stewardship not only adds to a more sustainable work environment but also coincides with larger corporate social responsibility aims. This association shows that firms that emphasize eco-conscious recruiting are more likely to meet long-term sustainability targets and promote positive environmental change.

**Results**

The study's conclusions provide important new information on the connection between environmentally friendly hiring procedures and long-term organizational viability. The hypothesis that eco-friendly recruitment practices have a significant impact on an organization's sustainability is supported by the correlation coefficient of 0.69 for H1 (eco-friendly recruitment practices contribute to the sustainability of organization), which indicates a strong positive correlation. According to this, companies that put an emphasis on eco-friendly employment practices are more likely to improve

their sustainability initiatives, which in turn will encourage an ecologically aware workplace culture and may have a good social and economic impact.

The idea that the adoption of eco-conscious recruitment strategies has a significant impact on an organization's sustainability is further supported by the correlation coefficient of 0.73 for H2 (the implementation of eco-conscious recruitment strategies impacts sustainability of the organization). In order to meet long-term sustainability objectives and enhance overall organizational performance, it is critical to include environmental concerns into human resource operations within the organization as this significant positive link highlights.

Organizations are advised to focus eco-friendly recruiting strategies as a strategic strategy to improve sustainability in light of the study results. Organizations may develop a workforce that is in line with their sustainability goals and values by actively pursuing people that are dedicated to sustainability and environmental care. This may result in an enhanced reputation for the company, a more motivated and involved staff, and favorable effects on the environment, most importantly it will increasingly affect sustainability of organization and the society at large.

In addition, companies want to think about adding sustainability standards to their hiring procedures,

**Table 7.** Spearman's test on hypothesis the implementation of eco-conscious recruitment strategies that impact sustainability of the organization.

			Organizational Sustainability	Eco-conscious recruitment
Spearman's rho	Organizational Sustainability	Correlation Coefficient	1.000	0.735
		Sig. (1-tailed)	–	0.000
		N	100	100
	Eco-conscious recruitment	Correlation Coefficient	.735	1.000
		Sig. (1-tailed)	0.000	–
		N	100	100

Note: Calculated according to SPSS (Statistical Package for Social Science <https://www.ibm.com/products/spss-statistics>).

Correlation: Correlation is significant at the 0.01 level (1-tailed).

such evaluating applicants' environmental consciousness, dedication to sustainability, and prior involvement in eco-friendly projects. Organizations may enhance their sustainability initiatives and attract and retain top personnel who share their environmental values and contribute to a more sustainable future by making sustainability a key component of their recruiting strategy.

#### Recommendations:

- Organizations are recommended to take into consideration environmental issues into their HR policies in alignment with the organizational overall goal.
- Initiate comprehensive training to the employees on to well train the staff concerning environmental issues and practice sustainability practices.
- Promote eco-friendly recruitment practices and give priority to the employees' skills in GHRM while recruitment.
- Accomplish work practices in favor of sustainability in terms of reducing paper usage, energy-efficient practices which will help in mitigation of organizational environmental footprint.
- Fostering a sense of community and shared purpose.
- Rely on technology for sustainability such as applying digital tools in HR processes which will end up in waste deduction and efficiency improvements, like remote meeting via different digital platforms and electronic documentation.

#### Conclusion

In the setting of Afghanistan, the study shows that eco-friendly recruitment and eco-conscious recruitment play a crucial role in supporting long-term organizational survival within Aga Khan Health Services. The strong link values of 0.69 and 0.73 for eco-friendly and eco-conscious recruits, respectively, support the connection between these practices and corporate sustainability.

By applying green human resource management strategies organizations will be able to avoid irrational waste of resources from the employees and practice the culture of rational utilization of resources which will ultimately end up in the long-term sustainability of organizations.

Employees, in turn, are likely to be inspired by GHRM efforts to add their skills and ideas towards improving the environmental performance of the organization and resource saving which will eventually end up in sustainable organization. Through efforts such as lowering carbon footprints, improving efficiency, promoting resource sustainability, and encouraging trash reduction, GHRM can positively affect job-related views, work-life balance, cost-effectiveness, and employee retention the organization will be kept sustainable and cultivate it among employees.

As a matter of fact this study found out that apply-

ing green human resource recruitment and applying eco-conscious strategies while interviewing new employees will positively impact the sustainability of organization which will help it to conserve resource for the future use. By combining green hiring practices and handling the roles of green performance management and pay, organizations can improve their sustainability across environmental, economic, and social aspects. Implementing GHRM practices, including green hiring, is crucial for better sustainability in terms of the environment, economy, and society, as companies try to conserve resources, keep environments, and

protect local communities.

Regardless of being a growing number of studies on sustainability and green human resource practices, there is requirement for deep analysis in different organizations, particularly in developing countries like Afghanistan, where HR departments are still tardy in applying these strategies into practice. Being inspired by the study which evaluates the impact of eco-friendly and eco-conscious recruitment in healthcare organizations, policy makers can develop applicable strategies to cultivate green HRM in the respective organizations.

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## Зеленое управление человеческими ресурсами как мост к долгосрочной устойчивости организации: пример Службы Ага Хана по здравоохранению в Афганистане

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