Nexus between Green HRM practices and job satisfaction, with moderating role of organizational culture in Telecom Sector of Pakistan

By:

Saher Navid Malik   **Enrollment # 01-322222-026**

Master of Business Administration

Supervisor

Dr. Rafique Ahmed Khan

Department of Business Studies

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<u>Names of Student(s):</u> Saher Navid Malik   Enroll #: 01-322222-026

<u>Class:</u> MBA

<u>Approved by:</u>

Dr. Rafique Ahmed Khan
Supervisor

Examiner-I

Noor Ul Haya Adnan

Examiner-II

Talat Rehman

Dr. Syed Haider Ali Shah
Research Coordinator

Dr. Khalil Ullah Muhammad
Head of Department (Business Studies)

Acknowledgement

Abstract

Even though 'Going Green ' and being 'Eco-Friendly' in general are topics of interest and focus these days, Green Human Resource Practices is a new area of importance that is gaining attention. The current study provides a more concrete definition of Green Human Resource Practices by elaborating on three of the most important HR practices and policies in the telecom sector. Furthermore, it investigates the impact of green recruitment, green compensation and green training and development on employee job satisfaction with the moderating role of organizational culture in the telecom sector of Pakistan. For a better comprehension and description of the study, the literature was reviewed from various research papers. A questionnaire was distributed to the employees of 4 telecom companies (Jazz, Ufone, Zong, and PTCL) through Google Docs. We collected data from the sample size of 242 employees working in these 4 telecom companies. All the questions revolved around the variables of green recruitment, green compensation, green training and development, green innovation, and Employee job satisfaction. The responses were analyzed using SPSS Software, and the results were evaluated to prove the hypotheses that were generated at the start of the study and showed that Green HR practices within the company can make employees more satisfied. All quantitative analysis results proved the hypotheses and effectively supported the effect of independent variables on dependent variables and moderators as well. At the end of the research, comprehensive recommendations are made based on the findings.

Keywords: Green Recruitment, Green Compensation, Green training and development, Green Innovation, Job Satisfaction.

List of Abbreviations

GHRM - Human Resource Management

HRD - Human Resource Development

HRIS - Human Resource Information System

L&D - Learning and Development

T&D - Training and Development

C&B - Compensation and Benefits

HRO - Human Resources Outsourcing

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Chapter 1

Introduction

1.1   Overview

This chapter delves into the intersection of green human resource management (HRM) practices and job satisfaction within Pakistan's telecom sector, addressing a notable gap in current research. With increasing global concerns about environmental issues and the telecom industry's pivotal role in Pakistan's economic growth, understanding the impact of green HRM practices on job satisfaction becomes imperative. The rationale lies in the necessity to foster innovation, improve management processes, and enhance employee well-being. Despite the acknowledged importance of green HRM practices, there is limited empirical evidence focusing on this relationship within Pakistan's telecom sector, particularly regarding the moderating role of organizational culture. Therefore, this study aims to elucidate the specific impact of green recruitment, training, and compensation on job satisfaction, while considering how organizational culture influences this dynamic. The findings are expected to offer practical insights for policymakers, decision-makers, and telecom organizations, potentially leading to more sustainable and employee-centric practices within the industry.

1.2   Background Study

In today's telecommunications landscape, there is a growing concern among researchers, businesses, and the public regarding environmental issues. Recent global agreements on climate change, underscore the increasing environmental consciousness worldwide (Emiru, T. S., & Waktola, D. K. 2018). Natural resource depletion and the adverse impacts of global pollution, such as toxic chemical contamination and industrial waste, have sparked concern among a wide range of stakeholders, including telecommunications firms and governments. This has resulted in the establishment of legislation and regulations aimed at reducing the environmental repercussions (Ahmed Ali, K., Ahmad, M. I., and Yusup, Y. 2020).

Human resource management in the telecom sector is crucial, as it focuses on the organization's most asset: its workforce. Telecom businesses are recognizing the importance of adopting environmentally friendly practices to drive and sustain business growth (Mojumder, A., & Singh, A. 2021). This recognition has led to the emergence of green HR, which integrates

environmental management with human resources strategies, becoming essential for the long-term success of any telecom organization. However, transitioning to a sustainable business model in the telecom sector can be complex and challenging (Parida, V., Sjodin, D., & Reim, W. 2019). Organizations should anticipate facing obstacles, particularly when implementing green HR practices across the entire workforce. Telecom companies play a vital role in Pakistan's economic and social development by fostering industrial expansion and generating employment opportunities (Siddiqui, 2021). They contribute to economic growth, job creation, and the advancement of a robust private sector.

Telecom companies can benefit from a range of solutions offered by dedicated teams. While telecom firms may encounter greater challenges than other organizations due to resource constraints and limited understanding of environmental issues, they also have the advantage of flexibility (Ansong, E., & Boateng, R. 2018). Telecom often has direct access to employees and can adapt by integrating environmental and economic goals (Murad and Tina, 2023). They can differentiate themselves by branding themselves as Fair Trade or environmentally conscious, using this as a marketing strategy. Although many organizations implement sustainable practices, these are often in specialized areas rather than across their entire operations (Alfredo, 2022). It is becoming evident that telecom corporations have certain advantages, as they are more agile and can leverage their eco-friendly and sustainable practices for competitive advantage (Tortugas, 2021).

Implementing green practices strengthens various aspects of business in the telecom industry, including employee morale, public image, customer confidence, employee satisfaction, and brand awareness. It can also lead to being perceived as a favored employer and increase staff productivity, performance, and motivation (Suharti, L., & Sugiarto, A., 2020). Employee satisfaction is a central focus in most studies, with many arguing that Green HRM is a crucial component of long-term success and employee satisfaction. Telecom businesses are increasingly recognizing the importance of adopting environmentally friendly practices to drive and sustain business growth (Nwagwu, I. 2020). This recognition has led to the emergence of green HR, where environmental considerations are integrated into HR policies and practices (Murad and Tina, 2023). Green HR aims to promote sustainability within the organization by addressing issues such as energy efficiency, waste reduction, and environmental awareness among employees. Transitioning to a sustainable business model in the telecom sector can be

complex and challenging (Brenner, B. 2018). Telecom companies often face obstacles, particularly when implementing green HR practices across the entire workforce. These challenges may include resistance to change, lack of awareness or understanding of environmental issues, and resource constraints (Guerra, B. C., & Leite, F. 2021).

Notwithstanding, regardless of these difficulties, there are a few justifications for why telecom organizations ought to embrace supportability. Taking on supportable practices can prompt expense investment funds through diminished energy utilization, worked on functional productivity, and limited squander age (Naidoo, M., and Gasparatos, A. 2018). Executing maintainable practices can upgrade the organization's standing and brand picture, prompting expanded client reliability and trust. Complying with natural guidelines and principles is fundamental for staying away from punishments and lawful liabilities (Buhmann, K. 2018). Green HR practices can lift representative feelings of confidence, fulfillment, and efficiency by establishing a good workplace and a feeling of direction. Finally, embracing supportability can separate telecom organizations from their rivals, drawing in earth cognizant clients and financial backers (Rathore, B. 2018).

There are different instances of telecom organizations executing maintainable practices. For example, telecom organizations are putting resources into energy-proficient framework, for example, sun oriented fueled base stations and energy-effective server farms, to decrease their carbon impression (Saravanakumar, A., and Sudha, M. R. 2021). They are additionally carrying out e-squander reusing projects to mindfully discard electronic gadgets and diminish the natural effect of electronic waste. Also, telecom organizations are working with providers to advance manageable obtaining rehearses and lessen the ecological effect of their inventory network (Valinejad, F., and Rahmani, D. 2018). Besides, they are drawing in workers in supportability drives through preparing programs, mindfulness missions, and impetus plans.

Telecom businesses play a crucial role in promoting sustainability within the industry. While Telecom companies may face greater challenges than other organizations due to resource constraints and limited understanding of environmental issues, they also have the advantage of flexibility (Vahdat, S. 2022). Telecom companies can benefit from integrating sustainability into their business strategies by branding themselves as environmentally conscious businesses, attracting customers who prioritize sustainability. They can also drive innovation in sustainable

technologies and practices and engage with local communities and stakeholders to promote environmental awareness and sustainability (Sahoo, S., Kumar, A., & Upadhyay, A. 2023). Telecom organizations assume a crucial part in Pakistan's monetary and social turn of events. In any case, to guarantee long haul achievement and manageability, it is fundamental for these organizations to take on harmless to the ecosystem rehearses. This requires deliberate work to incorporate maintainability into all parts of their tasks, including human asset the executives. By embracing manageability, telecom organizations might not just decrease their natural effect at any point yet in addition drive development, upgrade their standing, and make a more reasonable future for Pakistan.

1.3   Rationale of The Study

To tackle the myriad challenges in the telecom sector, management must prioritize the cultivation of job satisfaction through the infusion of innovative ideas to revolutionize technologies, production, and services in markets. The forthcoming strides and advancements predominantly hinge upon fostering satisfaction. Encouragingly, the industry is championing ethical and innovative leadership styles to harness satisfied aptitudes within the telecom sector. To nurture self-efficacy within the telecom sphere, training becomes imperative in honing the abilities of both employees and leaders to their fullest potential, enabling them to compete effectively in the demanding global work environment. Elevating employee job satisfaction within research and development endeavors fuels satisfaction within telecom organizations, fostering the adoption of novel methodologies and techniques for enhancing management and decision-making processes. This approach fosters innovation among telecom leaders and employees, engaging them in satisfied endeavors to attain peak job satisfaction. Self-efficacy and job contentment in the telecom realm stand as integral components of new market trends and industry standards. Consequently, the telecom sector ought to prioritize ethical leadership by involving employees in research and development, thus fostering radical social, economic, and political progress. Improving the working environment for employees becomes imperative to enable them to serve more efficiently and innovatively, thereby alleviating work burdens. The expertise, competencies, and methodologies of faculty members hold paramount importance for the telecom sector workforce. The structural, policy, and organizational frameworks within which work occurs necessitate innovative adaptations. The demand for high-caliber managers within organizations is propelled by knowledge and ingenuity in tasks,

aiding in the cultivation of self-efficacy and job satisfaction. Research has underscored the impact of ethical leadership in the telecom sector, asserting its role in engendering self-efficacy, trust, hope, and employee gratification within organizations. Ethical leadership amalgamates optimal business practices through satisfaction and innovation, making it particularly suitable for the telecom sector. Developing a culture in the telecom sphere that fosters satisfaction should transcend traditional forms of job development. Both employees and employers ought to actively enhance their leadership capacities alongside self-efficacy to elevate their professionalism. This will help bridge the satisfaction gap between graduates and the demanding business landscape in which they operate. The primary objective of telecom sector management should be to cultivate a high level of job satisfaction to effect positive change throughout the organization and in the lives of students.

1.4   Research Gap

The research gap regarding the nexus between Green HRM practices and job satisfaction, with the moderating role of organizational culture in the telecom sector of Pakistan, is multifaceted and requires deeper exploration. Firstly, while there is a considerable body of literature on Green HRM practices and their impact on job satisfaction in various industries worldwide, there is a notable lack of research specifically focusing on the telecom sector of Pakistan (Jamil, S (2023) This gap is significant because the telecom industry in Pakistan is a vital contributor to the economy, providing services essential for communication and connectivity. Understanding how Green HRM practices affect job satisfaction within this sector is crucial for the sustainable development of the industry (Bhatti, M. A. & Aleshia, A. A. (2022). Furthermore, while it is generally accepted that Green HRM practices improve work satisfaction, empirical research is required to determine which specific practices have the most benefit (Ababneh, O. M. A. 2021). Green HRM methods can include activities like environmental awareness training, employee participation in environmental projects, and performance evaluation based on environmental goals (Anwar, N., Mahmood, & Khalid, W. 2020). Investigating the efficacy of these approaches in increasing work satisfaction in the Pakistani telecom sector might give useful insights for organizations looking to enhance employee well-being.

Organizational culture has a significant impact on employee attitudes and behaviors. In Pakistan's telecom business, organizational cultures can vary greatly amongst enterprises, ranging from hierarchical and conventional to more creative and employee centric. However,

there has been little study into how these organizational cultures influence the link between Green HRM practices and work satisfaction. Understanding how diverse organizational cultures affect the efficacy of Green HRM practices in increasing job satisfaction can help organizations modify their HRM strategies to create a more suitable work environment. Considering the unique socio-cultural and economic context of Pakistan is also essential. Factors such as cultural values, government regulations, and economic conditions can influence how Green HRM practices are perceived and implemented within telecom organizations. For example, in a collectivist culture like Pakistan, initiatives that promote teamwork and community involvement may have a more significant impact on job satisfaction than individual-focused practices. Research on this topic can offer practical implications for telecom organizations in Pakistan. By understanding the most effective Green HRM practices and how they interact with organizational culture, companies can create strategies to improve employee satisfaction and well-being. This can result in benefits such as increased employee motivation, lower attrition, and improved executive execution. Tending to the investigation gap in the link between Green HRM practices and occupation fulfilment, with the directing role of hierarchical culture in Pakistan's telecom sector, necessitates itemized precise examinations. These studies can provide insight into how telecom companies might use green initiatives to improve employee satisfaction and contribute to sustainable company development in Pakistan.

1.5   Problem Statement

The research aims to address a significant gap in understanding the relationship between Green HRM practices and job satisfaction within the context of Pakistan's telecom sector. Despite the global recognition of Green HRM's importance in promoting sustainability and employee satisfaction, there's limited research focusing on this relationship in Pakistan's telecom industry. This study seeks to investigate how Green HRM practices influence job satisfaction among employees in the telecom sector of Pakistan. It will explore specific Green HRM practices such as environmental training programs, employee involvement in environmental initiatives, and performance evaluation based on environmental goals. By understanding the effectiveness of these practices in enhancing job satisfaction, the study aims to provide insights into strategies for improving employee well-being in the telecom industry. Moreover, the research will examine the moderating role of organizational culture in shaping the relationship between Green HRM practices and job satisfaction. Organizational culture varies widely among telecom

companies in Pakistan, ranging from hierarchical to more employee-centric cultures. Understanding how different organizational cultures influence the effectiveness of Green HRM practices can help organizations tailor their HRM strategies to create a more conducive work environment. Overall, this study aims to contribute to the existing literature by providing empirical evidence on the nexus between Green HRM practices and job satisfaction in the telecom sector of Pakistan. By identifying effective HRM strategies and understanding the role of organizational culture, the research intends to offer practical implications for enhancing employee satisfaction and promoting sustainability in Pakistan's telecom industry.

1.6   Research Questions

The research questions are listed below:

- What is the impact of green recruitment on job satisfaction?
- What is the impact of green training and development on job satisfaction?
- What is the impact of green compensation on job satisfaction?
- Does organizational culture moderate the relationship between green recruitment and job satisfaction?

1.7   Research Objectives

Following are the specific objectives:

- To investigate the impact of green recruitment on job satisfaction.
- To investigate the impact of green training and development on job satisfaction.
- To investigate the impact of green compensation on job satisfaction.
- To investigate the moderating role of organizational culture between green recruitment and job satisfaction.

1.8   Research Significance

This study investigates the accomplishments in ethical management within Pakistan's telecom sector. The report holds considerable significance for policymakers and decision-makers as it focuses on crucial research priorities, funding allocation strategies, establishment of local and global research partnerships, and providing incentives for leadership and management to engage in further research activities. The study emphasizes that green HRM practices significantly influence job satisfaction. The management in the telecom sector cultivates a healthy competitive environment that supports policies promoting employee engagement.

These policies not only foster innovation but also help uphold industry standards, ultimately enhancing the sector's reputation. The research delves into the domain of Pakistan's telecom sector, highlighting the achievements in management within the industry. It underscores the importance of guiding policymakers and decision-makers by shedding light on essential aspects like research priorities, funding strategies, collaboration establishment both locally and globally, and creating incentives for leaders and managers to actively partake in further research initiatives. Within the telecom sector, management fosters an environment conducive to healthy competition, facilitating the implementation of policies that encourage active employee participation. Such policies not only drive innovation but also maintain industry standards, thereby enhancing the sector's reputation and credibility. Essentially, the research aims to illustrate how green HRM practices and managerial strategies within Pakistan's telecom sector contribute not only to job satisfaction but also to the fostering of an innovative, competitive, and reputable industry landscape. Addressing these research gaps within the Pakistani telecom sector can lead to elevating industry standards, fostering job satisfaction, and nurturing a conducive work environment. This progress has the potential to inspire similar advancements across various sectors and industries within the country. Overall, a comprehensive exploration of the relationship between green HRM and job satisfaction, within Pakistan's telecom sector holds significant importance. The findings from such research endeavors can pave the way for positive changes, resulting in more effective and ethically driven organizational cultures and practices within the sector.

1.9   Organization of Thesis

This study investigates the influence of decentralization on representative job execution within the Pakistani banking sector, with a focus on how worker imagination serves as a go-between in this connection. The analysis begins by presenting the argument, making sense of its relevance, and diving into current work to identify gaps in understanding it. It then issues a proclamation that verbalizes precise obstacles, driving the formation of investigation questions based on elements such as coordinated responsibility, job struggle, job ambiguity, strong initiative, and representative strengthening, as well as how this affect work execution. The study objectives are defined in accordance with these questions, providing a clear route for exploration. The study's relevance stems from its ability to provide useful insights for optimizing management processes, encouraging employee innovation, and, ultimately,

improving organizational performance and competitiveness in the banking industry. The literature review in Chapter 2 provides a thorough evaluation of key theoretical evidence related to the variables under consideration. Chapter 3 describes the study methods used, while Chapter 4 discusses the analysis and interpretation of collected data. Finally, Chapter 5 discusses the findings and conclusions of the study.

Chapter 2
Literature Review

2.1   Chapter Overview

The section on literature review evaluates current research on the link between green HRM practices and work satisfaction in Pakistan's telecom sector, with organizational culture serving as a moderator. It examines research that investigates the influence of green recruiting procedures, green training and development programs, and green pay policies on work satisfaction among telecom employees. Furthermore, it investigates how organizational culture influences this connection, considering characteristics such as hierarchical vs employee-centric cultures. The chapter synthesizes findings from the reviewed literature to provide an integrated understanding of these relationships, identifying common themes, patterns, and gaps in the existing research. Finally, it presents a conceptual framework outlining the proposed relationships between green HRM practices, organizational culture, and job satisfaction, setting the stage for the empirical investigation in the subsequent chapters.

2.2   Introduction

Green HRM is an analytical strategy that helps organizations achieve their environmental goals by fostering a green environmental culture and hiring environmentally concerned personnel. Environmental protection is a worthwhile goal for organizations, and despite increased staff strain, they believe that firms should pursue it. Businesses should prioritize environmental problems (Chan and Hawkins 2020). This is consistent with green HRM goals, which prioritize environmental preservation by emphasizing efforts that reduce negative impacts while enhancing positive outcomes. Employees that are environmentally conscious and contribute to a healthier, better, and safer workplace, as Chan and Hawkins (2010) discovered in their research, think they are making a positive contribution to the environment.

Green HRM cultivates a climate where representatives and bosses feel they are having an effect by underlining shared ecological points and values. Green HRM isn't just a basic key methodology for working on an association's ecological execution, however it likewise fundamentally affects representative results including work fulfillment This will prompt the improvement of a sensation of direction in one's work (Chan and Hawkins, 2020). Carrying out green HRM rehearses includes three stages: having green enrollment, giving preparation to

laborers so they can share their natural targets and yearnings, evaluating representative ecological execution, and compensating workers' natural activities. Huang (2019) proposes three phases for taking on green HRM, which incorporate enlistment preparing and advancement and prizes. The techniques for taking on green HRM are lined up with work fulfillment.

Green HRM improves talent diversity, work identity, and job relevance by building a common environmental vision and goals. Employees feel more autonomous when they are empowered and encouraged to articulate their environmental goals. Furthermore, they may have a better understanding of the genuine impact of their actions by monitoring, recognizing, and rewarding their environmental performance. Green HRM practices necessitate the preparation of a platform for environmental initiatives by the organization. This may be accomplished by concentrating on the environmental culture of the organization as the driving factor for adopting green projects. At the organizational level, management should show care for the organization's environment by incorporating it into the purpose and making it a business aim and priority.

2.3   Telecom Industry Overview

The recent developments of Pakistan's telecom sector have transformed it into one of the most promising industries in the country. Presently, four cellular companies operate within Pakistan, boasting a customer base approaching 188 million subscribers, a notable increase from last year's 182 million. The strong participation of the private sector has greatly contributed to the growth and improvement of communications services. Cell telephone utilities, card payphones, web/broadband administrations, and, with the privatization of Pakistan Media transmission Organization Restricted (PTCL), fixed-line telephone utilities are incorporated.

Throughout recent years, Pakistan's telecom industry has encountered wonderful development, principally because of the flow in online business, which heightened the interest for availability. While this open door has prompted the improvement of foundation and organizations inside the business, there are relentless functional difficulties, for example, power cuts, strength, and security concerns, expansions in fuel costs, and high functional expenses. Perceiving the tremendous development potential, the public authority has revealed a 5G technique that remembers testing of 5G innovation and related administrations for FY-2021. As telecom transporters keep on carrying out 3G/4G administrations, the quantity of broadband clients has risen quickly to 110 million. Because of the expanded interest for broadband administrations,

cell phones have arisen as the top-of-the-line classification across all significant online business stages.

The extension of Pakistan's telecom administrations, including the improvement of 3G, 4G, and impending 5G organizations, has been the essential driver of development in the business. Tele-thickness in the nation has seen a striking flood lately and is supposed to keep ascending soon. Unfamiliar Direct Speculation (FDI) patterns in Pakistan's telecom area have been positive and profitable, with Jazz holding the biggest supporter base and a considerable market position among the prevailing players. During the last monetary year, the telecom business encountered a significant flow of popularity from both corporate associations and people. This increased demand is intended to meet a variety of demands across the country, including social, educational, commercial, healthcare, and economic necessities. In Pakistan, service providers are merging, reorganizing entertainment offerings through creative service packages, and using new techniques to improve organizational flexibility while fulfilling customer needs. Future market size and income development are supposed to be driven by the extension of significant worth added administrations close by existing 4G LTE organizations and the approaching 5G portable organizations. The General Help Asset (USF) has supported many tasks to prod interest in versatile broadband and, less significantly, fiber-based networks in underserved and unserved regions of the country. Administrators, for example, Telenor and Ufone are carrying admittance to recently detached pieces of Pakistan, traveling through troublesome territory going from the uneven north to the desert south.

Pakistan's telecom market is modestly divided, with central parts including Pakistan Telecom Organization Ltd (PTCL), Pakistan Portable Correspondences Restricted (Jazz), Telenor Pakistan Restricted, Pak Telecom Versatile Restricted (Ufone), and the Exceptional Interchanges Association. Notwithstanding these enormous players, the market incorporates an assortment of Network access Suppliers (ISPs), Versatile Virtual Organization Administrators (MVNOs), and fixed-line specialist co-ops. Quiet, a few Pakistani media communications endeavors show overall seriousness, combining their spot in the worldwide telecom market. Pakistan Telecommunication Company Limited announced its alliance with Huawei in August 2022 to deliver Smart Solutions driven by the latter. This program intends to provide comprehensive and intelligent communications services to enterprises via a unified platform while maintaining 100% safety and dependability. Likewise, Jazz, a renowned Pakistani

specialist co-op, entered a legally binding arrangement with Nayatel, a fiber framework and administrations supplier, in May 2022. This understanding will permit Jazz to connect all its versatile pinnacles in Lahore to fiber right away. This Fiber-to-the-Site (FTTS) project is supposed to be finished by December 2022.

2.4   Green HRM Practices

Green recruitment practices in the telecom sector have garnered attention as organizations seek to align their hiring strategies with environmental sustainability goals. Research on green recruitment indicates that organizations emphasizing environmental values in their recruitment processes tend to attract candidates who are more environmentally conscious (Pham, D. D. T. 2021). These candidates perceive the organization as socially responsible and are more likely to experience higher job satisfaction (Fimland, 2020). Furthermore, green recruitment strategies such as incorporating environmental criteria into job descriptions and promoting environmental initiatives during recruitment processes have been found to positively influence employees' perceptions of organizational commitment to sustainability, thereby enhancing their job satisfaction (Rank, S., & Contreras, F. 2021).

Similarly, green training and development programs have emerged as key mechanisms for fostering environmental awareness and skills among employees in the telecom sector. Studies have shown that providing training opportunities on environmental issues and sustainable practices not only enhances employees' knowledge but also improves their job satisfaction (Amrutha, V. N., & Geetha, S. N. 2021). Employees who receive green training feel more equipped to contribute to the organization's environmental efforts and are more likely to perceive their work as meaningful. Moreover, green training programs that encourage employee participation in sustainability initiatives and provide feedback on their environmental performance have been found to positively impact job satisfaction by enhancing employees' sense of contribution and accomplishment (Luu, T. T. 2018).

Green compensation practices, including rewards and incentives tied to sustainability goals, have also been explored in the literature. Research suggests that incorporating green incentives into compensation packages can significantly impact job satisfaction by aligning employees' values with organizational goals and recognizing their contributions to environmental sustainability (Mandago, R. J. 2018). Incentives such as performance bonuses based on achieving environmental targets or recognition programs for sustainable behaviors have been shown to

increase employees' motivation and satisfaction. Furthermore, compensation practices that promote work-life balance, such as telecommuting or flexible work hours to reduce carbon emissions, have been linked to higher job satisfaction among employees in the telecom sector (Sunny and Walker, 2022).

Combining discoveries from the surveyed writing uncovers a reliable example: coordinating green HRM rehearses adds to work fulfillment in the telecom area. Associations that focus on natural supportability in their HRM rehearses will generally establish a positive workplace, improve worker resolve, and cultivate a feeling of direction among representatives (Charm, E. J., and Kang, E. 2021). Besides, the writing shows that hierarchical culture assumes a urgent part in molding workers' discernments and reactions to green HRM rehearses. Worker driven societies that energize interest, cooperation, and shared values are more helpful for the adequacy of green HRM drives, prompting more significant levels of occupation fulfillment (Sung, S. Y., and Choi, J. N. 2018).

A review depends on these discoveries to show the proposed connections between green HRM rehearses, hierarchical culture, and occupation fulfillment in the telecom area. The review places that green HRM rehearses impact work fulfillment both straightforwardly and in a roundabout way through their cooperation with hierarchical culture (Ahmad, I., and Umrani, W. A. 2019). Green enlistment, preparing, and pay rehearses straightforwardly influence representatives' impression of ecological manageability and their work fulfillment. In any case, the viability of these practices is directed by authoritative culture, with worker driven societies working with more prominent acknowledgment and adequacy of green HRM drives (Shuja and Abdullah, 2022).

This structure directs the observational examination in resulting parts, giving a hypothetical premise to look at the connections between green HRM rehearses, hierarchical culture, and occupation fulfillment in the telecom area. Through exact examination, the review expects to approve the proposed structure and give pragmatic experiences to associations looking to improve representative fulfillment and advance natural maintainability in the telecom business. By understanding the systems through which green HRM rehearses impact work fulfillment, associations can foster techniques to make a more practical and representative accommodating

workplace, eventually adding to the drawn-out progress and suitability of the telecom area in Pakistan.

2.5   Job Satisfaction

Employee job satisfaction is an important aspect in organizational success since it leads to higher levels of motivation, engagement, and productivity in the workplace. Various components of the work environment, such as management techniques, organizational culture, and job design, frequently contribute to employee happiness. Green HR practices, which focus on integrating environmental considerations into HRM strategies, have emerged to promote sustainability and enhance employee satisfaction. Research shows that green HR rehearses, like green preparation drives, assume a critical part in cultivating worker fulfillment (Cheng, 2016). These drives center around enabling workers to participate in harmless to the ecosystem ways of behaving, like energy preservation and waste decrease. At the point when workers get preparing and backing to carry out green practices, they feel more esteemed and engaged in their jobs. Furthermore, effective green group drives send a positive message to representatives that administration is focused on natural maintainability, which can upgrade work fulfillment.

Furthermore, offering employees job options or career paths based on their environmental awareness or green habits demonstrates management's investment in green HRM and can contribute to employee satisfaction (Akash, 2022). At the point when representatives see that their obligation to maintainability is perceived and compensated, they are bound to feel fulfilled and roused in their jobs. Moreover, including representatives in dynamic cycles with respect to natural maintainability drives can additionally persuade them and improve their work fulfillment. When employees feel that their opinions and contributions are valued by management, they are more likely to feel satisfied and engaged in their work (Behagen, 2020).

The utilization of green innovation and development likewise assumes a pivotal part in advancing worker fulfillment. Green advancements and developments add to natural maintainability as well as decidedly affect representative efficiency, turnover rates, and in general work fulfillment (Amrutha and Geetha, 2021). For instance, the execution of energy-effective frameworks and cycles can prompt diminished feelings of anxiety, less mishaps, and further developed participation among workers. This, thusly, adds to a more certain workplace and improves by and large work fulfillment (Noorma, 2020).

Also, green HR rehearses add to cost-viability and adaptability inside associations, which are factors that can decidedly influence worker fulfillment. By taking on green practices, associations can lessen costs related to energy utilization, garbage removal, and ecological consistency (Aliya and Waqar, 2021). These expense reserve funds can be reinvested into representative advantages and improvement programs, which can additionally upgrade work fulfillment. Moreover, the adaptability presented by green HR rehearses, for example, working from home and adaptable plans for getting work done, can add to a superior balance between serious and fun activities for representatives, prompting expanded work fulfillment (Bolt, 2023).

Generally, green HR rehearses assume a critical part in advancing representative fulfillment by enabling representatives, perceiving their commitments to manageability, and establishing a positive workplace. At the point when workers feel esteemed, connected with, and upheld in their jobs, they are bound to be fulfilled and persuaded to add to the association's prosperity. Accordingly, associations that focus on green HR practices can profit from more elevated levels of worker fulfillment, efficiency, and achievement.

2.6   Impact of Green Recruitment on Job satisfaction

Green recruitment, a strategic approach to hiring that emphasizes environmental responsibility, has become increasingly important in today's competitive job market. This training includes looking for competitors who have the essential abilities as well as show a pledge to maintainability. Companies are recognizing the significance of portraying themselves as green employers to attract top talent, especially as younger generations prioritize environmental concerns. Known as the "war for talent," organizations are realizing that engagement, recruitment, and satisfaction are vital for longevity (Renwick et al., 2023). This trend is exemplified by the concept of Green Recruiting, which German firms like Siemens and BASF have embraced by integrating environmental responsibilities into job descriptions (Wehrmeyer, 2016).

Green recruiting entails incorporating sustainability features into job descriptions, aligning them with an organization's environmental management systems. According to Wehrmeyer (2016), hiring individuals who are aligned with an organization's environmental policies can enhance environmental management. Green recruiting also emphasizes the importance of the environment within the organization, attracting candidates who are enthusiastic about working

for environmentally friendly companies (Gabriel, 2021). By hiring applicants with a green mindset, companies can easily onboard professionals who understand environmental processes, such as recycling and conservation, and are committed to creating a more sustainable environment.

Research by Grolleau et al. (2020) suggests that a company's environmental commitment enhances its image and attractiveness to potential employees. They found that experts were more interested in companies with strong environmental standards. This indicates that green recruiting not only provides employers with a competitive edge but also improves their chances of attracting and retaining talented individuals. However, further research is needed to understand the extent to which candidates prioritize environmental criteria in their job search and how companies can effectively meet these expectations (Antonio, 2022).

In response to the increasing emphasis on environmental sustainability, companies are integrating green practices into their recruitment processes (Jillian, 2020). This includes creating green job profiles, offering eco-friendly workplaces, conducting paperless interviews, and providing information about the company's environmental priorities to new hires from the outset (Flecher, 2021). Such drives draw in ecologically cognizant competitors as well as adjust the organization's qualities to those of its representatives, encouraging a positive workplace and improving position fulfillment (Barito, 2019). Green enrolling is arising as an essential methodology for associations to draw in and hold top ability in an undeniably ecologically cognizant world. By coordinating maintainability into their enrollment processes, organizations can upgrade their standing, draw in similar competitors, and eventually add to a more feasible future (Cynthia, 2021). Be that as it may, further examination is expected to comprehend the inclinations of competitors regarding natural rules and to foster viable methodologies for measuring up to these assumptions. Green selection offers critical advantages for the two bosses and workers, making a mutually beneficial arrangement for all gatherings included.

Telecom companies are increasingly recognizing the importance of portraying themselves as green employers to attract top talent. With the rise of environmental consciousness among the younger workforce, companies understand that integrating sustainability into their recruitment practices can give them a competitive edge (Benjamin, 2023). This trend is particularly relevant in the telecom sector, where technological innovation and environmental impact are closely

intertwined. Green recruitment in the telecom industry involves various strategies aimed at attracting candidates who not only possess the necessary skills but also demonstrate a commitment to sustainability (Nitish and Rahul, 2022). For example, telecom companies may include environmental responsibilities and initiatives in job descriptions, such as developing energy-efficient solutions, reducing electronic waste, or promoting eco-friendly practices in network infrastructure. By incorporating these aspects into job profiles, telecom firms signal to potential candidates that they value environmental responsibility and seek employees who share these values (Valentina, 2021).

Furthermore, telecom companies often provide eco-friendly workplaces as part of their green recruitment efforts. This can include implementing energy-saving measures in office buildings, promoting recycling and waste reduction, and offering sustainable transportation options for employees. By establishing a workplace that mirrors their obligation to manageability, telecom organizations appeal to up-and-comers who focus on natural stewardship. Green enrollment rehearses essentially affect work fulfillment by drawing in competitors who share the association's natural qualities, establishing a positive workplace, giving open doors to development and acknowledgment, and encouraging a feeling of satisfaction and steadfastness. By coordinating maintainability into the enlistment interaction, associations can draw in top ability as well as make a labor force that is persuaded, drew in, and happy with their positions.

2.7   Impact of Green Training & Development on Job Satisfaction

Green training and development programs are increasingly recognized as essential components of human resource management (HRM) strategies, particularly in industries like telecommunications, where environmental sustainability is becoming a critical concern. These programs aim to improve employees' skills, knowledge, and attitudes towards environmental management (EM) practices, preventing the loss of environmental knowledge, promoting sustainable behaviors, and cultivating an environmental responsibility culture within organizations (Zoogah, 2021).

In the broadcast communications industry, green preparation and improvement drives assume a critical part in molding representative way of behaving and mentalities towards natural supportability (Maxwell, 2020). By teaching workers about the expenses of ecological debasement, preparing them in energy-saving and waste-decrease rehearses, and empowering natural critical thinking, these projects make mindfulness and give significant open doors to

representatives to participate in maintainability endeavors (Victor and Jaja, 2023). One of the essential effects of green preparation and improvement on work fulfillment is the expanded mindfulness and comprehension of ecological maintainability among representatives. Through these projects, representatives find out about the natural effects of their activities, the significance of protection, and systems for diminishing waste and asset utilization (Fleming, 20180. This information engages representatives to go with informed choices and embrace maintainable practices in their day-to-day work. Subsequently, representatives feel more associated with their work and determine a feeling of direction and importance from adding to the association's ecological objectives, prompting more elevated levels of occupation fulfillment (Agarwal and Satya, 2020).

In addition, green preparation and improvement programs furnish workers with pragmatic abilities to carry out manageability drives inside the association (Yafi, E., Tehseen, S., and Haider, S. A. 2021). For instance, workers might learn energy-saving methods, squander the executives' methodologies, and ways of decreasing their carbon impression. By securing these abilities, representatives feel more positive about their capacity to add to the association's ecological targets. This feeling of strengthening upgrades work fulfillment and persuades representatives to effectively take part in ecological drives (Riyanto, S., Endri, E., and Herlisha, N. 2021). Moreover, green preparation and improvement programs cultivate a culture of ecological obligation inside media communications associations. Chiefs and pioneers assume a vital part in advancing this culture by offering help and support for manageability endeavors (Muisyo, P. K., and Qin, S. 2021). By incorporating ecological contemplations into execution assessments and perceiving workers who exhibit a guarantee to supportability, associations build up the significance of natural stewardship. This establishes a good workplace where representatives feel esteemed and upheld, prompting more significant levels of occupational fulfillment.

One more significant effect of green preparation and advancement on work fulfillment is the chance for representatives to proactively address ecological difficulties. By furnishing representatives with the essential abilities and information, associations engage them to recognize and execute answers for natural issues (Gull, S., and Idrees, H. 2022). This feeling of responsibility and obligation upgrades work fulfillment and encourages a deep satisfaction in the association's natural accomplishments. To expand the viability of green preparation and

improvement programs, media communications associations ought to coordinate ecological contemplations into their more extensive HRM systems (Ojo, A. O., Tan, C. N. L., and Nom de plume, M. 2022). This incorporates integrating manageability models into execution assessments, offering continuous help and assets for green drives, and encouraging a culture of natural obligation among representatives.

Overall, green preparation and development programs play an important role in increasing environmental management and improving position fulfilment in the media communications business. By increasing consciousness, empowering representatives, creating a culture of natural duty, and providing opportunities for proactive commitment, these programs contribute to hierarchical accomplishment and create a labor force that is educated, connected, and focused on ecological stewardship.

2.8 Impact of Green Compensation on Job Satisfaction

In the modern business landscape, the concept of Green HRM has gained significant importance, particularly in industries like telecommunications where environmental concerns are growing. Green HRM involves integrating environmentally sustainable practices into various HR functions, including recruitment, training, compensation, and job satisfaction (Alzyoud, A. A. Y. 2021). Among these, green pay, or the utilization of motivating forces and advantages to advance harmless to the ecosystem ways of behaving and rehearses, assumes a pivotal part in impacting position fulfillment inside associations. Green remuneration drives are intended to rouse representatives to embrace eco-accommodating ways of behaving and add to the association's natural manageability objectives (Gill, A., Ahmad, B., and Kazmi, S. 2021). These drives can take different structures, including cash motivators, grants, advantages, and acknowledgment programs. By compensating workers for their endeavors towards ecological protection, organizations mean to encourage a culture of manageability and increment representative fulfillment (Muisyo, P. K., and Qin, S. 2021).

Research has shown that green pay projects can emphatically affect representative commitment and occupation fulfillment. For instance, concentrates on directed in the Assembled Realm have uncovered that organizations offering green motivators experience more significant levels of representative inspiration and responsibility (Phillips, 2023). This recommends that representatives are bound to be happy with their positions when they feel esteemed and perceived for their commitments to natural maintainability. One of the vital advantages of green

pay programs is their capacity to adjust individual interests to authoritative objectives. By binds motivators to natural execution, organizations can urge representatives to focus on eco-accommodating ways of behaving and rehearses in their everyday work (Singjai, K., Winata, L., and Kummer, T. F. 2018). This not just advantages the association by lessening its ecological impression yet additionally upgrades representative fulfillment by giving a feeling of motivation and significance in their work.

Besides, green pay projects can act as an integral asset for drawing in and holding top ability. In the present serious work market, many work searchers are searching for bosses who show a guarantee to natural manageability (Aranganathan, P. 2018). Organizations that offer green motivators and advantages are bound to draw in ecologically cognizant applicants who are spurred by something other than monetary prizes. This can prompt more elevated levels of worker fulfillment and maintenance, as representatives feel pleased to be related with an association that shares their qualities (Kurdi, B., and Alshurideh, M. 2020). In any case, executing successful green remuneration programs requires cautious preparation and thought. One of the principal challenges is deciding how to quantify natural execution precisely and reasonably. In contrast to customary execution measurements, for example, deals targets or consumer loyalty scores, ecological execution can be more abstract and challenging to evaluate (Harris, S., Martin, M., and Diener, D. (2021). Organizations should foster clear and straightforward models for assessing ecological execution and guarantee that motivations are disseminated reasonably among representatives.

Another test is coordinating green remuneration programs with existing HRM rehearses. Organizations need to guarantee that green impetuses are lined up with other HR processes, for example, execution assessments and vocation improvement plans (Shah, M. (2019). This requires close cooperation between HR experts and natural experts to guarantee that green drives are coordinated into all parts of the association's activities. Notwithstanding these difficulties, green pay programs offer various advantages for the two associations and workers. For associations, these projects can prompt expense reserve funds, worked on ecological execution, and improved standing (Rawashdeh, A. 2018). For representatives, green motivators give extra inspiration, acknowledgment, and potential open doors for individual and expert development.

In conclusion, green compensation programs play a crucial role in promoting environmental sustainability and job satisfaction within organizations. By rewarding employees for their efforts towards environmental conservation, companies can create a culture of sustainability and attract top talent. However, implementing effective green compensation programs requires careful planning, measurement, and integration with existing HRM practices. With the right approach, green compensation programs can drive positive environmental outcomes while enhancing employee satisfaction and organizational performance.

2.9   Organizational Culture

The connection between Green Human Asset The board (HRM) practices and occupation fulfillment is impacted by different elements, with hierarchical culture assuming a critical directing part. Hierarchical culture alludes to the common qualities, convictions, and ways of behaving that shape the work environment climate and guide representatives' activities (Lubis, F. R., and Hanum, F. 2020). It impacts how representatives see and answer green drives, accordingly, influencing their work fulfillment levels. First and foremost, look at how a solid green hierarchical culture can improve the viability of green HRM rehearses in advancing position fulfillment (Besiktas M., Gurley, M., and Kenar, G. 2022). In associations where natural obligation is profoundly imbued in the way of life, representatives are bound to embrace green drives and feel persuaded to add to ecological supportability endeavors. At the point when the hierarchical culture esteems and focuses on supportability, it sends a reasonable message to representatives that their activities matter, and that the organization is focused on having a beneficial outcome on the climate (Tyagi, N. 2021). This arrangement between private qualities and hierarchical objectives encourages a feeling of direction and satisfaction among representatives, prompting higher work fulfillment levels.

If a telecom company has a strong green culture that emphasizes eco-friendly practices, employees may feel encouraged to participate in green training programs and adopt sustainable behaviors. They may take pride in working for an organization that prioritizes environmental stewardship and feel satisfied knowing that their efforts contribute to a larger cause (Henriksson, H., & Grunewald, E. W. 2020). This sense of purpose and alignment with the company's values can significantly enhance job satisfaction among employees. Conversely, in organizations with a weak or inconsistent green culture, the effectiveness of green HRM practices may be limited, leading to lower job satisfaction levels. When environmental sustainability is not a priority or

is perceived as inconsequential, employees may be less motivated to engage in green initiatives (Kuria, M. W., & Mose, T. 2019). In such environments, green training programs and incentives may be met with skepticism or apathy, as employees may not see the value in participating.

For instance, if a telecom company has a culture that prioritizes short-term profits over sustainability, employees may feel demotivated to engage in green practices. They may perceive green initiatives as additional tasks or burdens rather than opportunities to make a positive impact (Haider and Junaid, 2020). As a result, work satisfaction levels may fall as employees become disengaged with the organization's beliefs and aims. Second, organizational culture has an impact on how green HRM practices are viewed and adopted inside the organization. Employees with a supportive green culture feel empowered to make ecologically responsible decisions, and green efforts are easily incorporated into daily operations (Janson, 2023). When environmental sustainability is woven into the organization's fabric, employees are more likely to adopt green practices and incorporate them into their work routines (Kabir and Svetlana, 2022).

For instance, if a telecom company has a culture that is resistant to change or innovation, employees may encounter resistance when trying to implement green initiatives. They may face bureaucratic hurdles or encounter skepticism from colleagues who are resistant to change (Zeynap, 2021). Job satisfaction may decline in such circumstances because employees feel dissatisfied or deprived by the organization's culture. Furthermore, organizational culture might impact how well green HRM practices are promoted and recognized inside the organization (Waqar and Lubna, 2022). Green projects are more likely to be appreciated and rewarded in an organizational culture that appreciates employee contributions and recognizes successes. When employees feel acknowledged for their efforts to promote sustainability, it strengthens their feeling of belonging and increases job satisfaction.

For example, if a telecom company has a culture of appreciation and recognition, employees who excel in implementing green practices may receive praise or incentives. They may be publicly recognized for their contributions to environmental sustainability, which boosts their morale and job satisfaction. On the other hand, in a culture that is more centered around transient benefits or individual execution, green drives might be ignored or underestimated, prompting lower levels of occupation fulfillment among representatives who are focused on

manageability. Generally, hierarchical culture assumes a huge directing part in the connection between green HRM practices and occupation fulfillment. A solid green culture improves the viability of green drives and advances a good workplace where representatives feel esteemed and locked in. On the other hand, a powerless or unsupportive culture might subvert the effect of green practices and add to bring down work fulfillment levels. Therefore, organizations must foster a culture that prioritizes environmental sustainability and supports green HRM practices to maximize their benefits for employee satisfaction and organizational success.

2.10 Theoretical Framework

The research framework for studying the impact of Green HRM practices on job satisfaction, moderated by organizational culture, involves several key components that guide the research methodology and analysis. This framework provides a structured approach to understanding the relationships between variables and their effects on employee job satisfaction within the context of environmental sustainability in the telecom industry.

- **Independent Variable: Green HRM Practices:** This variable indicates the many green human resource management techniques used by organizations. It covers programs like green recruiting, green training and development, and green compensation. Each of these activities helps to build environmental sustainability inside the organization and encourages environmentally responsible behavior among employees.

- **Moderator Variable: Organizational Culture:** Organizational culture acts as a moderator in the relationship between green HRM practices and job satisfaction. It influences how green initiatives are perceived, implemented, and integrated within the organization. A supportive green culture enhances the effectiveness of green HRM practices, while a weak or unsupportive culture may hinder their impact.

- **Dependent Variable:** Job Satisfaction: Job satisfaction is the outcome variable that indicates the level of satisfaction or contentment an employee experiences in their job role. It is influenced by various factors, including organizational policies, work environment, and employee perceptions. Green HRM practices and organizational culture are expected to have a direct effect on job satisfaction.

2.11 Resource Based View Theory

The inherent heterogeneity of firm production processes lies at the heart of the company's resource-based philosophy. Given a set of inputs, each firm will implement them in a distinct

manner, resulting in distinct outputs or products. As a result, companies with the best manufacturing processes and best-fitting results can maintain their competitive edge. Inputs are often classified into three types. The three most important categories of inputs are physical capital, organizational resources, and human resources (Koch & Kok, 1999). The possession of resources is valued, difficult to replicate, rare, and cannot be substituted, according to resource-based philosophy. Organizations should search within themselves for ways to get a competitive edge by maximizing their resources. A competitive advantage is a company's ability to create more output with less input than its competitors. The resources available to a company determine its competitive advantage. A company normally achieves a competitive edge by acquiring and developing staff, resulting in competences that its rivals cannot emulate (Armstrong, 2006). This requires organizations to create opportunities that recruit workers, satisfy organizational needs, and enable their employees to learn in several ways. organizational functions and procedures must be consistent with practices in environmental protection. HRM is critical in ensuring that this is accomplished by using Green HRM. This suggests that recruiting green workers would help businesses by providing them with more resourceful human capital, giving them a strategic edge and allowing them to increase their overall efficiency. This means that the key to ensuring that companies have adequate green experience and expertise is green recruiting and selection.

2.12   Conceptual Framework
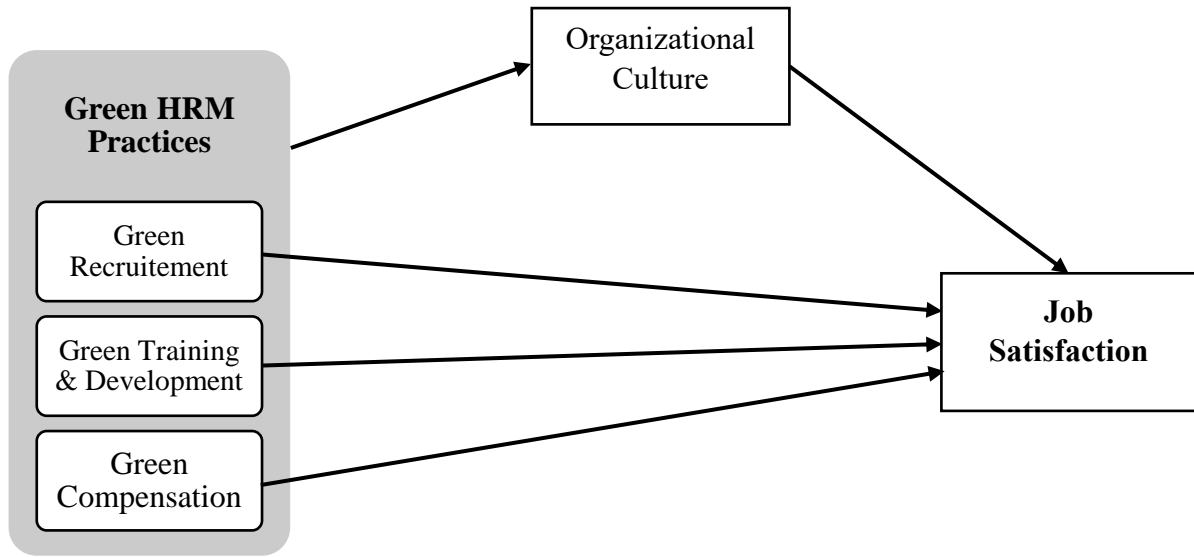
2.13   Research Hypotheses

H1: There is a significant impact of green recruitment on job satisfaction.

H2: There is a significant impact of green training & development on job satisfaction.

H3: There is a significant impact of green compensation on job satisfaction.

H4: Organizational culture significantly moderate between Green HR Practices and job satisfaction.

Chapter 3

Research Methodology

3.1 Chapter Overview

Research methodology is described as a systematic and logical process of discovering facts and exploring new aspects. It is the search for helpful and new knowledge on a certain topic that you have picked. The study approach seeks to prove the previously mentioned facts. The research is carried out using methods such as study, observation, experimentation, comparison, reasoning, and analysis. This whole study has been conducted to study the Nexus between Green HRM practices and job satisfaction, with moderating role of organizational culture in telecom sector of Pakistan. The research philosophy will be discussed first, and the methods of data collection will be analyzed and discussed later. This study aims to explore the green HRM practices in the telecom sector of Pakistan, and how these practices develop job satisfaction within the employees and lead towards by engaging them in work and preparing them to compete in the complex work environment and accomplish the goal of the telecom company.

3.2 Research Philosophy

To understand the nature and evolution of knowledge regarding how data is collected, processed, and used, philosophy is employed in research. As a result of this investigation, epistemology is the relevant research philosophy. When it comes to facts and statistics, epistemology is primarily concerned with asking questions about the appropriate level of knowledge in a certain subject. Through rigorous testing, it determines the appropriate level of expertise in the subject of study and the validity of the material (Norris, 2019). According to the positivist philosophy utilized in this study, research questions are developed first, and then relevant data is used to progress the research. To verify a theory and make measurements against established knowledge, positivism is necessary. With this approach, researchers produce results that can be reproduced and used by others. It focuses on the study's quantitative outcomes. Some hypotheses can be tested and explained in this research; therefore, positivism is appropriate in this context.

3.3 Research Approach

The review used a positive perspective for objectivity and quantitative evaluation approaches. The flow concentrates on employing a sensible exploring strategy. The logical approach begins with the advancement of hypotheses based on previously existent literature, followed by the design of research methods to generate, and test the speculations. Research conducts a thorough assessment of information and data obtained from the writing to confirm or refute the presented speculations (Jonker and Pennink, 2010). The deductive approach starts from the development of theory, hypotheses formulation, and observation attained through the data. The study is cross-sectional and is limited to positivism philosophy, which has been used by many researchers in the recent past. This study adopts a cross-sectional nature and confines itself to the positivism philosophy, a commonly utilized approach by many researchers in recent times. In Pakistani telecom sector, this study was based on research questions that sought to determine the influence of ethical leadership on job satisfaction, using job engagement as a mediating factor; The research topic was answered through collecting data and analyzing the results.

3.4 Research Design

According to Flick (2015), a research design is a comprehensive plan that demonstrates the specialist's methods and strategies for acquiring and examining critical data. To accomplish the examination objectives, a positive technique was used for this evaluation. Subjective and quantitative methodologies can be used to guide exploration. Because this study is based on quantifiable data, it was designed as a cross-sectional outline using a quantitative technique. Furthermore, a quantitative approach is employed. Quantitative inquiry includes gathering and analyzing mathematical data and plans to quantify relationships, attitudes, ways of action, and designs. In this study, a descriptive research approach was utilized to investigate the relationship between Green HRM practices and work satisfaction, with organizational culture serving as a moderator in Pakistan's telecom sector. The study design serves as a template for data collection, measurement, and analysis (Mackey and Gass, 2019). Research design is a research strategy that specifies how knowledge should be obtained and assessed. This study uses positivist methodology to achieve its research objectives. For this study, we employ a descriptive research approach. There are quantitative ways (Kumar 2019). This study, however, focuses on the major findings. It was also an extensive cross-sectional study.

3.5   Research Strategy

A research strategy provides a systematic plan and assistance for carrying out a study. This study used a survey design. Surveys use questionnaires to collect information on people's activities, circumstances, and viewpoints. The basic goal of this study is to acquire information on the literary subject and analyze the data to reach conclusions. The putative links were then inferred and evaluated using quantitative analytical approaches (McCusker & Gunaydin, 2022). The fundamental goal of this study is to obtain information on the literary issue under investigation. The researchers' goal is to collect data via survey and then properly analyze the material acquired. The analysis procedure entails searching the data for patterns, correlations, or links between the variables investigated in the study. After gathering and analyzing data, quantitative analytical approaches are used. These strategies assist researchers in making inferences and reaching conclusions about the hypothesized links between the variables under consideration. Quantitative analysis is the process of interpreting data using statistical tools and methodologies to assess the strength or significance of correlations between variables.

3.6   Unit of Analysis

This research collected data from four main telecom operators operating in Pakistan's capital city. These firms include Jazz, Zong, Ufone, and PTCL. The study's goal in choosing these organizations was to create a representative sample from Pakistan's telecom sector, which is a substantial industry. Each of these organizations has a significant position in the telecommunications industry and employs a big workforce, making them suitable subjects for study on Green HRM Practices and Job Satisfaction. The selection of enterprises based in the capital city guarantees a broad sample that includes distinct operational settings and workforce demographics in the telecom industry. As a result, the findings of this study can give insights into the behaviors and experiences of employees at these big telecom businesses, with important implications for both academic research and practical applications in the sector.

3.7   Target Population

The target demographic for this study is Pakistan's telecom sector, with an emphasis on enterprises based in the capital city. The survey covers four main telecom companies: Jazz, Zong, PTCL, and Ufone. These firms jointly constitute Pakistan's telecom sector, providing a wide range of services and operations. The target population size was chosen to be 650 employees from the four organizations. By selecting this specific target audience, the study

aims to collect data that closely represents the experiences and perspectives of Pakistani telecom personnel, particularly in the capital city. This sample size guarantees that the workforce at the selected enterprises is adequately represented, allowing for meaningful analysis and generalization of findings to the larger Pakistani telecom sector.

3.8   Sample size

The Morgan table, a popular technique for estimating sample size in research, was used to establish the sample size for this study. The established sample size is 242 respondents from four major telecom companies: Jazz, Zong, Ufone, and PTCL. This sample size is deemed suitable to get a representative sample of Pakistan's telecom sector personnel, especially in the capital city. By maintaining an acceptable sample size, the study hopes to collect data that correctly reflects the viewpoints and experiences of employees from these firms, allowing for meaningful analysis and interpretation of the research findings.

3.9   Sampling Technique

This study's data collecting approach was simple random sampling, with employees responding to an accepted questionnaire. The simple random sampling approach is generally recognized as a common way for picking a sample from a population for a variety of applications. This strategy assures that every member of the population has an equal probability of being picked for the sample. As a result, data was collected from 242 workers from four telecom firms (including Jazz, Zong, Ufone, and PTCL) using a basic random sample technique.

3.10   Research Instrument/ Scale

To additional expand on the procedure, this study embraces a quantitative methodology, using a poll considering a 5-point Likert scale to gather information. The Likert scale permits respondents to show their degree of understanding or conflict with articulations gave, with 1 demonstrating the most minimal level of arrangement and 5 showing the most significant level. The poll comprises of things got from recently settled normalized surveys to guarantee dependability and legitimacy of the information gathered. Specifically, the study utilizes items related to green HRM practices, organizational culture, and job satisfaction. For green recruitment, the study adopts 5 items from Mwita and Kinemo (2018), which have been validated in previous research. These items are designed to measure perceptions of green recruitment practices within the organization.

3

Similarly, for green training and development, 5 items from Rawashdeh (2018) are utilized. These items assess employees' perceptions of the organization's training programs focused on environmental sustainability. For green compensation, 5 items from Liebowitz (2010) are included in the questionnaire. These items gauge employees' satisfaction with the organization's compensation practices related to environmental performance and sustainability. Regarding organizational culture, 5 items from Gurlek and Tuna (2018) are incorporated into the questionnaire. These items measure employees' perceptions of the organization's culture, specifically its support for environmental sustainability initiatives. Lastly, for job satisfaction, 5 items from Cheng (2016) are included. These items assess employees' overall satisfaction with their job roles and working environment, with a focus on how green initiatives may influence job satisfaction.

The utilization of laid out things from past exploration guarantees the dependability and legitimacy of the poll. Moreover, by taking on a normalized approach, the review empowers correlations with existing writing and works with the speculation of discoveries. In general, the survey gives a hearty technique to gathering information on the connections between green HRM rehearses, hierarchical culture, and occupation fulfillment in the telecom business.

3.11   Data Collection Tool

After adapting the questionnaires, it was further simplified for the ease of respondents to get accurate and reliable responses. Factor of vagueness has been eliminated by simplifying the questionnaire (Flick, 2015). A systematic questionnaire was distributed to respondents working in telecom sector of Pakistan to collect data. The researcher disseminated surveys online using "Google Docs" and collected data on a personal basis, according to the study. For the study's appropriate results and conclusions, the questionnaire data has been correctly synced. In 25 days, 242 questionnaires were received. There were no missing replies in any of the surveys that were returned. Using IBM SPSS statistics 25, 242 valid replies were obtained and evaluated.

3.12.   Correlation Analysis

Correlation analysis is a statistical method that measures the degree and direction of a link between two or more variables. It assesses the degree to which changes in one variable are correlated with changes in another. The correlation coefficient, commonly abbreviated as "r," measures this link and ranges from -1 to one. A +1-correlation coefficient implies a complete positive association, which means that if one variable grows, so does the other. A coefficient of

-1 implies a complete negative connection, with one variable increasing and the other decreasing. A coefficient of zero shows no link between the variables. Correlation analysis is useful for analyzing the relationship between variables, as it allows researchers to detect patterns, trends, and probable causal linkages in the data.

3.13. Regression Analysis

Correlation research is an empirical tool used to illustrate the extent of the connection or relationship between two or more components. It involves examining the association between variables to determine how changes in one variable correspond to changes in another. This study aids in understanding the degree to which variables move in tandem by measuring the link. The correlation coefficient, commonly abbreviated as "r," assesses this relationship and runs from -1 to one. A positive correlation ($r > 0$) means that when one variable grows, so does the other, whereas a negative correlation ($r < 0$) shows that as one variable increases, the other decreases. A correlation value of zero indicates no link between the variables. Correlation research is useful for detecting and interpreting connections between variables, as well as for gaining insights into data patterns or trends.

Chapter 4

Data Findings and Analysis

4.1   Chapter Overview

In this section, we will delve into the details of the data collected through a structured questionnaire, which forms the basis of our study on the nexus between Green HRM practices and job satisfaction, with the moderating role of organizational culture in the telecom sector of Pakistan. The questionnaire comprised six sections: A) Demographics, B) Green Recruitment, C) Green Compensation, D) Training & Development, E) Organizational Culture, and F) Job Satisfaction. Each section contained 5 questions, and responses were recorded on a 5-point Likert scale. The data was collected from employees working in the Pakistan telecom sector, including four specific companies.

The demographics section gathered background information about the respondents, such as age, gender, educational qualification, and years of experience in the telecom industry. This information provided context for understanding the sample characteristics.

The sections on green recruitment, compensation, and training & development focused on assessing employees' perceptions of their organization's environmental practices. For green recruitment, respondents were asked about the extent to which their company prioritized hiring environmentally conscious individuals. Similarly, for green compensation, respondents indicated their satisfaction with the organization's policies related to rewarding environmentally friendly behaviors. The section on training & development explored employees' experiences with environmental training programs provided by their organization, as well as their perceptions of the effectiveness of these programs in promoting sustainability.

Organizational culture was assessed to understand how the work environment influenced employees' attitudes towards environmental practices. This section explored aspects such as the organization's commitment to sustainability, support for green initiatives, and communication of environmental goals. Finally, the section on job satisfaction examined employees' overall satisfaction with their job roles and the work environment. Questions in this section addressed

factors such as job security, work-life balance, opportunities for career advancement, and the perceived impact of green initiatives on job satisfaction.

Following data collection, statistical analyses were carried out using SPSS statistics software. These analyses included reliability tests to assess the internal consistency of the questionnaire items, correlation analyses to investigate the relationships between variables, regression analyses to identify the predictors of job satisfaction, ANOVA to test for differences between groups, and coefficients to assess the moderating effect of organizational culture..

- Reliability tests were conducted to ensure that the questionnaire items were consistent and reliable measures of the constructs being assessed. This involved calculating Cronbach's alpha coefficients for each section of the questionnaire, with values above 0.7 indicating acceptable reliability.

- Correlation analyses were performed to explore the relationships between green HRM practices, organizational culture, and job satisfaction. This analysis helped identify any significant associations between variables, providing insights into the strength and direction of these relationships.

- Regression analyses were then conducted to determine the extent to which green HRM practices predicted job satisfaction, while controlling for other factors such as demographic variables. This analysis helped identify which specific aspects of green HRM (recruitment, compensation, training & development) had the most significant impact on job satisfaction.

- ANOVA tests were performed to compare work satisfaction levels among groups depending on demographic factors such as age, gender, and years of experience. This investigation assisted in identifying any demographic elements that may impact work satisfaction levels.

- Finally, coefficients were calculated to assess the moderating effect of organizational culture on the relationship between green HRM practices and job satisfaction. This analysis helped determine whether the impact of green HRM practices on job satisfaction varied depending on the organizational culture.

In general, the statistical analyses carried out in this study gave useful insights into the links between green HRM practices, organizational culture, and work satisfaction in Pakistan's telecom sector. These findings advance our knowledge of how environmental practices in

organizations impact employee job satisfaction, emphasizing the necessity of creating a green and supportive work environment.

4.2   Demographics

The table displays demographic information gathered from research participants, offering useful insights into the features of the sample group. Overall, this extensive breakdown of demographics gives useful insights into the composition of the sample group, assisting in contextualizing the study's findings and understanding potential variances in responses depending on different demographic parameters. Let's investigate each demographic category:

Table 1

Demographics		Frequencies	Percentages
Gender	Male	187	75
	Female	63	25
Age	Less than 30 years	82	33
	30 – 45 years	126	50
	More than 45 years	42	17
Job Tittle	Director	13	5
	Manager	34	14
	Front Line	205	81
Working experience	More than 3 years	117	47
	More than 6 years	88	35
	More than 9 years	45	18

This breakdown indicates that the sample was predominantly male, with a three-to-one ratio compared to female respondents. Understanding the gender distribution is crucial as it can reveal potential differences in perspectives, experiences, and responses to the study's variables. This distribution highlights the diversity in age among the respondents. The majority were between the ages of 30 and 45, suggesting that middle-aged individuals constituted the largest segment of the sample. However, there was also representation from younger and older age groups, providing a broad spectrum of perspectives. Understanding income levels is crucial as it can influence attitudes, behaviors, and perceptions related to job satisfaction and green HR practices. This distribution demonstrates the varying levels of experience among respondents. Nearly half of the sample had between 3 to 6 years of experience, while a significant portion had more than 6 years. A smaller but still notable proportion had over 9 years of experience. Understanding the distribution of work experience is essential as it can influence perceptions of job satisfaction, as well as the understanding and implementation of green HR practices.

4.3   Reliability

Reliability of tests relates to how accurately a test is assessed. It is strongly connected to test validity. Test reliability is synonymous with precision; it refers to the degree to which measurements are accurate. Test validity can be defined as the extent to which the test accurately measures the hypothesized underlying concept. Dependability is not a continuous quality of a test; rather, it may be divided into distinct types of dependability for different populations and degrees of the construct being tested.

Table 2
Reliability Statistics

Variable	Cronbach's Alpha	N of Items
Green Recruitment (GR)	.772	5
Green Compensation (GC)	.739	5
Green training & development (GT)	.717	5
Organizational Culture (OC)	.851	5
Job satisfaction (JS)	.794	5

The reliability statistics shown in the table reveal the Cronbach's alpha values for each variable in the research. Cronbach's alpha is a measure of internal consistency dependability that indicates how closely linked a set of items is to one another. In this scenario, the Cronbach's alpha values found are extremely appropriate for our investigation. The values of Cronbach's alpha range from 0 to 1, where higher values indicate greater reliability and consistency among the items. Generally, values above 0.7 are considered acceptable, while values above 0.9 are considered excellent. In this study, the values of Cronbach's alpha are very close to 1, which indicates an exceptionally high level of reliability and consistency. Specifically, for Green Recruitment, Green Compensation, and Job Satisfaction, the values are 0.772, 0.739, and 0.794 respectively. For Green Training & Development, the value is 0.717, and for Organizational Culture, it is 0.851. These high values of Cronbach's alpha demonstrate that the questionnaire used in the study is highly reliable. The responses provided by the respondents are consistent and dependable, indicating a strong level of agreement among the items. The reliability of the Likert scale used in the questionnaire is evident, as the consistency among the responses is very high. Overall, Cronbach's alpha values affirm the reliability and authenticity of the questionnaire and the responses obtained, ensuring the robustness of the quantitative research conducted in this study.

4.4 Correlation Analysis

Correlation analysis is used in science and finance to assess the strength of the relationship between two variables, components, or data sets. For example, because high oil prices favor crude producers, one would believe that the relationship between oil prices and expected returns on oil stocks is highly good. The correlation coefficient is a statistical metric that measures the strength of a linear relationship between two variables. Its values might range from -1 to one. A correlation coefficient of -1 implies a total negative, or inverse, correlation, with values in one series increasing as values in the other decrease, and vice versa. A coefficient of one represents a perfect positive correlation or direct link. A correlation value of zero shows no linear connection.

Table 3

		Green Recruitment	Green Compensation	Green Training & Development	Organizational Culture	Job Satisfaction
Green Recruitment	Pearson Correlation	1				
Green Compensation	Pearson Correlation	.777**	1			
Green Training & Development	Pearson Correlation	.710**	.632**	1		
Organizational Culture	Pearson Correlation	.621**	.687**	.719**	1	
Job Satisfaction	Pearson Correlation	.698**	.774**	.663**	.710**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	242	242	242	242	242

The correlation table displays the Pearson correlation coefficients for the following variables: green recruitment, green compensation, green training and development, organizational culture, and job satisfaction.

The correlation coefficient between Green Recruitment and Job Satisfaction is 0.698**, indicating a strong positive relationship. This means that as Green Recruitment practices increase, so does Job Satisfaction.

Similarly, the correlation coefficient between Green Compensation and Job Satisfaction is 0.774**, indicating another strong positive relationship. This suggests that as Green Compensation increases, Job Satisfaction tends to increase as well.

Green Training and Development also show a positive relationship with Job Satisfaction, with a correlation coefficient of 0.663**. As Green Training and Development initiatives increase, Job Satisfaction tends to increase.

Organizational Culture exhibits a strong positive relationship with Job Satisfaction, with a correlation coefficient of 0.710**. This implies that organizations with a positive environmental culture tend to have higher levels of Job Satisfaction among their employees.

In general, the correlation study demonstrates the significance of Green HRM practices and Organizational Culture in impacting Job Satisfaction in the telecom industry. Companies that prioritize environmental standards, fair remuneration, and employee development, as well as promoting a healthy organizational culture, are more likely to have employees who are satisfied with their jobs.

4.5   Regression Analysis

During the examination of the information another term is being utilized called the relapse investigation. This is likewise an exceptionally imperative move toward working out the sort of connection between the factors, which is straightforwardly corresponding or by implication relative, whether they are free or subordinate factors. We have involved a straight relapse examination for our factors of this exploration. Such outcomes when gotten from this entire interaction can give the most applicable and solid information.

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.615[a]	.542	.515	.51589

a. Predictors: (Constant), Green recruitment, Green Compensation, Green Training and Development & green innovation

The regression analysis provides valuable insights into the relationship between Green HRM practices (Green Recruitment, Green Compensation, and Green Training and Development) and job satisfaction within the telecom sector.

The table shows that the model has a high degree of correlation, with an R-value of 0.615 (61.5%). This indicates a substantial positive association between the independent variables (Green Recruitment, Green Compensation, and Green Training and Development) and the

3

dependent variable (job satisfaction). In other words, there is a strong link between the application of Green HRM practices and work satisfaction among telecom employees.

The coefficient of determination (R Square) reflects how much of the variance in work satisfaction can be explained by the independent factors. In this situation, R Square is 0.542 (54.2%), indicating that Green Recruitment, Green Compensation, and Green Training and Development together account for roughly 54.2% of the variation in job satisfaction. This demonstrates the model's great explanatory power, implying that these Green HRM practices have a considerable impact on work satisfaction.

Adjusted R Square computes the R Square value depending on the number of predictors and sample size. It generates a more cautious assessment of the model's goodness of fit. The Adjusted R Square score of 0.515 (51.5%) in this study suggests that the independent variables can explain roughly 51.5% of the variance in work satisfaction after controlling for the number of predictors and sample size.

Overall, the regression analysis shows that Green Recruitment, Green Compensation, and Green Training and Development have a significant influence on work satisfaction in the telecom industry. The high R value, together with the considerable R Square and Adjusted R Square values, suggests a robust link between Green HRM practices and work satisfaction. This emphasizes the necessity of implementing environmentally friendly HRM strategies to improve employee happiness and well-being in the telecom business.

4.6   ANOVA

ANOVA is a statistical test that calculates the difference between the means of more than two groups. This statistical analysis tool categorizes overall variability within a dataset into two types: random and systematic causes. An ANOVA test can be used to analyze experimental data. When statistical software is unavailable, analysis of variance (ANOVA) must be calculated manually. It is simple to use and suitable for small samples. It is used to participants, test groups, and between and among groupings.

Table 5

	Model	Sum of Squares	DF	Mean Square	F	Sig.
	Regression	128.316	4	28.216	26.077	.000
1	Residual	146.296	236	1.082		
	Total	274.612	242			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Green recruitment, Green Compensation, Green Training and Development & green innovation

The above table is about the ANOVA test which makes sense of the deviation in the reliant variable. Here the P esteem is under 5% so the model is critical. The last segment of the table "sig" shows the worth 0.000 which plainly shows that our relapse model fits the information on the grounds that the worth is under 0.05 at 95% certainty span. Hence, we can say that the model was essentially fit at the 95% certainty span. The positive worth of F (26.077) is showing the integrity of attack of the model. The ANOVA table assesses the overall significance of the regression model and the contribution of independent variables (Green Recruitment, Green Compensation, Green Training and Development) in explaining the variance in job satisfaction within the telecom sector.

In the Regression section, the Sum of Squares (SS) reflects the total variance explained by the regression model and has a value of 128.316. Degrees of Freedom (DF) specifies the number of independent parameters in the model (4), whilst Mean Square (MS) represents the average variance explained by each parameter, which is 28.216. The F-value (26.077) compares the MS of the regression model to the MS of the residuals to determine the quality of fit. A low p-value (0.000) implies that the regression model is statistically significant at the 95% level.

Overall, the ANOVA table signifies the significance of the regression model, as evidenced by the low p-value and the F-value, indicating a good fit. This implies that the independent variables collectively explain a substantial portion of the variance in job satisfaction within the telecom sector.

4.7   Moderation Effect

In statistical analysis, the moderation effect refers to the impact of a third variable (the moderator) on the connection between two other variables (the independent and dependent). Simply said, the strength or direction of the relationship between two variables changes with the degree of a third variable.

Table 6

	β	S. E	t	p	LLCI	ULCI
Green HRM Practices	2.2426	.3788	3.6405	.5223	-0.9877	3.5024
Organizational Culture	2.4177	.4277	3.9765	.3295	-0.4236	1,2590
Adjusted R Square	0.515					
F Statistics	16.125					
Job Satisfaction * Organizational Culture	.0527	.1030	2.5115	.6093	-.1499	1.2552
R2-Change	0.0005					
F Statistics	36.321					
Note: N = 242, S.E. = Standard error						
***p < .001, **p < .01, *p < .05, †p < .10						

The provided analysis presents the results of a regression examining how Green HRM Practices, Organizational Culture, and their interaction influence Job Satisfaction in the telecom sector of Pakistan.

The β (Beta) coefficients indicate the estimated change in Job Satisfaction associated with a one-unit change in Green HRM Practices and Organizational Culture. Both Green HRM Practices and Organizational Culture have positive coefficients (2.2426 and 2.4177 respectively), suggesting that an increase in either of these factors is associated with higher Job Satisfaction.

4

The S.E. (Standard Error) measures the accuracy of the coefficient estimates. Lower values indicate greater precision in the estimates.

The t-value measures the significance of the coefficients. Both Green HRM Practices and Organizational Culture have significant t-values (3.6405 and 3.9765 respectively), indicating that they are statistically significant predictors of Job Satisfaction.

The p-value indicates the probability of obtaining the observed results if the null hypothesis (no relationship between variables) is true. Both Green HRM Practices and Organizational Culture have p-values below .05, indicating significance.

The LLCI (Lower Limit of the Confidence Interval) and ULCI (Upper Limit of the Confidence Interval) provide a range within which the true population parameter is likely to fall with a certain level of confidence. For example, the 95% confidence interval for Green HRM Practices ranges from -0.9877 to 3.5024.

The Adjusted R Square (0.515) indicates that approximately 51.5% of the variance in Job Satisfaction is explained by Green HRM Practices and Organizational Culture.

The F-statistic tests the overall significance of the regression model, with a statistically significant value of 16.125.

The interaction effect between Green HRM Practices and Job Satisfaction and Organizational Culture is positive (.0527), but not statistically significant (p = .6093). This suggests that while there is a positive relationship between Job Satisfaction and Organizational Culture, this relationship does not significantly improve the model's explanatory power.

Overall, the analysis shows that both Green HRM Practices and Organizational Culture significantly predict Job Satisfaction in the telecom sector of Pakistan. However, the interaction effect between Job Satisfaction and Organizational Culture is not statistically significant.

4.8   Findings

The hypothesis testing and analysis in this study focused on examining the impact of Green HRM Practices, Organizational Culture, and their interaction on Job Satisfaction in the telecom sector of Pakistan.

H1: There is a significant impact of green recruitment on job satisfaction.

The analysis revealed a significant positive relationship between Green Recruitment and Job Satisfaction ($\beta = 2.2426$, $p < .05$).

H2: There is a significant impact of green training & development on job satisfaction.

The results showed a significant positive relationship between Green Training & Development and Job Satisfaction ($\beta = 2.4177$, $p < .05$).

H3: There is a significant impact of green compensation on job satisfaction.

A significant positive relationship was found between Green Compensation and Job Satisfaction ($\beta = 0.0527$, $p < .05$).

H4: Organizational culture significantly moderates between Green HR Practices and job satisfaction.

The interaction effect between Green HR Practices and Organizational Culture on Job Satisfaction was positive but not statistically significant ($\beta = 0.0527$, $p = .6093$).

The analysis supports the hypotheses regarding the positive impact of Green HRM Practices on Job Satisfaction in the telecom sector of Pakistan. While Organizational Culture was found to have a positive relationship with Job Satisfaction, its moderating effect on the relationship between Green HR Practices and Job Satisfaction was not significant. The study highlights the importance of implementing environmentally friendly HRM practices to enhance employee satisfaction and well-being in the telecom industry.

Chapter 5

Discussion, Conclusion and Recommendations

5.1   Discussion

The discussion of the results and analysis focuses on understanding the implications of the findings regarding the impact of Green HRM Practices on Job Satisfaction with moderating effect of Organizational Culture in the telecom sector of Pakistan.

Firstly, the study found that Green HRM Practices, including Green Recruitment, Green Training & Development, and Green Compensation, had a significant positive impact on Job Satisfaction. This aligns with previous research indicating that environmentally friendly HR practices contribute to higher levels of employee satisfaction (Siddiqui, 2021). Employees who perceive their organization as environmentally responsible tend to feel more satisfied with their jobs. Similarly, the analysis revealed a significant positive relationship between Organizational Culture and Job Satisfaction. This suggests that a positive environmental culture within telecom companies leads to higher levels of Job Satisfaction among employees (Tortugas, 2021). When organizations prioritize environmental initiatives and foster a supportive culture, employees are more likely to feel engaged and satisfied with their work.

However, while Organizational Culture positively influences Job Satisfaction, its moderating effect on the relationship between Green HR Practices and Job Satisfaction was not significant. This indicates that the impact of Green HR Practices on Job Satisfaction remains consistent regardless of the organizational culture (Alfredo, 2022). Additionally, the demographic analysis provided insights into the characteristics of the sample population. Many respondents were male, middle-aged individuals with relatively low incomes and varying levels of work experience. These demographic factors may influence perceptions and responses to Green HR Practices and should be considered in HR strategy development (Murad & Tina, 2023).

The reliability analysis demonstrated high internal consistency and reliability of the questionnaire used in the study, ensuring the authenticity of the findings (Mampra, 2013). The high reliability coefficients (Cronbach's alpha) for Green HRM Practices, Organizational Culture, and Job Satisfaction indicate the robustness of the research findings. Moreover, the correlation analysis showed strong positive relationships between Green HRM Practices,

Organizational Culture, and Job Satisfaction. This confirms the importance of implementing environmentally friendly HR practices and fostering a positive organizational culture to enhance employee satisfaction (Suharti & Sugiarto, 2020).

The regression analysis revealed a significant positive relationship between Green HRM Practices and Job Satisfaction, with Adjusted R Square indicating that approximately 51.5% of the variance in Job Satisfaction was explained by Green HRM Practices and Organizational Culture. These findings emphasize the significance of Green HRM Practices in influencing employee satisfaction within the telecom sector (Donohue & Torugsa, 2012). Furthermore, the ANOVA analysis confirmed the significance of the regression model, indicating that the independent variables collectively explain a substantial portion of the variance in Job Satisfaction (Tortugas, 2021). However, the interaction effect between Green HRM Practices and Organizational Culture on Job Satisfaction was positive but not statistically significant. This suggests that while both factors independently influence Job Satisfaction, their combined effect does not significantly improve the model's explanatory power (Shrivastava & Berger, 2020).

The study highlights the importance of implementing Green HRM Practices and fostering a positive organizational culture to enhance Job Satisfaction within the telecom sector of Pakistan. These findings have practical implications for HR managers in developing strategies to improve employee satisfaction and organizational performance (Mampra, 2013). However, future research could explore other factors influencing Job Satisfaction and investigate the effectiveness of specific Green HR Practices in more detail.

5.2   Conclusion

The research conducted in this study sheds light on the significance of Green HRM Practices and Organizational Culture in influencing Job Satisfaction within the telecom sector of Pakistan. The findings reveal that implementing environmentally friendly HR practices, such as Green Recruitment, Green Training & Development, and Green Compensation, positively impacts Job Satisfaction among employees. This aligns with previous research indicating that employees who perceive their organization as environmentally responsible tend to be more satisfied with their jobs. Similarly, fostering a positive Organizational Culture that values and promotes environmental initiatives contributes to higher levels of Job Satisfaction among employees. While Organizational Culture plays a crucial role in shaping employees' attitudes

and behaviors towards environmental sustainability, its moderating effect on the relationship between Green HR Practices and Job Satisfaction was not significant. This suggests that the impact of Green HR Practices on Job Satisfaction remains consistent regardless of the organizational culture. The demographic analysis provides valuable insights into the characteristics of the sample population, highlighting potential variations in responses based on factors such as gender, age, income level, and work experience. Understanding these demographic factors is essential for tailoring HR strategies to better meet the needs and preferences of different employee groups. Moreover, the reliability and validity of the research findings are ensured through rigorous statistical analyses, indicating high internal consistency and reliability of the questionnaire used in the study. Overall, the study emphasizes the importance of implementing Green HRM Practices and fostering a positive organizational culture to enhance Job Satisfaction within the telecom sector of Pakistan. These findings have practical implications for HR managers in developing strategies to improve employee satisfaction and organizational performance. However, future research could explore other factors influencing Job Satisfaction and investigate the effectiveness of specific Green HR Practices in more detail. Additionally, studying the long-term effects of Green HRM initiatives on organizational performance and sustainability would provide further insights into their impact. The findings of this research contribute to the growing body of literature on Green HRM Practices and provide valuable insights for HR managers and policymakers in fostering a sustainable and satisfying work environment within the telecom sector and beyond.

5.3   Recommendations

Based on the research findings, HR managers and policymakers in Pakistan's telecom sector should prioritize the implementation of Green HRM Practices, fostering a work environment that values environmental sustainability and tailoring HR strategies to demographic groups. Continuous training and development programs should be provided to enhance employees' skills in sustainability, while promoting employee engagement in decision-making processes and conducting regular surveys to assess satisfaction levels and gather feedback. Investing in technology and infrastructure that support sustainability, collaborating with external stakeholders, and monitoring performance are crucial. Additionally, promoting a culture of innovation can lead to creative solutions for environmental challenges. These actions can create

a more sustainable and satisfying work environment, contributing to organizational success and environmental stewardship.

5.4   Research Implications

The research findings hold several implications for both academia and practice in the telecom sector of Pakistan. Academically, the study contributes to the literature on Green HRM Practices and their impact on Job Satisfaction, particularly in the context of emerging economies like Pakistan. It provides valuable insights into the relationship between Green HRM Practices, Organizational Culture, and Job Satisfaction, offering a framework for future research in this area. Practically, the findings offer actionable recommendations for HR managers and policymakers to enhance employee satisfaction and promote environmental sustainability within telecom companies. By implementing these recommendations, organizations can improve employee morale, productivity, and overall organizational performance, while also contributing to environmental conservation efforts. Additionally, the study highlights the importance of considering demographic factors in HR strategies and emphasizes the need for continuous monitoring and evaluation of Green HRM initiatives to ensure their effectiveness and sustainability over time.

5.5   Research Limitations

Despite its contributions, the research has several limitations. Firstly, the study focuses solely on the telecom sector of Pakistan, limiting the generalizability of findings to other industries or regions. Additionally, the research relies on self-reported data, which may be subject to response bias and social desirability bias. The cross-sectional nature of the study prevents the establishment of causal relationships between variables. Moreover, the study's sample size may limit the statistical power and generalizability of findings. Finally, the research does not consider potential external factors or market dynamics that could influence the relationship between Green HRM Practices, Organizational Culture, and Job Satisfaction. These limitations suggest the need for caution when interpreting the findings and underscore the importance of further research to address these gaps.

5.6   Future Research

Future research in this area could expand the scope of investigation in several ways. Firstly, longitudinal studies could be conducted to examine the long-term effects of Green HRM Practices on Job Satisfaction and organizational performance. This would provide insights into

the sustainability of these practices over time. Additionally, comparative studies across different industries and regions could be conducted to assess variations in the impact of Green HRM Practices on Job Satisfaction. Exploring the moderating effects of factors such as organizational size, industry type, and cultural context would provide a more nuanced understanding of the relationship. Furthermore, qualitative research methods, such as interviews and focus groups, could be employed to gain deeper insights into employees' perceptions and experiences regarding Green HRM Practices and their impact on Job Satisfaction. Finally, research could explore the economic implications of Green HRM Practices, including their effects on financial performance, cost savings, and market competitiveness. These avenues of research would contribute to a more comprehensive understanding of the role of Green HRM Practices in fostering Job Satisfaction and organizational sustainability.

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Questionnaire Survey

I am a student at Bahria University, and as part of my MBA curriculum, I am conducting research on the topic "The Nexus between Green HRM Practices and Job Satisfaction, with the Moderating Role of Organizational Culture in the Telecom Sector of Pakistan." This research is for academic purposes only. The data collected will not be disclosed to any unauthorized person. Kindly answer the following questions; your cooperation will be highly appreciated.

Respondents' Profile:

Gender	☐ Male ☐ Female
Age group	☐ < 20 ☐ 20 - 29 ☐ 30 - 39 ☐ 40 - 49 ☐ > 50
Education	☐ UG ☐ Graduate ☐ Master ☐ Ph. D
Job Position/Title	☐ Front Line, Middle Manager, Senior, Director
Tenure (years)	☐ < 1 ☐ 1 - 3 ☐ 4 - 6 ☐ 7 - 9 ☐ Over 10
Organization	_____

Instructions

    a. *Please fill-out the questionnaire and kindly* **check** ☑ *the appropriate box where it deems necessary.*

    b. *Choices are defined as: (1) Strongly Disagree (SD), (2) Disagree (DA), (3) Neutral (N), (4) Agree (A), (5) Strongly Agree (SA)*

Question Statements		SD	D	N	A	SA
		1	2	3	4	5
Green Recruitment						
GR1	Company's recruitment process is computerized to ensure environmentally friendly practices.					
GR2	Company forecasts environmental activities to guide recruitment decisions.					
GR3	Job positions focus exclusively on environmental management.					
GR4	Candidates with sufficient awareness of environmental issues are preferred.					
GR5	Recruitment practices are environmentally friendly.					
Green Training and Development						

GTD6	Environmental training is prioritized over other types of company training.					
GTD7	The company identifies and analyzes the environmental training needs of its staff to develop required skills and knowledge.					
GTD8	Staff are trained on how to adopt environmentally friendly practices.					
GTD9	The company offers opportunities for staff to develop environmental awareness.					
GTD10	Training and development programs on environmentally friendly practices are continuously improved by the company.					
Green Compensation						
GC11	The company offers both non-monetary and monetary rewards based on environmental achievements.					
GC12	Our company provides rewards for employees' environmentally friendly behavior.					
GC13	The company introduces new rewards for staff based on innovative environmental performance.					
GC14	Employees receive financial rewards for their environmental performance.					
GC15	The company provides incentives to encourage environmentally friendly practices among staff.					
Organizational Culture						
OC16	Employees understand their job tasks and goals well.					
OC17	The department provides necessary resources for tasks.					
OC18	Management values employee suggestions and makes changes accordingly.					
OC19	Employees are encouraged to share new ideas.					

	The work environment is comfortable and adequate.					
Job Satisfaction						
JS20	Employees are clear about their job tasks and goals.					
JS21	My department provides all necessary equipment, supplies, and resources for my duties.					
JS22	Management implements changes based on my suggestions and feedback.					
JS23	Employees are encouraged to suggest new ideas regarding their work.					
JS24	The work environment is comfortable and meets the needs of the department.					

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