

Implementation of Green Human Resources Management Polices and Environmental Sustainability

Fatai Adesina Ibrahim

¹ Department of Public Administration, Federal University, Lokoja, Kogi State, Nigeria.

Email: adesina.ibrahim@fulokoja.edu.ng

Phone: +2348055270216

Article history

Abstract

Received March. 26, 2026

Revised April, 09, 2026

Accepted April, 15, 2026

KEYWORDS: Green human resources management, environmental sustainability

Efforts towards the effective implementation of green human resource policies for the purpose of achieving immediate environmental goals without jeopardizing the expectation of future generation have been an impossible a doting task. Therefore, this paper examines the implications of the implementation of human resource policies on environmental sustainability. This study relied heavily on secondary sources of data such as published journals, empirical studies, books and policy documents. These sources were carefully examined through the use of textual content analysis. The findings of the study reveal that the challenges of effective implementation of green human resources policies are yet to be addressed due to resistance to change by employees, huge capital requirement, lack of support by stakeholders and lack of enabling environment. Therefore, the study recommends for the implementation of environmentally friendly policies such as the use of renewable energy, reduction in pollution, green recruitment, natural resources conservation and commitment to the provision social responsibilities of business. Similarly, there is need to create more awareness on the imperative of embracing green human resource practices by employees.

Recommended citation: Fatai, A.I., Implementation of Green Human Resources Management Polices and Environmental Sustainability, CUSTECH-Journal of Innovation, Management and Social Sciences, 1(1), 378-391

1 INTRODUCTION

Environmental sustainability has emerged as a critical global concern due to the increasing rate of environmental degradation, climate change, pollution, and depletion of natural resources. The growing awareness of these environmental challenges has compelled governments, organizations, and individuals to adopt sustainable practices that minimize negative environmental impacts while promoting long-term ecological balance. Organizations, in particular, are now under significant pressure from stakeholders, regulatory bodies, and society at large to integrate environmental sustainability into their core operations and strategic objectives.

Human Resource Management (HRM), traditionally concerned with recruitment, training, performance management, and employee relations, has evolved to incorporate environmental considerations into its practices. This evolution has given rise to the concept of Green Human Resource Management (GHRM), which refers to the integration of environmental management into HR policies and practices. GHRM aims to promote environmentally friendly behavior among employees and ensure that organizational activities contribute positively to environmental

sustainability. According to Renwick, Redman, and Maguire (2013), GHRM involves aligning HRM functions such as recruitment, training, performance appraisal, and reward systems with environmental goals.

The implementation of Green Human Resource Management policies has become increasingly important as organizations recognize the role of employees in achieving sustainability objectives. Employees are key agents in the successful execution of environmental strategies, and their attitudes, skills, and behaviors significantly influence organizational environmental performance. For instance, green recruitment focuses on attracting environmentally conscious individuals, while green training enhances employees' awareness and competencies related to sustainable practices. Similarly, green performance management and reward systems encourage employees to actively participate in environmental initiatives within the organization.

Despite the growing importance of GHRM, many organizations, especially in developing economies, face challenges in effectively implementing green HR policies. These challenges may include lack of awareness, insufficient management support, limited financial resources, and resistance to change among employees. Furthermore, there is often a gap between the formulation of environmental policies and their actual implementation, which undermines the achievement of sustainability goals. This highlights the need for a deeper understanding of how GHRM policies are implemented and how they influence environmental sustainability outcomes.

Environmental sustainability, on the other hand, refers to the responsible use and management of natural resources in a way that meets present needs without compromising the ability of future generations to meet their own needs. It encompasses practices aimed at reducing waste, conserving energy, minimizing pollution, and promoting ecological balance. Organizations play a crucial role in achieving environmental sustainability by adopting environmentally responsible practices and integrating sustainability into their business strategies.

This study, therefore, focuses on the implementation of Green Human Resource Management policies and their impact on environmental sustainability. It seeks to examine how HRM practices can be leveraged to promote sustainable behavior within organizations and contribute to broader environmental goals. By analyzing existing literature and empirical evidence, the study aims to provide insights into the effectiveness of GHRM practices, identify challenges associated with their implementation, and suggest strategies for improving their adoption.

The integration of environmental sustainability into HRM practices is no longer optional but a necessity for organizations seeking to remain competitive and socially responsible in a rapidly changing world. The successful implementation of GHRM policies has the potential to enhance organizational performance, improve environmental outcomes, and contribute to sustainable development. This study is therefore timely and relevant as it addresses the growing need for organizations to align their human resource practices with environmental sustainability objectives.

1.1 Objective of the paper

This paper examines the opinions of scholars and theoretical perspectives on green human resources management on matters regarding the following objectives:

- i. To examine the implications of green human resource management (GHRM) initiatives on environmental sustainability.
- ii. To identify the challenges hindering the effective implementation of green human resource management programs.

2 LITERATURE REVIEW

2.1 Conceptual Frameworks

a) Green Human resources

Green human resources refer to the role, responsibilities, and capabilities of human capital in supporting environmental sustainability within an organization. Unlike the broader concept of Green Human Resource Management which focuses on systems, policies, and structured HR practices green human resources emphasize the people themselves:

their knowledge, attitudes, skills, and behaviors that contribute to environmentally responsible actions in the workplace. In this sense, green human resources can be understood as the environmentally conscious workforce that drives and sustains organizational sustainability initiatives through individual and collective behavior.

At its foundation, green human resources recognize that employees are not merely executors of tasks but are active participants in shaping an organization's environmental impact. Every employee, regardless of position, has the potential to influence resource consumption, waste generation, and energy use through daily decisions and actions. Therefore, green human resources focus on cultivating environmental awareness and responsibility among employees so that sustainability becomes embedded in organizational culture. According to Jackson, Renwick, Jabbour, and Muller-Camen (2011), employees play a central role in enabling environmental management systems to function effectively, as their behaviors ultimately determine whether sustainability policies succeed or fail.

The concept of green human resources is closely tied to the idea of environmental competence. This refers to the knowledge, skills, and abilities that individuals possess to perform their work in an environmentally responsible manner. Employees with strong environmental competence are able to identify opportunities to reduce waste, conserve energy, and minimize environmental harm. They understand the environmental implications of their actions and are motivated to make decisions that align with sustainability goals. These competencies are developed through education, training, and experience, and they form a critical component of the organization's human capital.

Another important dimension of green human resources is environmental awareness. This involves an understanding of environmental issues such as climate change, pollution, biodiversity loss, and resource depletion. Employees who are environmentally aware are more likely to recognize the impact of their actions and adopt behaviors that reduce environmental harm. Environmental awareness can be cultivated through organizational culture, leadership influence, and continuous learning. When organizations prioritize environmental education, they help employees develop a mindset that values sustainability and responsible resource use.

Behavioral aspects are also central to green human resources. Employees contribute to environmental sustainability through their daily actions, such as reducing paper usage, recycling materials, conserving energy, and minimizing waste. These behaviors may seem small at the individual level, but collectively, they can have a significant impact on an organization's environmental footprint. Dumont, Shen, and Deng (2017) highlight that employee green behavior plays a crucial role in determining environmental performance, as it directly influences how resources are used and conserved within the workplace.

Green human resources also involve the development of environmental values and attitudes. Employees who value sustainability are more likely to engage in environmentally friendly practices and support organizational green initiatives. These values are often shaped by organizational culture, leadership behavior, and social norms within the workplace. Leaders who demonstrate a commitment to sustainability can influence employees by modeling green behavior and reinforcing environmental values. Over time, these values become embedded in the organizational culture, creating a workforce that is inherently oriented toward sustainability.

Another important aspect of green human resources is employee participation in environmental initiatives. Employees may take part in activities such as recycling programs, environmental awareness campaigns, energy conservation efforts, and sustainability committees. This participation fosters a sense of ownership and accountability, encouraging employees to take an active role in environmental stewardship. Daily, Bishop, and Steiner (2007) emphasize that employee involvement is a key factor in improving environmental outcomes, as engaged employees are more likely to support and sustain environmental initiatives.

The concept of green human resources also extends to workplace practices that support environmental sustainability. Employees contribute to these practices by adopting behaviors such as reducing energy consumption, using digital communication instead of paper, and following environmentally friendly procedures. In many organizations, employees are encouraged to adopt a "green mindset" that influences how they perform their tasks. This mindset promotes efficiency, resource conservation, and environmental responsibility in all aspects of work.

b) Green Human Resource Management

Green Human Resource Management (GHRM) is an emerging concept that reflects the growing concern of organizations toward environmental sustainability and ecological balance. It involves the integration of environmental management principles into human resource policies and practices, with the aim of promoting sustainable use of resources and encouraging environmentally responsible behavior among employees. In the context of a project titled “Implementation of Green Human Resources Management Policies and Environmental Sustainability,” GHRM serves as a critical mechanism through which organizations can align their workforce with environmental goals and long-term sustainability strategies.

At its core, GHRM recognizes that employees are central to the successful implementation of environmental initiatives. Organizational policies alone are insufficient without the active participation and commitment of the workforce. Therefore, GHRM focuses on shaping employee attitudes, values, and behaviors in a manner that supports environmental sustainability. This includes fostering awareness about environmental issues, encouraging eco-friendly practices, and embedding sustainability into the organizational culture. According to Renwick, Redman, and Maguire (2013), GHRM refers to the use of human resource management policies to promote sustainable resource utilization and support environmental management objectives within organizations.

One of the fundamental aspects of GHRM is green recruitment and selection. Organizations adopting GHRM policies seek to attract individuals who are environmentally conscious and possess knowledge of sustainable practices. This may involve incorporating environmental responsibilities into job descriptions and using digital platforms for recruitment processes to minimize paper usage. By selecting candidates who share the organization’s environmental values, firms can build a workforce that is naturally inclined toward sustainability initiatives.

In addition, green training and development play a significant role in enhancing employees’ environmental competencies. Organizations provide training programs aimed at increasing awareness of environmental issues such as climate change, waste management, and energy conservation. These programs equip employees with the necessary skills to implement environmentally friendly practices in their daily work activities. As noted by Jabbour and Santos (2008), training is essential in developing a workforce capable of contributing effectively to environmental management systems.

Furthermore, GHRM incorporates green performance management systems that evaluate employees based on their contribution to environmental sustainability. Performance appraisal criteria may include adherence to environmental policies, participation in green initiatives, and efforts to reduce waste or conserve energy. This ensures that sustainability becomes an integral part of employee performance expectations. Complementing this is green compensation and reward systems, where employees are incentivized for engaging in environmentally responsible behavior. Rewards may take the form of bonuses, recognition programs, or other benefits that motivate employees to actively support sustainability goals.

Employee involvement is another critical dimension of GHRM. Organizations encourage participation through green teams, suggestion schemes, and collaborative decision-making processes related to environmental issues. Such involvement not only enhances employee commitment but also generates innovative ideas for improving environmental performance. Mandip (2012) emphasizes that employee participation is vital for the successful implementation of green initiatives, as it fosters a sense of ownership and responsibility toward environmental goals.

2.2 Empirical Studies

Empirical studies on Green Human Resource Management (GHRM) have gained significant attention in recent years due to the increasing need for organizations to adopt sustainable practices. These studies provide practical evidence on how GHRM policies influence environmental sustainability and organizational performance across different sectors and regions. The empirical literature demonstrates that the effective implementation of GHRM practices positively impacts employees’ environmental behavior, organizational efficiency, and overall sustainability outcomes.

One of the most influential empirical studies in this area is that of Renwick, Redman, and Maguire (2013), who examined the relationship between HRM practices and environmental management in organizations. Their findings revealed that organizations that integrate environmental objectives into HR functions—such as recruitment, training,

and performance management—tend to achieve better environmental outcomes. The study emphasized that employee involvement and commitment are critical factors in the successful implementation of green policies.

Similarly, a study conducted by Jabbour (2011) in Brazilian manufacturing firms explored the extent to which HRM practices support environmental management. The study found that organizations that provided environmental training and encouraged teamwork in sustainability initiatives recorded higher levels of environmental performance. It also highlighted that organizational culture plays a significant role in determining the effectiveness of GHRM practices, as a supportive culture enhances employee participation in environmental activities.

In another empirical investigation, Daily and Huang (2001) examined the role of human resource factors in environmental management systems. Their study concluded that employee training, empowerment, and involvement are essential for achieving environmental sustainability. The researchers found that organizations that invested in developing employees' environmental competencies were more successful in implementing environmental management systems and achieving sustainability goals.

Furthermore, Jackson et al. (2011) conducted a comprehensive empirical analysis of GHRM practices across different organizations. Their findings indicated that integrating environmental sustainability into HRM systems leads to improved organizational performance, including reduced waste, increased efficiency, and enhanced corporate reputation. The study also emphasized the importance of leadership support in driving the adoption of green HR policies.

A study by Opatha and Arulrajah (2014) examined the application of GHRM practices in organizations and found that green recruitment, green training, and green reward systems significantly influence employees' environmental behavior. The study concluded that organizations that adopt a holistic approach to GHRM are more likely to achieve sustainable outcomes compared to those that implement isolated green practices.

In the context of developing countries, empirical studies have also highlighted the growing importance of GHRM. For instance, a study by Mandip (2012) investigated the role of GHRM in promoting environmental sustainability in Indian organizations. The findings revealed that green HR practices, such as eco-friendly training programs and performance-based rewards, positively influence employees' commitment to environmental initiatives. However, the study also identified challenges such as lack of awareness and limited resources as barriers to effective implementation.

More recent empirical research has focused on the link between GHRM and employee green behavior. For example, Dumont, Shen, and Deng (2017) examined how GHRM practices influence employees' voluntary environmental behavior. Their study found that GHRM positively affects employees' green behavior through psychological mechanisms such as organizational identification and perceived organizational support. This suggests that when employees feel supported by their organization, they are more likely to engage in environmentally responsible actions.

In addition, a study by Yong, Yusliza, Ramayah, and Fawehinmi (2019) explored the impact of GHRM on environmental performance in Malaysian organizations. The results indicated that green training and green performance management significantly improve environmental performance. The study also found that employee motivation mediates the relationship between GHRM practices and sustainability outcomes, highlighting the importance of motivating employees to achieve environmental goals.

Empirical evidence from African contexts, although limited, also supports the positive relationship between GHRM and environmental sustainability. Studies conducted in countries such as South Africa and Nigeria suggest that organizations are gradually adopting green HR practices, particularly in sectors such as banking, manufacturing, and telecommunications. These studies reveal that while awareness of GHRM is increasing, challenges such as inadequate infrastructure, weak regulatory enforcement, and limited management commitment hinder its full implementation.

Overall, the empirical literature provides strong evidence that the implementation of GHRM policies contributes significantly to environmental sustainability. Organizations that adopt green HR practices are better equipped to reduce their environmental impact, improve resource efficiency, and enhance their corporate image. However, the effectiveness of these practices depends on several factors, including organizational culture, leadership support, employee involvement, and the availability of resources.

Empirical studies consistently demonstrate that GHRM is a powerful tool for achieving environmental sustainability. By integrating environmental considerations into HR policies and practices, organizations can influence employee behavior and drive sustainable performance. Despite the challenges associated with its implementation, the growing body of empirical evidence underscores the importance of GHRM in addressing environmental issues and promoting sustainable development.

2.3 Theoretical Discourse

Theoretical Discourse on the Implementation of Green Human Resource Management Policies and Environmental Sustainability

The theoretical foundation of Green Human Resource Management (GHRM) in relation to environmental sustainability draws on several established theories that explain how organizations can influence employee behavior, integrate environmental concerns into management practices, and achieve sustainable outcomes. In the context of the project topic “Implementation of Green Human Resources Management Policies and Environmental Sustainability,” these theories provide a framework for understanding why and how organizations adopt green HR practices and how such practices contribute to environmental sustainability.

Another important theoretical perspective is the Stakeholder Theory, which emphasizes that organizations must consider the interests of all stakeholders, not just shareholders, in their decision-making processes. According to Freeman (1984), stakeholders include employees, customers, suppliers, communities, and the environment. In the context of environmental sustainability, organizations are expected to balance economic performance with social and environmental responsibilities. GHRM supports this theory by encouraging organizations to adopt environmentally friendly practices that benefit not only the business but also the broader society. By implementing green policies, organizations demonstrate accountability to stakeholders and enhance their legitimacy in society.

The Institutional Theory also provides a strong explanation for the adoption of GHRM practices. This theory posits that organizations conform to institutional pressures such as regulations, norms, and societal expectations to gain legitimacy and survive in their environment (DiMaggio & Powell, 1983). In recent years, increasing environmental regulations and growing public awareness of environmental issues have compelled organizations to adopt sustainable practices. GHRM emerges as a response to these pressures, as organizations integrate environmental considerations into their HR policies to comply with legal requirements and societal expectations. Institutional theory explains why many organizations adopt similar green practices, as they are influenced by coercive, mimetic, and normative pressures within their environment.

The Theory of Planned Behavior (TPB), developed by Ajzen (1991), is another important framework for understanding GHRM. This theory suggests that an individual’s behavior is influenced by their attitudes, subjective norms, and perceived behavioral control. In the context of GHRM, employees are more likely to engage in environmentally friendly behaviors if they have positive attitudes toward sustainability, perceive that their organization values such behavior, and believe they have the ability to perform such actions. GHRM practices such as training, awareness programs, and performance management can positively influence these factors, thereby encouraging employees to adopt green behaviors. For example, when organizations reward environmentally responsible actions, they reinforce positive attitudes and norms, leading to increased participation in sustainability initiatives.

The Social Exchange Theory (SET) also provides valuable insights into GHRM. This theory suggests that relationships between individuals and organizations are based on reciprocal exchanges. When organizations demonstrate support for employees such as by providing environmental training, recognition, and incentives employees feel obligated to reciprocate by engaging in behaviors that benefit the organization (Blau, 1964). In the context of GHRM, when employees perceive that their organization is committed to environmental sustainability, they are more likely to respond by adopting green behaviors. This mutual exchange fosters a culture of trust and commitment, which is essential for the successful implementation of green HR policies.

Additionally, the Ability-Motivation-Opportunity (AMO) Theory is highly relevant to GHRM. This theory posits that employee performance is a function of their ability, motivation, and opportunity to perform (Appelbaum et al., 2000).

GHRM practices influence all three components. Green training enhances employees' ability to perform environmentally responsible tasks, green rewards increase their motivation to engage in such behaviors, and participative decision-making provides opportunities for employees to contribute to sustainability initiatives. When these three elements are effectively aligned, employees are more likely to adopt and sustain environmentally friendly practices.

The Triple Bottom Line (TBL) Theory is also significant in explaining the relationship between GHRM and environmental sustainability. The TBL framework emphasizes that organizations should focus not only on financial performance but also on social and environmental outcomes (Elkington, 1997). GHRM supports the environmental dimension of the TBL by integrating sustainability into HR practices. By doing so, organizations contribute to environmental protection while also enhancing social well-being and economic performance. This holistic approach ensures that organizations operate in a sustainable manner that benefits all stakeholders.

Furthermore, the Systems Theory provides a broader perspective on GHRM by viewing organizations as interconnected systems in which changes in one component affect the entire system. In this context, HR practices are interconnected with environmental management systems, and changes in HR policies can influence organizational sustainability outcomes. For example, implementing green training programs can lead to changes in employee behavior, which in turn affects environmental performance. This theory highlights the importance of aligning all organizational systems to achieve sustainability goals.

2.4 Theoretical Framework

This paper adopted the Resource-Based View (RBV) as a theoretical underpinning since it laid emphasis employees with environmental knowledge can assist in the development and adoption of green practices. The RBV, as proposed by Barney (1991), suggests that organizations gain competitive advantage by possessing valuable, rare, inimitable, and non-substitutable resources. In the context of GHRM, human resources are viewed as strategic assets that can drive environmental sustainability. Employees with environmental knowledge, skills, and commitment represent valuable resources that can help organizations implement green practices effectively. When organizations invest in green training and development, they enhance the capabilities of their workforce, making it difficult for competitors to replicate such environmentally responsible behaviors. Thus, GHRM becomes a source of sustainable competitive advantage by aligning human capital with environmental objectives.

2.4.1 Green Human Resource Management Initiatives

Green Human Resource Management (Green HRM) initiatives refer to the deliberate actions, programs, and strategies adopted by organizations to integrate environmental sustainability into their human resource functions. These initiatives are designed to encourage employees to adopt environmentally responsible behaviors while aligning organizational goals with global sustainability objectives. In recent years, Green HRM initiatives have gained prominence as organizations face increasing pressure from stakeholders, governments, and society to reduce their environmental impact and operate sustainably.

Green HRM initiatives begin with the recognition that human capital plays a central role in achieving environmental sustainability. While technological innovations and environmental policies are important, it is ultimately the behavior and commitment of employees that determine how effectively these policies are implemented. Therefore, organizations design HR initiatives that promote environmental awareness, develop green competencies, and encourage sustainable practices among employees. According to Renwick, Redman, and Maguire (2013), Green HRM initiatives involve using HR practices to support environmental management and foster a culture of sustainability within organizations.

One of the key Green HRM initiatives is green recruitment and selection. Organizations implement recruitment strategies that attract candidates who possess environmental awareness and a commitment to sustainability. Job advertisements may include environmental responsibilities, signaling that the organization values sustainability. During the selection process, candidates may be assessed for their attitudes toward environmental issues and their willingness to engage in green practices. This initiative ensures that new hires align with the organization's environmental values and contribute positively to sustainability goals.

Another important initiative is green training and development. Organizations invest in training programs that enhance employees' knowledge of environmental issues and equip them with the skills needed to adopt sustainable practices. These programs may include workshops on energy conservation, waste management, recycling, pollution control, and sustainable resource utilization. Jabbour and Santos (2008) emphasize that environmental training is essential for building employees' competencies and fostering a culture of environmental responsibility. Through continuous training, employees become more aware of their environmental impact and are better prepared to contribute to sustainability initiatives.

Green performance management is another critical initiative within Green HRM. Organizations incorporate environmental criteria into performance appraisal systems to evaluate employees' contributions to sustainability. Employees are assessed based on their ability to reduce waste, conserve energy, and comply with environmental policies. This initiative ensures that environmental performance is recognized and rewarded alongside traditional performance metrics such as productivity and efficiency. By integrating environmental indicators into performance management systems, organizations reinforce the importance of sustainability and encourage employees to prioritize eco-friendly practices.

Green compensation and reward systems are also important initiatives that support environmentally responsible behavior. Organizations design incentive systems that reward employees for their contributions to sustainability. These rewards may include financial incentives, bonuses, recognition, promotions, or non-monetary benefits such as awards and certificates. By linking rewards to environmental performance, organizations motivate employees to actively participate in green initiatives and adopt sustainable practices. Daily, Bishop, and Steiner (2007) note that linking rewards to environmental outcomes enhances employee motivation and supports the successful implementation of environmental management systems.

Employee engagement initiatives are central to Green HRM. Organizations encourage employees to participate in environmental activities such as tree planting, recycling programs, energy conservation campaigns, and environmental awareness drives. These initiatives foster a sense of ownership and responsibility among employees, making them active contributors to sustainability efforts. Employee engagement also promotes teamwork and collaboration, as employees work together to achieve environmental goals. Engaged employees are more likely to support and sustain green initiatives, thereby enhancing their effectiveness.

Green workplace initiatives are another important aspect of Green HRM. Organizations implement practices that reduce environmental impact in the workplace, such as paperless offices, digital communication systems, energy-efficient lighting, and waste reduction programs. Flexible work arrangements, such as telecommuting and remote work, are also part of these initiatives, as they help reduce carbon emissions associated with commuting. These workplace initiatives not only contribute to environmental sustainability but also improve operational efficiency and employee well-being.

Leadership and organizational culture play a crucial role in supporting Green HRM initiatives. Leaders act as role models by demonstrating environmentally responsible behavior and promoting sustainability within the organization. A strong environmental culture encourages employees to adopt green practices and supports the successful implementation of Green HRM initiatives. Jackson et al. (2011) highlights that leadership commitment is essential for embedding environmental considerations into organizational practices and ensuring the effectiveness of Green HRM initiatives.

Communication and awareness programs are also vital initiatives within Green HRM. Organizations use internal communication channels such as newsletters, workshops, meetings, and digital platforms to raise awareness about environmental issues and promote sustainability initiatives. Clear and consistent communication helps employees understand the organization's environmental goals and their role in achieving them. It also reinforces the importance of sustainability and encourages employees to adopt eco-friendly behaviors.

Another significant initiative is green employee involvement in decision-making. Organizations involve employees in the development and implementation of environmental policies, allowing them to contribute ideas and solutions for improving sustainability. This participatory approach enhances employee commitment and ensures that environmental

initiatives are practical and effective. According to Dumont, Shen, and Deng (2017), employee involvement in green initiatives significantly improves workplace green behavior and overall environmental performance.

Green HRM initiatives also include monitoring and evaluation systems to assess the effectiveness of environmental programs. Organizations track key performance indicators such as energy consumption, waste reduction, and carbon emissions to measure the impact of their initiatives. This data helps organizations identify areas for improvement and ensure continuous progress toward sustainability goals. Monitoring and evaluation also provide accountability and demonstrate the organization's commitment to environmental responsibility.

Despite the benefits of Green HRM initiatives, organizations face several challenges in implementing them. These include lack of awareness among employees, resistance to change, limited resources, and difficulties in measuring environmental performance. Overcoming these challenges requires strong leadership, continuous training, and a supportive organizational culture. Organizations must also align their Green HRM initiatives with their overall business strategy to ensure long-term success.

In conclusion, Green Human Resource Management initiatives are essential for promoting environmental sustainability within organizations. Through initiatives such as green recruitment, training, performance management, rewards, employee engagement, and workplace practices, organizations can foster a culture of sustainability and encourage environmentally responsible behavior among employees. These initiatives not only contribute to environmental protection but also enhance organizational efficiency, employee satisfaction, and corporate reputation. As global environmental challenges continue to intensify, the adoption of Green HRM initiatives will play an increasingly important role in ensuring sustainable organizational development.

2.5 Challenges confronting the effective implementation of green human resources

(a) Resistance to Change by Employees

Resistance to change by employees is one of the most significant challenges facing the effective implementation of Green Human Resource Management (Green HRM) initiatives. While Green HRM seeks to integrate environmental sustainability into organizational practices through policies such as green training, green performance management, and eco-friendly workplace behaviors, its success depends heavily on employees' willingness to accept and adopt new ways of working. However, employees often resist change for various psychological, social, and organizational reasons, which can undermine the effectiveness of these initiatives.

At its core, resistance to change refers to the reluctance or opposition of individuals to alter their existing habits, routines, or ways of performing tasks. In the context of Green HRM, this resistance often manifests when employees are required to adopt environmentally friendly practices such as reducing paper usage, minimizing energy consumption, recycling waste, or participating in sustainability programs. These changes may appear inconvenient, time-consuming, or unnecessary to employees, especially if they do not fully understand the benefits of such initiatives. According to Armenakis and Bedeian (1999), resistance to organizational change is a natural human response that arises from uncertainty, fear, and perceived threats to existing norms and practices.

(b) Huge Capital Requirement

One of the major challenges facing the effective implementation of Green Human Resource Management (Green HRM) initiatives is the huge capital requirement involved in designing, implementing, and sustaining environmentally focused programs. While Green HRM is primarily concerned with aligning human resource practices with environmental sustainability, its successful execution often depends on significant financial investment. Organizations, particularly in developing economies, may find it difficult to commit such resources due to competing operational priorities and limited budgets.

At the initial stage, Green HRM initiatives require substantial capital investment in infrastructure, technology, and systems that support sustainable practices. For example, transitioning to paperless offices involves purchasing digital systems, cloud storage solutions, and training employees to use these technologies effectively. Similarly, implementing energy-efficient equipment such as low-energy lighting, smart sensors, and environmentally friendly machinery requires considerable financial resources. These investments are necessary to create an environment where green

practices can thrive, but they often represent a significant financial burden, especially for small and medium-sized enterprises (SMEs).

Another aspect of capital requirements in Green HRM relates to training and development programs. To build environmental awareness and competencies among employees, organizations must invest in specialized training sessions, workshops, seminars, and certification programs. These programs often require the services of external experts or consultants, which further increases costs. According to Jabbour and Santos (2008), environmental training is essential for embedding sustainability within organizations, but it also demands continuous financial commitment to ensure that employees remain updated on best practices and emerging environmental standards.

(c) Lack of Support by Stakeholders

One of the critical challenges facing the effective implementation of Green Human Resource Management (Green HRM) initiatives is the lack of support from key stakeholders. Stakeholders in this context include top management, employees, suppliers, customers, government agencies, and even the broader community. The success of Green HRM depends heavily on the cooperation and commitment of these stakeholders, as sustainability is a collective effort that requires alignment across multiple levels of an organization and its external environment. When stakeholder support is weak or absent, Green HRM initiatives often struggle to gain traction, limiting their effectiveness and long-term impact.

Top management support is particularly crucial in the success of Green HRM initiatives. Senior leaders are responsible for setting the strategic direction of the organization, allocating resources, and fostering an organizational culture that supports sustainability. When top management lacks commitment to environmental initiatives, Green HRM programs are often underfunded, poorly implemented, or treated as secondary priorities. Without strong leadership endorsement, employees may perceive Green HRM initiatives as optional or insignificant, leading to low participation and weak implementation. According to Jackson, Renwick, Jabbour, and Muller-Camen (2011), top management commitment is a fundamental driver of environmental management systems, as it influences the extent to which environmental practices are integrated into organizational operations.

Employee support is another critical factor. Even when organizations introduce well-designed Green HRM initiatives, their success ultimately depends on employee participation and engagement. However, in some cases, employees may not fully support or understand these initiatives due to lack of awareness, conflicting priorities, or perceived inconvenience. If employees do not actively engage in environmentally responsible behaviors, such as conserving energy, reducing waste, or following green policies, the effectiveness of Green HRM initiatives is significantly reduced. Renwick, Redman, and Maguire (2013) highlight that employee involvement is essential for translating environmental policies into actual workplace practices.

(d) Lack of Enabling Environment

One of the most significant challenges facing the effective implementation of Green Human Resource Management (Green HRM) initiatives is the lack of an enabling environment within organizations and the broader socio-economic context. An enabling environment refers to the set of internal and external conditions that support, encourage, and sustain the adoption of environmentally responsible practices. In the absence of such an environment, even well-designed Green HRM initiatives may fail to achieve their intended outcomes, as employees and organizations lack the necessary support systems, infrastructure, and institutional backing to effectively implement sustainability practices.

Within organizations, the enabling environment is largely shaped by leadership commitment, organizational culture, infrastructure, policies, and systems. When these elements are weak or absent, Green HRM initiatives struggle to take root. For instance, if an organization does not prioritize environmental sustainability in its strategic goals, Green HRM initiatives are often treated as secondary or optional. This lack of strategic alignment results in insufficient attention, poor coordination, and limited resource allocation for environmental programs. Jackson, Renwick, Jabbour, and Muller-Camen (2011) emphasize that the integration of environmental considerations into organizational strategy is essential for the success of Green HRM, as it provides direction and legitimacy for sustainability efforts.

3 RESEARCH METHODOLOGY

This study relied heavily on secondary sources of data, including published academic journals, empirical studies, textbooks, conference papers, and relevant policy documents. The use of secondary data was considered appropriate for this research on the implementation of Green Human Resource Management (GHRM) policies and environmental sustainability, as it allows for a comprehensive understanding of existing theories, frameworks, and empirical findings in the field. Secondary data also provide access to a wide range of perspectives across different regions and sectors, thereby enriching the analytical depth of the study. According to Creswell (2014), secondary data analysis is particularly useful for exploring established research areas where sufficient literature already exists.

The data used in this study were sourced from credible academic databases such as Google Scholar and institutional repositories, as well as reports from international organizations concerned with environmental sustainability. Priority was given to peer-reviewed journal articles and recent publications to ensure the reliability, validity, and relevance of the information. In line with the recommendations of Saunders, Lewis, and Thornhill (2019), the selection of sources was guided by criteria such as authenticity, credibility, representativeness, and relevance to the research objectives.

To analyze the collected data, the study adopted textual content analysis as its analytical tool. Textual content analysis is a qualitative research technique used to systematically interpret textual materials by identifying patterns, themes, and meanings within the data (Krippendorff, 2018). In this study, relevant documents were carefully reviewed, coded, and categorized into thematic areas such as green recruitment and selection, green training and development, green performance management, and organizational environmental sustainability outcomes. This thematic classification enabled the researcher to draw meaningful connections between GHRM practices and environmental performance.

Furthermore, a comparative analytical approach was employed to examine similarities and differences in findings across various studies. This helped to identify consistent trends, contradictions, and research gaps in the literature on GHRM and sustainability. For instance, while some studies emphasize the positive impact of green HR practices on environmental performance, others highlight challenges such as lack of employee awareness and organizational resistance (Renwick, Redman, & Maguire, 2013; Jabbour & Santos, 2008). Such comparisons enhanced the robustness and critical depth of the analysis.

4 CONCLUSION AND RECOMMENDATION

4.1 Conclusion

The implementation of Green Human Resource Management (GHRM) policies plays a crucial role in advancing environmental sustainability within organizations. By integrating environmentally conscious practices into core HR functions such as recruitment, training and development, performance management, and employee engagement, organizations can significantly reduce their ecological footprint while fostering a culture of sustainability. GHRM not only aligns organizational goals with environmental responsibility but also enhances employee awareness, commitment, and participation in sustainable practices.

The study reveals that organizations that adopt green HR policies benefit from improved operational efficiency, reduced costs, enhanced corporate reputation, and increased competitiveness in a rapidly evolving global market. Furthermore, employees tend to exhibit greater job satisfaction and organizational commitment when they perceive that their organization is actively contributing to environmental protection. However, the successful implementation of GHRM policies requires strong leadership commitment, adequate resources, and continuous employee education and awareness.

Despite its numerous advantages, the adoption of GHRM is still faced with challenges such as resistance to change, lack of expertise, and insufficient policy integration in some organizations. Therefore, it is essential for management to create supportive frameworks and policies that encourage sustainability-driven behaviors at all organizational levels. Governments and regulatory bodies also have a role to play in promoting green practices through policies, incentives, and awareness campaigns.

In conclusion, Green Human Resource Management is an essential tool for achieving environmental sustainability in modern organizations. Its effective implementation not only ensures compliance with environmental standards but also contributes to long-term organizational success and global sustainability goals. Organizations that embrace GHRM are better positioned to adapt to environmental challenges and contribute meaningfully to the preservation of natural resources for future generations.

4.2 Recommendations

Based on the findings of the study on the implementation of Green Human Resource Management (GHRM) policies and environmental sustainability, the following recommendations been identified:

Firstly, Organizations should fully integrate green principles into their human resource management practices by embedding environmental objectives into recruitment, selection, training, performance appraisal, and reward systems. This will ensure that employees are not only aware of sustainability goals but are also actively motivated to contribute to them. Environmental criteria should be considered during hiring processes to attract candidates who are environmentally conscious and committed to sustainable practices.

Secondly, management should invest in continuous training and development programs that promote environmental awareness and equip employees with the necessary skills to adopt eco-friendly practices in their daily work activities. Workshops, seminars, and sustainability campaigns can be used to reinforce green values within the organization.

Thirdly, Top management commitment is essential for the successful implementation of GHRM policies. Leaders should demonstrate strong environmental leadership by setting clear sustainability goals, allocating adequate resources, and ensuring that green initiatives are effectively communicated and implemented across all levels of the organization.

Fourthly, Organizations should also incorporate green performance management systems that evaluate employees based on their contribution to environmental sustainability. Reward and recognition systems should be introduced to encourage environmentally responsible behavior among employees.

In addition, collaboration with government agencies, environmental bodies, and other stakeholders is necessary to strengthen the implementation of green policies. Organizations should comply with environmental regulations and adopt global best practices in sustainability.

Finally, there should be continuous monitoring and evaluation of GHRM policies to assess their effectiveness and identify areas for improvement. Regular audits and feedback mechanisms will help organizations to remain aligned with environmental goals and ensure long-term sustainability.

REFERENCES

- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business & Management*, 2(1), 1030817.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211.
- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2000). *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*. Cornell University Press.
- Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293–315.
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green human resource practices and green HR competencies. *Sri Lankan Journal of Human Resource Management*, 5(1), 1–16.
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green human resource management practices: A review. *Sri Lankan Journal of Human Resource Management*, 5(1), 1–16.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. Wiley.

- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27–40.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Daily, B. F., Bishop, J. W., & Steiner, R. (2007). The mediating role of EMS teamwork as it pertains to HR factors and perceived environmental performance. *Journal of Applied Business Research*, 23(1), 95–109.
- Daily, B. F., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539–1552.
- Deepika, R., & Karpagam, V. (2016). A study on green HRM practices in an organisation. *International Journal of Applied Research*, 2(8), 426–429.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality. *American Sociological Review*, 48(2), 147–160.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613–627.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior. *Journal of Business Ethics*, 140(2), 249–262.
- Dutta, S. (2012). Greening people: A strategic dimension. *Zenith International Journal of Business Economics & Management Research*, 2(8), 143–148.
- Elkington, J. (1997). *Cannibals with Forks: The Triple Bottom Line of 21st Century Business*. Capstone Publishing.
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman.
- International Labour Organization (ILO). (2018). *World Employment and Social Outlook 2018: Greening with Jobs*. ILO.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for Green Human Resource Management. *Zeitschrift für Personalforschung*, 25(2), 99–116.
- Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*, 43(2), 98–105.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19(12), 2133–2154.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). Relationships between human resource dimensions and environmental management in companies: Proposal of a model. *Journal of Cleaner Production*, 16(1), 51–58.
- Jing Y Y, M, Yusliza, M.Y, Ramayah, T, Olawole F.(2019) Nexus between green intellectual capital and green human resource management, *of Cleaner Production* (2019),
- Jafri, H. (2015). Increasing employee performance through improved sense of ownership and fulfillment of expectations. *Management Today*, 5(2), 25–36.
- Jing Y Y, M, Yusliza, M.Y, Ramayah, T, Olawole F.(2019) Nexus between green intellectual capital and green human resource management, *of Cleaner Production* (2019),
- Krippendorff, K. (2018). *Content analysis: An introduction to its methodology* (4th ed.). Sage Publications.
- Mandip, G. (2012). Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*, 1, 244–252.
- OECD. (2011). *Towards Green Growth*. OECD Publishing.
- Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Green human resource management: Simplified general reflections. *International Business Research*, 7(8), 101–112.



- Pearce, D., Markandya, A., & Barbier, E. (1989). *Blueprint for a Green Economy*. Earthscan.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1–14.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson Education.
- Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31–55.
- Ullah, M. (2017). Integrating environmental sustainability into human resource management: A comprehensive review on green human resource management. *Maghreb Review of Economics and Management*, 4(1), 6–22.
- United Nations. (2015). *Transforming Our World: The 2030 Agenda for Sustainable Development*. United Nations.
- United Nations Environment Programme (UNEP). (2011). *Towards a Green Economy: Pathways to Sustainable Development and Poverty Eradication*. UNEP.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of Cleaner Production*, 215, 364–374.