

# EURASIAN JOURNAL OF BUSINESS AND MANAGEMENT

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## A CONCEPTUAL OF REVIEW OF GREEN HRM AND ITS IMPLICATIONS FOR ENVIRONMENTAL SUSTAINABILITY IN ORGANIZATIONS

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Received: January 12, 2025

Accepted: March 1, 2025

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### Abstract

The various environmental challenges facing organizations have heightened the potential for implementing green human resource management. This includes effective response to environmental issues and integrating sustainable business management practices. Consequently, this conceptual review aims to enhance the understanding of green human resource management (HRM) and its implications for organizations. Thus, a thorough review of the literature was conducted by searching for relevant research articles across various databases and search engines, including Web of Science, PubMed Central, Science Direct, and Scopus. The findings align with the review's objectives, which focus on understanding contemporary management practices of green HRM and their implications for organizations. The review confirms that adopting a green approach to human resource management is crucial for organizations striving to achieve environmental sustainability. Additionally, the findings indicate that green human resource management can catalyze enhancing employee productivity while promoting environmentally friendly behaviors. Furthermore, practical implications posit that the implementation of environmental management processes within organizations is essential for promoting environmental awareness and sustainability among employees and stakeholders. This approach not only contributes to the establishment of a healthy work environment but also plays a significant role in reducing pollution and conserving natural resources.

**Keywords:** Green Human Resource Management, Environmental Management, Eco-Friendly Behaviors, Top Management Support, And Climate Change

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### 1. Introduction

The present era is marked by an increased awareness of environmental issues. Climate change poses a significant challenge to global health and impacts various social and ecological determinants, including living conditions, air and water quality, and food safety. (Vallée,2024). Furthermore, Shiv Bolan *et al.* (2024) states that climate change and its associated financial impacts have surfaced as significant challenges, as both environmental degradation and climate

change are now acknowledged as pressing issues of our time. In response to these challenges, international conferences addressing topics such as environmental degradation, global warming, and carbon emissions have led to crucial agreements, including the 1997 Kyoto Protocol, the 2007 Bali Road Map, the 2009 Copenhagen Accord, and the 2016 Paris Agreement. To leverage these opportunities, companies recognize the necessity of adopting innovative business practices that emphasize sustainability and environmental responsibility. For instance, sustainable organizations minimize their environmental impact through effective human resource management practices. Accordingly, the purpose of this study is to explore the concept of green human resource management and its implications for environmental sustainability within organizations. Key elements of green human resource management practices involve enhancing employee awareness of climate change and ecological degradation while focusing on waste reduction, energy conservation, and water consumption reduction. Organizations worldwide are implementing a range of green initiatives, such as the installation of smart showers, solar power systems, and waste diversion strategies, all aimed at fostering environmentally responsible business operations. A primary strategy employed by organizations to increase environmental awareness is the adoption of green human resource management practices. Therefore, this research seeks to provide valuable insights into the implications of green human resource management practices for organizations and their employees.

## 2. Literature review

According to Ramasamy *et al.* (2017), GHRM plays a vital role in helping organizations achieve environmental sustainability. Although this concept remains relatively new for many organizations, particularly in developing countries, it has garnered increasing interest from researchers and organizational leaders alike. While there is a need for additional efforts to facilitate the implementation of green policies, some organizations have already begun to adopt GHRM principles and are incorporating them into various facets of their human resource management practices. Fazlurrahman *et al.* (2021) propose that the implementation of GHRM practices can significantly reduce an organization's environmental impact while enhancing its corporate social responsibility.

## 3. Defining green human resource management

To promote sustainability, organizations are increasingly seeking to embed environmental principles within their corporate cultures through GHRM. Masri and Jaaron (2017) define GHRM as encompassing human resource management practices that foster environmentally sustainable behaviors and enhance employees' accountability toward sustainability. Furthermore, Al-Romeedy (2019) elaborates that green HRM practices include green job analysis and descriptions, green recruitment and selection, green performance management, green training and development, and green rewards and compensation. Building on these definitions, Cherif (2023) states that GHRM is a strategy designed to incorporate environmental sustainability into an organization's human resource practices. This approach encompasses the implementation of environmentally responsible policies and practices that promote positive employee behaviors while minimizing the organization's ecological footprint. GHRM includes a variety of strategies, such as recruiting environmentally conscious employees and providing green training and development opportunities. Integrating GHRM into an organization's HR processes can offer numerous advantages, including reduced energy consumption, enhanced employee engagement and satisfaction, and increased community involvement. (Gupta and Sanpra, 2024)

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implementation of GHRM practices can significantly reduce an organization's environmental impact while enhancing its corporate social responsibility.

#### **4. Types of GHRM practices in organizations**

##### **4.1. Green recruitment and selection**

The green recruitment and selection process primarily focuses on identifying candidates who not only understand environmental issues but are also committed to achieving environmental objectives within organizations (Tang *et al.* 2018). Furthermore, green recruitment and selection have emerged as critical processes for organizations seeking to adhere to environmental standards and fulfil their social responsibilities (Pham and Paillé, 2020). Smith (2022) notes that this approach entails a thorough evaluation of candidates based not only on their skills and experience but also on their leadership style. This methodology can significantly contribute to achieving environmental and sustainability objectives. The rising interest in green recruitment and selection highlights a growing trend to incorporate environmental considerations into conventional business practices.

##### **4.2. Green training and development**

Green training and development aim to enhance employees' skills in the context of sustainability, which is increasingly vital for the preservation of natural resources (Jasim and Altaee, 2023). These initiatives encompass educating employees about environmental principles and encouraging the implementation of eco-friendly business practices (Zoogah, 2011). Chaudhary (2019) suggests that aligning green training and development with the ability component of the AMO theory can effectively tackle environmental challenges, thereby equipping employees mentally for sustainability initiatives. A study by Fapohunda, Genty and Olanipekun, (2021) illuminates the effects of green training and development practices on the sustainability of ecological systems, with a focus on the impact of environmentally friendly skills on enhancing environmental awareness. Additionally, it explored the relationship between green knowledge and employee commitment to environmental initiatives. Data for this analysis were quantitatively collected from 175 employees at WAMCO Nigeria PLC. The findings indicate that the development of environmentally friendly skills accounts for 93.7% of the variations in environmental awareness. This suggests that fostering environmentally friendly skills serves as a significant indicator of ecological sustainability and positively influences environmental awareness. Furthermore, a strong and significant relationship was identified between employee commitment to environmental sustainability and both green knowledge and commitment, with a correlation coefficient of  $r = 0.942$  and a p-value of less than 0.05.

##### **4.3. Green performance management and evaluation**

A key objective of GHRM is to assess the ecological productivity of employees, as organizations cannot ensure sustainable outcomes without it. Thus, the management and evaluation of green employee performance should be fundamental aspects of the organization's performance management system. To effectively manage and evaluate green performance, HR departments must establish criteria aligned with the organization's commitment to maintaining environmental standards (Arulrajah, Opatha, and Nawaratne, 2015). Furthermore, HRM must develop methods for assessing environmental objectives, performance, and evaluations to understand how organizations perceive ecological productivity (Gupta, 2018). Green performance management (GPM) is essential for enabling employees to meet environmental objectives and enhance overall performance (Chakraborty and Biswas, 2020). Following the points, it is essential to recognize the significance of implementing a green performance evaluation system that includes a reward mechanism. Such a practice can effectively motivate employees to participate in environmentally friendly activities through advertising, ratings, and incentives. Following the motivational components of the AMO theory, specifically the 'Motivation' aspect, green performance management (PM) necessitates the establishment of performance standards for individual

employees, alongside a systematic analysis of their progress toward these standards (Ahmad, 2015). Employees should be encouraged to engage in voluntary green behaviors that align with organizational environmental performance objectives and receive regular evaluations and feedback regarding their progress toward these goals. Research by Pinzone *et al.* (2016) has identified a correlation between green performance management and employee green behavior. Additionally, Dumont *et al.* (2017) explored the relationship between employee green-related behavior and perceived green human resource management, which was assessed through six distinct factors, two of which focused specifically on green performance management.

#### **4.4. Green reward and compensation**

Environmental objectives achieved through a green approach to people management can be reinforced by rewarding employees for their commitment to sustainable practices (Jabbour and De Sousa Jabbour, 2016). Such green rewards can contribute to promoting environmentally friendly behaviors among employees in industries, ultimately enhancing an organization's environmental performance (Zoogah, 2011). Considering the assertion, Das and Dash (2024) conducted a quantitative cross-sectional study involving an ISO-14001-certified production organization to align with their research objectives which was aimed at emphasizing the importance of integrating green compensation and reward practices into organizational green human resource management initiatives, highlighting their potential to directly influence organizational performance and enhance sustainability. Data was collected from a target sample of 235 managers through a comprehensive questionnaire designed to facilitate the research process. The data analysis was carried out using SPSS, focusing on assessing the impact of environmentally friendly rewards and reward practices on sustainability. The findings of this study indicate that eco-friendly organizations play a crucial role in promoting efficient resource consumption while also enhancing overall environmental protection efforts. It is imperative to cultivate green skills among employees to enable the effective implementation of environmentally relevant practices within the organization.

#### **4.5. Green employee empowerment and involvement**

Green employee empowerment and engagement encompass activities designed to cultivate employees' growth and foster sustainable practices within the organization (Amrutha and Geetha, 2019). Ahmad (2015) suggests that GHRM can effectively motivate employees to engage in green initiatives through training programs that promote environmental awareness. This collaborative effort between HRM and top management can encourage creativity and open dialogue regarding green practices and unresolved environmental challenges (Liebowitz, 2024). Premised on the ongoing discussion, it is fair to affirm that green employee empowerment and involvement have been identified as a vital aspect within the framework of GHRM and its influence on the organization's environmental performance. Tariq *et al.* (2023) underscore the essential role of management support in the successful implementation of innovation, particularly concerning environmental initiatives. This study emphasizes the significance of top management engagement in fostering a culture of environmental responsibility within organizations. Moreover, it illustrates how managerial decisions can enhance employee participation, facilitate knowledge management, and align organizational rewards with environmental objectives. This comprehensive view suggests that while green employee empowerment and involvement play an important role, it is part of a larger corporate ecosystem that is shaped by management support and innovation efforts.

#### **4.6. Green organizational culture**

Green organizational culture (GOC) has emerged as a critical factor in advancing environmental sustainability and enhancing competitive advantage. Research conducted by Aggarwal and Agarwala (2021) has focused on developing a measurement tool for GOC and examining its effects on employee outcomes. Further important studies by Mirhadian *et al.* (2023) and Shahriari

*et al.* (2022) have demonstrated that GOC positively influences organizational commitment, both directly and indirectly, through mechanisms such as green organizational identification and high workplace competence. These findings indicate that the implementation of green policies and the promotion of green leadership can yield internal benefits for companies, including increased employee satisfaction and commitment. In addition to the assertion, it is important to acknowledge that a green organizational culture plays a crucial role in a company's efforts to achieve environmental sustainability. Aggarwal and Agarwala (2021) emphasize that an awareness of environmental issues and stakeholder expectations indicates that organizations are increasingly concerned about the impact of their products, processes, and packaging on the natural environment. Environmental sustainability has become a vital component of a company's competitive advantage. To sustain this advantage, organizations must foster cultural change. Consequently, the promotion of a green organizational culture has become a focal point as companies strive to align and engage the entire organization with environmental priorities. The belief that incorporating environmental considerations into organizational culture can lead to sustainable competitive advantages should guide the assessment of this cultural integration.

#### **4.7. Green job design and analysis**

Green job design and analysis represent an emerging area within the business sector. Research indicates that aligning environmentally conscious employees with suitable job roles can enhance organizational outcomes by fostering improved environmental practices (Ciocirlan, 2022). The notion of "green" has contributed to the development of green jobs that emphasize renewable energy and sustainable practices (Araújo *et al.* 2018). Thus, Pachar *et al.* (2025) state that the concept of green job design encompasses a variety of practices and strategies focused on minimizing a company's ecological footprint while enhancing employee engagement and productivity. This approach recognizes the significant impact of work roles and environments on organizational sustainability and employee well-being. Green job design reevaluates traditional job roles and responsibilities within the organization, aiming to integrate sustainability into each position's core functionality. This ensures that every role contributes to the organization's overarching environmental objectives.

#### **4.8. Green people management**

Emerging as a new concept, Green People Management focuses on activities that foster sustainability awareness among employees and throughout the organization. According to Kuuyelleh, Ayentimi, and Abadi (2021), it extends beyond environmental consciousness to encompass the economic and social well-being of employees and the organization. When effectively implemented, (Maasri and Jaaron, 2017). Kuo, Khan, Islam, Abdullah, Pradana and Kaewsaeng-on (2022) suggest that green people management recognises the interconnectedness of employee attraction, engagement, retention, and commitment to environmental stewardship. Organizations should leverage their internal green social capital to maximize the advantages of innovation in environmentally sustainable processes. Recognizing that green social capital plays a crucial role in facilitating knowledge transfer among employees, companies can enhance their capacity to promote awareness of green process innovation. Furthermore, corporate leaders need to implement effective human resource management strategies that foster these connections and enhance trust and social cohesion among team members. By addressing potential issues related to isolation and fragmentation, organizations can create an environment where employees feel more connected, supported, and willing to share information, thereby driving innovation in eco-friendly practices (Xie *et al.* 2022).

#### **4.9. Green employee engagement**

GHRM practices have increasingly become a crucial component in fostering employee engagement and promoting corporate sustainability. Research indicates that engaging in eco-friendly work within a sustainable environment positively influences employee performance

(Marini *et al.* 2023). Furthermore, specific GHRM practices, including green employee engagement and green training, significantly enhance employee commitment and involvement (Aktar and Islam, 2019). Additionally, the adoption of green behaviors and participation in green training is believed to have long-lasting effects on sustainability through enhancing employee engagement (Jatmiko, 2025).

#### **4.10. Green health and safety management**

As outlined by Jiang, Lavaysse, and Probst (2018), green health and safety measure performance in health and safety that aligns with organizational safety climate scores, employee attitudes, and injury outcomes. A comprehensive approach to green health and safety involves developing systems that prioritize environmental considerations alongside employee welfare. Kalitanyi (2021) emphasizes the importance of creating business practices that are environmentally conscious and promote human well-being. This includes implementing policies that reduce workplace hazards and encourage sustainable resource use. Similarly, Lee (2018) examines the impact of safety management and sustainable activities on organizational performance. The study highlights that effective planning, control systems, and active participation in sustainability initiatives significantly enhance workplace safety and environmental outcomes.

#### **4.11. Green employee relations**

One of the significant functions of GHRM that pertain to the environment and workforce is green employee relations. This aspect enables employees to actively participate in a variety of environmental initiatives. Environmental performance is defined as the outcomes derived from activities aimed at reducing negative environmental impacts (Isrososiawan *et al.* 2020). Equally important, Cahyani, (2020) states that a sustainable environment represents a state of equilibrium, resilience, and harmony, enabling individuals to satisfy their current needs while fostering the capacity to adapt and address future requirements without jeopardizing the self-sustainability of ecosystems. According to Ullah, (2017) green employee relations" is a philosophy that involves employee contributions in the organization's green decisions, functions, and processes. It represents the procedure for involving and ensuring employees' participation in green-related initiatives by amplifying their capabilities as a way of integrating them into the consciousness of the green culture. In the opinion of Sarkis, Gonzalez-Torre, and Adenso-Diaz (2020), employee involvement improves environmental effectiveness through increased resource efficiency and waste reduction in the organization. Therefore, imbibing the culture of effective employee engagement in environmental concerns will result in positive and successful environmental innovativeness (Genty, 2020); because initiatives on the appropriate management of the environment are not just the sole obligation of the management, employee involvement in green concerns becomes an avenue for shared commitment (Atiku & Fapohunda, 2020).

### **5. Importance of green human resource management**

The importance of GHRM is underscored by several key objectives, some of these are but not limited to the following: i) Mitigating or reducing global warming. ii) Preventing or alleviating natural disasters such as acid rain, tidal waves, floods, cyclones, and droughts. iii) Minimizing health risks associated with pollution, which can be detrimental to both animals and humans. iv) Maintaining a healthy balance among flora, fauna, humanity, and the environment. Therefore, embracing GHRM is crucial for achieving long-term sustainability objectives, mitigating environmental impacts, enhancing the organization's reputation, gaining a competitive edge, and driving profitability. According to Praveen, (2023), GHRM is an emerging approach that integrates environmental sustainability with effective human rights management to foster both organizational and ecological sustainability. Therefore, GHRM seeks to enhance employee awareness and involvement in safety matters, while promoting practices such as minimizing unnecessary pressure, recycling, and utilizing technology to mitigate travel-related disruptions. This approach is crucial in managing human resources, reducing carbon footprints, conserving resources, and

encouraging efficient waste management (Ali *et al.* 2020). GHRM has become a vital component of business strategy for organizations aiming to address environmental challenges and explore green business models. Research indicates that GHRM offers considerable advantages for employees, including more efficient resource utilization, waste reduction, and improved job satisfaction (Khan, *et al.* 2021). As organizations increasingly recognize the necessity of balancing financial gains with social and security considerations, GHRM practices are becoming essential for the long-term sustainability of businesses (Ali *et al.* 2020). Considering these insights, it is evident that GHRM practices in organizations have become a focal point for researchers examining organizational commitment to ecological behaviors and environmental performance (Ubeda-García *et al.* 2021; Shafaei *et al.* 2020). This review provides valuable insights into the significance and implications of GHRM for organizations. Notably, GHRM plays a vital role in reducing energy and water consumption, as well as minimizing the use of plastic and fuel, ultimately leading to greater customer satisfaction and operational efficiency in organizations.

## **6. Implementing green human resource management practices in organizations**

The implementation of GHRM within organizations consists of four key phases: i) cultivating an environmental perspective among employees, ii) educating employees to support environmental objectives and awareness, iii) evaluating employees' environmental achievements, and iv) recognizing and rewarding employees for their environmental performance (Chaudary, 2019). Additionally, Dezdar (2017) suggests that employee attitudes and behaviors play a pivotal role in the effective application of GHRM and the promotion of pro-environmental behavior. This goes beyond merely fulfilling job responsibilities; it necessitates proactive engagement and actions from employees. Consequently, it is important to foster green attitudes and behaviors through a sustained training and development approach, thereby raising awareness of environmental issues when implementing GHRM practices in organizations. Paille *et al.* (2020) further highlights the positive impact of top management support on employees' eco-friendly initiatives, concluding that supervisors can encourage subordinates to adopt environmentally friendly practices. Governmental environmental regulations also play a significant role in the effective execution of GHRM. In line with the ongoing discussion.

Pilania, (2024) states that GHRM is an emerging concept that integrates environmental sustainability into human resource practices, to minimize organizational carbon footprints and foster environmentally responsible behaviors. Key practices within GHRM encompass green recruitment, training, performance measurement, and employee engagement (Dimitrov, 2021; Gupta and Sapna, 2024).

However, implementing GHRM can present challenges, including insufficient support, limited information, and inadequate planning, especially as research indicates that awareness of GHRM practices positively influences their implementation, emphasizing the importance of training and promoting awareness of these programs (Mtembu, 2019). Additionally, the establishment of green HR policies plays a crucial role in enhancing the organization's green performance (Mtembu, 2019). GHRM is vital for promoting environmental sustainability, particularly in developing countries (Ramasamy *et al.* 2017). For successful GHRM implementation, organizations must concentrate on addressing challenges, formulating comprehensive policies, and educating stakeholders about the concept and associated benefits (Gupta and Sapna 2024; Mtembu, 2019). Despite these hurdles, the successful application of GHRM can lead to reduced costs, improved organizational reputation, and enhanced talent attraction (Pilania, 2024). GHRM is particularly significant for developing countries, as it remains a relatively new concept in these contexts (Ramasamy *et al.* 2017). There is growing interest in GHRM among researchers and practitioners, as organizations increasingly recognize the importance of harmonizing ecological sustainability with effective human resource management (Pilania, 2024).

## 7. Research methodology

This conceptual review was conducted by searching for relevant research articles across various databases and search engines, including Web of Science, PubMed Central, Science Direct, and Scopus. The inclusion and exclusion criteria were defined as follows: Studies were included if they met these criteria: (1) they constitute empirical research, regardless of the methodology employed; (2) they focus on GHRM practices and their adoption and benefits in terms of environmental sustainability, and (3) they are published in peer-reviewed scientific journals. Studies were excluded based on the following criterion: (1) studies with unclear limitations were not considered.

## 8. Results

The findings from the reviewed literature provide insights into the concept of GHRM. Al-Romeedy (2019) elaborates that GHRM practices encompass green job analysis and descriptions, green recruitment and selection, green performance management, green training and development, and green rewards and compensation. Building on these definitions, Cherif (2023) articulates that GHRM is a strategy aimed at integrating environmental sustainability into an organization's human resource practices. This approach includes the adoption of environmentally responsible policies and practices that not only promote positive employee behaviors but also reduce the organization's ecological footprint. Moreover, literature emphasizes the significance of GHRM. Praveen (2023) suggests that GHRM represents an emerging approach that blends environmental sustainability with effective human rights management to promote both organizational and ecological sustainability.

Consequently, GHRM aims to enhance employee awareness and involvement in safety initiatives while encouraging practices such as minimizing unnecessary pressures, recycling, and leveraging technology to reduce travel-related impacts. This strategy is critical for managing human resources, decreasing carbon footprints, conserving resources, and facilitating efficient waste management (Ali *et al.* 2020). The adoption of GHRM practices is increasingly recognized as vital for the long-term sustainability of businesses (Ali *et al.* 2020). Additionally, the findings reveal various types of GHRM practices within organizations. Smith (2022) notes that GHRM involves a comprehensive evaluation of candidates, considering not only their skills and experiences but also their leadership styles, which can significantly aid in achieving environmental and sustainability objectives.

Furthermore, the literature indicates that green training and development are focused on enhancing employees' skills, reflecting the necessity of sustainability in conserving various natural resources (Jasim and Altaee, 2023). The literature review also highlights that green performance management (GPM) is essential for enabling employees to achieve environmental goals and improve overall performance (Chakraborty and Biswas, 2020). Moreover, green reward and compensation mechanisms reinforce environmental objectives by rewarding employees for their dedication to sustainable practices (Jabbour and De Sousa Jabbour, 2016). Findings further indicate that green employee empowerment and engagement include initiatives aimed at fostering employees' growth and promoting sustainable practices within the organization (Amrutha & Geetha, 2019). The reviewed literature further affirms that green organizational culture (GOC) positively impacts organizational commitment, both directly and indirectly, through mechanisms such as green organizational identification and enhanced workplace competence, as demonstrated by Mirhadian *et al.* (2023) and Shahriari *et al.* (2022). Additionally, green job design and analysis are emerging areas in the business sector, with research indicating that aligning environmentally conscious employees with appropriate job roles can improve organizational results by fostering better environmental practices (Ciocirlan, 2022). According to Kuuyelleh, Ayentimi, and Abadi (2021), green people management transcends environmental awareness to include the economic and social well-being of employees and the organization.

When implemented effectively, green people management recognizes the interdependence of employee attraction, engagement, retention, and commitment to environmental stewardship (Maasri and Jaaron, 2017). The literature indicates that GHRM



practices supporting green employee engagement have become essential in enhancing employee involvement and promoting corporate sustainability, with research showing that participation in eco-friendly work environments positively affects employee performance (Marini *et al.* 2023). Regarding green health and safety, Jiang, Lavaysse, and Probst (2018) suggest that green health and safety measures align performance in these areas with organizational safety climate scores, employee attitudes, and injury outcomes. The findings also highlight the importance of green employee relations, particularly as a sustainable environment symbolizes a state of equilibrium, resilience, and harmony, enabling individuals to meet their current needs while fostering the capacity to adapt and address future challenges without compromising the self-sustainability of ecosystems (Cahyani, 2020). The objective of this study was to explore the concept of GHRM and its implications for environmental sustainability within organizations. The results from the literature review provide valuable insights into the significance of GHRM for organizations.

As highlighted by Praveen (2023), GHRM is an emerging approach that integrates environmental sustainability with effective human resource management to promote both organizational and ecological sustainability. GHRM aims to enhance employee awareness and engagement in safety initiatives while promoting practices such as minimizing unnecessary pressure, recycling, and leveraging technology to reduce travel-related disruptions. This approach is essential for managing human resources, decreasing carbon footprints, conserving resources, and fostering effective waste management (Ali *et al.* 2020). The findings suggest that GHRM has become a critical element of business strategy for organizations seeking to address environmental challenges and develop green business models. Research indicates that GHRM provides significant advantages for employees, including more efficient resource utilization, waste reduction, and increased job satisfaction (Khan *et al.* 2021). The findings from the study provide valuable insights into the implementation processes associated with GHRM. Dezdar (2017) emphasizes that employee attitudes and behaviors are crucial for the effective application of GHRM and the promotion of pro-environmental behavior.

This involves more than simply meeting job responsibilities; it requires proactive engagement and actions from employees. Therefore, it is essential to cultivate green attitudes and behaviors through a comprehensive training and development approach that raises awareness of environmental issues during the implementation of GHRM practices within organizations. Additionally, Paille *et al.* (2020) underscore the importance of top management support in fostering employees' eco-friendly initiatives, suggesting that supervisors can motivate their subordinates to adopt sustainable practices. Furthermore, governmental environmental regulations significantly impact the successful execution of GHRM, reinforcing the notion that top management support is critical in this context. Additionally, findings from the reviewed literature indicate that implementing GHRM can pose challenges, such as insufficient support, limited information, and inadequate planning. Research demonstrates that awareness of GHRM practices positively influences their implementation, highlighting the importance of training and promoting understanding of these programs (Mtembu, 2019). To achieve successful GHRM implementation, organizations should focus on addressing these challenges, developing comprehensive policies, and educating stakeholders about the concept and its associated benefits (Gupta and Sanpra, 2024; Mtembu, 2019).

Pham *et al.* (2019) identified several points: (i) the direct influence of GHRM on employees' social attitudes towards environmental organizations; (ii) the interrelationship among the three environmental HR practices (training, performance management, and employee involvement) can enhance voluntary environmental behaviors of employees, contingent upon the levels of environmental productivity management and employee participation; (iii) eco-learning is an important mechanism to motivate employees to engage in voluntary environmental actions. The research underscores that support from top management is vital for the success of GHRM initiatives, as it fosters employee commitment and environmentally friendly behaviors. Therefore, organizational management should provide incentives, both financial and non-financial, to enhance employee environmental performance. This approach reinforces the notion of awareness among employees and educates them on the significance of environmental

conservation, as well as the detrimental effects of environmental degradation on human life (Pelit and Katircioglu, 2022; Sharma *et al.* 2022).

## 9. Conclusion

GHRM is gaining significant traction globally, emphasizing the critical importance of environmental stewardship for organizations and future generations. By integrating well-structured GHRM policies with advancements in green technology within organizations a noteworthy result can be achieved. GHRM not only enhances business productivity and employee morale but also contributes to a favorable brand image and reputation within the community. Moreover, the implementation of environmental management processes within organizations plays a vital role in fostering environmental awareness and sustainability among employees and stakeholders. This, in turn, facilitates the creation of a healthy work environment that significantly contributes to pollution reduction and the conservation of natural resources. In today's business landscape, the establishment of GHRM policies is essential. Without these policies, it becomes challenging to attain environmental objectives and set sustainability targets. Consequently, this review encourages further investigation into the challenges organizations face in implementing GHRM practices.

Additionally, given the limited empirical research on the implementation and benefits of GHRM, future researchers and scholars are encouraged to focus on empirical studies in this area. It is equally important for senior management and human resource professionals to develop and implement policies related to GHRM, as these initiatives benefit both organizations and their clientele, particularly as both employees and customers increasingly prioritize environmental consciousness.

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