# Factors Affecting Green Human Resources Management Practices (GHRMP) in Contemporary Organizations:
## A Theoretical Review

**Sunday Alewo Omale**
*Faculty of Management and Social Sciences, Department of Business Administration, Federal University Gashua, Yobe State, Nigeria*
*Corresponding author

**Ikemefuna Madu**
*Faculty of Management and Social Sciences, Department of Business Administration, Federal University Gashua, Yobe State, Nigeria*

**Abuh Astor Idris**
*Department of Business Administration, McPherson University, Seriki Sotayo, Ogun State, Nigeria*

## Abstract

Initiatives in green HR are essential for assessing business success and social values. It means incorporating eco-friendly measures into HRM programs and policies. Nevertheless, no published review has addressed the variables influencing these crucial organizational components' ability to operate effectively. To close this gap, the study "Factors Affecting Green Human Resources Management Practices (GHRMP) in Contemporary Organizations: A Theoretical Review" was conducted. Keeping in mind the goals of the article, a thorough analysis using an archival technique was used to establish a dependable database for the GHRMP. The review procedure only included research articles that have an HRMP focus. More than 200 journal papers were made accessible for analysis using this method; 49 publications were deemed appropriate for this review. Our review was restricted to literature that offered theoretical explanations or presented empirical data supporting the GHRMP. We determined what factors influence green HRM practices within a company. The results demonstrate a variety of factors, such as national capitalist frameworks, cultural orientation, regulatory and legal frameworks, and level of development. The study concludes that corporations must first identify the factors that could negatively affect their performance to gain the benefits of green HRM. Then, they must incorporate green HRM practices into their daily processes to reduce the impact of these variables on green initiatives.

## Keywords

Environmental Factors, Green Initiative, Human Resources Management, Contemporary Organizations

## 1. Introduction

Businesses are pressured to embrace green HR practices and integrate them into their organizational plans and policies considering the growing global concern over environmental sustainability. For developed and developing countries, addressing environmental issues and reducing and controlling waste in corporate operations have made environmental sustainability a top priority. As a result, researchers have given green human resource management (GHRM) a lot of attention.

According to Haldorai et al. (2022), GHRM is the comprehension of the relationships between a company's operations that affect the growth, evaluation, surroundings, application, and outcome of human resource management. Therefore, to enhance an organization's environmental performance, GHRM integrates several conventional activities, such as employee engagement, hiring, training, and rewards. These eco-friendly and environmentally friendly HR procedures increase productivity while cutting expenses. According to certain theories, GHRM is crucial for businesses looking to build a stellar reputation while achieving their strategic objectives and enhancing environmental sustainability (Afum et al., 2021; Omale & Idodo, 2016).

Pham et al. (2020) argue that green human resource management, or G-HRM, is one tool that can be used to promote sustainable behaviors. It is becoming more widely acknowledged as a way to improve the overall productivity and green credentials of a business (Munawar et al., 2022).

Agencies are taking the initiative to improve their eco-friendly and general recital by implementing G-HRM policies. Organizations seek to promote positive attitudes, behaviors, and overall performance by incorporating G-HRM practices into HRM strategies (Farrukh et al., 2022). Promising findings were obtained from earlier research on the effects of G-HRM strategies on workers' and firms' performance in terms of green attitudes, behaviors, satisfaction, sustainability performance, and customer loyalty.

Further research by Albloush et al. (2022) indicates that there is a substantial correlation between G-HRM and the growth of human capital and corporate success, proving that incorporating ecological sustainability into HR approaches can improve an organization's environmental standing (Albloush et al., 2022). These results are consistent with findings from other studies, such as Baykal et al., (2023) and Shafaei et al. (2020), which emphasize the beneficial effects of G-HRM on workers' commitment to green projects and job satisfaction.

However, industrial applications, climate change, environmental degradation, and the release of various pollutants that contaminate the atmosphere and oceans, as well as the economic and social well-being of society and their detrimental effects on the environment, threaten the global ecosystem (Billig et al., 2022; Darvishmotevali & Altinay, 2022). More people need to be aware of environmental or green issues in light of this dire situation, including composting, cutting emissions, and using renewable energy sources like solar, wind, and hydroelectricity. The perils of environmental issues have recently led to a focus on environmental projects, the implementation of coaching programs, and employee retraining in green performance (Johar et al., 2020). As evidenced by Omale, (2016), which highlights organizational culture as a mediating factor in the success of organizational practices, the literature also reveals varied outcomes (Aggarwal & Agarwala, 2023). According to a preliminary examination of the literature, environmental factors influencing green human resources management techniques have not been the subject of a published review.

If properly informed, skilled, environmentally friendly employees with a deep understanding of green human resources can be drawn in and retained. The elements that impact green HRM organizations have not been fully investigated. As a result, if there is a knowledge vacuum, it is critical to investigate the environmental aspects influencing green human resources management practices (GHRMP). In this study, we aim to bridge this gap. To meet their sustainability goals, businesses are incorporating green practices into performance reviews, hiring decisions, and other HR procedures. Thus, the term "green human resource management" (GHRM) has evolved to emphasize the integration of eco-friendly concepts into HR practices and to draw attention to the need for coherence between traditional HR practices and environmental goals (Chaudhary 2020a).

The understanding that the workforce fundamentally shapes society's norms, attitudes, and practices serves as the foundation for the current study's reasoning (Amrutha & Geetha, 2023; Brandis et al., 2017). Entities are responsible for providing services efficiently as stewards of public resources, and they are increasingly expected to set an example by adopting sustainable practices (Faisal 2023). G-HRM has the potential to be a catalyst for knowledge utilization and the development of socially and environmentally conscious business cultures because of its emphasis on incorporating environmental factors into HR practices (Buonomo & Benevene, 2020; Omale & Gurin 2024).

Green HRM implements an ecological perspective. It aims to create a green workplace that inspires workers to perform their tasks in the most ecologically friendly, most conscious way possible while respecting the environment and the development, and assessment. Consequently, the drive of the current study is to clarify the factors that influence the use of green human resources management practices (GHRMP) in modern organizations: A theoretical review aimed at suggesting the most effective strategies to enhance current practice.

## 2. Literature Review

Using green human resource management (G-HRM) is a surefire approach to promoting long-term organizational performance and effectiveness. As the name suggests, green HRM involves applying and incorporating green practices into HRM policies and initiatives. According to Munawar et al. (2022), G-HRM is becoming more well-known for its capacity to raise an organization's overall efficacy and environmental performance. According to Farrukh et al. (2022), the goal of firms incorporating G-HRM techniques into HRM strategies is to promote positive attitudes, behaviors, and overall performance.

According to academics like Ren et al. (2018), G-HRM procedures have a major impact on employee views and behaviors toward environmental sustainability, which in turn encourages employees to feel responsible for the environment. Because they are resource-efficient, companies that use environmentally friendly procedures are viewed as important turning points in the development of an autonomous ecosystem (Cheng et al., 2023). The literature review on the effects of green human resource management (GRM) practices on both staff and company performance highlights the critical role that eco-friendly HRM practices play in influencing individual and organizational outcomes in this area (Faisal, 2023).

Organizations must develop a proactive workforce (Oyenuga et al. 2024) and be sensitive to sustainability challenges in light of this necessity for sustainability in a diverse workforce with a wide range of opinions (Omale, Ardo & Shettima, 2025). This talent pool can be attracted by employing strategies like hiring sustainability-aware workers,

assessing applicants' dedication to human, social, and environmental welfare, providing training that clarifies the company's ethical and environmental commitments, and evaluating and rewarding worker performance based on sustainability goals (Saeed et al., 2018).

Furthermore, a study conducted by Albloush et al. (2022) indicates that there is a considerable relationship between G-HRM and organizational success and personnel advancement. This indicates that an organization can enhance its environmental position by integrating sustainability into its HR policies. The study's findings are in line with previous investigations, including studies conducted by Baykal et al. (2023) and Shahaei et al. (2020), which emphasize the beneficial effects of G-HRM on worker job satisfaction and dedication to environmental activities (Omale et al., 2024). As evidenced by Aggarwal and Agarwala's research (2023), which highlights organizational culture as a mediating factor in the success of G-HRM practices, the literature also reveals varied outcomes.

Scholars now see HRM as both an administrative tool and an implementation mechanism for facilitating organizational green transformation, which will ultimately have an impact on the larger economy and society. This shift in perspective has been sparked by the increased focus on environmental consciousness over the past few decades (Mendoza-del Villar et al., 2020). This emphasizes the introduction of GHRM, a ground-breaking idea. However, several studies only examined how GHRM affects organizational performance or sustainability; this means that a comprehensive understanding of the factors influencing GHRMP is still lacking.

Pham et al. (2020), for example, concentrated on the necessity of improving GHRM concepts. They developed a combined framework that included GHRM contingencies and a wide range of elements, however, their research was limited to sustainability's environmental elements. In a similar vein, Ren et al.'s (2017) narrative assessment of the GHRM literature offered managers and academics a road map for advancing the GHRM discipline while also emphasizing the necessity for improving GHRM thinking. They did not, however, investigate the variables influencing GHRMP and its impact on organizational sustainability.

Jehan et al.'s (2020) study on the impact of environmentally sustainable strategies on human resource management sustainability using a questionnaire to gather data and the use of the SEM model for the analysis posits a positive (β = 0.27) relationship between green performance management and assessment, green reward and compensation, and environmental sustainability.

Also, Madhuri (2023) conducted an empirical study on the effect of sustainable achievement on green human resource management using structural equation modeling with partial least squares. Findings revealed that employing environmentally conscious candidates improves the state of the economy, the environment, and society at large. By helping organizations implement GHRM strategies that support organizations holistically, this research helps organizations.

Further study by Rehan, et al., (2024) green human resource management practices using employees of Pakistani hotels to generate the research data, which was gathered via a cross-sectional procedure method and test of hypotheses using partial least squares analysis posit that a clear relationship between environmental performance and green HRM practices. In addition, the findings provide insight into the topic of green employee empowerment and corporate civic behavior for the environment.

As a result, the idea behind this study is based on the understanding that human resources are crucial in determining both social values and corporate performance. Thus, it is necessary to look into and address any variables that might have an impact on how well this crucial component of organizational life operates. This review of the literature attempts to give a thorough grasp of the environmental issues influencing green HRM practices in modern firms by critically analyzing the existing research. The researchers hope that this study will provide evidence-based information that can help with the development and application of successful G-HRM procedures.

## 3. Theoretical Framework
### 3.1 The Natural Resource-Based Theory

As an extension of the resource-based view (RBV), Hart (2011) developed the natural resource-based view (NRBV), which views an organization's external natural environment as a resource as well as its internal resources. The viewpoint of NRBV on firms broadens that of RBV (Shahzad et al. 2020). The RBV supports using internal resources within a business to increase its competitiveness. According to Barney (1986), the Resource-Based View (RBV) provides a framework for comprehending how organizations use different, unique, instrumental, and scarce resources to gain a competitive advantage. By highlighting the significance of the natural environment, the NRBV expands on the RBV and can be seen as "a theory of competitive advantage based on the firm's relationship with the environment" (Barney, 1986).

The NRBV highlights the potential business advantages and improved environmental outcomes that companies may derive from using green resources. According to environmentalists, a company may become more competitive and sustainable over time by implementing an NRBV strategy (Cousins et al., 2019). But to do this, the business needs its green resources and knowledge (Cousins et al., 2019).

Three interconnected environmental policies—"pollution prevention," "product stewardship," and "sustainable development"—form the foundation of the NRBV idea (Barney, 1986). The pollution prevention technique minimizes environmental harm and deterioration by cutting waste and pollution (Barney, 1986). This tactic lowers manufacturing costs, waste, and compliance obligations while boosting productivity and efficiency by lowering pollutants and disposal

requirements. As a result, performance and profitability significantly increased (Barney, 1986). Product stewardship is a methodology that emphasizes the incorporation of perspectives from many stakeholders in the design of products and processes (Agyabeng-Mensah et al., 2021). By using this tactic, companies can obtain a competitive edge by improving their green reputation and acquiring access to scarce resources (such as locations, productive capacity, and green raw materials) (Barney, 1986; Teece et al., 1997). Ultimately, reducing the adverse effects that enterprises have on the environment is a key component of the sustainable development plan (Ali et al., 2022). These three tactics could offer a business a competitive edge and improve its sustainability results.

Reverse logistics, which gathers abandoned and damaged goods for remanufacturing, is one of the green strategies that reduce pollution and protect the environment from deterioration, according to the NRBV hypothesis (Agyabeng-mensah et al., 2021). Therefore, to evaluate the factors influencing GHRMP, this study uses the NRBV.

## 3.2 Factors that Affect Green Human Resources Management Practices (GHRMP)

The idea of GHRM has been extensively studied in organizational contexts; on the other hand, not much study has been done on the factors impacting GHRM outside of the workplace. Ren et al. (2018), however, highlight the importance of the macro-level external environment in the application of GHRM, with different national disparities and geographic locations identified as key considerations. Such disparities are influenced by national capitalist systems, cultural orientation, regulation and legal frameworks, and degree of development (Ren et al., 2018).

Second, the creation and uptake of corporate green policies can be significantly impacted by national cultural orientations. The significance that different cultures attach to sustainability and environmental issues might influence how they view and react to green initiatives (Omale, 2015). For instance, it may be difficult to encourage sustainable behaviors that call for sacrifice and long-term thinking in some cultures due to a strong emphasis on individualism and instant pleasure. Similar to this, civilizations that lean toward fatalism think that they have little influence over most social events (Chauvin, 2018). They consider nature to be unpredictable and irrational. Because of these traits, people typically don't care much about environmental risk until it directly and personally affects them. Some cultures, on the other hand, might place more value on community well-being and environmental stewardship, which makes it simpler to adopt and carry out green programs. National cultural perspectives can have a big impact on how corporate green policies are created and adopted, depending on national capitalism systems, cultural orientation, regulation and legal frameworks, and level of development. The importance that various cultures place on environmental concerns and sustainability may have an impact on how those cultures perceive and respond to green initiatives.

In addition, authorities everywhere are passing laws and rules that support environmental sustainability. Examples of these include mandates for waste management, subsidies for renewable energy, and reduction targets for emissions. For example, the United States Clean Air Act passed in 1963 and revised multiple times since, establishes national air quality standards and controls emissions from various sources, such as factories, power plants, and automobiles. To provide a quicker and more efficient means of resolving environmental disputes, the National Green Tribunal Act of India was passed in 2010 and established a specialized court to handle cases about environmental issues.
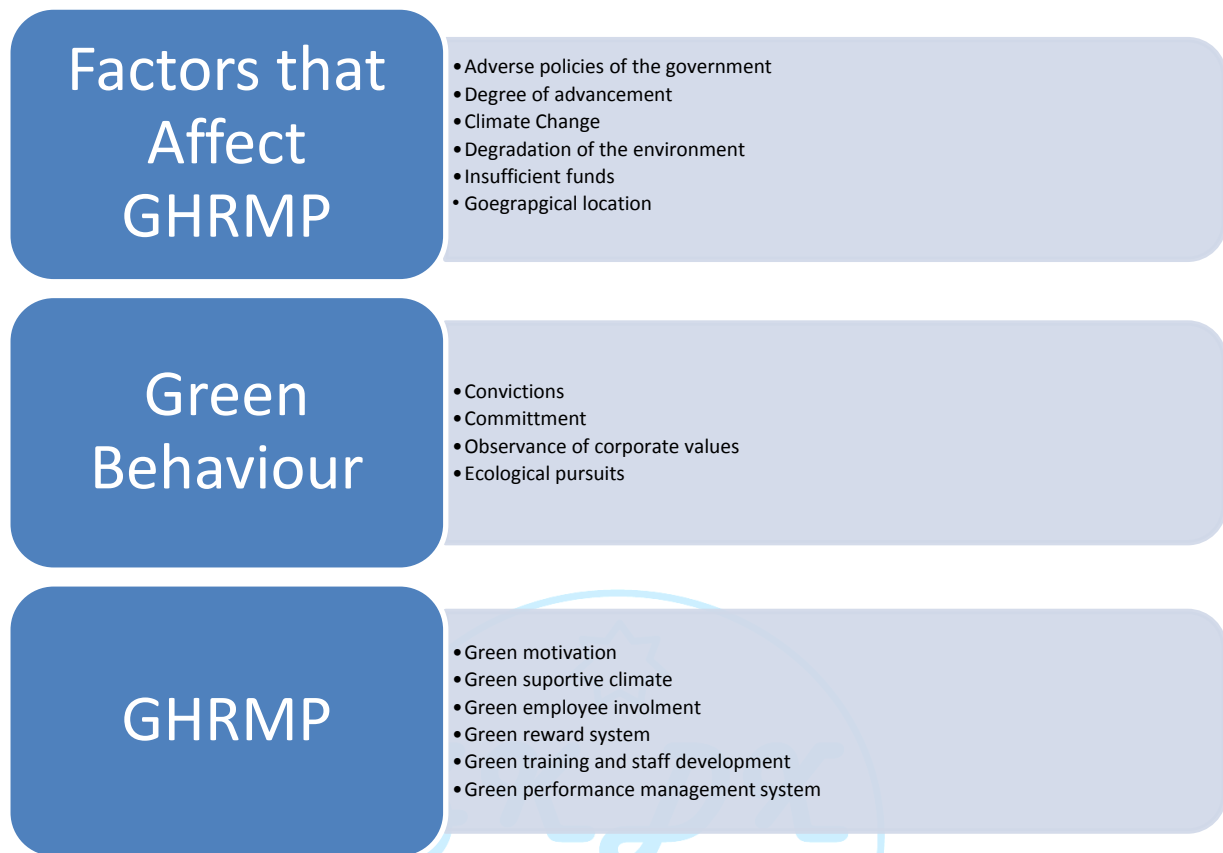
A legislative framework for waste management in the European Union is outlined in the Waste Framework Directive, which aims to lessen trash's negative environmental effects and encourage the shift to a circular economy. These laws and regulations must be followed by organizations, which may necessitate large investments in technology, infrastructure, and procedures. But by showcasing their dedication to sustainability, these rules can also give businesses a chance to stand out from the competition and obtain an edge. Thus, environmental rules and regulations can have a significant influence on enhancing corporate venture investment through the development and implementation of corporate green initiatives (Omale et al., 2017).

Additionally, the creation and application of organizational green strategies can be significantly impacted by the degree of development of a nation or region (Jianing, 2023). Environmental concerns may not always take precedence over more urgent social and economic issues in less developed nations. These nations might be more concerned with providing necessities like food, shelter, and healthcare than they are with investing in green projects since they lack the infrastructure, technology, and financial means to do so. More developed nations, on the other hand, might have easier access to resources and technology that promote environmental sustainability, and they might be more inclined to embrace green programs as a means of setting themselves apart and gaining a competitive edge. However, there can be notable variations in the degree of inter-organizational trust and support for green initiatives even in wealthy nations (Jianing, 2023, Omale, 2015), with certain sectors and geographical areas being more supportive than others. According to the essay, it is critical to understand that external sociocultural influences have a considerable impact on organizational culture and practices, in line with open system theory. The green orientation of an organization can therefore be influenced by differences in social aspects such as national economic systems, cultural orientations, legal frameworks, and degrees of development, which in turn shape how GHRM is implemented inside the firm (Jianing, 2023).

## 3.3 Green Human Resource Management Practices (GHRMP) Model

When researching green human resources management practices (GHRMP), it is critical to take industry and local context into account when determining the variables that impact GHRMP practices. Few studies, meanwhile, specifically address these contextual aspects. Context is a multifaceted, intricate concept with aspects that have not yet been fully investigated in terms of its economic, technological, and legal aspects. As a result, information that considers these contextual

influences on GHRMP must be developed. According to Iddagoda et al. (2022), an employee's green orientation—which encompasses their green conduct and attitude—is sparked by their positive opinions of HR procedures. Therefore, it's critical to pinpoint and eliminate any factors that could have a detrimental impact on the sustainability of the business, employee satisfaction with HR procedures, and organizational performance. This model demonstrates these elements and the environmentally conscious mindset, required to lessen their impact on HR procedures.

**Factors that Affect GHRMP**
- Adverse policies of the government
- Degree of advancement
- Climate Change
- Degradation of the environment
- Insufficient funds
- Goegrapical location

**Green Behaviour**
- Convictions
- Committment
- Observance of corporate values
- Ecological pursuits

**GHRMP**
- Green motivation
- Green suportive climate
- Green employee involment
- Green reward system
- Green training and staff development
- Green performance management system

*Source: Researcher's Model/Conceptualization, 2024*
**Fig. 1** A Factorized Framework for Green HRM Practices

These factors, as indicated in this model, are constants and undoubtedly have an impact on green HRM practices. To reduce the impact of these environmental elements on organizational performance and sustainability, firms should promote green behaviors and green human resource management techniques.

## 4. Methodology

A comprehensive examination employing an archival approach is chosen under Tranfield et al. (2003) recommendation to create a trustworthy knowledge base for the GHRMP, taking into account the objectives of the paper. The material that has already been written about HRMP (across the whole range of HRM practices) is categorized as part of our analytical process. Research articles without an HRMP focus were not included in the review process. This approach provided more than 200 journal articles that were available for analysis; 49 of those publications were judged suitable for this review. We have limited our review to articles that present empirical data or provide theoretical justifications for the GHRMP. Papers that just offer unsupported recommendations on what organizations should or shouldn't do to develop GHRM are not included in our collection. This review is based on various GHRM practices made public in various paper formats, such as corporate reports, case studies, and survey results.

## 5. Discussion

This study's main objective is to provide a theoretical assessment of the environmental issues influencing green HRM practices. We identified the variables affecting green HRM practices inside an establishment. Numerous elements, including national capitalist frameworks, cultural orientation, regulatory and legal frameworks, and level of development, are shown by the findings. National cultural orientations can also have a big impact on how company green policies are created and implemented. The importance that various cultures place on environmental concerns and sustainability may have an impact on how those cultures perceive and respond to green initiatives. The factors influencing G-HRM practices are confirmed by the results of this thorough literature analysis, which concur with earlier research reviews that looked at G-HRM practices (Benevene & Buonomo 2020; Faisal 2023).

The collective set of results emphasizes the significance of G-HRM practices as a tactical instrument for companies looking to improve their environmental sustainability programs (Ren et al. 2018). One important finding from

the literature assessment is the dearth of research that explicitly looks at the variables affecting G-HRM practices. This void in the literature points to a topic where further study may have a significant bearing.

G-HRM techniques become essential tools for coordinating ecological performance, employee satisfaction, and environmental stewardship. The assumption that G-HRM practices encourage an environmentally conscious workplace culture is supported by the literature (Arshad et al., 2022; El Baroudi et al., 2023; Li et al., 2023). The discussion's conclusions and recommendations highlight the necessity of more research to fill in the gaps and broaden our knowledge of G-HRM practices.

## 6. Conclusion and Recommendations

A relatively new profession called "green HRM practices" seeks to increase environmental sustainability by changing current HR policies, procedures, and products to promote eco-friendly workplace behavior. The study concludes that, for businesses to benefit from green HRM, they must first identify the variables that could have a detrimental impact on their performance. Then, they must incorporate green HRM practices into their daily operations to lessen the impact of these variables on green initiatives. Achieving organizational performance and sustainability is the ultimate objective. As a result, HR specialists need to pinpoint the elements in their specific contexts impacting their green initiatives and suggest ways to integrate green into their everyday work. As indicated by the research model, these initiatives can be accomplished by cultivating green behavior and utilizing GHRM practices like green motivation, a supportive environment, green staff enrollment, a green system of incentives, green professional growth and training, and a green performance management system.

## 7. Theoretical Implications

These findings add to the body of knowledge in green HRM research, which looked at the variables influencing green initiatives. This lays the groundwork for empirical research aimed at identifying more broadly applicable environmental elements influencing green HRM practices and how to mitigate their consequences for sustainable and successful organizational performance. By deepening our understanding of the psychological mechanisms via which green HRM practices impact organizational performance and sustainability, this study adds to the body of literature on green HRM practices.

## 8. Research Restrictions and Future Paths for Research

It is plausible that the empirical research included in our evaluation is not comprehensive worldwide. Additionally, different countries may have different green management requirements and policies. For the results to apply to a larger range of circumstances, it would be helpful to do further empirical research that attempts to replicate our findings and uncover fresh difficulties concerning green HRM practices in cross-level contexts.

### Competing Interests

Regarding the inquiry, ownership, or publishing, the study's author(s) have not declared any possible conflicts of interest. This study was carried out without funding assistance.

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