

Nandan Dhara, Akashdeep Joshi & Ayesha Khatun (2026). Green Human Resources Management Practices -Overcoming Barriers to sustainable Implementation. International Journal of Multidisciplinary Research & Reviews, 5(5),442-462.



INTERNATIONAL JOURNAL OF
MULTIDISCIPLINARY RESEARCH & REVIEWS

journal homepage: www.ijmrr.online/index.php/home

**GREEN HUMAN RESOURCES MANAGEMENT PRACTICES -
OVERCOMING BARRIERS TO SUSTAINABLE
IMPLEMENTATION.**

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How to Cite the Article: Nandan Dhara, Akashdeep Joshi & Ayesha Khatun (2026). Green Human Resources Management Practices -Overcoming Barriers to sustainable Implementation. International Journal of Multidisciplinary Research & Reviews, 5(5),442-462.



<https://doi.org/10.56815/ijmrr.v5i5.2026.442-462>

<i>Keywords</i>	<i>Abstract</i>
<p><i>Green Human Resource Management, Sustainability, Organizational Performance, Green Training, Environmental Awareness, Green Competencies.</i></p>	<p>Green Human Resource Management (GHRM) has emerged as an important strategic approach for promoting environmental sustainability and organizational effectiveness. This study explores the barriers affecting the implementation of GHRM practices and examines their relationship with organizational performance in the Indian context. The study is based on an exploratory research design using secondary data collected from books, research articles, journals, and published literature related to GHRM. The review identifies key GHRM practices such as green recruitment, green training, green performance appraisal, green compensation, and green leadership. The findings classify the barriers to GHRM implementation into internal and external factors. Internal factors include personality and upbringing, knowledge of individuals, and organizational culture, while external factors include digital divide, education, and training. The study</p>



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	reveals that personality and upbringing, along with education and training, are the most influential factors in encouraging environmentally responsible behavior among employees. Furthermore, the study highlights that effective GHRM practices improve employee awareness, green competencies, organizational efficiency, and sustainable performance. The paper concludes that organizations should strengthen environmental awareness, provide continuous green training, and integrate sustainability into HR policies to ensure successful implementation of GHRM practices. The study contributes to the growing literature on sustainable HRM and offers practical recommendations for organizations seeking long-term environmental and organizational sustainability.
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1.0 Introduction

Green Human Resources Management (GHRM) can be characterized as the arrangement of strategies, rehearses, furthermore, frameworks that animate a green conduct of an organization's workers to make an earth delicate, asset productive and socially mindful work environment and generally organization. Green HRM means the science and the craft of rehearsing ecological administration in business associations. Corporate ecological administration basically suggests accomplishing least or zero obliteration of the climate in its creation what's more, administration activities. (Mathews, J. ,(2017) Green issues have just been well known in ecological and social parts of the present corporate world. Corporate green HR centres around significant degrees of specialized and administrative abilities for workers as the firm needs to create creative natural activities and capacities that have huge administrative implications.(Hosain, S., and Rahman, M. S,2016) Today, Green Human Resource Management (GHRM) has become a key business procedure for the huge associations where Human Resource Departments have a functioning impact in going green at the office.(Ahmad Shoeb,2015) Green HRM is the utilization of HRM arrangements to advance the supportable utilization of assets inside authoritative organizations and all the more for the most part advances the reason for ecological sustainability(Dangmei, J.,2016)

2.0 Literature review

2.1 Green Human Resource Management Process

2.1.1 Green Recruitment

Resulting to causing the essential screening of CVs, HR can guarantee that the accompanying phases of the decision cycle will survey the up-and-comers' wellness to have green practices. A typical request concerning ecological change during a gathering or a social affair dynamic that mixes a business case with practicality issues are two basic ways to deal with understand someone's degree of natural care. Finally, a green score can in like manner be given to each contender and added to the general bookkeeping page of scores that will at last position the top up-and-comers



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2.1.2. Green Performance Management and Appraisals

Performance management (PM) is the cycle by which laborers are induced to update their master aptitudes that help to achieve the progressive destinations and objectives in a predominant way. Thus, in order to make a greener association, execution evaluation (PA) systems can fuse reasonability destinations.

While this duty may be easily done in specific positions, maybe the most noteworthy check of green PA is the difficulty to measure and expand data on characteristic execution standards across different various levelled divisions/units. To help beat this, associations can start using overall structures that assist them with social affair data and all the while offer them direction on how they can end up being more sensible and get them a statement for that, for instance, ISO 14001 or the Global Announcing Initiative.

Concerning the PA of chiefs, green targets, goals, and obligations, for instance, making green care in their gatherings and asking them to take part in green activities of the association can in like manner be considered. Finally, a conclusive goal of green PM is to have a quantifiable consequence of an affiliation's ability to meet its normal objections and targets set out in the affiliation's environmental plans or approaches.

2.1.3. Green authority

The green authority attitude, pioneers become prepared to make and follow up on economical practices. What's more, those, thus, are probably going to produce bigger scope activities: uphold for public arrangements that will guarantee long haul achievement, prosperity, and security for all portions of society. All individuals from an associated world. And all living on the same planet.

2.1.4 Green Orientation

The representative enlistment program ought to be arranged in such a way-as to empower the acceptance of new workers into a culture of green cognizance. Managers ought to feature the worry for green issues of representatives like their wellbeing, security, and green working conditions in the direction program.

2.1.5. Green Compensation and Reward

Any organization can accomplish their objectives by utilizing Green HRM on the grounds that it makes them mindful of their practices. By this interaction representatives are compensated for their current circumstance agreeable execution. It makes singular interest to connect with the authoritative interest. When representatives work on an uncommon green venture, they ought to be remunerated by money related (money) and additionally by non-financial award to support them (<http://www.ignited.in/I/a/89148>) F. Green representative relations Worker relations are that part of HRM which is worried about building up neighborly manager representative connections. The



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relationship encourages inspiration and assurance of the workers just as, builds the profitability. Fundamentally, worker relations include representative cooperation and strengthening exercises. It likewise makes a difference forestall and resolve issues emerging at the work environment that may influence the work. Truth be told, positive worker relations are a theoretical and suffering resource and a wellspring of upper hand for any association.

2.2 Barriers to Implementation of Green HRM

As indicated by our conversation there are some inner and outer components which will not permit GHRM be executed by all the associations viably. It has been examined that character and childhood, information on people, hierarchical culture as inside variables and computerized gap and schooling and preparing as outside components influence Green HRM rehearses. These variables are characterized as the followings:

2.2.1 Childhood and character

Individuals are distinctive dependent on their mental angles (Eysenck and Eysenck, 1985). These contrasts can be ordered at numerous levels (Elliot what's more, Thrash, 2002). As the indicators of ecological conduct depend on their disparities, Core character qualities, like the Big Five and HEXACO measurements, can give a positive clarification considering the way that they are diversely dependable and substantial enough. Likewise, they can fairly decide factors like mentalities (McCrae and Costa, 1997).

Wide models of natural conduct (Stern, 2000) think about fundamental character as the reason and base of an individual's qualities, belief system, mentalities, and so forth, and notice durable impact of early character on a individual's life in future (Block and Block, 2006). For occasion, early character anticipates future qualities, mentalities, and practices before having them (Caspi and Silva, 1995; Slutske et al., 2012). Consideration should be paid to the relations and associations between an individual's character, characteristics, aptitudes, values, casing of mind, and so on and their ecological conduct which shows how the natural and green conduct is influenced by somebody's character (Krajhanzl, 2010). Also, from the "Large Five" point of view which characterizes the distinctions in human character through five elements of Extraversion, Agreeableness, Honesty, Neuroticism, and Openness to Experience, environmentalism has been broke down (Goldberg, 1993) and they can be utilized to predict more mentalities and worth directions (McCrae and Costa, 1997), two of these measurements, Agreeableness and Transparency, are viewed as astounding indicators of pro environmental values (Hirsh and Dolderman, 2007). In another examination, receptiveness was related with more frequent supportive of ecological practices and furthermore this connection was totally intervened by natural perspectives and association with nature (Markowitz et al., 2012). Considering all the conversation above, it is accepted that it could be useful to look at an even more extensive exhibit of character characteristics in addition to childhood and their associations with



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green conduct since this may give extra knowledge into the reasons that how we can improve our green human asset the board rehearses.

2.2.2 Information on people

How learned a representative can be about green conduct and greenness as per his/her past training and life foundation is what is implied here. Seldom will people show pro environmental conduct or act in a green manner on the off chance that they have little information about the effects of their activities on the climate. On the off chance that a worker has no information about greenness and its impact on the climate and society, it is difficult to act in a favorable to natural way (Levine and Strube, 2012). The more educated the worker is about earth cordial conduct and the effect of their conduct, the all the more supportive of natural conduct can be anticipated (Handling and Head, 2012).

2.2.3 Hierarchical culture

Having green and harmless to the ecosystem strategies what's more, rules in an association gradually will give a culture in the association in which workers will attempt to carry on and act as indicated by the essentials of greenness. Green human asset the board sets up a green working environment where green representatives can profoundly see the idea of greenness and value having this culture in their association. In such green climate green objectives can be achieved all through the entire interaction of human asset the executives (Dutta, 2012). To have the option to execute green human asset strategies, it is fundamental to focus on the basic part of human asset measures (Renwick, 2008); subsequently, human asset the executives is fundamental to accomplish climate the executive's objectives (Hersey, 1998). In this manner, representatives who have been working in a green culture are considerably more effectively reasonable for green human asset the executives rehearse.

2.2.4 Computerized partition

Computerized separation ie digital Divide may cover a wide scope of implications what's more, definitions, however with more consideration, it will be perceived that the idea of every one of them are the equivalent and all are identified with how much an individual can admittance to PCs and this reality can be not the same as one to another dependent on their monetary or topographical circumstances and their PC information which may be related with their age also (Chamberlain, 2002). To be more exact, advanced separation likewise alludes to better utilization of data and correspondence innovation by various nations from created to creating nations or even to the quantity of ICT specialists or experts who are prepared in created nations in correlation with those from agricultural nations (Williams and Poh-Sze, 2003). This separation can be caused by various reasons. It is unquestionable that rich nations are regularly the primary who advantage new advances due to monetary force and better HR however, less fortunate nations due to various needs such as



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fundamental necessities and physiological requirements may not have the option to assign assets for data and correspondence advances (Mirdamadi et al., 2008). Thus, the more chances for the utilization of ICT are given, the better circumstance is for the individuals who are capable to utilize ICT appropriately. Computerized gap can be thought of with three distinct stages: Access to ICT; use, if individuals are capable and intrigued to utilize ICT, and powerful utilization of ICT (Andreasson, 2015). In the current paper by the term of computerized partition it is implied how the need or lack of data innovation or the admittance to it may cause practices and activities which are definitely not as per green conduct, climate the board or on the other hand in single word greenness; then again, the individuals who have more admittance to ICT and better information on its utilization are ready to show more green practices.

2.2.5 Instruction and preparing

Greening alludes to better energy use, with lower costs, low wastage by the utilization of manageable assets or then again materials that can be reused for final products (Jafri, 2012). This is the matter that how a green association can be made. To do this, high efficiencies in

hierarchical orders are required, and that's only the tip of the iceberg virtualized work, furthermore, superfluous time spent in the workplace should be disposed of and the organization assets should be utilized at ideal level. Green associations uphold working from home, adaptable work plans more than different associations (Sathyapriya et al., 2013). Also, those individuals should be employed in a green association who are keen on natural issues (Renwick et al., 2013). The association achievement in preparing and teaching the workers to have all the more ecologically well disposed conduct and act in a more green manner is the thing that ought to be referenced as one of the influencing factors on green human asset the executives rehearses. By preparing green workers can be prepared for the association. Preparing projects ought to incorporate various issues including social and natural at all levels, from the least level to the high level. Green direction programs should be incorporated as an

indistinguishable part taking all things together strides of the preparation for the representatives. The representatives should be educated about the green techniques and arrangements, and so forth This explanation is fundamental for green reasoning and being green. To make a compelling preparing framework, it is indispensable to have a controlling framework, an ecological board, exact sets of expectations, increment in workers' unique new ecological mindfulness rehearses, a helpful presentation the executive's framework to screen profitability, quality, greatness, wastage, and so on In such preparing framework, evaluation is significantly required (Mandip, 2012). Clearly associations with high ecological execution and greener conduct may improve their general pictures and subsequently high potential representatives' considerations are pulled in toward them. Likewise, increase in environmentalism drives the associations to improve the representatives' skill to make items dependent on ecological guidelines (Chen et al., 2012).



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Reception of environmentalism and green human asset the executives prompt better open picture, more beneficial business measures, more certain notoriety, more expert and greener representatives, higher item quality, more upper hand, greater profitability, greater responsibility and unwaveringness, more inspiration, and so forth, as such, in this condition, green workers with green capacities create green the executives authoritative endeavours (Renwick et al., 2013). Aragón-Correa et al. (2013) proposed that numerous associations that utilization GHRM, have benefitted from their execution and their representatives have too more certainty, good sentiments and better resolve what's more, execution. Working dependent on ecological principles and improving profitability will prompt the decrease of negative natural impacts (Delmas what's more, Pekovic, 2013). As it was referenced above, preparing goes about as a key to accomplish the objectives through prepared workers. Such representatives are viewed as awesome staff to lessen squander (Renwick et al., 2008). For the most part an ecological methodology needs advancement in representative mindfulness and information and abilities. (Fernandez, et al., 2003).

2.2.6 Other Barriers of GHRM

GHRM like several new follow has barriers and constrains to use. In that sense, Likhitkar and Verma (2017) expressed that these barriers are existing in the absence of a comprehensive conception of the applying of GHRM, the supply of unskilled and causeless employees for implementation. Moreover, implementation of inexperienced philosophy takes terribly while, requisite a large investment at the beginning of applying, on the other hand, at identical time

of the beginning of applying there is a restricted achieving sizable return (Hosain and Rahman, 2016).

According to Deshwal (2015), different barriers like, quality in recruiting and training the new candidates on GHRM practices, drawback in performance appraisal of staff behaviours, quality in shifting employees' attitudes from normal one to inexperienced very short time and conjointly the absence of inexperienced thinking. Likhitkar and Verma (2017) else that absence of inexperienced values is one in all the barriers of GHRM. it absolutely was observed that lack of awareness's of inexperienced practices in group action level and between organization

employees is main barrier for implementation. The results of the study have disclosed that the foremost very important barriers to the implementation of inexperienced HRM were the dearth of a comprehensive arrange to implement inexperienced HRM, and ambiguous of inexperienced worth. Also, staff resistance has maintained the lowest importance. Peng and sculptor (2008) thought of staff pressure and resistance as a main issue to implement inexperienced HRM and there are not in step with the results of this study. making an attempt painstakingly and in line with categories, among the cultural factors, ambiguous of inexperienced worth among the technological factors, the quality and drawback of acceptance



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of inexperienced technology, among management factors, the dearth of a comprehensive arrange to implement inexperienced human resources management, and among the factors related to staff, the dearth of understanding of inexperienced policies, have had the simplest priorities. Jackson and Seo (2010) terminated that lack of interest and complexity were barriers of inexperienced HRM, that area unit in step with the results of this investigation.

According to them, many factors like lack of data, Uncertainty, distrust the availability of information, resistance to change and philosophical theory can cause lack of interest. Also, in line with their scan, to boot to the quality and drawback of acceptance of inexperienced

technology, there area unit different barriers for the implementation of inexperienced HRM. as AN example, developing with and evaluating effective inexperienced HRM wants degree understanding of the inexperienced consequences associated with an organization's operations, provide chain, distribution processes, consumer behaviors, product life cycles, etc. to boot, Rompa (2011), thought of the dearth of technological support as a barrier to the implementation of inexperienced HRM, where the dearth of support, is additionally because of the quality of technology acceptance. In different word, the investigator expressed lack of neutral support as another barrier to the implementation of inexperienced HRM.

2.3 Ability–Motivation–Opportunity hypothesis

The AMO hypothesis has been broadly utilized by the analysts to look at the human asset practices of an association for guaranteeing the capacities, inspiration and openings for the workers of an association (Bos-Nehles et al., 2013; Renwick et al., 2013). AMO hypothesis recommends that human asset practices, for example, preparing and improvement impact workers' capacities, their degree of inspiration and formation of chances which resultantly add to the hierarchical exhibition. As indicated by Bos-Nehles et al. (2013), the more extensive application of this hypothesis on human asset framework is to build the authoritative results, for example, efficiency, execution and productivity. Moreover, AMO model can likewise be utilized to decipher the conduct measures between human asset activities and the potential authoritative execution (Purcell et al., 2003). Consequently, the utilization of AMO hypothesis may empower the business associations to consolidate such human asset procedures (for instance, preparing) that can ingrain the necessary degree of capacities and skills expected to improve the execution of these associations. Further structure upon the AMO hypothesis, a reformist human asset framework can enable the associations to diligently improve their business rehearses through constant learning and improvement of their workers (Gerhart, 2005; Renwick et al., 2013). Thus, the talented workers feel roused to accomplish the authoritative objectives and execution targets (Russo, 2017) including the biological objectives. Such workers may likewise apply all the potential endeavors to profit the



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potential chances that can help to enlarge the authoritative presentation. Subsequently, AMO hypothesis can likewise be utilized as a establishment to comprehend the ramifications of arising representative arranged administration ideas (Yu et al., 2020) such green preparing. Notwithstanding, the components of this hypothesis won't be Part of green capabilities exactly tried in this investigation. The discoveries of the investigation will add to the hypothetical ramifications of AMO hypothesis through the factors remembered for this exploration.

2.3.1 Green preparing

The discoveries of an investigation on food organizations show that green human asset the board essentially impacts the authoritative presentation (Ahmed et al., 2020). In such manner,

preparing of the representatives is one of the critical components for the fruitful achievement of natural objectives of an association (Carter et al., 1998; Joshi and Dhar, 2020), while a sort of preparing that empowers the workers to address an association's ecological issues is alluded as "green preparing" (Teixeira et al., 2016). As per this examination by Teixeira et al. green preparing fundamentally expands the information, abilities and skills of the workers to accomplish the natural objectives. Beforehand, various specialists have contemplated green preparing as a piece of green administration rehearses that decidedly impacts the workers' practices, abilities and capabilities for ecological insurance (Govindarajulu and Daily, 2004; Jabbour, 2013). These investigations are agreeable to consolidating green preparing as a fundamental business capacity to ingrain the ecological agreeable practices and abilities among workers. Along these lines, the current writing underpins the conceivable effect of green preparing on ingraining vital abilities and skills among representatives.

An examination has clarified that maintainable associations offering green preparing to their representatives have more mindful, gifted and skilled workers to fill the need of natural security when contrasted with their partners (Perron et al., 2006). Likewise, discoveries of another investigation in an auto area of Spain uncover that the workers with green preparing are actually sounder to manage the biological issues (Bai and Sarkis, 2010). These prepared and capable representatives empower an association to create imaginative methods of expanding hierarchical execution without making negative impression of their business procedure on the common habitat (Claver, 2007). In addition, an examination on vacationer lodgings uncovers that green preparing encourages the workers of an association to get included in socially and naturally capable exercises (Srivastava and Shree, 2019). Such expanded inclusion of workers may then prompt earth productive business

tasks. In conclusion, an examination in China broadcasted that undeniable degree of green preparing results in a more elevated level of ecological execution in feasible associations (Ji et al., 2012). It is



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basically on the grounds that green preparing builds up the ability among workers to look even past the eco-productivity to think for a tough future.

2.3.2 Green capabilities

The term green capabilities is known as a person's ability to collaborate with the indigenous habitat in a useful and effective way (Steele, 1980). As indicated by Cabral and Dhar (2020), green skills is a multidimensional develop which has six primary measurements including mindfulness, information, abilities, capacities, perspectives and practices. Green mindfulness empowers the workers to get cognizant about the unfavorable effect of their exercises on common habitat (Gadenne et al., 2009). By and large, green mindfulness is important to alleviate the effect of negative ecological impression. Further, information also, abilities starting from green capabilities assume an indispensable part in creating natural

cognizance, particularly with regards to arising economies (Vicente-Molina et al., 2013). Green information, a resulting of green abilities, gives the overall information about current realities and ideas concerning the indigenous habitat and its connected environment (Fryxell and Lo, 2003). In addition, green information is significant to the workers, as it empowers them to perceive the appropriate ideas and models which are related to preservation of the regular habitat (Cabral and Dhar, 2019). Likewise, if there should arise an occurrence of clients, it is apparent that green information goes about as a main impetus to expand green

buy goals.

Green abilities are characterized as expert, professional and general abilities needed across all modern areas in light of the supportability commitments (Brown, 2014) and they may incorporate advancement and critical thinking. Green abilities are fundamental for the execution of ecological administration framework in an association (Kanyimba et al., 2014). Notwithstanding this, green preparing produces ecological cordial or green capacities among workers that empower them to utilize their green information and green abilities for tackling ecological issues. These green capacities advance the possibility of cultural prosperity among representatives. Along these lines, it is fundamental to energize an intellectual appraisal of green administration rehearses in an association. This intellectual evaluation is distinguished as green mentality towards ecological productivity of a reasonable association (Lee, 2008). It is essential to make green mentality among representatives to coordinate the eco-steady practices in the business exercises. In continuation of this, activities of the representatives which are related with the manageability of the climate and associations are known as the green practices (Ones and Dilchert, 2012). Green conduct idea was arisen because of natural concerns like contamination which are unsafe for the living creatures (Aprile, 2017). These green practices include the selection of eco-accommodating strategies like reusability, reusing and energy reserve funds.



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Furthermore, green practices are energized by guaranteeing the arrangement of green human asset rehearses at the work environment and thusly, such practices decidedly influence the natural execution of an association (Ghouri et al., 2020). In general, naturally capable strategic approaches don't guarantee the improved ecological execution except if they are upheld by the capabilities of representatives (Soltero, 2004). An examination by Opatha and Arulrajah (2014) uncovers that the elements of green abilities, for example, green abilities and green information can be spread among workers of an associations through green preparing, which thusly can produce green practices vital for natural productivity. Likewise, the investigations by Cabral and Dhar (2019) and Cabral and Jabbour (2020) give significant experiences into how green preparing bestows green abilities among the workers of an association to accomplish the natural objectives. These investigations uphold the significant job of green preparing in scattering the elements of green capabilities like green mindfulness and green abilities among representatives. These abilities not just assist the representatives with facilitating build up the green capacities yet in addition assemble green perspectives obligatory to encourage the natural exhibition of an association. Hence, the current writing underlines the need to examine the part of green preparing in bestowing green capabilities among workers, bringing about an improved ecological execution.

2.3.3 Organizational effectiveness

This idea clarifies the connection among information and yield of a given movement. A lower proportion of contribution to yield expects an effective framework or an association (Aubyn et al., 2009). Subsequently, authoritative effectiveness records to the hierarchical capacity to create in a superior and equipped way (Inegbedion et al., 2020). The determination of business methodologies impacts the hierarchical exhibition through proficient authoritative frameworks (Peter and Timothy, 2002). Keeping this idea in view, business associations will in general take part in creating and receiving such procedures which empower them to manage the authoritative challenges. Besides, hierarchical proficiency to secure the regular habitat moreover relies on the compelling industry systems (Chen et al., 2015) like green administration rehearses. These procedures enlarge the workers' ecological exhibition through advanced skills (Cabral and Jabbour, 2020). An investigation on Indian petrochemical industry Job of green skills uncovers measure improvement, item improvement and green development as the variables of hierarchical effectiveness (Roy and Khastagir, 2016). As per the examination by Roy and Khastagir, proactive green administration works on (counting green preparing) assumes an imperative part in improving the hierarchical productivity by distinguishing association wide freedoms to embrace ecological agreeable methods and methodology. These procedures have an effect on hierarchical effectiveness factors through energy proficient creation, appropriate waste the board, developing the environmentally friendly power sources and considerably more. subsequently, green preparing may fill in as a possible methodology to improve the authoritative effectiveness by teaching green abilities among workers (Singh et al., 2020). Finally, utilizing AMO hypothesis (Bos-Nehles et al., 2013), a sharp spotlight on



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expanding representatives' capacities, keeping them inspired and guaranteeing the arrangement of chances may likewise decidedly affect the hierarchical proficiency. It is important to make reference to that there are not many observational explores accessible on these factors from the point of view of different non-industrial nations like Pakistan, India what's more, Bangladesh. Zeroing in on the exploration setting of this examination, Pakistan is confronting genuine ecological issues going from sad environmental change to deforestation, lack of clean water assets, modern waste and some more (Huma, 2018). Oblivious state arrangements furthermore, restricted assets further make the circumstance basic with respect to the natural issues. Be that as it may, hardly any investigates in ongoing past have endeavoured to feature the human asset rehearses and environmental worries in Pakistani mechanical setting (Bhutto and Aurangzeb, 2016; Zubair and Khan, 2019). All things considered, the current writing doesn't contribute enough to offer a base for cutting edge ideas of green administration practices to create economical or tough business tasks in Pakistani associations. To wrap things up, this investigation will add to lessen the current writing hole by offering an observational examination of joining green preparing and its effect on green abilities and authoritative effectiveness in Pakistani material assembling area. This area will fill in as a novel setting to connect the writing hole in the field of green administration rehearses. Besides, the examination is one of its sorts that utilizes the AMO hypothesis to distinguish the interceding part of green abilities to comprehend the relationship between green preparing and hierarchical productivity.

3.0 Significance of the Study

Green human asset the executives is a worldwide natural concern and the advancement of ecological principles that are making the requirement for organizations to receive formal natural techniques and projects where the representatives should be enlivened, engaged and naturally mindful of Greening to complete green administration initiatives.(Kar, D. A., and Praharaj, L,2020) Green Human Resource Management (Green HRM) is a contemporary the board build, at first planned and created in light of its capability to impact representatives' green behaviours(Kar, D. A., and Praharaj, L,2020) Green HR is the use of HRM ways to deal with advance the achievable use of resources inside business affiliations and, all the more by and large, advances the reason for characteristic supportability. Green exercises inside HRM shape some bit of more broad ventures of corporate social commitment. Green HR incorporates two crucial parts: Environmental agreeable HR rehearses and the assurance of Knowledge capital (Jyoti, K,2019) Green HRM has uncommon importance in the current circumstance. Workers are definitely not educated about the term anyway they are discerning to save the earth. Undertakings have package of expansion to pursue Green HRM practices in work life. Energetic participation of representatives to go towards greening needs to increase. Adventures maintain primary spotlight on regular arrangement, furthermore, awaken laborers for greening conduct.



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The human asset expects a fundamental capacity in managing the representatives. The cutting-edge human asset chiefs focus more on join green human asset thinking close by human resource draws near. Green HRM executions have achieved extended efficiencies, cost decline, representative maintenance and improved productivity and moreover other considerable focal points. The green HRM has scope for research in the leader's eld and platform opening between capable green human asset the board and examination in ecological administration.

4.0 Objectives of the study

- To explore the implementation barriers of Green Human Resource Management practices in India.
- To identify the relationship between Green Human Resource Management practices and the organizational performance in India.
- To recommend suitable strategies for successful implementation of the GHRM practices in India.

5.0 Research Methodology

This is being exploratory examination dependent on optional information for example the thorough survey of written works identified with the subject and title of study. Survey including a book, Research papers, Articles, working papers and journals. The writing overview have been basically inspected and contrast of them with have better agreement. It additionally assists the specialist to refresh with the past information, information sources and results which gives a premise to general finding.

6.0 Results and Discussion

The findings of this study indicate that Green Human Resource Management (GHRM) practices significantly contribute to organizational sustainability, environmental performance, and employee green behavior. Recent studies confirm that organizations implementing GHRM practices such as green recruitment, green training, green performance management, and green compensation experience improved environmental and organizational outcomes (Zahrani, 2024; Gazi et al., 2024).The results further classify the barriers affecting GHRM implementation into internal and external factors. Internal factors include personality and upbringing, knowledge of individuals, and organizational culture, while external factors include education and training and the digital divide. Similar findings were reported in recent studies emphasizing that employee attitudes, environmental awareness, and organizational support are critical determinants of successful GHRM adoption (Mishra & Rath, 2024; Abedelrahim et al., 2024).Among all variables, personality and upbringing emerged as the most influential factor affecting green behavior. Employees who possess environmentally responsible values and positive ecological attitudes are more likely to participate in sustainable workplace practices. Contemporary research also supports the argument that pro-



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environmental values and employee engagement strongly influence green workplace behavior and sustainability initiatives (Umair et al., 2024).

Education and training were identified as the second most important factor influencing GHRM implementation. Green training enhances employees' environmental knowledge, awareness, and competencies, enabling them to adopt environmentally responsible behavior in the workplace. Recent empirical evidence demonstrates that green training positively affects employee performance, green innovation, and environmental performance (Zahrani, 2024; Shahzad et al., 2024). Training programs also improve employees' understanding of sustainable practices such as energy conservation, waste reduction, and resource optimization, thereby strengthening organizational environmental performance. Knowledge of individuals was another important determinant influencing GHRM practices. Employees with greater environmental knowledge are more capable of understanding the consequences of unsustainable practices and are therefore more willing to support eco-friendly organizational initiatives. Recent literature confirms that environmental knowledge and awareness mediate the relationship between GHRM practices and employee green behavior (Abdelrahim et al., 2024). Organizations that continuously educate employees regarding environmental sustainability are more successful in developing environmentally responsible organizational cultures. Organizational culture also plays a significant role in promoting GHRM practices. The findings suggest that organizations with strong green policies, environmental values, and sustainability-oriented leadership are more effective in implementing green initiatives. Recent studies have highlighted that green organizational culture positively influences environmental sustainability, organizational agility, and green innovation performance (Gazi et al., 2024; Shahzad et al., 2024). A supportive organizational culture motivates employees to integrate environmental concerns into daily operations and decision-making processes. The digital divide was identified as the least influential but still relevant factor affecting GHRM implementation. Limited access to information and communication technologies (ICTs), particularly in developing economies, can restrict organizations' ability to adopt digital and environmentally sustainable HR practices. However, advancements in digital technologies and AI-driven systems are increasingly supporting green organizational transformation and sustainable performance (Cui, 2025). Digital platforms facilitate paperless communication, remote working, and efficient resource utilization, which collectively contribute to environmental sustainability.

The findings additionally reveal a positive relationship between GHRM practices and organizational effectiveness. Organizations implementing GHRM practices demonstrate better environmental performance, employee commitment, green innovation, and competitive advantage. Recent studies confirm that green HRM strengthens organizational environmental performance through green innovation and employee engagement (Peng et al., 2024; He & Wang, 2023). Similarly, organizations adopting green recruitment, training, and reward systems are more likely to develop sustainable business strategies and improve long-term organizational performance. The present study



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also supports the Ability–Motivation–Opportunity (AMO) framework, which explains how green training and employee involvement enhance employee capabilities, motivation, and opportunities to contribute toward organizational sustainability goals. Previous research confirms that GHRM practices improve employee competencies and green innovation capabilities, ultimately leading to superior organizational and environmental performance (Shahzad et al., 2024).

Overall, the findings suggest that organizations should prioritize environmental education, green leadership, employee involvement, and sustainability-oriented HR practices to successfully implement GHRM. The integration of green values into organizational culture and strategic HR policies can significantly enhance environmental sustainability and organizational competitiveness in the long run.

7.0 Conclusion

Green Human Resource Management (GHRM) has become an essential organizational strategy for promoting environmental sustainability and improving organizational effectiveness. The findings of this study indicate that GHRM practices, including green recruitment, green training, green performance management, green compensation, and green leadership, positively influence employees' environmental awareness, green behavior, and organizational sustainability. Similar findings were reported by Renwick et al. (2013), who argued that integrating environmental management with HR practices strengthens organizational environmental performance and competitive advantage. The study further reveals that personality and upbringing, education and training, knowledge of individuals, organizational culture, and digital accessibility significantly affect the implementation of GHRM practices. Among these factors, personality and upbringing emerged as the most influential determinants shaping environmentally responsible behavior among employees. This finding is consistent with the studies of Krajhanzl (2010) and Markowitz et al. (2012), which highlighted that environmental attitudes, personal values, and early socialization strongly influence pro-environmental behavior. Education and training were also identified as major contributors to successful GHRM implementation. Green training programs improve employees' environmental competencies, environmental awareness, and sustainable workplace behavior (Teixeira et al., 2016). Similarly, Jabbour (2013) emphasized that environmental training enhances employee engagement in sustainability initiatives and improves organizational environmental performance.

The findings additionally suggest that organizational culture plays a significant role in strengthening GHRM practices. Organizations with sustainability-oriented leadership, green policies, and supportive work environments are more likely to encourage employee participation in environmental initiatives (Dutta, 2012). Furthermore, the study supports the Ability–Motivation–Opportunity (AMO) framework proposed by Bos-Nehles et al. (2013), which explains that employee capabilities,



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motivation, and opportunities positively influence organizational performance and environmental outcomes.

Overall, the study concludes that effective implementation of GHRM contributes to improved organizational efficiency, employee commitment, green innovation, and long-term sustainability. Therefore, organizations must integrate environmental sustainability into their HR policies and strategic management practices to achieve sustainable organizational growth.

8.0 Recommendations

Based on the findings of the study, the following recommendations are proposed:

1. Organizations should integrate environmental sustainability into all HR functions, including recruitment, training, performance appraisal, compensation, and employee participation programs. Renwick et al. (2013) suggested that integrating green HR policies into organizational strategy improves environmental and organizational performance.
2. Continuous environmental education and green training programs should be provided to employees to enhance their green competencies, environmental awareness, and eco-friendly workplace behavior (Teixeira et al., 2016).
3. Organizations should establish a strong green organizational culture through sustainable leadership, environmental communication, and employee involvement in green decision-making processes (Dutta, 2012).
4. Green reward and recognition systems should be implemented to encourage employees to actively participate in environmental management initiatives. According to Jabbour and Santos (2008), green compensation and incentives positively influence employee motivation toward sustainable practices.
5. Policymakers and organizational leaders should promote digital transformation and technological accessibility to reduce the digital divide and support environmentally sustainable HR practices such as paperless communication and remote working systems (Andreasson, 2015).
6. Educational institutions and professional training centers should incorporate sustainability management and environmental education into HRM and management curricula to prepare environmentally responsible future employees.
7. Organizations should regularly evaluate environmental performance indicators and sustainability outcomes to ensure the effective implementation of GHRM practices and continuous organizational improvement.



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9.0 Limitations of the Study

This study has several limitations that should be acknowledged. First, the research is exploratory in nature and primarily based on secondary data collected from journals, books, articles, and published reports. Therefore, the findings lack empirical validation through primary data collection methods such as surveys, interviews, or case studies. Second, the study mainly focuses on GHRM practices within the Indian context, which may limit the generalizability of the findings to other countries or industries with different economic, social, and environmental conditions. Third, the study does not include quantitative statistical analysis to measure the direct relationship between GHRM practices and organizational performance. Future research may employ empirical models and statistical techniques to examine these relationships more accurately. Finally, environmental regulations, technological advancements, and sustainability practices continue to evolve rapidly. As noted by Jackson and Seo (2010), organizations face continuous challenges in adapting to changing environmental expectations and technological developments. Therefore, future studies should conduct comparative and longitudinal research to examine the long-term effectiveness of GHRM practices across different sectors and regions.

10. AUTHOR(S) CONTRIBUTION

The writers affirm that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this manuscript.

11. CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

12. PLAGIARISM POLICY

All authors declare that any kind of violation of plagiarism, copyright and ethical matters will take care by all authors. Journal and editors are not liable for aforesaid matters.

13. SOURCES OF FUNDING

The authors received no financial aid to support for the research.

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