

# The Role of Green Human Resource Management in Cultivating Eco-Leadership and Organizational Sustainability

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## Abstract

This paper investigates the impact of GHRM practices in developing eco-leadership and achieving organizational sustainability amidst worsening climate concerns. The impact of climate change as a driver for sustainable transformation and practice compliance is both multi-dimensional and intricate, spanning economic, social, environmental, and governance (ESG) considerations. This research underscores GHRM as the most vital catalyst to foster corporate awareness for the culture of sustainability along with behavior modification among the employees to act in concert with set green objectives of the corporation. It explores how emerging changes in both strategic management and organizational behavior are witnessing a shift from profit-centric to climate-empowered paradigms that view employees as changemakers. It also investigates how certain policy regulations like climate whistleblowing, recruiting and training green employees, and high-performance low carbon pay prevents emissions while creating competitive edges. This study arguing the need to treat sustainability more at the behavioral layer proposes that GHRM must be placed at the center of strategies on reducing climate change. adaptive reorganization responding to changing governance frameworks and long-term eco-strategic governance makeable rational planning.

**Keywords:** Green Human Resource Management (GHRM), Eco-Leadership, Organizational Sustainability, Climate Change Adaptation, Low-Carbon Strategies, Environmental Governance

## 1. Introduction

Climate change is one of the main problems facing humanity, with negative consequences for all segments of society: the economy, interconnected livelihoods, public health, biodiversity, global and political stability, human rights, and personal well-being. Countries across the globe are adjusting their strategies to face these challenges, moving from original energy paradigms to renewable energy-based. Local government strategies, practice, and science likewise play a crucial role in climate change adaptation and mitigation. Climate change is also a major challenge for firms, necessitating holistic approaches to secure sustainability and competitive advantages. Companies face greater pressure to disclose greenhouse gas emissions than ever before. Thus, climate change affects many dimensions of a firm: strategic, financial, and organizational efficiencies as well as human resources. (Shah,

2023).

Governments appropriate funds for climate-related measures. To design new climate policies, firms need to allocate resources for research and development in low-carbon technologies. Strategic investments are necessary for firm sustainability as lower carbon levels lead to lower regulation and less danger of catastrophic events. Reporting on climate risks is connected to a faster convergence toward a common regulatory framework. To achieve firm sustainability, organizations shift to renewable resources. Firms are motivated to foster human resource development to control carbon emissions. A climate-related organizational whistleblowing policy helps mitigate firms' carbon footprints. (Yang, Nie, Li, & Wang, 2023).

The research seeks to fill these gaps by presenting climate change as an under-researched area for management, organizational behavior, and particularly human resource management, even though developments on a firm level can have serious implications for local climate systems. The first paradigm shift is from theoretical insights on the profitability of organizations to empirical findings about current contingent forces that keep firms from moving to the next stage of organizational climate policy. The second shift is from an organizational perspective to a behavioral perspective on lower carbon levels in organizations. Since firms need employees who are supportive to reach sustainability goals, it is equally important to understand the adoption and implementation of firm-level climate change initiatives in employees' networks.

## 2. Literature Review

Green human resource management (GHRM) techniques, which aid organizations in being environmentally friendly, have recently gained traction. The ecological concerns of organizations have become paramount in order to promote the sustainable growth of both enterprises and humanity. Consequently, both researchers and practitioners have taken an increasing interest in assessing the impact of GHRM policies on organizational results. Companies are devoting resources to making investments in green human resource management as a response to rising environmental requirements. Current research, however, has not yet satisfactorily conceptualized the impact of GHRM on the functionality of eco-leaders or how it influences the advancement of sustainable growth in enterprises. There is scant research on understanding how GHRM techniques affect or relate to the development of companies' environmental efficiency, innovative and ecological employees, eco-leadership, or either green culture (Fang, Shi, Gao, & Li, 2022)..

The organization's technical capacity to accomplish ecological sustainability is referred to as "eco-leadership." Ecological leadership is not confined to the attention given to eco-friendly organizational leadership or executive leadership; it also encompasses governance leadership, knowledge leadership, tactical leadership, and so on. Thus, this study defines eco-leadership as the capacity of a group manager, company, or organization at the group, organizational, executive, intermediate, or economical level to cultivate, construct, regulate, coordinate, and connect eco-friendly foci in order to achieve eco-sustainability as intended.

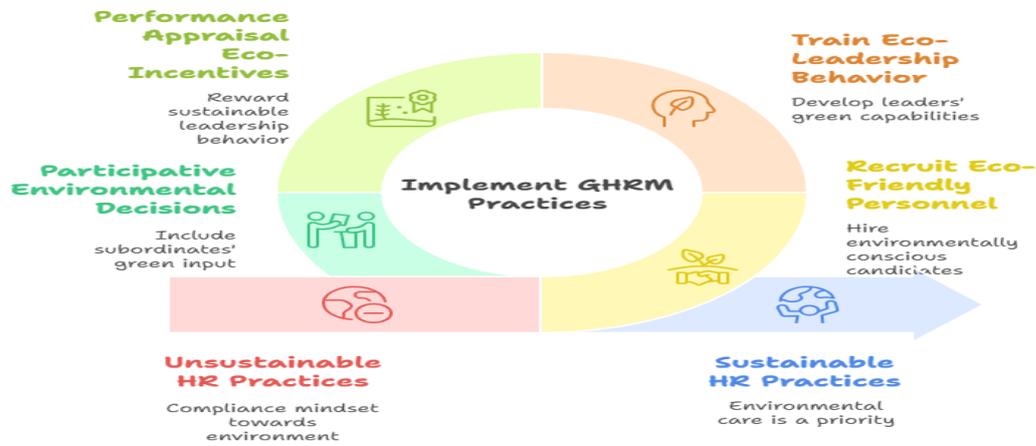
On the other hand, organizational sustainability relates to the effective conservation of a company's substantial continual enhancement, expansion, and/or resource acquisition capability. Organizational sustainability includes complying with stakeholder expectations, augmenting stakeholder benefits, avoiding dissolving stakeholder potential control, effectiveness, conditioning, regulation, or management, etc., all while adhering to pre-existing aspirations and objectives. (Justino Alves, Figueiredo, & Farinha, 2025); (Chaiyakhet, Tepsongkhro, & Ratsameemonthon, 2023); (Novita, Hidayatulloh, Renwarin, Santoso, & Mardikaningsih, 2022).

### **2.1. Green Human Resource Management**

Globalization has resulted in increased concerns for the environment. To fit the ideals of modern societies, organizations are beginning to significantly enhance their corporate practices to focus on sustainability of resources and their green goals to treat, preserve, and sustain the resources which they use to produce goods and to run their organizations (Fang, Shi, Gao, & Li, 2022). This change in corporate interests is termed 'Greening' which usually includes several elements. In this paper the focus will be on Green Human Resource Management (GHRM) practices which are aimed towards the greening of a company's human resource management (HRM) processes.

GHRM refers to those HRM practices that recruit, train, develop, and retain employees who within their processes seek to enhance the green goals of their organization or who are concerned in some manner with ecological sustainability. The most straightforward GHRM practices that can lead to eco-leadership include recruitment of eco-friendly personnel, training leaders to adopt eco-leadership behavior, performance appraisal based on leadership behavior leading to eco-incentives, and participative leadership that includes subordinate input in environmental decision-making. These processes can be effective in recruiting, retaining, and mobilizing eco-friendly leaders. Despite HR practitioners being involved in some form of green initiatives, sustainability is mainly approached with a compliance mindset. Environmental care is not a priority for HR professionals, in that instead of thinking critically about how HR can contribute and where the environmental risks lie, HR does follow top management's initiative. (Amjad, et al., 2021); (Tahir, Umer, Nauman, Abbass, & Song, 2024); (Bhardwaj, Sharma, & Chand, 2025).

### Implementing Green Human Resource Management



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**Figure 1: Implementing GHRM**

HR practitioners are uncertain about exactly how to go about greening HR. The management needs to focus on drafting a clear green HRM policy with clear implementation deadlines and goals. This needs to be followed up with putting in appropriate support structures. Another issue that needs to be dealt with is the creation of a socially cohesive environment that values workers and creates a direct sense of ownership of social responsibility. Creating a culture of sustainability requires collective participation, addressing beliefs and feelings, collective change agency and proactivity at the middle manager level, a solid aligned managerial response, and action around grievances, as opposed to primarily management top-down initiatives. (Sumayya, Amen, & Hameed, 2023).

## 2.2. Eco-Leadership

Eco-leadership is a relatively new phenomenon in international and interdisciplinary management that links human actors and organizations to the environment resulting in ecologically wise and sustainable organizational performance. Eco-leaders build green organizations characterized by organizations with less environmental impact. Such eco-leadership calls for an advanced understanding of how organizations recreate their environment and integrate sustainability into their cultural frame. Eco-leadership is an integrated management and leadership concept based on a triple understanding perspective of the organization—shared exchange, discursive construction, and spatial colonization processes. In this view, agent and structure, organization and environment are integrated with and penetrate one another, similar to how actors and oceans are mutually constructed in sociopsychological terms. Moreover, eco-leadership demonstrates a paradox of how interlaced chains of strategic interactions, choices, and actions can create unsustainable organizations on the one hand and eco-leaders on the other (Fang, Shi, Gao, & Li, 2022); (Chaiyakhet, Tepsongkhro, & Ratsameemonthon, 2023).

Cognitive, normative, and regulative devices mediate eco-leadership processes combined with a hierarchy of motive levels ranging from self-interest and reputation to external dependence in a triple motivation system. The triple motivation system is manifested in a diversity of management styles ranging from authoritarian and coercive to persuasive and

participatory leadership styles. Core routines through which environmental and environmental organization frames are both implanted in and amalgamated with the existing frames are identified accounting for decade-spanning and Europe-wide changes of organizations. Participation in degree focuses on national top management and depends on ecological uncertainties, corporate strategies, and intraorganizational governance. While creation of organizational uncertainty while participation in the translation of the global green organization frame offers an opportunity for eco-leadership, eco-laggers and eco-mimics path dependency. (Yoo, 2024).

### 2.3. Organizational Sustainability

In business, sustainability reflects the extent to which an organization generates wealth or value, while ensuring no detriment to the people or the environment (L. (Vasantha) R & (Hanuman) (Kennedy, 2017). Sustainability strategies require fundamental changes in an organization's values, processes, practices and culture. To create a sustainability culture, an organization must have a sustainability vision and strategy, and policies, structures and practices that manifest this sustainability vision (Jacobs, 2018). Sustainability leadership is the practice of integrating sustainability, with efficacy and authenticity, into an organization's vision and strategy, decision making, operations and culture, while serving, upholding and enhancing the interests of the wider ecological, economic and societal community over the long term. Nevertheless, sustainability leadership has not yet been widely adopted, nor is it adequately understood especially in a context of human resource management (HRM). HRM's role in creating a sustainability culture is a recently emerging concept but has received a good deal of widespread interest. In particular, the sustainability roles of line managers and HRM are beginning to occur in the human resources academic literature. HRM has an important role in organizational capacity for, and ability to, influence and bring about sustainability.

HRM will be integral to organizational efforts to create a sustainability culture, and as a strategic partner it is best placed to ensure, monitor and influence how and if organizations achieve sustainability. The concept of sustainability is widely misunderstood, and is often mistakenly conflated with corporate governance-related concepts. A sustainability culture comprises values, assumptions and beliefs that manifest a sensitivity to the nature and impacts of an organization's interaction with its environment, and a commitment to improving ecological, social and economic outcomes through adjusting all dimensions of an organization's strategy, operations and practices. A sustainability culture must be embedded into the vision, strategy and operations of an organization, and an awareness of the norms, beliefs, values and assumptions can help identify priorities, and inform stakeholders and communication channels, as well as enable measurement and assessment. Culture is a defining narrative that becomes an organization's perception, cognition and belief system. Depending on its design and tone, culture can create and commit motivation, or can create resistance and compliance. (Podgorodnichenko, Akmal, Edgar, & Everett, 2022); (Al Doghan, Abdelwahed, Soomro, & Ali Alayis, 2022).

## 2.4. Emerging Markets Context

GHRM research is growing in the global context with studies currently conducted in countries predominantly in Africa (Mtembu, 2018) in order to advance to developing economies context. Given the earlier conduct of GHRM research in developed networks, the questions span an overarching contemporary question: how GHRM in terms of eco-leadership behaviors (ELBs) is embedded in the actions of rising and/or nascent multi-national organizations. Additionally, whether commonalities exist in exploring the mechanisms for these behaviors with the aim of advancing an eco-leadership theoretical framework. New venues for enlightening and developing future GHRM research in both emerging and convergent markets are suggested. Macro concerns include understanding through perspectives to pull together viable themes within globalization.

In this patterned trajectory the need arises through organizational newness perspectives, particularly nascent multi-nationals, as they bed into deeper networks and venture in ever emerging contexts from nascence to building more complex models in the process of the reciprocal education of networks. To date, much of the GHRM research either has failed to take states in macro networks into account or numbs these through classical measures of distance commonly used to operationalize the levels of being developed. There is thus the micro scale progression through network formation theory whereby economic complexity across the new generations is examined. The outcome is a dichotomy of opportunity versus risk. Yet in emerging and developing contexts these approaches bring forth a considerable challenge to theoretical rigor. Grounds for variation in analyzing GHRM, e-leadership and embeddedness within emerging economies contexts spanning vanishing and converging markets. Empirical evaluation of the themes raises issues for existing theory regarding the aspects of states and being favorable for GHRM and eco-leadership theory to advance. (Sharma, Sakhuja, & Nijjer, 2022).

## 3. Theoretical Framework

In pursuit of sustainable performance and prosperity, green human resource management (Green HRM) can be a source of competitive advantage for organizations. Most research on Green HRM implementation has been conducted in the developed world, while most developing countries are lagging considerably. This paper examines how employees drive the implementation of Green HRM practices in the developing context of Ghana, focusing on food and beverage manufacturers. Guided by institutional theory, the paper develops a conceptual model depicting how employees' belief in ecological sustainability spurs the implementation of Green HRM practices and informs pollution prevention and control behaviors, as well as a culture of sustainability. The study thus fills a major gap in the literature and extends the understanding of Green HRM from the employees' perspective (Fang, Shi, Gao, & Li, 2022).

The internal mechanisms through which firms' social leverage strategies depend on employees' pro-environmental behaviors are unexplored. This is critical oversight, considering that in practice, executing Green HRM relies primarily on employees in the implementation of eco-initiatives. Responding to the "research-up" call, an exploratory study

is launched using the qualitative case study design in food and beverage manufacturing firms in Ghana. The study identifies the mechanisms through which employees espousing pro-environmental beliefs implement Green HRM practices, contributing to theory by developing a framework deepening the understanding of Green HRM implementation (Naya, 2022). The findings suggest that employees' beliefs bolster a rebound effect via green training and disciplines. Failure to establish an optimal combination of Green HRM practices results in circularity of this rebound effect. Consequently, firms risk becoming exemplars of green-initiatives failure without improvement in eco-initiatives, hence environmental performance. A comprehensive search in the academic and gray literature reveals only one published research investigating the antecedents of employees' behaviors in relation to eco-incentives and supporting investigations into mechanisms sought in the current study.

### 3.1. Stakeholder Theory

To address the conflicting interests of organizational groups, stakeholder theory identifies various interest groups that are either affected by or can affect an organization's achievement of its objectives. The stakeholders identified as relevant to the organization are usually employees, customers, local communities, current shareholders, potential shareholders, and suppliers (Fang, Shi, Gao, & Li, 2022). It is everyone who has interests in the operations, strategies, production, or management of the organization and these interests must be satisfied to ensure the performance, safety, and stability of the organization. A company behaves properly according to the moral responsibility it should assume toward the stakeholders when it expresses behalf, shares the profits, and protects the rights of its stakeholders. There is a management need and reliance on the involvement of the employees in establishing large-scale GHRM policies to shape a collective action to address ecological issues, and increasing awareness of how organizations benefit from nurturing such pro-environmental behaviors and green cultural beliefs (Naya, 2022).

The use of strategies to promote awareness of environmental crisis, eco-leadership, and GHRM policies empowers employees to help an organization shape behaviors, beliefs, and culture leading to sustainability, and unarguably. Employee participation in moral and ethical environments enriches the quality of decisions and shapes strong, diverse viewpoints where the sub-issues are greater than the individual consideration due to more varied determinants. Such a varied perspective of realization broadens the pace of understanding a moral or ethical issue and favors multi-faceted views of contentious environmental problems where cooperative negotiation can lead to better outcomes. Most importantly, employee participation in GHRM policy formation establishes a context where challengers learn about the project essentially; an approach for two disparate organizations to merge a new base of knowledge. Supporting green behaviors from awareness to culture is a deep organizational change requiring striking shifts in belief and behavior. Understanding the operations, logic, and intentions behind GHRM policies can alter how employees enact and regard these policies. (Ahmad, Hossain, Mustafa, Ejaz, Khawaja, & Dunay, 2023).

### 3.2. Resource-Based View

The gray good company's principal business is the blue illustrations, blue patterns have

always been a unique feature of gray good products. Traditionally, gray good company's blue pattern murals are achieved using historic skills and many dye colors. Although the use of the watercolor techniques requires a lot of experience, it is important for the company to restore the original images on the computer because of the changing customer list. This technique requires color split and color matching in addition to precise color printing equipment and ink. (Pastoureau, 2023).

However, the company's production process for murals has its limitations regarding the silk-screen coloring process, where subtleties and repeated toning can lead to different colors. In addition, labor costs are high due to the need for a large number of large murals to produce shade after shade. Product design is generally not conducive to economically viable production. The gray good company's paint is fixed internationally as the bright universal color card that has never changed since its inception. In Asia, however, the paint color is limited according to the local supplier's color. Even when the custom paint color was available, it was more exposed to early color fading (Holtzschue, 2025).

The agonies of this firm are the potential orders flooding in and few meaningful products rolled out. Just due to the obsession with the product, the freshmen will plunge into the facade of the offering— client notes and effort expended in presenting them. The effort continues before anything meaningful is generated—the time spent on modifications and night shuffling between different groups of materials. The eventual frustration is the change of tone from gung-ho to intolerant when deadlines are missed. Ironically, it mirrors the over-commitment exhibited at the beginning. The cycle repeats for decade(s). The offering loses clarity and essential marking priorities at scale. Misaligned clients kept in constant hunting worsen the situation and increase turnovers. (Frontier, 2021).

### 3.3. Institutional Theory

Company responses to globalization and the rise of social networks are claimed to thwart monopolistic profit-driven behavior that is blind to social disadvantages and unwanted secondary effects and to develop a form of transnational management focused on global and corporate responsibility and welfare (Naya, 2022).

Institutional theory analyses the complex relationship between organizations and their environments. The institutional context is framed by cultures, understandings, rules, and behaviors that are enacted by the agents in organizations and that ultimately limit, include, or confer resources, broaden or restrict strategy options, and dictate the relative effectiveness of alternative management actions (Fang, Shi, Gao, & Li, 2022).

Institutional theory seeks to address the argument that organizations may engage in emblematic behavior in ways that are not conducive to the achievement of competitive advantage, but that tend to legitimize and normalize them and which may benefit managers at the expense of stockholders and other constituents. Organizations that face similar institutional forms may become homogeneous in selection, ceaselessly adapting to the demands of institutions until they conform to their prescriptions or fail. (Learmonth & Morrell, 2021).

Institutionalism postulates that the structures of social relationships do not come together over time, but that they are repeatedly reconstituted by agents acting under the

guidance of rules and beliefs. At any one time, the distribution and combination of rules and beliefs gives rise to institutional arrangements with relatively enduring properties that are susceptible to change when agency becomes activated by shocks from outside or new ideas from inside.

Social practices are patterned activities of a multiply enacted kind. Complex, self-reproducing social arrangements come to be described as institutions. Institutions bring form, stability, and meaning to social life. They embody rules of activity, reproduction, and belief that constitute the resources and constraints of social life, conferring significance, order, and predictability. As participations in institutions, human beings are active but constrained. They make history in terms not of their own choosing. (Meltzer & Petras, 2023).

#### **4. How Sustainable HR Practices contribute to Environmental Performance, Especially in Developing Economies.**

The Mediating Role of Green Innovation and Green Culture in the Relationship between Green Human Resource Management and Environmental Performance The role of the environment in human resource management (HRM) research has been ignored for significant time. Environmental sustainability may be achieved through the introduction of green human resource management (G-HRM) practices that encourage pro-environmental behaviors, in accordance with the natural-resource-based view of the firm and stakeholder theory. Such approaches can improve innovation performance and assist organizations in forming a green culture that values environmental performance. G-HRM is critical in the sustainable development of companies since organizational support is required for green behaviors. Environmental performance has been regarded as a classic issue in management research. However, few studies have examined how environmentally friendly HR practices contribute to environmental performance, especially in developing economies where little is known concerning sustainable HR management practices and their efficacy. Theoretically, as massive variations exist in the systems of HRM practices adopted across organizations, more understanding is required into how the mechanisms identified in one context can be applied to newly emerging economies (Fang, Shi, Gao, & Li, 2022).

Green human resource management (G-HRM) refers to the development of programs and practices within the HRM function that encourage the adoption and practice of pro-ecological behaviors. GHRM approaches may mediate organizational change to work toward environmental sustainability. More specifically, an environmental sustainability agenda requires not merely new formal practices but also a change in social aspects of the organization (e.g., values and norms). Concerned with these aspects, a combination of practices that invite employees to think about their sustainability is likely to inspire and improve pro-environmental performance. Such practices likely contribute to two main mechanisms. First, G-HRM practices play a role in reframing the fit between the current values and prescription of employees and those prescribed by the new green organization. (Shahzad, Jianguo, & Junaid, 2023).

#### **5. Policy Recommendations**

This study intends to acquire a deeper understanding into how GHRM methods will

impart strong ecological leadership practices throughout the organization's life cycle and will contribute to the organization's sustainability. By contextualizing the relevant literature, a logical and comprehensive rationale for the research problem is provided. All organizations, in their attempt to achieve organizational sustainability, globally, need to fulfil a thorough skeptical consideration for creating an eco-leadership culture that promotes an effective course to develop a consistent, effective, and comprehensive green commitment that will be fulfilled. In an increasing industrialized world, GHRM is a fundamental center towards zealously enthusing the firms carriers with actions and behavior that abide by the corporate social responsibility approach; currently, there is a gap in the literature to explicate the degree and direction to which the GHRM methods will advocate eco-leadership traumas and will contribute to organizational sustainability. (Ahmad, Islam, Sadiq, & Kaleem, 2021).

In return, this study could hold a paramount stand with taking account of the mediating role of eco-leadership between GHRM methods and organizational sustainability, as now it seems inevitable that the level of GHRM application would determine the green commitment throughout the firm life circle. Therefore, many future leaflets would be opened with such a mediating effect in prospects. These studies would not only be useful in comprehending the direction of such modelling centers but would also contribute to building a deeper understanding of the ecological leadership in the fields centered at the intersection of GHRM and sustainability. Theoretically and practically, a comprehensive evaluation of the possible modelling centers among GHRM, eco-leadership, and sustainability in a holistic format is yet a novelty.

As a novel glance, the interrelations among GHRM applications, eco-leadership, and organizational sustainability are captured in a comprehensive manner. The related literature is outlined and the contradictory centers in the current research streams are explicated. On the other hand, it is highlighted that, for a broader and deeper prescient with taking account industrialized and national culture accepts, these associations should be examined throughout a thorough research agenda context. (Yoo, 2024).

### **5.1. Strategies for Organizations**

In considering the challenge of minimizing negative company impact on the environment, organizations could assess ways of intensifying the green transformation across a wider range than just the strategic level. Senior management commitment to wider greening needs to be translated into action across the organization (Jacobs, 2018). The focus of lots of primary research needs to be on strategies towards the formation of a climate of concern or on embedding pro-environmental HR arrangements, because these focus on more of the green attitudes of managers and employees which could be critical in creating a green organization. An organization's HR function could tailor various strategies or conduct actions specifically directed to developing a green organizational culture, by considering "HR as the custodian of culture". In this way, the HR function could bridge the intention-action gap.

Strategies towards the recruitment of eco-conscious, responsible and green people could be considered in joining up to strengthen the green culture in an organization. An organization engaged in greening efforts could steer the attention of job seekers to ecological issues inherent in the occupational domains. An organization could assure that, in assessments of

candidates, red flags indicative of indifference to greening matters coined “green flags” could be included in the recruitment message. Indicative ethically questionable recruitment behavior on part of the organization could be less attractive for potential hires who would like to work for employers with a strong ecological awareness. (Amini, Tang, & Besharat, 2024).

Startling requests in recruitment documentation could strike a chord with job seekers engaged in greening their private life domain to attract inclusion in an organization with similar values. Culture descriptions, an organization seeking to develop a pro-environmental culture should formulate responsibilities focused on assuring minimal negative environmental impact. The selection of prospects attuned to this message could be emphasized primarily in relation to a specific personal interest in putting greening in practice in terms of having a green footprint itself and critical organizations disrespectful towards the environment (Fang, Shi, Gao, & Li, 2022). A candidate’s acceptance of the greening vision would enhance the adoption of green culture and green behavior at work.

## 5.2. Governmental Support Initiatives

The unique nature of government’s role in the Vietnamese economy makes the necessary government support for GHRM initiatives especially likely in Vietnam. Because enterprises are required by law to adopt certain performance-based GHRM initiatives, more emphasis was placed on other forms of anticipated government support likely to spontaneously occur in the absence of regulatory measures. However, there are still many opportunities for government-supported GHRM initiatives not linked to regulatory measures. For example, the government could provide better funding for green development-related research and information dissemination, better promote awards for green enterprises, and provide clearer support for programs promoting participation in GHRM systems (Naya, 2022).

Green development awareness programs might be targeted to specific elites like industry leaders, so they are especially likely to originate from associations. These programs might also originate from science and technology associations to promote good climate change adaptation and mitigation practices from industrialized countries. International organizations could be approached to provide funds for coming program action plans. Primary initiatives focus on greener HRM, but vendors and consultants can also help more generally with developing, financing, and implementing high-impact GHRM systems. Industry associations are particularly well-situated for their dissemination of GHRM impact pilot trials, successes, and conduct award programs, like green enterprise competitions. The role of government is thus likely to be limited mostly to financial incentives. (Ubale, 2023).

The three managerial functions most involved with GHRM initiatives at state-owned enterprises are environmental alignment, environmental behavior development, and institutional and technological capability (Jacobs, 2018). Environmental alignment focuses on enhancing awareness regarding the relevance of changing the firm’s strategic direction to the viability of the firm’s ability to continue existing. Environmental behavior development focuses on engaging employees at every hierarchy of a firm to promote pro-environmental behavior via integrating green criteria in traditional HRM systems. Institutional and

technological capability focuses on the capability to appropriately implement novel information technologies and management practices.

## 6. Conclusion

Given the studies stemming from social exchange theory on GHRM practices and the deliberate positions of leaders in GHRM, it seems necessary to investigate the inward mechanism for future research. Specifically, how GHRM can foster eco-leadership in organizations through green culture, especially among the collective, has not been investigated. Eco-leadership and green culture in the organization are likely different at the individual level. Organizational leaders hold superior statuses in organizations, thereby making their roles in GHRM and eco-leadership distinctive from their employee followers (Fang, Shi, Gao, & Li, 2022). It is important to capture the differences between individual and shared green leadership as they constitute a two-liquid paradigm of distributed leadership (i.e., future research direction).

This study makes the first step in exploring the role of GHRM in the outcome of eco-leadership in organizations. Drawing on research advances on GHRM, four primary constructs of GHRM practices are argued in the study. Also drawing on leadership theories, integrative propositions are constructed to depict the mediating mechanisms of GHRM practices on eco-leadership, which consist of the indirect effect model of GHRM practices via green culture on eco-leadership. Overall, this study is expected to lend substantial research implications in extending the literature on GHRM and eco-leadership while pointing out potential research directions. It also emphasizes the managerial implications of GHRM practice implementation to foster eco-leadership in organizations and to promote sustainability beliefs and engagement with social environmental issues among employees.

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