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Assessing the uptake of green human resource management strategies in Zimbabwe's private sector organizations

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Abstract

Consented efforts by all stakeholders is now a requirement world-wide to manage the devastating effects of climate change due to environmental mismanagement. Organisations at all levels are now mandatorily requested to adopt practices that are environmentally friendly. In this regard Green Human Resource Management (GHRM) is one practice that human resource practitioners and organisations can embrace for resource utilization and environmental sustainability. GHRM if infused in all human resource practices and policies will lead to an eco-friendly environment that is sustainable. The study assesses the general uptake of Green human resources practices and policies in Zimbabwe's private sector organisations with a view to understand the uptake rate, challenges and benefits of GHRM. The emerging importance to embrace GHRM by organisations serves as a motivator of the study. A qualitative study that used a case-study design approach. Semi-structured interview questions were administered to a purposively sample group of participants. Thematic analysis was used to analyse data. GHRM is being partially adopted and implemented. There is a slow uptake of GHRM in the private sector. The study found out that general lack of appreciation was the major challenge affecting the uptake and implementation of GHRM.

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Introduction

A United Nations report titled 'Our common future' underlined the important role that HRM can play in strategically greening organisations thereby help improve the general society at large. As a result of the report, green human resources management emerged. Organisational greening has an impact on employee behaviour, waste management policies, organisational culture, and values. Green human resources management's goal is to have a green workforce that understands, practice and value an organisation's green initiatives (Ahmad, 2015) ^[1]. As such, they would be need to have employees who are committed and engaged to the organisation's course of action (Haddock-Miller *et al*, 2016).

Generally, GHRM's focus is on spreading the knowledge and raising awareness of how to cope with issues of environmental sustainability, actions needed to carry out the green programs and inter-alia how the environment can benefit from that. GHRM emphases on the aspect of pursuing environmentally friendly HR practices. Human resources management plays a strategic role towards organisational greening. If an organisation seeks to adopt an awareness approach to its environmental activities, the drivers and implementers for its failure or success are the employees (Ahmad, 2015) ^[1].

The alignment between human resources management practices, systems and activities with environmental management (EM) of organisations is the subject of on-going research. Although green human resources management is gaining traction around

the world, it is widely accepted that the practice has not yet gained the popularity it deserves in Africa and Zimbabwe in particular.

There is plausible argument that companies can enhance the attainment of competitive advantage by incorporating environmental management into their strategy.

GHRM is very critical in helping different organisations achieve environmental sustainability. This is a novel concept in relatively many organisations, especially those in developing organisations. Although more effort is required to help organisations in the implementation of the green policy, some of these organisations have already embraced the concept and have been utilizing it in some or all of their human resources management practices.

Human Resource policies and programs that encourage the organization's sustainable use of resources and care for the environment are known as Green Human Resources Management. The policies and procedures help in the coordination of environmental sustainability and human resource management towards the fight against climate change and environmental degradation. Green HRM is a prominent key business partner for growing Organizations where the HR division plays a vigorous role in the implementation of green initiatives in order to improve the organization's efficient use of resources and encourage environmentalism, (Ahmad, 2015) ^[1].

In Zimbabwe the adoption of green management practices and environmental management is regulated by various legislations and statutes, chief among them is section 73 of the 2013 Constitution of Zimbabwe. The other acts being the Environmental Management Act (EMA), Act No.13 of 2002 (Chapter 20:27), the Effluent and Solid Waste Disposal Regulations SI 6, 2007, EIA and Ecosystems Protection Regulations SI 7, 2007, Control of Hazardous Substances SI 268, 2018 and Air Pollution Control Regulations SI 72, 2009 among others. Zimbabwe is part of many Multi-Lateral Environmental Agreements including the Convention on Biological Diversity; The United Nations Framework Convention on Climate Change, The United Nations Convention to Combat Desertification and The CITES Convention.

The government of Zimbabwe through the EMA's Annual report (2020) notes the effects of environmental degradation and the need for sustainable development. Green HRM is a relatively new concept in Zimbabwe's businesses sector as such the current research seeks to assess the uptake of Green

Human Resource Management strategies in Zimbabwe's Private Sector Organisations.

The UNDP report 'Zimbabwe Brown Bag Dialogue Series 2021' concluded that there was need for a green economy roadmap for Zimbabwe as well as sector-based strategy plans and quality research to inform this strategic planning and thinking.

Conceptualisation and review of literature

Green HRM is the application of human resource management policies to encourage the sustainable use of resources within organizations and, more broadly, to promote environmental sustainability causes (Marhatta & Adhikari, 2013). It refers to the policies, procedures, and systems in place to make employees of a company green for the good of the worker, community, the world, and the company (Opatha & Arulrajah, 2014) ^[46]. Seyed Javadin *et al* (2017), define Green HRM as a strategy for long-term investment and growth, claiming that by concentrating on human capital and environmental management plans, businesses can achieve both economic and environmental objectives.

Green Human Resources Management is a comparatively new agenda in the areas of management and also Human Resources Management literatures. GHRM typically includes paperless work for almost all HR functions like recruitment & selection, training, performance review just to mention a few. It involves all activities meant at helping an organization carry out its agenda for environmental management.

The introduction of green initiatives saw an improvement in environmental and employee health and safety. Human Resources functions have been claimed to be the drivers of organizational green culture by aligning its practices and policies. Renwick explained that green HRM involves an integration of an organization's environmental management objectives to the HR processes of recruitment & selection, training & development, performance management, evaluation and reward. Therefore, corporate environmentalism or green management emerged in the 1990s. Business companies play a vital role in the issues of environmental management since they are part of society and cannot be isolated from the environment. The optimum effectiveness and efficiency of a firm do not depend on its financial resources or the latest technology, rather it is determined by the way it is using its dedicated, motivated and efficient employees.

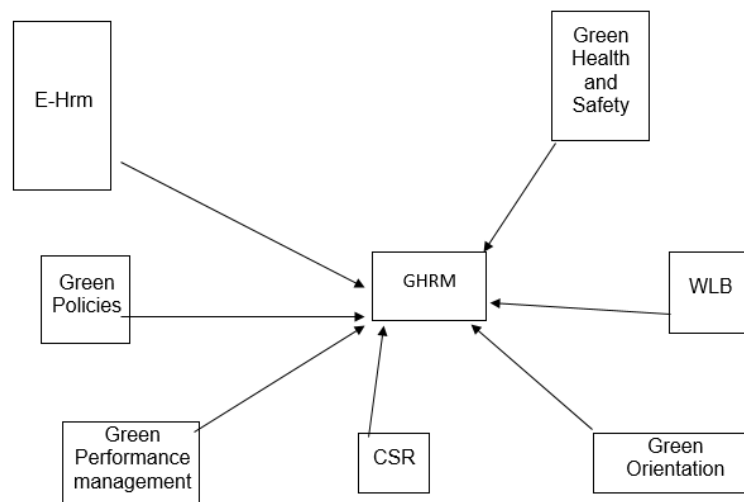


Fig 1: conceptualisation of GHRM

GHRM in the context of HRM

Human resources management plays an important role in greening organisational policies and practices through recruitment, selection, rewards, training and development, performance appraisals, compensation management and even organisational culture. Changes required by the organisational shift towards a sustainability approach call for the commitment of both management and employees. The activities can promote and sustain green behaviours among all members of the organisation. A major factor of the relevance of GHRM lies in the fact that environmental issues impact employees' personal lives in different ways.

The successful implementation of sustainable corporate strategies heavily depends on all departments, with the HR being the most influential when it comes to the introduction of green policies and changes. HRM is a crucial part of management which oversees the human capital of the organisation. The stronger the green human resources policies, the easier it is for companies to implement the environmental management systems (EMS) (Ahmad, 2015) [1].

It is in this context that many business, both in developed and developing countries have turned to the GHRM concept. The concept of environmental management, which is critical in ensuring business sustainability, has been a key concern in the modern business environment. To achieve this, different business has been adopting and implementing the concept of GHRM in their HR departments. Existing literature has recognised the need to adopt environmental practices as primary objectives towards the achievement of organisational functioning. Literature has created a nexus between environmental performance and HR practices for business success.

In the context of HRM, recruitment and selection have been re-coined in the context of GHRM whereby it now refers to the systematic hiring process, which focuses on the significance of the environment in making it a central element within the particular organisation (Deepika & Karpagam, 2016) [15]. Therefore, the skills set for the particular qualified candidate goes beyond the basic organisational performance in their areas. The recruitment and selection practices are central to ensuring effective environmental management. This is achieved by ensuring that the new recruits are made

aware of and are familiar with an organisation's aim in maintaining its environmental values.

It is the role of the HR department to impart the necessary training and development skills and knowledge among employees on greening the organisation for organisational sustainability and performance.

Green performance appraisal is equally important. Organisations carry out performance appraisals frequently to align individual performance with organisational performance. In doing so they would be need to infuse the green agenda in the appraisal process.

In the context of GHRM, the green compensation and rewards are considered as latent elements that can be used to support and promote environmental activities. Organisations need to embed initiatives and policies into its organisational culture through continuous appraisals. Ahmad (2015) [1] argue that in-order to push for eco-friendly initiatives organisations embark on strategic reward management in order to motivate employees to work towards achieving organisational environmental sustainability.

Benefits of GHRM

Implementation of Green HRM in organisations has proven to have more benefits than losses. The five major positive outcomes from Green HRM and environmental initiatives by organisations were improved employee morale, increased brand recognition stronger public image, more efficient business processes and increased employee loyalty and retention.

An Enhanced Corporate Image and Brand

Prasad (2013) [51] is of the view that Green HRM will provide an organisation an enhanced corporate and brand image. He goes on to say that Green HRM is critical in raising environmental awareness and concern among employees. They will reduce pollution and manage waste as well as manufacture eco-friendly products. Many stakeholders are far more aware of eco-friendly practices and are drawn to companies that follow green management practices rather than organizations that damage the environment if an organization adopts environmentally friendly practices and goods and implements Green HRM.

Increased Employee Loyalty and Retention

Companies that have implemented Green Practices or built their image as an eco-friendly company and offer socially responsible incentives may lose talented or creative workers to companies that have implemented Green Practices or made their image as an eco-friendly company and offer socially responsible incentives. This is because most learned and productive young people have realised that with the continuous climate change i.e. the rising of temperatures and floods, the effects of climate change are going to be disastrous if people, organisations and governments do not take action to rectify damages on the environment. An organisation that's also implements Green HRM and environmental management initiatives increases employee commitment toward company and job retention.

More Efficient Business Processes and Increased Productivity

Green HRM focuses on resource sustainability, resulting in increased productivity, reduced waste, better work and personal life, lower costs, and improved employee performance. As a result, it increased employee loyalty and job satisfaction toward an enterprise, boosting both productivity and performance. Green HRM increases production by lowering costs and the income and/or productivity, according to Torres *et al.*, (2015). Pro-environmental change also helps strengthen stakeholder ties, according to Torres *et al.*, (2015).

Challenges in applying GRHM in Organisations

There are various challenges preventing organisations in adopting and implementing Green HRM and these include high cost of launching and maintenance of the programmes, difficulty in measuring returns, lack of support from management, lack of internal capacity and knowledge and HR practitioners' perceptions on greening initiatives.

HR Practitioner's Perceptions on Greening Initiatives

Some Human resources practitioners detach themselves from most green initiatives in the organisation. Most are of the view that environmental sustainability and green initiatives in the organisation is not a major responsibility of the HR department. Environmental sustainability has become a major subject among governments, scholars, consumers, cooperate executives and all stakeholders affected by challenges and opportunities brought about by the changing environmental issues Jackson *et al.*, (2011) [29]. HRM scholars and practitioners have been somewhat slow to engage in the current discussions and debates. These practitioners are of the view that these issues relating to the environment efficiency within organisations are issues that should concern other divisions in the organisation, for example, research and development, marketing and others.

Resistance and Apathy

Fear of the unknown can lead people to resist changes and reject environmental management initiatives. The threats caused by the environment are viewed by other people as being far off in the distance and this derails the successful implementation of environmental management. Other factors that sabotage the effective implementation of Green HRM include reluctance to alter personal lifestyles, despair, a belief that one's own individual activities will not change much

(within the organization) in the battle against climate change, and the belief that governments and businesses should be leading the go-green efforts (Jackson and Janghoon, 2010) [30].

HR practitioners as members of society, it is inevitable that some of them will have some of these perceptions and attitudes cited by Jackson and Janghoon (2010) [30]. Resistance and apathy within all or some of the stakeholders in the organisation can also pose a challenge in the process of greening the organization (Jackson and Seo, 2001).

Lack of Management Support

If the vision of the organisation does not integrate environmental management issues, managers are not concerned with Green HRM and Green initiatives in the organisation and see it as not core business or a priority to go green. If managers are not on board with Green HRM and green initiatives in an organisation, adoption and implementation will be impossible. Ramus (2002) [53] states that in some cases environmental management is not main focus of many line manager's attention and some do not even give attention to employee's environmental management initiatives as they see this as not being a general management task

On the issue of challenges that might be faced and challenges that are hindering the full implementation and adoption of Green HRM, a huge number of non-managerial employees and all the managerial employees agreed that there are various challenges the organisation may face and is facing. The majority of respondents in interviews also mentioned that challenges will be a possibility for the organisation trying to fully adopt green culture. Some of the challenges they mentioned in interviews included; issues of costs, issue of resistance as another challenge, where managers mentioned that most employees will resist any initiative if they do not see how it will personally benefit from it. These findings are consistent with surveys done in the USA which discovered that lack of support and resistance from managers, lack of knowledge, and lack of funds are some of the major challenges that an organisation may face in trying to grow a green culture and implement Green HRM (Society for Human Resource Management, 2011).

Further similarities in findings are drawn from a survey conducted in the US by the Society for Strategic HRM, BSR and Aurosoorya, they found that; the major challenges hindering companies from fully implementing a sustainable workplace and archive full environmental sustainability in organisations were; costs, lack of management support, and lack of knowledge and capacity from those entrusted with the task (SHRM, 2010).

The results of the interviews agree with the SHRM survey (2007), SHRM survey (2011), and Jafri (2012) [31] report, which also identified the cost of implementing green programs as one of the major barriers to the implementation and development of Green HRM, despite the significant economic differences between the countries where this study and the SHRM survey were conducted. The results of this study were also in line with Jackson and Seo (2010) [30], who concluded that organizations' pursuit of green HRM was hampered by a lack of commitment and complexity.

Lack of top management support was identified as a major challenge that could obstruct the adoption and implementation of GHRM in studies. However, this result

contradicted the results of interviews, which identified "staff resistance" as one of the most significant challenges. This is because interviews were performed for managerial workers the majority of the questionnaire respondents were non-managerial employees.

However, the results of this study contradicted those of Fayyazi *et al.* (2015), who surveyed 31 experts in the oil industry and found that "a lack of knowledge of green policies" was a greater barrier to GHRM adoption and implementation.

Methodology

The researchers used a qualitative case study design which focused on an issue of and thus selected one case to elucidate the issue at hand. Case study design involves an exploration of a bounded system which is used to study a situation within a specific context (Babbie, Citation 2016; Creswell, Citation2013; Denscombe, Citation 2014). Purposive sampling was used to select 15 participants, seven managers and eight employees. Individual semi-structured interviews were utilized for data collection through the use of interview schedules. The data were analysed in the form of qualitative thematic analysis where eight themes emerged.

Research findings

The purpose of the research was to assess the uptake of GHRM in Zimbabwe's private sector. The study found out that there were some human resources activities that incorporated green human resource management. The following activities were identified, a green culture of tree planting at every funeral, green culture of discouraging people to cut down trees during funerals, green employee gratitude for the community, green Pay slip, green meetings and green recruitment and selection.

Green culture of tree planting at every funeral

Nyaradzo Funeral Assurance Company is a funeral company that provides wooden coffins. The nature of the company's business meant that through value chain it contributes towards environmental degradation. To replenish trees that are cut down to make coffins the company developed a culture of giving every bereaved family a tree to plant. This was buttressed by one participant as said below.

'Through the Human resources department every employee during induction and during funeral proceedings we are supposed to offer the bereaved family a tree that they will plant as part of the company's environmental consciousness'

A line manager said further,

'We buy trees that we will give to our staff so that they can give to bereaved families for planting during burials'

Green culture of discouraging people to cut down trees during funerals

Generally, in Zimbabwe at every funeral people cut down many trees for firewood. The funeral would take two to three days while people are gathered. This would mean that a lot of trees would have been cut. The company discourages people to cut down green trees. It encourages communities to look for alternative during funerals.

One of the company's employees mentioned the following:

'Generally, when we go for funerals we inform the relatives of the bereaved to reduce cutting down of green trees for firewood. We were told this during orientation by the HR

Department that as part of our culture lets concertize the communities on the importance of the environment'

Another participant said,

'We encourage people to look for alternative sources of power so that we reduce the rate of cutting down trees'

Green employee gratitude for the community

The company enlightens its employees on the importance of a green environment at the company premises and the communities' employees come from. As such employees are encouraged to do a community gratitude through planting trees in the communities that they come from.

One of the employees said this,

'This company encourages us to plant trees and take care of the communities where we come from. At times we are asked if we had planted trees in our communities'

Green Pay slip

Employees can access their pay slips online and can even check the deductions on their salaries unlike a situation where the human resource managers have to print pay slips thereby saving trees and pollution when pay slips have outlived their usefulness.

The company introduces on-line pay slips for its employees. Through on-line pay slips the company was aligning itself towards the dictates of environmentalism.

A participant in the study revealed the following:

'We are now getting our pay slips online and to us it's so convenient that there is no need to move around with a hard copy pay slip'

One of the HR Managers had this to say,

'To reduce paperwork at the workplace, we decided to have an online system that produce pay slips online. This has greatly worked for us as it has reduced the demand for paperwork'

Human resources orientation and induction

During employee orientation and induction, the company sensitive employees on the importance of taking care of the environment. Drivers always make sure that their buses do not have oil leaks as the leaks will negatively affect the environment. Environmentally friendly practices were encouraged by the company.

This was said by one of the employees who was a participant, *'As drivers we are always told to check for any oil leaks before driving out and when we park our buses and cars. Oil leaks damage the soil and the general environment'*

one of the managers had this to say,

'The state of one's car is part of the performance appraisal system, so we encourage our drivers to check their vehicles.'

Green meetings

'Generally, all of our meetings are now being done online. We used to print so many files for people to attend meeting. Now because of technology we are now doing our meetings online and this serves paper hence going paperless. Even disposing off files after the meeting is no longer a challenge'

Green Recruitment and selection

The company advertises, receives applications, and conduct interviews online. Usually each prospective employee was requested to submit 6 hard copies of application letter, cv, certificates and all other necessary documents. This would

obviously put pressure on the demand for paper hence negatively affecting the environment. Respondents revealed that the organization had some automated processes, online recruitment, telephone interviews during selection and video calls to reduce paper printing and driving that will increase pollution to interviews. The study revealed that respondents were subjected to knowledge in GHRM practices during the interview process. This is important as it could make the implementation of the GHRM practices easier.

Discussion

Previous studies have shown that implementing GHRM has a number of advantages for businesses, including a competitive advantage, a good and optimistic corporate image, higher and sustained employee engagement, waste reduction, and reduced environmental effects (Renwick *et al.*, 2013).

In the research, participants were asked if Green HRM could produce any benefits for the organisation when engaged in the day to day activities of the organisation. The responses from both questionnaires and interviews was that the majority of respondents concurred that there are huge benefits to be reaped if the organisation is to go green. These findings are in agreement with (Prasad 2013) [51] findings that GHRM activities can boost an organization's environmental consciousness, build increase employee engagement, retention, and attract and retain green top talent and competitive advantage.

The results are consistent with the interview results where all the managers also agreed that there are benefits to reap when the company is adopting green initiatives and green HRM. Major responses that kept coming back from the participants were words like, saving and efficiency, saving money, time and resources, resource efficiency, economic efficiency and organised and fast processes. These results are consistent with findings from a majority of existing studies on green HRM. The following scholars in their studies found that benefits can be received by companies going green (Mandip, 2012; Jacob and Cherian, 2012; Shatouri, Omar and Igusa, 2012).

The findings are also in line with those of the SHRM Survey (2007). According to their findings, the top positive outcome was improved employee morale, followed by a positive public image.

The primary aim of the study was to identify the Green HRM practices adopted by the organisation. The study identified that the organisation has adopted a number of Green HRM practices and has implemented them in all its HRM functions. The study found out that Green recruitment and selection, green performance management, green reward and compensation, green training and development and Green employee engagement. The specific practices will be analyzed below.

Evidence from previous researches state that organisations that use green recruitment and selection practices have a higher potential to attract quality talent and candidates who are also green conscious (Wehrmeyer, 1996) [66]. Other studies also established evidence that green recruitment and selection creates a good image for companies as well as cost efficiency benefits (Gupta, 2016). The finding of this research are however in disagreement with Masri & Jaaron, 2017's [40] research which discovered that green recruitment and selection was ranked third (3rd) in terms of the most

applied in the companies they conducted research. This might have occurred because the research population is different between the two studies and economic difference of the arrears under study.

From the research, the response on rewards and incentives had one hundred per cent (100 %) of non-managerial respondents indicating that there are no rewards and incentives whatsoever for employees who take green initiatives in the organisation. The major finding was that, no rewards or incentives were given to employees who participated in green initiatives in the organisation and that almost all of these employees who took such green initiatives, was on a voluntary basis and motivated by their own personal values. The results in this study are consistent with (Ghani, 2016) [23] who found out in his research that companies showed real weaknesses in the adoption green compensation. A majority of studies in the area of reward and incentives towards greening have proven that providing incentives to employees who engage in greening initiatives motivates all to be involved as rewards will benefit both the individuals and the organisation and ultimately everyone. Ramus (2002) [53] postulated that superiors who recognize and reward employees who participate in eco-initiatives using formal reward initiatives and praise had successful environmental management projects in their organisations. According to a study conducted by the CIPD in the United Kingdom, 8% of UK businesses are rewarding green behavior with different forms of rewards and financial benefits (Ahmad, 2015) [1], and it has been discovered that these practices can be very successful in inspiring workers to generate environmental policies (Ahmad, 2015) [1]. Further study was done in Puerto Rico by Soto (sa) in which the study found that only 23 per cent of the companies surveyed have some green rewards and incentives in place to reward green behaviour within companies, and 77 per cent of companies have no such rewards in place.

A number of employees indicated that there are no educational trainings and workshops on greening at the company and green living in their organisation. Managerial employees interviewed also supported this finding. Similarities between the two groups on the issue of training on green initiatives also manifested as both results show that the majority from interviews indicate that there are no training and educational programmes provided to employees in the organisation on green initiatives. The major finding here was that there are no training workshops and educational awareness programmes provided to employees on greening in the organisation. (Masri 2016) is in consensus with these findings in his study of, assessing Green HRM in the West Bank, that the process of training employees and developing their skills to be able to deal with environmental protection issues is weak. Majority of studies in this area prove that providing training and skills to employees on environmental sustainability contributes significantly to the success of green initiatives within the organisation (Sammalisto and Brorson, 2006) [57].

Whether the HR division and management provides any support and feedback to employees who are initiating and involved in green initiatives, a number of participants indicated that there was no such support and feedback given by management and HR to employees involved in greening initiatives. The results of this research are in line with (Forman & Jorgensen, 2001) who found that there was a clear

absence of participation in environmentally friendly works among employees and there was necessity to conduct dialogue concerning environmental protection issues in organisations. Previous studies done have indicated that employee engagement is a crucial factor that cannot be done without in the establishment of green culture and green organisations (Wright, 2016) ^[39]. Green employee engagement activities improve collective organizational citizenship behavior against the community, according to Penzone *et al.*, (2016). (OCBE). Employees are more likely to make voluntary environmental actions if the company provides opportunities for them to take action, make recommendations, and share information, according to (Boiral, 2002).

With regard to the area of green performance management, the majority of respondents in interviews agreed that the performance management system in the organisation was not electronic and efficient. Pinzone *et al.*, (2016) ^[50] discovered that incorporating environmental factors of performance management encourages workers to be dedicated and to put in extra effort into environmental management (EM) programs in a study conducted in the United Kingdom. Employees see the use of "Green" Performance Management practices as a constructive signal of their company's environmental issues, according to Pinzone's research (Pinzone *et al.*, 2016) ^[50].

These results go in line with (Jose & Jabbour, 2011) who found that companies did not apply green performance appraisal. Moreover, the results are consistent with (Hammad, 2015) ^[24] who concluded that the process of implementing green performance management appraisal was weak. (Erdogan & Baris, 2007; Ghani, 2016) ^[23] in their study are also in agreement with the results of this research by emphasizing on the need for implementing an effective green performance management appraisal system in organisations as it helps both organisations and the environment as a whole. However, these results are in disagreement with (Masri & Jaaron, 2017) ^[40] who emphasized in the study they conducted that, companies studied individually applied green performance appraisal and proved that this practice ranked as the 2nd in application among these companies. Despite this research and (Masri & Jaaron, 2017)'s ^[40] study which was conducted in Palestine, the results show that there is a difference in results due to different study samples

Conclusion and policy direction

The study noted that GHRM is partially adopted in the private sector organisations. There is a lot that needs to be done in educating practitioners, line managers and the general employees so that there is an appreciation of GHRM. Some human resources practitioners seem unaware of how they can play a role in environmental management through the use of HR activities. Employee behaviour change was a critical factor in helping organisations successfully adopt GHRM. The findings of the research showed that green recruitment and selection, green culture and green employee gratitude were the most preferred practices. The researchers concluded that in spite of all efforts by the government, international organisations, lobby groups and other private organisations, there are major challenges hindering the adoption and implementation of Green HRM. The major one was lack of financial resources to fully implement Green HRM. Other challenges identified were resistance and apathy, lack of

management support and HR Practitioner's Perceptions on Greening Initiatives.

The researchers recommend that organisations willing to go green should adopt a learning culture. When the organisation adopts such a norm and standard, it will ensure that all stakeholders have the knowledge of what environmental sustainability is all about. Every employee of the organisation needs to be empowered and furnished with going green skills. In addition, Green investment should be included in financial planning and budgets of the organisation, especially investing in new green initiatives such as energy saving equipment and software, water saving and recycling utilities and paper recycling. Future research can be carried out using quantitative methods as this will help to cater for a wider audience.

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Authors' contributions

All the authors of this article equally carried out the same tasks in relation to the study

Ethical considerations

The article followed all ethical standards appropriate for this kind of research

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Data availability

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