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## MANAGEMENT

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### INVESTIGATING BARRIERS TO GREEN HUMAN RESOURCE MANAGEMENT IMPLEMENTATION AT A SOUTH AFRICAN GOVERNMENT DEPARTMENT

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**Abstract.** The purpose of this study is to identify the barriers faced by Department X, a government body in Gauteng, South Africa, when trying to apply Green Human Resource Management (GHRM) principles. To help businesses become more sustainable and accelerate the transition to a green economy, GHRM combines environmental management with HR initiatives. Design/methodology/approach: With Institutional Theory and the Resource-Based View guiding the study, eight HR experts participated in semi-structured interviews as part of a qualitative approach. These experts were selected from a population of 650 employees through purposeful sampling, which was employed to identify the participants who were most pertinent to the research objectives. Purposeful sampling guarantees that participants have firsthand knowledge or participation in GHRM practices within Department X. Findings: The study finds barriers that include resistance to change, a lack of commitment from leadership, limited resources, and regulatory hurdles. The department's ability to align HR practices with sustainability objectives is hindered by these challenges, which in turn harms environmental efforts. Practical implications: The findings highlight the critical role of effective leadership, efficient distribution of resources, and adherence to regulations in fostering GHRM, increasing resistance to climate change, and enabling development programs targeted towards young people and lead to greater efficiency in the South African public service. Originality/value: This study adds to the existing body of knowledge by highlighting the public sector-specific challenges to GHRM implementation in a developing nation setting, with a focus on the interplay between organisational and institutional dynamics.

**Keywords:** environmental sustainability, green human resource management, organizational culture, change management.

**JEL Classification:** J24, O15.

## INTRODUCTION

During the past decade, approximately 3.8 million individuals in South Africa have experienced the consequences of climate change-induced natural disasters, including extended periods of drought, intense flooding, and destructive storms (International Monetary Fund, 2024). The increased frequency and severity of extreme weather events are anticipated to significantly impact human well-being, food and water availability, biodiversity, natural habitats and systems, coastal regions and their infrastructure, and human communities (International Monetary Fund, 2024). South Africa ranks among the highest in the world for levels of extreme poverty and inequality, making its population particularly vulnerable to the impacts of climate change (Khine & Langkulsen, 2023). The country's political, geographical, and socioeconomic variables place it 92nd out of 181 nations in terms of susceptibility to climate change (World Bank, 2021).

The growing global emphasis on sustainability has compelled organizations to adopt environmentally responsible practices (Kodua et al., 2022; Ye, Liu, Wang, & Zhang, 2023). Green Human Resource Management (GHRM) integrates environmental management into human resource policies and practices to promote sustainability within organizations (Jamil et al., 2023). GHRM is crucial for fostering organizational sustainability as it helps organizations reduce their environmental impact, comply with regulations, and enhance their corporate reputation (Ghani, Mubarik, & Memon, 2024). This emerging field is vital for ensuring that government institutions not only comply with environmental regulations but also contribute proactively to environmental sustainability. GHRM has emerged as a key component in transition to a green and circular economy, by integrating environmental management into HR practices to promote sustainable development (Viterouli et al., 2023). As organizations strive to align their operations with sustainable principles, the role of HR in facilitating this transformation becomes increasingly important (Alqarni et al., 2023). Effective GHRM practices can lead to enhanced organizational performance, improved employee engagement, and a positive corporate image (Shoaib et al., 2021; Abu-Mahfouz et al., 2023).

The literature on GHRM in South Africa is sparse, with recent work focusing primarily on higher education institutions. For instance, Mtembu (2018) and Molewa and Maluka (2020) found that HR practitioners at South African HEIs lack greening expertise, frustrating the sustainability agenda, while Bisschoff and Tshivshe (2023) reported low levels of training and awareness of green principles. In recent research on GHRM in tourism, Mankgele, Mmakola, and Chidi (2023) empirically showed a positive influence of GHRM on environmental performance in South African hotels. However, there is a gap in the literature regarding the role of HRM enablers and hindrances in advancing green behaviour and practices, particularly in the public sector (Adewumi, Ajadi, & Ntshangase, 2022). This study attempts to fill that gap and, to the best of our knowledge, is one of the first South African studies to do so.

Despite the critical role of environmental sustainability in contemporary organizational strategies, South Africa's Department X faces substantial challenges in deploying effective GHRM practices. As an institution focused on fostering the growth and empowerment of young individuals, Department X's commitment to sustainability is crucial. Additionally, the public sector administers societal resources for the greater good, highlighting the importance of green service delivery. The aim of this study is to investigate the barriers to the implementation of GHRM practices at Department X. Understanding and addressing these barriers is essential for Department X to successfully integrate GHRM practices. This study was conducted through qualitative methods, specifically using interviews with Department X's HR personnel to gather in-depth insights and it has three research objectives:

- a. To identify the key barriers to the implementation of GHRM practices at Department X.
- b. To examine the impact of these barriers on sustainability initiatives within Department X.

c. To recommend strategies for overcoming the identified barriers to enhance the effectiveness of GHRM at Department X.

This study contributes to the broader discourse on sustainable HR management and offers practical insights for similar organizations dedicated to youth development and empowerment.

## LITERATURE REVIEW

### Benefits Of GHRM

Obeidat, Abdalla, and Al Bakri (2023) argue that integrating environmental considerations into HRM can lead to cost savings through reduced energy consumption and enhanced waste management efficiencies. Furthermore, organizations that adopt GHRM practices can improve their operational processes and align themselves with global sustainability standards, thereby enhancing overall organizational performance (Obeidat et al., 2023). Engaging employees in GHRM practices can lead to higher job satisfaction and morale (Abdelhamied et al., 2023). Employees who perceive their organization as committed to environmental sustainability are more likely to be engaged and motivated (Almahairah, Mahanta, & Uddin, 2024). Bekhit, El Leithy, and Mahmoud (2023) emphasize that GHRM practices, such as environmental training and green initiatives, can boost employee morale and foster a sense of pride and purpose; this, in turn, can reduce turnover rates and improve retention.

Organizations that adopt GHRM practices often enjoy an enhanced corporate image and reputation (Ali et al., 2023). Consumers, investors, and other stakeholders increasingly favor organizations that demonstrate a commitment to sustainability. Muisyo et al. (2022) suggest that companies engaging in GHRM practices can attract and retain environmentally conscious customers, thereby gaining a competitive advantage. Additionally, a strong corporate reputation for sustainability can attract top talent who prioritize working for environmentally responsible employers (Burbach, Lenz, & Jooss, 2023).

### Challenges and Barriers to GHRM Implementation

One of the primary barriers to implementing GHRM is cultural resistance within organizations. Employees and managers may resist changes to traditional HR practices, preferring established methods over new, green practices. Chaudhary (2020) notes that overcoming this resistance requires effective change management strategies, including education, communication, and involving employees in the transition process. Cultural inertia can be a significant impediment, particularly in organizations with long-standing practices and resistant mindsets. The success of GHRM initiatives heavily depends on the commitment of organizational leadership. Without active and visible support from senior management, GHRM practices may struggle to gain traction. Roscoe et al. (2019) emphasize that leaders must champion environmental initiatives, set clear sustainability goals, and allocate necessary resources. Leadership commitment is critical for fostering a green organizational culture and ensuring that sustainability becomes a core organizational value.

Implementing GHRM practices often requires substantial financial and human resources (Ye et al., 2023). Limited budgets and inadequate infrastructure can hinder the adoption of green HR practices. Ye et al. (2023) highlight that financial constraints are a significant barrier, particularly in the public sector where budgets are often tight. Organizations may struggle to fund environmental training programs, green technologies, and other necessary initiatives, limiting their ability to implement GHRM effectively. Navigating complex and frequently changing environmental regulations poses another challenge for GHRM implementation. Organizations must ensure compliance with a myriad of regulations, which can be resource-intensive and time-consuming. Hameed et al. (2021) suggest that clear and comprehensive policies are essential to support GHRM initiatives. However, the lack of specific guidelines for GHRM within existing policies can create ambiguity and hinder effective implementation.

### Practical Applications of GHRM

Nyika, F., Nkosi-Mahlangu, P.N.N. & Akbar, Kh. (2024). Investigating barriers to green human resource management implementation at a South African government department. *Management and Entrepreneurship: Trends of Development*, 4(30), 34-48. <https://doi.org/10.26661/2522-1566/2024-4/30-03>

Providing comprehensive and continuous environmental training is crucial for equipping employees with the knowledge and skills needed to support GHRM (Sarmad, Pirzada, & Iqbal, 2023). Pham et al. (2019) emphasize that training programs should focus on environmental awareness, sustainability practices, and the importance of individual contributions to organizational sustainability. Such training can foster a culture of environmental responsibility and empower employees to take active roles in GHRM initiatives (Al-Alawneh, Othman, & Zaid, 2024).

Incorporating environmental criteria into recruitment and selection processes can help organizations attract and hire individuals committed to sustainability. Adjei-Bamfo et al. (2020) and Diri and Elisha (2021) suggest that green recruitment practices can include evaluating candidates' environmental values, incorporating sustainability-related questions into interviews, and promoting the organization's commitment to environmental sustainability during the hiring process. This approach ensures that new hires align with the organization's green values and contribute to its sustainability goals.

Integrating environmental performance indicators into performance management systems can encourage employees to adopt and support GHRM practices. Malik et al. (2021) propose that organizations should include environmental objectives in performance appraisals and reward systems. Employees who contribute to the organization's environmental goals should be recognized and rewarded, fostering a culture of sustainability and motivating others to follow suit.

Encouraging employee involvement in green initiatives can enhance the effectiveness of GHRM practices. Chams and García-Blandón (2019) highlight that employee participation in sustainability projects, green committees, and environmental task forces can drive engagement and ownership of GHRM initiatives. Involving employees in decision-making processes related to environmental management ensures that GHRM practices are tailored to the specific needs and capabilities of the organization.

## METHODOLOGY

The study employed a qualitative research design to investigate the barriers to GHRM within Department X's human resources unit. Semi-structured interviews were the primary research instrument used, chosen to facilitate an in-depth exploration of participants' experiences, perceptions, and insights regarding the barriers to implementing GHRM practices. Interviews were conducted both in-person and virtually, recorded with participants' consent, and transcribed verbatim for thorough analysis.

From a total population of 650 employees, purposeful sampling was used to select participants most relevant to the research objectives, resulting in a sample size of eight HR professionals. Purposeful sampling ensures that participants have direct involvement or experience with GHRM practices within Department X, which is essential for understanding the barriers to GHRM implementation.

A pilot study was conducted with two HR professionals from Department X. Following the pilot study, adjustments were made to the interview guide, including clarifying ambiguous questions, reordering questions for better coherence, adding probing questions for deeper exploration, and removing redundant questions.

All interviews with key stakeholders at Department X were initially transcribed verbatim to ensure the accurate capture of raw data. Following transcription, the data was systematically coded to identify recurring themes and patterns relevant to the research objectives. Open coding generated a broad range of codes, which were then organized into categories and subcategories through axial coding. The coded data was further analysed to develop overarching themes encapsulating the key findings from the interviews. These themes were identified based on their frequency, salience, and significance to the research objectives and supported by illustrative quotes from the transcripts.

The identified themes were interpreted in relation to the research questions, objectives, and existing theoretical frameworks. This involved synthesizing the findings, drawing connections between themes, and generating explanations for the observed phenomena, considering theoretical perspectives, literature, and contextual factors.

To enhance the validity and credibility of the analysis, participants were allowed to review and validate the identified themes and interpretations. Feedback from participants was incorporated into the final analysis to ensure the findings accurately reflected their perspectives. Additionally, peer review by members of the research team helped identify potential biases or oversights and ensured that the findings were robust. The study's sample size affects the generalizability of the findings.

## THEORETICAL FRAMEWORKS

Theoretical frameworks provide organizations with a foundation for understanding the factors that influence the adoption of GHRM practices and offer insights into overcoming these obstacles.

### Resource-Based View (RBV)

The Resource-Based View (RBV) posits that organizations can achieve a competitive advantage by effectively leveraging their resources (Nayak et al., 2023). Within the context of GHRM, this involves utilizing human and financial resources to promote and sustain environmentally friendly practices (Malik et al., 2020). By focusing on developing and deploying unique competencies and resources, organizations can establish and maintain a competitive edge that is difficult for rivals to replicate (Posen et al., 2023).

### Institutional Theory

Institutional theory emphasizes how social expectations and rules, among other forms of institutional pressure, influence organizational behaviour (Sahin & Mert, 2023). By adopting GHRM practices, businesses can meet the expectations of both regulators and stakeholders (Hameed et al., 2021). This theory suggests that external factors such as government regulations, industry standards, and societal norms impact companies (Risi et al., 2023). Consequently, GHRM practices can be seen as a response to these demands, helping organizations legitimize their operations and gain acceptance from key stakeholders.

### Change Management Theory

Applying change management principles can aid organizations in integrating GHRM into their existing HR processes, reducing resistance and increasing the likelihood of successful implementation (Viterouli et al., 2023; Zihan et al., 2023; Sancak, 2023). Understanding the core principles of change management can help organizations address cultural resistance and facilitate the implementation of GHRM practices (Matejun et al., 2024). This theory offers valuable insights into how organizations can successfully execute new initiatives by addressing employee concerns, fostering a supportive culture, and ensuring clear communication throughout the change process (Payne et al., 2023).

## RESULTS AND DISCUSSION

### Sample Characteristics/Demographics

The sample for this study comprised a diverse array of participants from Department X, encompassing various positions, levels of experience, and demographic backgrounds. This inclusivity ensured a comprehensive examination of the barriers to GHRM implementation across the organization. Participants represented roles ranging from junior HR associates to senior HR managers, directors, and support staff, offering a multifaceted perspective. Key demographic characteristics of the participants are outlined in Table 1 below:

**Table 1**  
*Characteristics of the participants*

Participant ID	Age	Gender	Position/Role	Years of experience
21	24	Male	Junior Hr Associate	1
P2	25	Female	HR Administrator	2
P3	30	Male	HR Officer	5
P4	32	Female	HR Coordinator	7
P5	36	Male	HR Specialist	10
P6	38	Female	Senior HR Manager	12
P7	44	Male	HR Director	15
P8	50	Female	Senior HR Manager	15

### **Thematic Analysis**

In this section, we delve into the thematic analysis of the qualitative data collected from interviews and questionnaires. Thematic analysis, as described by Braun and Clarke (2021), offers a methodical approach to identifying and interpreting patterns within data.

#### **Theme 1: Organizational Culture**

Organizational culture significantly impacts the implementation of GHRM practices. Cultural resistance to change and a lack of awareness about GHRM were prominent sub-themes.

##### **Sub-theme 1.1: Lack of Awareness and Resistance to Change**

This observation is consistent with the current body of knowledge. According to Chaudhary (2020), resistance to change is a frequent obstacle in implementing sustainability techniques. This is because staff may be reluctant to move away from established routines and embrace new, environmentally friendly approaches. Hameed et al. (2021) argue that to implement sustainable HR practices successfully, it is crucial to create a culture shift. This may be achieved by focused awareness and education campaigns that aim to overcome opposition. By doing so, organisations can ensure a more seamless adoption and integration of green initiatives into their structures. Organisations can enhance their staff's understanding and acceptance of GHRM by tackling cultural obstacles through education and change management tactics, resulting in more successful implementation.

##### **Sub-theme 1.2: Leadership Commitment**

Participants 1 and 6 also observed a lack of adequate assistance from senior management in fostering an environmentally conscious culture inside the organisation. Existing literature indicates that leadership commitment plays a vital role in the effective execution of GHRM (Al-Swidi et al., 2021; Ren et al., 2021; Perez et al., 2023). Efficient leadership may promote the implementation of environmentally friendly activities by establishing explicit objectives, allocating essential resources, and cultivating a culture of ecological accountability. Moreover, there is a range of differences in the implementation of environmentally friendly practices among various departments, resulting in inconsistency and a lack of standardisation in Green Human Resource Management (GHRM) initiatives.

The participants observed that in the absence of effective leadership, organisations may encounter a disjointed approach in implementing GHRM principles. The lack of standardisation caused by inconsistencies among different departments leads to inefficiencies and missed opportunities to fully capitalise on the advantages of green HR efforts. To tackle these difficulties, it is imperative for leadership to take a proactive approach by establishing standardised policies,

guaranteeing uniform implementation, and fostering an organisational culture that places a high importance on environmental stewardship.

### **Theme 2: Resource Constraints**

Resource constraints, including budget limitations and inadequate infrastructure, were significant barriers to GHRM implementation, as highlighted by Participants 4, 5, 9, and 10.

#### **Sub-theme 2.1: Budget limitations**

Participants identified limited budget allocations as a critical constraint on GHRM initiatives. This mirrors the conclusions of Ye et al. (2023) and Tanveer et al. (2024), who both highlight financial constraints as a significant hurdle to implementing sustainability practices. Without sufficient financial support, organizations find it difficult to roll out and sustain green initiatives effectively. Green programs often require investment in training, technology, and process redesigns, which are all heavily reliant on budgetary provisions. Furthermore, the problem is exacerbated by the scarcity of personnel expressly dedicated to GHRM efforts. This might result in heightened employee tiredness, since staff members frequently experience strain from having to manage various responsibilities that extend beyond their regular job duties. Gabriel and Aguinis (2022) argue that overwhelming staff with excessive responsibilities related to environmental activities, without providing sufficient support, might lead to burnout and diminished performance. Bartram et al. (2023) also stress the necessity of specific positions and resources to guarantee the long-term viability and achievement of and success of green HRM efforts. They highlight the significance of both financial and human resources in propelling these programs.

#### **Sub-theme 2.2: Training and development**

Participants highlighted inadequate resources for comprehensive training programs on environmental practices and the lack of adequate infrastructure to support green practices, such as recycling facilities and energy-efficient systems. Adequate training is essential for GHRM implementation, as highlighted by Paillé et al. (2020) and Haddock-Millar & O'Donohue (2021). Training programs should be comprehensive and continuous to ensure that employees are well-equipped to support and sustain green initiatives.

### **Theme 3: Policy and regulatory challenges**

Policy and regulatory challenges were also significant barriers to GHRM implementation, as raised by Participants 5, 8, and 10.

#### **Sub-theme 3.1: Inadequate Policies**

Department X exhibits inefficiencies in GHRM approaches, largely due to the absence of standardized and uniform policies across certain organizations. This lack of uniformity hinders the implementation of consistent green practices, as suggested by Jehan et al. (2020). The authors advocate for a standardized framework for green performance management, with clear indicators to guide employee actions towards environmental goals. This standardization would streamline processes and improve employee understanding of their environmental responsibilities, ultimately leading to more sustainable outcomes.

Participants also noted that understanding and complying with the complex web of environmental regulations presents a significant challenge. This is supported by Hameed et al. (2021), who suggest that clear, comprehensive, and well-defined policies are necessary to drive meaningful change in sustainability initiatives. In the absence of a unified framework, employees may struggle to reconcile their daily tasks with the organization's green goals and external environmental regulations (Boeske, 2023).

In addition to these challenges, recent literature highlights that organizations need to incorporate GHRM policies into their broader strategic plans to ensure sustainability goals are met (Bhatti et al. (2022). Organisations can cultivate a culture of environmental responsibility and enhance their commitment to sustainability at all levels by incorporating green performance indicators into job descriptions, performance evaluations, and reward systems.

#### **Sub-theme 3.2: Regulatory Compliance**

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Several participants noted the difficulty in keeping up with frequent changes in environmental policies and regulations. This difficulty is prevalent, especially in industries where regulations change in response to environmental concerns, technical breakthroughs, or movements in public policy. Organisations face additional challenges in maintaining compliance due to the intricate nature of navigating both domestic and global environmental standards (Korra, 2022). This view is consistent with Tanveer et al. (2024), who argue that internal policies need to align with external regulations to be effective. Compliance should not only be about meeting external standards but also about embedding these standards within the organizational culture and practices. To ensure effective compliance, organizations should not only meet external regulatory requirements but also integrate these standards into their organizational culture and operations. This aligns with the concept of "deep compliance," which emphasizes a shift from passive adherence to a proactive and internalized approach (Wu, & Wu, 2021).

By fostering a culture that values and embraces regulatory principles, organizations can encourage employees to adopt these norms as intrinsic values, leading to more sustainable and enduring compliance efforts. In addition, some participants noted that frequent regulatory changes frequently result in higher operating expenses and ambiguity in long-term strategy planning. These comments reflect the observations of Bello, Idemudia, & Iyelolu, (2024) who highlight that organisations frequently face challenges in promptly adjusting to changing regulatory environments, which can lead to substantial financial and operational disruptions. Thus, promoting organisational resilience by implementing policy agility, conducting frequent training, and doing internal audits might assist in reducing these issues.

## CONCLUSION

Participants' perceptions of GHRM varied widely, reflecting both enthusiasm for its potential benefits and skepticism regarding its feasibility and prioritization within organizations. This variation highlights the importance of fostering a shared understanding of the value proposition of GHRM and addressing concerns through effective communication and stakeholder engagement strategies. The identification of key challenges and barriers, including resource constraints, lack of awareness, and cultural resistance to change, underscores the need for targeted interventions and policy support to facilitate GHRM implementation. These findings align with theoretical frameworks such as organizational change theory and sustainability management, suggesting strategies for overcoming these barriers and promoting a culture of environmental responsibility (Hameed et al., 2021).

### **Recommendations for enhancing GHRM implementation at Department X**

Based on the conclusions derived from the study, several strategic recommendations are proposed to enhance the implementation of Green Human Resource Management (GHRM) at Department X. These recommendations align with emerging trends in sustainable HRM and offer pathways for organizations to enhance their environmental performance while achieving broader business objectives.

#### **Enhance Leadership Commitment**

To effectively implement GHRM practices, senior management at Department X should visibly support these initiatives. Leadership commitment can be demonstrated by setting clear sustainability goals, allocating necessary resources, and fostering a culture of environmental responsibility. Visible support from top management will inspire and motivate employees, creating a ripple effect throughout the organization that encourages the adoption of sustainable practices.

#### **Develop Comprehensive Policies**

Department X should develop and implement clear, comprehensive policies that support GHRM practices. These policies must align with both internal objectives and external regulations to ensure consistency and compliance. Clear policies provide a solid framework for GHRM initiatives,

helping to mitigate ambiguities and guide employees in the adoption of green practices. This strategic alignment will facilitate the seamless integration of GHRM into the organizational culture (Pandit & Paul, 2023).

### **Strategic Resource Allocation**

Strategic allocation of resources is essential for the successful implementation of GHRM at Department X. Budget allocations should prioritize green projects, starting with low-cost, high-impact initiatives that can provide immediate benefits. Incremental upgrades to infrastructure should be planned and executed to support long-term sustainability goals. By addressing financial and infrastructural constraints, Department X can ensure that sufficient resources are available to support and sustain GHRM practices.

### **Increase Awareness and Training**

Regular awareness campaigns and comprehensive training programs are vital for educating employees about the importance and benefits of GHRM. Conducting these initiatives will help foster a culture of environmental responsibility and equip staff with the necessary skills and knowledge to implement GHRM practices effectively. Increased awareness and training will also enhance employee engagement and support for sustainability initiatives, ensuring that GHRM becomes an integral part of the organizational ethos.

### **Leverage Technology and Partnerships**

Utilizing digital tools for continuous environmental training and forging partnerships with environmental organizations can provide additional resources and support for GHRM initiatives. Technology can facilitate ongoing education and awareness, while partnerships can offer valuable expertise and resources. By integrating digital tools and external partnerships, Department X can enhance its capacity to implement and sustain GHRM practices, ensuring that employees are continually informed and equipped to support sustainability efforts.

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## **APPENDIX**

### **INTERVIEW QUESTIONNAIRE:**

Demographic Information:

Age:

Gender:

Position/Role within Department X:

Years of Experience in Current Role:

Interview Guide:

1. Awareness and Understanding of GHRM:

Can you describe your understanding of Green Human Resource Management (GHRM) and its importance?

Have you participated in any training or educational programs related to GHRM? If so, what was your experience?

2. Barriers to Implementation:

What are the primary barriers you have encountered or observed in the implementation of GHRM practices at Department X? (Objective 1)

How do resource limitations, such as budget or personnel, affect GHRM implementation efforts? (Objective 1)

Can you discuss any cultural or organizational resistance to adopting GHRM practices within Department X? (Objective 1)

3. Impact on Sustainability Initiatives:

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How do the identified barriers impact Department X 's overall sustainability initiatives and goals? (Objective 2)

Are there any specific examples or cases where GHRM barriers have hindered sustainability projects? (Objective 2)

4. Policy and Regulation:

Do you think Department X has adequate policies and guidelines in place to support GHRM? If not, what is lacking? (Objective 1)

How do existing environmental regulations influence Department X 's ability to implement GHRM practices effectively? (Objective 2)

5. Training and Capacity Building:

Do you feel that Department X provides sufficient training and development opportunities to support GHRM implementation? Why or why not? (Objective 1)

What kind of training programs do you believe are necessary to improve GHRM practices at Department X? (Objective 2)

6. Recommendations for Improvement:

What strategies do you suggest overcoming the barriers to GHRM implementation at Department X? (Objective 3)

Can you propose specific initiatives or actions that Department X could take to enhance the effectiveness of GHRM practices? (Objective 3)

**ДОСЛДЖЕННЯ БАР'ЄРІВ НА ШЛЯХУ ВПРОВАДЖЕННЯ «ЗЕЛЕНОГО»  
УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ В ОДНОМУ З  
ПІВДЕННОАФРИКАНСЬКИХ УРЯДОВИХ ДЕПАРТАМЕНТІВ**

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Мета цього дослідження – визначити бар'єри, з якими стикається Департамент X, державний орган у Гаутензі, Південна Африка, коли намагається застосувати принципи «зеленого» управління людськими ресурсами (Green Human Resource Management, GHRM). Щоб допомогти бізнесу стати більш стійким і прискорити перехід до зеленої економіки, GHRM поєднує екологічний менеджмент з кадровими ініціативами. Дизайн/методологія/підхід: З урахуванням інституційної теорії та ресурсного підходу до дослідження, вісім експертів з управління персоналом взяли участь у напівструктурзованих інтерв'ю в рамках якісного підходу. Ці експерти були відібрані з популяції 650 працівників за допомогою цілеспрямованої вибірки, яка була використана для визначення учасників, які найбільше відповідають цілям дослідження. Цілеспрямована вибірка гарантує, що учасники мають безпосереднє знання або участь у практиках ОЗПСМ у Департаменті X. Результати: Дослідження виявило бар'єри, які включають опір змінам, відсутність прихильності з боку керівництва, обмеженість ресурсів та регуляторні перешкоди. Ці виклики перешкоджають здатності департаменту узгодити кадрові практики з цілями сталого розвитку, що, своєю чергою, шкодить природоохоронним зусиллям. Практичні висновки: Результати дослідження підкреслюють критично важливу роль ефективного лідерства, раціонального розподілу ресурсів і дотримання нормативних вимог у сприянні БПОП, підвищенню стійкості до змін

клімату, уможливленню реалізації програм розвитку, орієнтованих на молодь, а також підвищенню їхньої ефективності в Південній Африці. Це дослідження доповнює існуючий обсяг знань, висвітлюючи специфічні для державного сектору виклики впровадження ОВЧР в умовах країн, що розвиваються, з акцентом на взаємодію між організаційною та інституційною динамікою.

**Ключові слова:** екологічна стійкість, «зелене» управління людськими ресурсами, організаційна культура, управління змінами.