



## EXPLORING THE MICRO-TRANSLATION OF GREEN HRM INITIATIVES THROUGH THE LENS OF LINE MANAGERS

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ABSTRACT

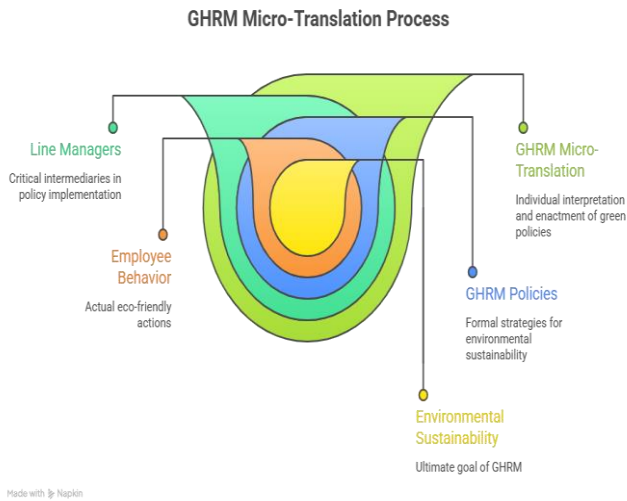
*Environmental sustainability presently impacts organisational practices in the recruitment, development, evaluation, and support of personnel; however, there remains a considerable deficiency in comprehension regarding the transition of green human resource management initiatives from formal policy to practical application. This study addresses the existing gap by examining the micro-translation of green human resource management initiatives from the viewpoint of line managers, whose decisions connect strategic objectives and operational realities. The study emphasises the need for more attention to the human and managerial dynamics that determine whether environmental objectives result in meaningful workplace activities or remain mere symbolic commitments. The aim is to understand how line managers perceive and implement green human resource management in their daily activities, identify the managerial and organisational factors that enable or obstruct this process, and analyse how managerial competence, support, and resources affect implementation outcomes. The study employs a qualitative design utilising sensemaking theory and a micro-foundations perspective, featuring semi-structured interviews with ten-line managers from manufacturing and service organisations that have established formal sustainability objectives, along with an analysis of organisational documents. It analyses primary qualitative data through inductive thematic analysis to discern recurring patterns in interpretation, action, and constraint. The findings demonstrate that line managers execute green projects more effectively when businesses provide clear objectives, practical training, matched incentives, and a supportive culture that incorporates environmental issues with core business objectives. The research demonstrates that unclear objectives, lack of direction, insufficient resources, and contradictory performance incentives reduce implementation to mere compliance. These insights augment academic understanding of the development of sustainability policies at the managerial level and offer pragmatic advantages for policymakers and business executives seeking more efficient execution. Although the study depends on a limited qualitative sample and a narrow organisational context, it offers important opportunities for comparative and longitudinal research, prompting readers to reconsider line managers as crucial agents in converting environmental objectives into concrete organisational practices.*

## 1 Introduction

Environmental sustainability has emerged as a strategic concern for numerous firms, leading to the incorporation of "green" objectives inside human resource management (HRM) systems (Nguyet, 2025). Green HRM (GHRM) denotes the integration of human resource policies and practices—such as recruiting, training, performance management, and compensation—with environmental management objectives (Nguyet, 2025; Suharti & Sugiarto, 2020). The GHRM efforts seek to cultivate a workforce that is informed about sustainability and incentivised to participate in environmentally responsible actions (Daily & Huang, 2001; Renwick et al., 2008). Organisations may enlist people with pro-

environmental beliefs, offer sustainability training, or integrate environmental objectives into performance evaluations (Suharti & Sugiarto, 2020; Nguyet, 2025). However, the practical implementation of green HRM programs can be arduous. Notwithstanding robust top-down pledges, the practical implementation of GHRM rules frequently relies on frontline supervisors and line managers. These managers serve as interpreters of company strategy, determining how to tailor overarching sustainability mandates to specific local settings (Bos-Nehles et al., 2013; Podgorodnichenko et al., 2021). Line managers function as essential intermediaries: they convey expectations to staff, distribute resources, and elucidate the alignment of

Figure 1: GHRM Micro-Translation Process



green practices with operational objectives. Previous studies indicate that the efficacy of any HR practice depends on its execution by line managers, with variations in outcomes frequently arising from disparities in managers' competencies and motivations (Bos-Nehles et al., 2013; Gilbert et al., 2015).

The term "micro-translation" encapsulates the process of personal interpretation and implementation of overarching policies. Micro-translation, initially applied in organisational theory, pertains to the internalisation and enactment of macro-level concepts or strategies by individuals (Knorr-Cetina & Cicourel, 1981). In the realm of GHRM, it signifies how each line manager interprets, modifies, and implements the objectives of sustainability programs. Comprehending micro-translation is crucial as it reconciles the disparity between official green HR rules and actual employee conduct. If managers misinterpret or undervalue GHRM, even meticulously crafted programs may produce minimal effects (Nguyet, 2025; Bombiak, 2020).

This research examines the micro-translation of Green Human Resource Management by line managers. We enquire: How can line managers comprehend and execute green HRM efforts in their daily operations? This discussion builds on literature indicating that HR policies require implementation through managerial

sensemaking (Podgorodnichenko et al., 2021) and recognises that front-line managers frequently lack clarity or proficiency in sustainability areas (Bombiak, 2020; Nguyet, 2025). Through qualitative investigation of this process, we seek to uncover both the obstacles and facilitators at the managerial level. The remainder of the paper is structured as follows: we examine pertinent literature on GHRM and line management, subsequently delineate our theoretical framework and research objectives, and conclude with methodology, findings, and conclusions.

## 2 Literature Review

### 2.1 Green HRM Practices and Organisational Sustainability

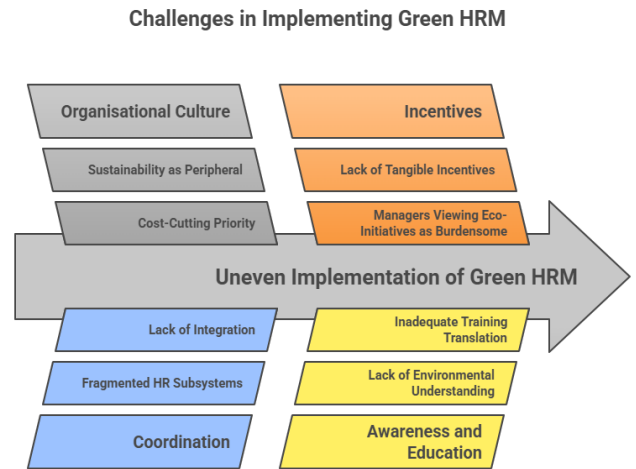
Green Human Resource Management (GHRM) has become an essential element of business sustainability initiatives. This entails reconfiguring conventional HR functions with an emphasis on environmental sustainability—such as green recruitment targeting candidates who prioritise ecological responsibility, green training that instructs employees on sustainable practices, and green performance management that incentivises environmentally conscious behaviours (Nguyet, 2025; Suharti & Sugiarto, 2020). Literature indicates that GHRM can provide numerous advantages. At the individual level, it enhances employee understanding of environmental concerns and promotes pro-environmental conduct (Daily & Huang, 2001; Suharti & Sugiarto, 2020). At the organisational level, GHRM is associated with enhanced environmental and economic performance (Nguyet, 2025). Tan and Chou (2015) discovered that sustainable HR practices foster an environmentally conscious corporate culture. Moreover, Green HRM can elevate a company's reputation and staff morale by demonstrating a sincere dedication to environmental principles (Aguinis & Glavas, 2012). Theory suggests a "win-win" scenario: GHRM enables enterprises to fulfil stakeholder sustainability expectations while harmonising staff skills and incentives with those objectives (Nguyet, 2025).

Key factors influencing the implementation of Green Human Resource Management (GHRM) are governmental pressures, such as emissions legislation, stakeholder expectations from investors and customers regarding corporate social responsibility, and internal strategic objectives aimed at fostering innovation. On the contrary, significant obstacles have been recorded. Researchers observe that numerous companies have challenges due to constrained funds for sustainable projects and persistent short-term economic ambitions that are at odds with environmental objectives (Nguyet, 2025; Bombiak, 2020). A significant barrier is the deficiency in managerial proficiency and motivation to execute GHRM. Bombiak (2020) cited "insufficient management competencies regarding sustainable HRM" as a significant obstacle in Poland. A comprehensive review by Tran (2025) similarly identified that constrained resources, inadequate managerial knowledge, and a culture centred on conventional business measures hinder effective GHRM integration. These findings suggest that, despite senior leadership's endorsement of green HRM, the efficacy of such programs may depend on the knowledge, dedication, and competence of middle and line managers (Nguyet, 2025; Bombiak, 2020).

**2.2 Challenges of Implementing Green HRM**

Notwithstanding the strategic significance of GHRM, its practical execution sometimes exhibits inconsistency. Organisational culture is crucial; if sustainability is regarded as ancillary to primary activities, green HR policies may be only symbolic (Alegre, 2025; Tran, 2025). Furthermore, synchronising GHRM across several HR subsystems might be challenging. Tran (2025) noted instances, such as Philippine Airlines, where specific green HR practices, including training, were implemented, while others, including performance appraisal and employee engagement in sustainability, were overlooked, resulting in disjointed initiatives. This absence of integration can diminish overall efficacy. Furthermore, Bombiak (2020) observes that in the absence of concrete incentives, both employees and managers may oppose green HRM initiatives. In businesses that stress cost reduction above all, managers may perceive eco-initiatives as onerous additions. Consequently, affirmative policies and communication from senior management are frequently required to validate GHRM at subordinate levels (Nguyet, 2025;

*Figure 2: Challenges in Implementing Green HRM*



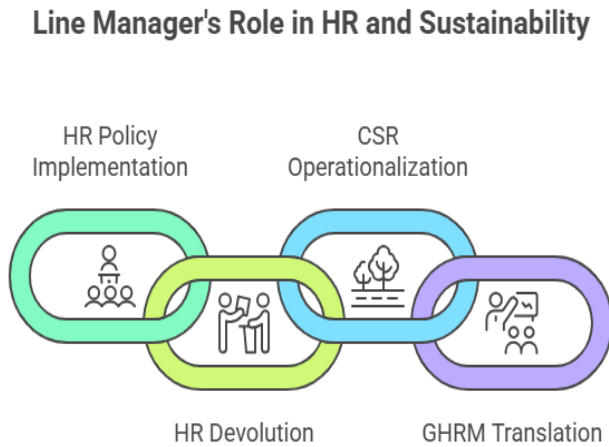
Tran, 2025). A further problem pertains to awareness and education. Employees and line managers may lack comprehension of environmental challenges or the prospective advantages of GHRM (Suharti & Sugiarto, 2020; Bombiak, 2020). Delivering environmental training is a prevalent practice in GHRM; nevertheless, such training may be inadequate if managers fail to apply that information in work design and oversight. In summary, the literature indicates that although the justification for GHRM is well-founded (enhanced sustainability results, cost efficiencies, reputational benefits), the transition from policy to implementation encounters significant challenges at the managerial level (Nguyet, 2025; Bombiak, 2020; Suharti & Sugiarto, 2020).

**2.3 Line Managers and HRM Implementation**

Conventional HRM theory has consistently identified line managers as the "micro-foundations" of HR policy execution. Line managers are frequently responsible for conveying HR objectives and implementing processes (Bos-Nehles et al., 2013; Podgorodnichenko et al., 2021). HR researchers define HR devolution as the delegation of HR responsibilities from specialists to line supervisors (Gilbert et al., 2015). The effectiveness of HR policies in realising their objectives is fundamentally contingent upon the manner in which line managers implement them (Bowen & Ostroff, 2004). Empirical research demonstrates that the conduct and proficiency of line managers affect HR outcomes. Bos-Nehles et al. (2013) discovered that a manager's proficiency in HRM (knowledge and skills)

forecasts the efficacy of practice implementation. Similarly, Gilbert et al. (2015) shown that even well crafted HR processes may falter if line managers regard

Figure 3. Line Manager's Role in HR and Sustainability



them as ambiguous or inconsequential.

Comparable processes are evident in the realm of sustainability. Studies on corporate social responsibility (CSR) indicate that line managers frequently implement environmental initiatives at the operational level (Podgorodnichenko et al., 2021; Ramus, 2001). Podgorodnichenko et al. (2021) assert that HR experts formulate CSR policies, while line managers are responsible for implementing CSR activities in daily operations. These studies indicate that if line managers are not adequately engaged or equipped, green programs may fail to effectively reach employees. However, the literature on green HRM has mostly overlooked how line managers perceive and implement GHRM. This gap drives our emphasis on comprehending the micro-level translation by line managers, utilising insights from HR implementation research (Bos-Nehles et al., 2013; Gilbert et al., 2015). Our analysis reveals that although GHRM procedures are associated with performance results (Nguyet, 2025; Suharti & Sugiarto, 2020), the role of line managers as interpreters of these practices is insufficiently examined.

## 2.4 Theoretical Framework

We employ a combined sensemaking and micro-foundations viewpoint to examine the implementation of GHRM initiatives by line managers. Sensemaking theory (Weick, 1995) posits that individuals decipher ambiguous efforts by social cues and context, transforming them into active comprehension. A micro-foundations perspective highlights that individual behaviours and thoughts underpin organisational routines and results (Ployhart & Moliterno, 2011). Collectively, these perspectives suggest that the practical effects of comprehensive HR policies are contingent upon the interpretations, beliefs, and competencies of line managers. We assert that line managers' individual attitudes towards sustainability, their understanding of GHRM policies, and the organisational cues they encounter (such as incentives and training) will affect the micro-translation process. Consequently, our approach incorporates both socio-cognitive elements (sensemaking, motivation) and structural components (resources, goals) in influencing the implementation of green HRM by managers.

## Objectives of the Study

The primary objective of this research is to comprehend how line managers implement organisational green HRM objectives in daily operations. The precise aims are:

- i. To identify managerial and organisational factors that enable or constrain the micro-translation of GHRM initiatives by line managers.
- ii. To explore the process by which line managers interpret and implement green HRM policies in routine work activities.
- iii. To examine the role of line manager competencies and resources in effective delivery of GHRM practices.

## 3 Methodology

### 3.1 Research Design

This study utilises a qualitative research design centred on practitioners' experiences. We performed semi-structured interviews with ten-line managers from four

firms in the manufacturing and services sectors. These businesses were chosen due to their formal establishment of environmental sustainability objectives associated with human resource management, such as eco-awareness training and green performance metrics. The managers represented several divisions (manufacturing, sales, HR liaison, etc.) to encompass multiple viewpoints. The qualitative approach facilitates a comprehensive examination of managers' perceptions and implementations of green HRM efforts within a specific environment.

### 3.2 Data Collection

Data were gathered through one-hour interviews performed either in person or by video conference. Interviews adhered to a framework addressing subjects like managers' comprehension of their organization's green HRM policies, instances of policy implementation, encountered hurdles, and perspectives on employee involvement in sustainability. Participants were enquired about their personal beliefs regarding environmental issues and any training they had undergone. Furthermore, we examined pertinent organisational papers (e.g., GHRM policy statements, training materials) to validate the interview findings. Interviews were taped with consent and subsequently transcribed for analysis.

### 3.3 Data Analysis

An inductive thematic analysis was conducted on the interview transcripts. In accordance with Braun and Clarke's (2006) methodology, we initially categorised transcripts for significant parts (e.g., interpretations of GHRM, reported activities undertaken, highlighted impediments). The codes were further categorised into overarching themes that illustrate patterns across cases. Both authors separately coded the data and reconciled inconsistencies through conversation to improve dependability. Themes were progressively modified to encapsulate the primary features of how line managers interpret green HRM activities (e.g. "Sensemaking of GHRM objectives," "Resource and competence deficiencies," "Alignment of incentives"). Quotations were chosen to exemplify significant findings.

### 3.4 Contextual Analysis

Effective Green Human Resource Management necessitates explicit organisational objectives. Studies indicate that integrating HR activities (recruitment, training, performance evaluations, remuneration) with

environmental goals enhances sustainability initiatives. Renwick et al. (2013) emphasise the importance of delineating "green issues" in job descriptions and performance metrics to institutionalise environmental objectives. Incorporating environmental elements into recruitment and promotion indicates that sustainability is essential for success. Well-defined rules (e.g., green KPIs or competencies) diminish ambiguity and assist line managers in converting overarching sustainability objectives into everyday operations. This unified structure enhances the execution of environmental management systems across departments (Jabbour, 2011). Line managers frequently require enhanced competencies to execute green projects efficiently (Renwick et al., 2013). Research advocates for extensive training and development to provide managers with both scientific knowledge and practical experience in sustainability (Vidal-Salazar et al., 2012). Applied environmental training has demonstrated efficacy in enhancing environmental awareness and action-oriented competence (Perron et al., 2006).

Figure 4: Pillars of Effective Green HRM



Continuous learning, as opposed to isolated sessions, is essential, as the environmental training literature underscores the importance of continuity, reinforcement, and follow-through (Stefanelli et al., 2020). Providing supervisors with this information enhances their competence and enables them to advocate for and convey green practices more convincingly to their teams (Ramus, 2001). Motivation and incentives significantly impact managerial conduct. Researchers advocate for the integration of environmental objectives into evaluation and incentive frameworks to ensure sustainability is embedded within

fundamental performance indicators. Renwick et al. (2013) delineate the establishment of "green targets... incorporated in evaluations" and the association of bonuses or accolades with environmental results. For instance, managers may obtain cash incentives for decreasing energy consumption or meeting recycling objectives, or public recognition for successful environmental initiatives. When managers observe that environmentally sustainable initiatives are esteemed and compensated (via promotions, remuneration, or commendation), they are significantly more inclined to incorporate sustainability into their everyday decision-making processes. Aligning incentives with environmental objectives indicates that sustainability is a fundamental goal rather than a mere supplementary consideration.

Even proficient and driven managers require sufficient resources to achieve success (Daily & Huang, 2001). Organisations should consequently invest specific finances, resources, and time for green initiatives rather than considering sustainability as an underfunded supplementary aspect (Daily & Huang, 2001). Modifying workloads, empowering teams, and establishing effective support systems can enable managers to concentrate on sustainability initiatives (Daily et al., 2007). The GHRM literature addresses resource allocation less than training and motivation, although constantly emphasises that implementation relies on communication systems, role clarity, and matched organisational practices (Chinander, 2001). In this regard, formalised green HRM practices and implementation frameworks are essential foundations for environmental performance (Masri & Jaaron, 2017). Eliminating these structural impediments enables line managers to pursue sustainability objectives unimpeded by resource constraints. Organisational culture and leadership commitment significantly influence managers' perceptions of green projects. Research indicates that observable commitment from top management (leaders exemplifying eco-friendly behaviours, acknowledging green accomplishments, and articulating priorities) legitimises sustainability and enables managers to take action. Altassan (2025) demonstrates that leaders who articulate a distinct sustainability vision and integrate it into organisational values cultivate enhanced green commitment among

employees; supplementary HRM activities (such as green training, assessments, and recognition) subsequently reinforce this culture. A deficient green culture engenders confusion; one study indicates that in the absence of a supporting GHRM environment, ambiguous incentives and fragmented training "create confusion among employees concerning the organisational culture." Establishing a green culture entails the continual commemoration of sustainability (e.g., symbolic occasions such as Earth Day), embedding environmental principles into corporate narratives, and harmonising communication to ensure that managers feel secure and empowered to innovate. When environmental stewardship is integrated into the corporate narrative and actively endorsed by leadership, line managers perceive their sustainability initiatives as credible and backed.

Sustainability is fundamentally interdisciplinary; therefore, line managers should not operate in isolation. Effective Green Human Resource Management (GHRM) necessitates collaboration between HR, operations, environmental teams, and other departments, as cross-functional integration facilitates information sharing and knowledge transfer (Handfield et al., 2005; Harms, 2011). Human Resources can collaborate with operations managers to develop training that enhances productivity and ecological efficiency, ensuring that environmental expectations are operationally feasible (Teixeira et al., 2016). Sustainability implementation is most effective when regarded as a cross-functional task that reconciles trade-offs and interdependencies among departments (Szalavetz, 2018). This linkage renders HR-driven green policies more feasible, enables operations-driven efforts to consider human capital, and enhances sustainable performance (Zaid et al., 2018).

## **4 Findings and Discussion**

### **4.1 Diverse Interpretations of Green HRM Goals**

Line managers conveyed differing interpretations of the components of GHRM programs. Some perceived green HR initiatives, such as sustainability training or recycling programs, as trivial supplements to standard operations, but others regarded them as essential to

organisational aims. This variance exemplifies micro-translation: managers interpret abstract green aims differently according to context. One manufacturing supervisor observed that recycling initiatives were implemented “because corporate mandated a greener approach,” although he primarily concentrated on achieving production goals, relegating recycling to a secondary priority. Conversely, a service manager in a human resources capacity perceived green HRM as congruent with employee welfare and underscored the integration of environmental standards in performance evaluations.

These findings corroborate Podgorodnichenko et al. (2021), who noted that although policies may be established by HR, their implementation is contingent upon frontline interpretation. In our study, line managers said that a clear purpose was crucial; when GHRM objectives were ambiguous, they relied on their own discretion. One manager stated, “If I am uncertain about the significance of a green initiative, it is challenging to persuade my team.” This corresponds with prevailing HRM research indicating that line managers' views of HR intentions might differ and affect outcomes (Bos-Nehles et al., 2013; Gilbert et al., 2015). In the context of sustainability, our results indicate that managers who individually prioritise sustainability are inclined to view GHRM favourably and exhibit proactive behaviour, whereas others merely adhere to basic requirements unless motivated by substantial incentives.

### 4.2 Capabilities and Support as Key Factors

A secondary principal subject was the significance of managerial skill and organisational support. A multitude of participants indicated a sense of inadequacy in their ability to implement green HRM proficiently. Numerous managers had just obtained a cursory overview of the company's "green strategy" and lacked actual training. A production team leader acknowledged, “I was not trained for this; they simply instructed me to proceed.” I devised a solution spontaneously. The deficiency of expertise frequently compelled managers to assign environmental efforts to subordinates or local teams, undermining consistency.

These insights corroborate previous studies indicating that managers frequently lack knowledge in sustainable human resource management (Bombiak, 2020). In our sample, line managers who participated in even a brief environmental training session exhibited increased

confidence in implementing policy. An operations manager who participated in a training on eco-efficiency restructured the shift schedule to minimise energy loss, attributing this innovation to enhanced awareness. This indicates that ability, in the context of AMO, is a significant predictor of managers' effectiveness in implementing GHRM (Bos-Nehles et al., 2013). Interviewees emphasised the necessity for explicit instructions and resources. When companies provide templates or checklists (e.g., a green recruiting checklist), managers discovered it simpler to "identify the necessary steps." In contrast, ambiguous communications from high leadership resulted in managers feeling isolated. These findings align with Gilbert et al. (2015), who contend that robust HRM practices must hold significance at the local level to be effective.

Furthermore, motivation surfaced as a determinant: managers exhibited greater engagement with GHRM when they recognised personal or team advantages (e.g., decreased expenses, enhanced morale). A sales manager observed that when his bonus plan incorporated an environmental metric, he actively mentored personnel on waste reduction; nevertheless, in the absence of such incentives, he allocated no attention to environmental concerns. This emphasises that opportunity (e.g., time, resources, performance metrics) is essential for converting green aspirations into action. In the absence of dedicated opportunities, even well-meaning line managers may subordinate sustainability (Bos-Nehles et al., 2013; Bombiak, 2020).

### 4.3 Organisational Culture and Integration of Green Goals

A third subject addressed the manner in which line managers integrate GHRM with other corporate objectives. Numerous managers experienced internal conflict when environmental objectives seemed to contradict productivity or short-term performance goals. For instance, a plant manager opposed a corporate directive to reduce carbon emissions due to the necessity of a costly equipment upgrade: “My bonus is contingent on output, not on environmental sustainability.” I must prioritise productivity first. This tension prompted some to adopt cosmetic green measures or postpone them until performance difficulties were addressed.

This research illustrates the concept of context enablers: when sustainability is perceived as essential to quality or efficiency rather than as a separate initiative, line managers were more inclined to adopt it. In a case study, a beverage firm incorporated environmental criteria into its quality management system, leading line managers to perceive ecological considerations as integral to "performing the job correctly," rather than an additional obligation. These experiences reflect Bombiak's (2020) assertion that a culture of "economic values" may impede the adoption of GHRM. At contrast, managers at organisations with a robust sustainability culture indicated that environmentally friendly behaviours were standardised and anticipated. In many instances, managers characterised GHRM components as being ordinary practices (e.g., consistently monitoring energy consumption as they would inventory levels).

The themes indicate that successful micro-translation of GHRM necessitates the integration of environmental and corporate objectives, managerial competencies, and system support. Upon the fulfilment of these prerequisites, line managers functioned as facilitators of sustainable practices rather than impediments. Our findings enhance the existing literature by demonstrating how the "black box" between policy and performance is influenced by individual interpretation and contextual factors (Bos-Nehles et al., 2013; Gilbert et al., 2015; Nguyet, 2025).

## 5 Recommendations

These findings yield many recommendations for businesses aiming to improve green HRM via line managers:

- i. Define and institutionalise environmental objectives: Specify tangible green HR goals and include them into standard HR procedures (e.g., integrate environmental factors in job descriptions and evaluations). Explicit rules diminish uncertainty in line managers' interpretation processes.
- ii. Invest in training and capacity-building: Equip line managers with training on sustainable principles and implementation competencies. Improving capabilities, as per AMO theory, will enhance managers' effectiveness in implementing GHRM (Bos-Nehles et al., 2013).

- iii. Align incentives with environmental objectives: Integrate sustainability benchmarks into performance measures and compensation structures for managers and teams. When managers recognise direct rewards or acknowledgement for GHRM efforts, they are more inclined to prioritise them.

- iv. Ensure allocation of resources and time: Designate specific resources (e.g., funding for sustainable initiatives, time for strategic planning) and guarantee that managers have the capacity to execute modifications. This may entail modifying workloads or supplying auxiliary personnel.

- v. Foster a supportive culture: Promote an organisational ethos that prioritises sustainability at every level. The visible commitment of top management, such as leadership participation in environmental training, enhances line managers' perception of legitimacy in implementing Green Human Resource Management activities.

- vi. Promote cross-functional collaboration: Encourage HR, operations, and environmental departments to collaborate, ensuring that line managers receive consistent messaging and support. Regular meetings between HR and department leaders help synchronise environmental objectives with operational requirements.

## 6 Conclusion

This study aimed to investigate the translation of Green Human Resource Management initiatives into daily organisational practices via the actions and decisions of line managers. It specifically sought to identify the factors that facilitate or obstruct this process, elucidate how managers interpret and execute green HRM in routine operations, and evaluate the significance of managerial competence and organisational support in the effective implementation of these initiatives. The results demonstrate that the efficacy of green HRM is not contingent solely upon the formal establishment of environmentally focused policies, but rather on the interpretation by line managers regarding the relevance of these policies to operational priorities, as well as their possession of the requisite skills, guidance, time, and incentives to implement them effectively. The research indicates that ambiguity in environmental objectives, insufficient training, inadequate resource support, and misalignment between ecological and performance

goals can lead to mere symbolic compliance or minimal implementation. Conversely, clear guidance, effective capacity-building, a supportive culture, and the incorporation of green priorities into fundamental business systems facilitate more substantial execution. This study enhances comprehension of the micro-level mechanisms by which sustainability-focused HR strategies are implemented, while also providing practical insights for organisations aiming to transition from policy rhetoric to authentic environmental action via managerial engagement. The study is constrained by its tiny qualitative sample and narrow organisational scope, which may hinder larger generalisation. Subsequent research should investigate these processes across broader sectors and contexts, employing comparative, longitudinal, and mixed-method approaches to enhance comprehension of the evolution of green HRM translation across time. The study ultimately reveals that line managers are not marginal participants in environmental strategy; rather, they are pivotal agents whose interpretation, competence, and support influence whether green HRM is only aspirational or becomes an integral organisational reality.

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