

The Impact of Green Human Resource Practices on Employee Retention and Engagement a Case Study of Lusaka Provincial Administration

Agness Ntapisha

The University Of Zambia

DOI: <https://doi.org/10.47772/IJRISS.2026.100500348>

Received: 23 April 2026; Accepted: 28 April 2026; Published: 01 June 2026

ABSTRACT

This research report explores the influence of Green Human Resource Management (GHRM) practices on employee retention and engagement within the Lusaka Provincial Administration. In an era where sustainable development and environmental stewardship are paramount, organizations must seamlessly integrate eco-friendly practices into their human resource frameworks. GHRM encompasses a range of initiatives designed to foster environmental sustainability while enhancing organizational culture, thereby promoting higher levels of employee retention and engagement.

A mixed method approach was employed to achieve a comprehensive understanding of GHRM's impact. The study used purposive sampling to select a representative group of employees and key HR stakeholders within the Lusaka Provincial administration. Quantitative data were collected through structured questionnaires designed to assess current GHRM practices and their perceived effectiveness on retention and engagement. Qualitative data were gathered via in depth interviews with HR managers and employees to explore the practical challenges experiences of implementing GHRM initiatives.

Data analysis combined statistical techniques for survey responses, including descriptive and inferential statistics, with thematic analysis for interpreting qualitative data. This integrated analysis enabled the identification of prevailing GHRM practices, their effects on employee outcomes, and the barriers that hinder their successful adoption.

Findings aim to provide actionable insights for policymakers and HR practitioners to enhance environmental sustainability in workforce management, contributing to national sustainability goals while improving employee retention and engagement. This research highlights the critical role of GHRM in aligning organizational objectives with broader societal environmental commitments, demonstrating that sustainable HR practices can cultivate a motivated and environmentally conscious workforce.

Keywords: Green Human Resource Management (GHRM), Employee Retention, Employee Engagement, Sustainability, Lusaka Provincial Administration

INTRODUCTION

The growing emphasis on environmental sustainability has prompted organizations worldwide to adopt Green Human Resource Management practices, integrating ecological considerations into traditional human resource functions. Green Human Resource management refers to practices such as green recruitment training, performance management, and rewards that foster pro-environmental behaviors among employees (Zibarras, 2015). These practices not only align with global sustainability goals but also serve as strategic tools to enhance employee engagement and retention by creating a sense of value alignment and psychological ownership within the workforce (Islam, 2022), (Aboramadan M. , 2020). This research seeks to evaluate how these practices influence employee retention and engagement within the Lusaka Provincial Administration.

Background

Employee retention and engagement are particularly significant in public sector organizations, where human capital is a key driver of service delivery. Research suggests that Green Human Resource Management can positively influence these outcomes by promoting a green organizational culture and aligning employee values with organizational goals (Islam, 2022), (Ansari, 2021). Moreover, leadership styles such as transformational leadership have been shown to amplify the impact of Green human resource management on employee engagement by fostering an environmentally supportive work climate (Aboramadan M., 2020) (Tang, 2018). The adoption of green human resource management practices such as green training and reward systems has emerged as a critical strategy for aligning organizational goals with environmental sustainability while enhancing employee outcomes.

In Zambia, where environmental degradation and resource exploitation remain pressing concerns, integrating Green Human Resource Management into public institutions like the Lusaka Provincial Administration could address both ecological challenges and workforce dynamics. Zambia's National Green Growth Strategy (2024-2030) emphasizes suitable economic growth and social inclusion, underscoring the need for sustainable practices across sectors (Cabinet Office, 2024). However, limited awareness and implementation of GHRM in African organizations hinders progress towards these goals (Atoko S., 2023). Research demonstrates that training and reward systems not only foster employee loyalty but also enhance engagement by aligning personal values with organizational sustainability objectives (Renwick, 2016). In the Zambian Banking sector, sustainable HR practices have proven effective in retaining talent and boosting engagement, suggesting similar potential in public administration (Jerome, 2013).

In Lusaka Provincial Administration, adopting GHRM could address high voluntary turnover rates- a challenge observed in Zambia's private sector – while promoting environmental accountability. Studies show that employees in organizations with strong green policies report higher job satisfaction due to shared ecological values (Sancho, 2018). Despite this evidence, GHRM remains underexplored in Zambia's Public Sector, creating a gap in understanding its applicability beyond private industries.

This research aims to evaluate the impact of Green Human Resource Management practices on employee retention and engagement within Lusaka Provincial Administration, offering valuable insights for policymakers and Human Resource practitioners to align workforce strategies with national sustainability agendas.

Aim and Significance of Study

The aim of this study is to investigate the impact of Green Human Resource Management practices and their impact on employee retention and engagement in the Lusaka Provincial Administration, with a view to informing policy and practice.

This study is significant as it addresses critical gaps in understanding how Green Human Resource Management practices can be utilized to enhance employee retention and engagement in public institutions, particularly in Zambia. By focusing on Lusaka Provincial Administration, the research provides localized insights into implementation of Green Human Resource Management, contributing to sustainable human resource strategies that align with environmental goals. Furthermore, it supports broader organizational objectives such as fostering a green culture, improving employee satisfaction. For the University of Zambia, this research enhances academic discourse on Green Human Resource Management, providing insights into practical applications that can inform policy formulation and capacity building. It also supports Zambia's commitment to sustainable development by promoting eco-friendly organizational practices that benefit both employees and the environment.

Problem Statement

Organizations worldwide are increasingly adopting Green Human Resource Management practices to address environmental concerns and improve employee outcomes. However, in Zambia, particularly within public administration, there is limited empirical evidence on how these practices affect employee retention and engagement. This gap hinders the ability of policy makers and administrators to leverage GHRM for sustainable

organizational development and improved workforce management, creating a need for focused research to understand its potential benefits and challenges.

This research aims to fill this gap by evaluating the applicability and benefits of GHRM in the Lusaka Provincial Administration.

Research Questions

- How do Green Human Resource Management practices influence employee retention in the Lusaka Provincial Administration?
- What role do Green Human Resource Management practices play in enhancing employee engagement?
- How does green organizational culture relate to employee satisfaction in the context of GHRM practices?
- What barriers exist to implementing Green Human Resource Management practices within the Lusaka provincial Administration?

Research Objectives

The main objective of this research is to examine the impact of Green Human Resource Management (GHRM) practices on employee retention and engagement within the Lusaka Provincial Administration.

The specific objectives of this study include;

- To assess how Green Human Resource Management practices influence employee retention in the Lusaka Provincial Administration.
- To evaluate the role of Green Human Resource Management practices in enhancing employee engagement.
- To explore the relationship between green organizational culture and employee satisfaction in the context of Green Human Resource Management practices.
- To identify barriers to implementing Green Human Resource Management Practices within the Lusaka Provincial Administration.

Scope of Study

This study will focus on the Lusaka Provincial Administration, exploring the current state of Green Human Resource Management practices and their impact on employee retention and engagement. The study will be limited to employees within the administration, including management, professional and support staff.

Structure of Thesis

The thesis begins with an introduction that outlines the background, research problem, objectives and significance of study. It is followed by a comprehensive literature review that explores key concepts and previous research related to Green Human Resource Management and its impact on employee retention and engagement. The methodology chapter details the research design, data collection methods, and analytical approaches used in the study. Next, the Research findings presents the findings and interpretation based on the collected data. The results chapter summarizes the main outcomes and their implications. Finally, the thesis concludes with recommendations for policy and practice highlighting how Green Human Resource Management can be effectively implemented in the Lusaka Provincial Administration.

This research will be grounded in social identity Theory (SIT) and Social Exchange Theory (SET). SIT posits that employees identify with organizations that reflect their values, such as environmental sustainability , fostering psychological ownership and engagement (Carmeli, 2022).SET emphasizes reciprocity, where

employees respond positively to green HR initiatives, which can enhance loyalty and commitment (schaufeli, 2017).

Conceptual Definitions and Abbreviations.

GHRM: Green Human Resource Management.

This refers to the integration of environmental management principles and sustainability objectives into human resource management practices.

HR: Human Resource.

This refers to the department or function within an organization responsible for managing people.

SIT: Social Identity Theory

This is a psychological framework that explains how individuals derive a sense of identity and self esteem from their membership in social groups.

SET: Social Exchange Theory

This is a sociological and psychological perspective that explains social behavior in terms of the exchange of resources such information, support or rewards between individuals or groups.

Employee Retention: The ability of an organization to retain its employee over time.

Employee Engagement: The level of commitment and involvement an employee has towards their organization.

Operational Definition of Terms As Used In the Study

Green Recruitment: Hiring practices that prioritize candidates with a commitment to environmental sustainability.

Green training: Training programs that emphasize eco-friendly practices and sustainability.

Green organizational culture: The shared values and beliefs within an organization that prioritize environmental sustainability.

Study Variables

Dependent variable: Employee retention and engagement.

Independent Variables: GHRM practices, green organizational culture.

Variable	Type of variable	Indicators	Scale of measurement	Question number
Employee Retention	Dependent	Turnover rates, length of service	Continuous (e.g. years, % turnover).	9,10
Employee Engagement	Dependent	Job satisfaction, commitment.	Continuous (e.g. Likert scale , score)	11,12
GHRM practices	Independent	Recruitment training rewards.	Categorical (e.g., Yes/No Likert scale)	6,7,8,13,14,15

Green organizational culture	Independent	Value alignment, environmental ethos.	Categorical (e.g., Yes/No Likert scale)	16.
------------------------------	-------------	---------------------------------------	---	-----

Chapter Summary

Chapter 1 provides an introduction to the research focusing on the impact of Green human resource practices on employee retention and engagement within the Lusaka Provincial Administration. The outlines the research title, project summary, detailing the research aims, scope and limitations. The following chapter will delve into relevant literature, research methodology, data analysis and conclusions ultimately contributing to a deeper understanding of Green Human resource management's role in enhancing human retention and engagement. Overall, this research seeks to contribute to the growing field of Green Human Resource Management by providing empirical insights specific to the context of public sector administration in Zambia.

LITERATURE REVIEW

Literature Review

Introduction

This literature review examines the integration of environmentally sustainable practices into Human Resource (HR) policies and processes, particularly focusing on Green Human Resource Management (GHRM) and its impact on employee retention and engagement. The review synthesizes global, regional, and local perspectives, underpinned by contemporary theory and recent empirical research, with a particular emphasis on the Lusaka Provincial Administration context.

Key Search Terms Used

- Green Human Resource Management
- Employee retention
- Employee engagement
- Sustainable HR practices
- Environmental sustainability in HR

Green Human Resource Management (GHRM) refers to the integration of environmental sustainability into HRM practices, aiming to align organizational human resource functions with ecological goals to promote sustainable development. Recent studies emphasize that GHRM involves deliberate HR policies, strategies, and practices designed to foster a green organizational culture and enhance employee commitment to environmental objectives (Reinwick, 2024) (Maheshwari, 2024). This approach not only supports environmental management but also contributes to the social and economic well-being of both employees and organizations within a sustainability framework (Reinwick, 2024).

Current literature identifies key dimensions of GHRM such as green employee performance management, green employee relations, and green disciplinary management. Green employee performance management focuses on monitoring and guiding employee behaviors to meet environmental performance targets (Reinwick, 2024). Green employee relations aim to cultivate positive employer-employee interactions that facilitate effective implementation of green initiatives (Reinwick, 2024). Green disciplinary management ensures adherence to environmentally responsible behaviors, reinforcing organizational sustainability goals (Reinwick, 2024).

Empirical evidence suggests that GHRM practices positively influence sustainable organizational outcomes, including enhanced corporate reputation, employee job satisfaction, and overall environmental performance

(Maheshwari, 2024). Furthermore, the adoption of GHRM is increasingly viewed as a strategic imperative for organizations seeking to embed sustainability into their core operations and culture (Hamod, 2021).

Empirical Research

Global Perspective on Green Human Resource Management

Recent empirical studies corroborate the positive effects of GHRM on organizational outcomes. In the hospitality sector in the UAE, (Alshaer, 2024) found that green recruitment, training, and development programs significantly enhance employee loyalty and reduce turnover intentions. Their study highlights that employees perceive organizations with strong environmental commitments as more attractive employers, which aligns with signaling theory that posits organizational image influences job seekers attitudes. Similarly, in the manufacturing and education sectors, (Kaur, 2024) conducted a meta analysis of 45 studies and confirmed that sustainable HRM practices reduce employee turnover by fostering organizational commitment and job satisfaction. They emphasize that green HRM practices must be authentic and integrated into the organizational fabric to avoid perceptions of green washing, which can undermine employee trust and engagement.

Critical Reflections

While the global literature overwhelmingly supports GHRM'S benefits, some scholars caution against one size fits all approaches. Institutional theory suggests that organizations operate within specific regulatory, normative and cognitive environments that shape GHRM adoption and effectiveness (Diaz Carrion, 2021). For instance, in countries with weak environmental regulations, GHRM initiatives may be driven more external pressure such as demands from international customers than by intrinsic organizational values, potentially limiting their impact on employee engagement (Benevene, 2020); (Goel, 2022)

Furthermore, the global literature often overlooks how employee demographics (such as age, gender, and cultural background) intersect to moderate GHRM outcomes. Recent reviews emphasize the need for future research to explore how diverse employee groups perceive and respond to green HR practices, as this aspect remains an under-examined aspect of GHRM effectiveness (Benevene, 2020); (Goel, 2022).

Regional Perspective on GHRM Practices in Asia

Cultural and Economic Contexts

Asia represents a dynamic context for GHRM research due its rapid economic growth, environmental challenges, and cultural diversity. (Chang, 2023) Examined Vietnam's agricultural sector and found that green leadership and GHRM practices significantly improved employee engagement by fostering a green organizational culture. This study underscores the importance of leadership styles that emphasize sustainability values and participative management. In Indonesia, (Setiawan E. &, 2023) demonstrated that transformational leadership moderates the relationship between GHRM and employee engagement and green training enhancing affective engagement. These findings align with social exchange theory, which posits that employees reciprocate supportive organizational practices with increased engagement and loyalty (Wang J. L., 2024).

Barriers and Enablers in Regional Implementation

Despite positive outcomes, regional studies also highlight significant barriers. Research on Nepalese small and medium enterprises (SMEs) reveals that limited financial resources, lack of green education ,and managerial resistance impede GHRM adoption (Kaur, 2024). These challenges are exacerbated by weak institutional support and low public awareness of environmental issues. Conversely, enablers such as government incentives , community pressure , and international partnerships have been effective in promotion GHRM in some Asian countries (Chang, 2023). For example, Vietnam's government led green certification programs have encouraged agricultural firms to adopt sustainable HR practices.

Comparative Analysis

A comparative analysis of Vietnam, Indonesia, and Nepal reveals that while cultural values emphasizing collectivism and environmental stewardship facilitate GHRM adoption in Vietnam and Indonesia, economic constraints and institutional weaknesses limit progress in Nepal. This suggests that regional GHRM strategies must be tailored to local socio-economic and cultural contexts.

Local Perspective on GHRM Practices within Zambia

Current State and Challenges

In Zambia, particularly within the Lusaka Provincial Administration, GHRM practices are in their infancy. (schaufeli, 2017) Identifies resistance to change, resource constraints, and limited employee awareness as primary challenges.

These are consistent with broader research on public sector reforms in developing countries, where bureaucratic inertia and limited capacity often hinder innovation. (Muisyo, 2021) Argues that cultivating a green organizational culture is essential for overcoming these barriers. Their study in Congo's hospitality industry, which shares socio-economic similarities with Zambia, shows that green culture enhances employee retention by fostering pride and belonging.

Potential Strategies for Zambia.

Lessons from Nepal and Indonesia suggest that Zambia could benefit:

Government incentives: Tax breaks or grants for organizations implementing GHRM.

Capacity building: Training programs to develop green HR competencies.

Awareness campaigns: Using media and community engagement to shift employee attitudes.

Leadership development: Cultivating transformational leaders who champion sustainability.

These strategies align with instructional theory, emphasizing the role of external pressures and leadership in driving organizational change (Furusten, 2023).

Table 1 Comparison of Traditional HRM And Green HRM Approaches.

Aspect	Traditional Hrm	Green Hrm
Focus	Performance, compliance , culture	Environmental sustainability, green culture.
Recruitment	Skills and experience	Eco consciousness green values
Training	Skill development, performance	Sustainability environmental awareness
Performance Management	Job performance metrics	Environmental objectives and green KPIs
Rewards	Financial career advancement	Eco incentives recognition for behaviour.
Employee Relations	Engagement, satisfaction	Green teams eco friendly events
Policy Development	Standard HR policies	Waste reduction , energy efficiency, green policies
Evaluation	Productivity, turn over	Environmental, impact, sustainability goals.

Adapted from current HRM and GHRM literature (Kaur, 2024), (Renwick, 2016) & (Alshaer, 2024).

Green Human Resource Management and Employee Retention

A growing body of empirical research supports the positive relationship between GHRM practices and employee retention across various sectors and regions.

International Evidence

(Alshaer, 2024) Found that green innovation mediates the relationship between GHRM and retention in the UAE's hospitality industry. Employees involved in green initiatives reported increased loyalty and lower turnover intentions. Similarly, (Kaur, 2024) conducted a meta-analysis of 45 studies and confirmed that organizations with comprehensive GHRM frameworks experience significantly lower turnover rates.

In Egypt, (Bekhit, 2024) developed a conceptual model demonstrating that GHRM enhances both employee retention and environmental sustainability. Their findings suggest that GHRM practices foster a culture of commitment and engagement, leading to higher retention rates.

(Razali, 2023) explored the impact of GHRM on employee engagement and sustainability in Malaysia. Their study found that GHRM practices are positively associated with employee engagement, which in turn is linked to higher retention.

African Context

Research in Zambia by (Atoko S. S., 2019) highlights the role of HRM practices in fostering affective commitment, a key predictor of retention. The study found that employees who perceive their organization as supportive and committed to sustainability are more likely to remain with the organization.

In Nigeria, (Akpa, 2023) examined the effect of GHRM practices and green work-life balance on employee retention in hospitality firms. The study found that GHRM practices and green work-life balance explained 54% of the variance in employee retention, indicating a strong positive relationship.

Sectoral Evidence

The hospitality industry has been a focal point for GHRM research due to its high turnover rates and growing emphasis on sustainability. (Muisyo, 2021) found that green rewards and recognition systems significantly reduce turnover intentions in the hospitality sector by fostering a culture of appreciation and engagement.

In the education sector, studies have shown that sustainable HRM practices, such as green job design, recruitment, training, and rewards, directly reduce employees' intentions to leave (Bekhit, 2024).

Critical Evaluation

While the positive link between GHRM and retention is well supported, several factors can influence the strength and consistency of this relationship.

Sectoral and Regional Variations

The effect size of GHRM on retention varies by sector and region. For example, in resource-constrained environments, the lack of tangible green incentives and high initial costs may weaken retention outcomes (schaufeli, 2017). In some regions, the novelty of GHRM may limit its immediate impact, suggesting a need for longitudinal studies to capture long-term effects (Kaur, 2024).

Organizational Challenges

Challenges such as inadequate budgets, lack of awareness, employee resistance, and insufficient organizational support can hinder the effective implementation of GHRM and thus its impact on retention (Bekhit, 2024) (Atoko

S. S., 2019). In some cases, the absence of clear communication and documentation of green policies can undermine the perceived value of GHRM initiatives (Akpa, 2023).

Mediating and Moderating Factors

Empirical studies highlight the importance of mediating factors such as psychological green climate and employee green commitment in strengthening the relationship between GHRM and retention (Bekhit, 2024). Top management support, societal contribution, and environmental concerns are also crucial for successful GHRM adoption and its positive influence on retention (Atoko S. S., 2019).

Sustainability and Long-Term Impact.

Despite these challenges, organizations that actively incorporate eco-friendly work designs, recruitment, training, and incentives are better positioned to retain employees and maintain a competitive edge (Muisyo, 2021) (Razali, 2023). The long-term sustainability of GHRM practices depends on ongoing commitment, continuous improvement, and the integration of green values into the organizational culture (Bekhit, 2024).

Recommendations for Practice.

The Role of Leadership in GHRM.

Leadership plays a critical role in the successful implementation of GHRM practices. Transformational leaders who champion sustainability initiatives can inspire employees to embrace green values, thereby enhancing retention (Bekhit, 2024). Leadership commitment to sustainability signals the importance of green practices and encourages employees to align their behaviors with organizational goals.

Employee Engagement and Empowerment.

GHRM practices that empower employees to participate in decision-making and sustainability initiatives foster a sense of ownership and engagement (Razali, 2023). Engaged employees are more likely to remain with the organization, as they feel their contributions are valued and impactful.

Integration with Organizational Strategy

For GHRM to have a lasting impact on retention, it must be integrated into the broader organizational strategy. This includes aligning green HRM practices with business objectives, performance metrics, and corporate social responsibility initiatives (Bekhit, 2024). Such integration ensures that sustainability is not viewed as a peripheral activity but as a core organizational value.

Based on the evidence reviewed, several recommendations can be made for organizations seeking to leverage GHRM for employee retention as follows;

1. **Align GHRM Practices with Organizational Values:** Ensure that green HRM initiatives are consistent with the organization's mission and values to enhance person-organization fit and retention.
2. **Invest in Green Training and Development:** Provide employees with the knowledge and skills needed to engage in sustainability initiatives, thereby increasing job satisfaction and commitment.
3. **Implement Green Rewards and Recognition:** Recognize and reward employees for their contributions to sustainability to foster a culture of appreciation and engagement.
4. **Promote Green Work-Life Balance:** Offer flexible working arrangements and support for sustainable commuting to enhance employee well-being and retention.
5. **Engage Leadership in Sustainability:** Encourage leaders to champion GHRM initiatives and model sustainable behaviors' to inspire employee commitment.

6. Integrate GHRM with Organizational Strategy: Align green HRM practices with business objectives and corporate social responsibility initiatives to ensure sustainability is embedded in the organizational culture.

Green Human Resource Management is a powerful tool for enhancing employee retention by aligning organizational and employee values, fostering engagement, and creating a positive organizational climate. While empirical evidence supports the positive relationship between GHRM and retention, the strength of this relationship is influenced by sectorial, regional, and organizational factors. Successful implementation of GHRM requires leadership commitment, integration with organizational strategy, and ongoing investment in employee development. As organizations continue to prioritize sustainability, GHRM will play an increasingly important role in attracting, engaging, and retaining top talent.

Green Human Resource Management and Employee Engagement.

Empirical studies support the positive relationship between GHRM and employee engagement. (Setiawan E. &, 2023) found in Indonesia's banking sector that transformational leadership moderates the relationship between GHRM and engagement, with green recruitment influencing behavioural engagement and green training enhancing affective engagement. (Sharma, 2018) observed that green empowerment initiatives increased employees' psychological ownership and commitment, thereby boosting Engagement. Similarly, (Darban, 2022) demonstrated that environmentally friendly HRM practices reduce absenteeism and improve green recovery performance through heightened employee engagement.

Research by (Krishna, 2020) and (Wang Y. W., 2023) confirms that green HRM practices significantly predict employee engagement, which mediates the relationship between these practices and organizational sustainability. Engaged employees are more likely to participate in sustainability initiatives, leading to enhanced organizational performance (Khan, 2023); (Aboramadan M. &, 2022). Furthermore, green HRM practices that prioritize employee well-being and align with their environmental values strengthen organizational commitment and job satisfaction (Boccolli, 2023); (Dawy, 2022).

METHODOLOGY CONSIDERATIONS

Most studies investigating the relationship between GHRM and employee engagement utilize structural equation modeling (SEM) to test mediation and moderation effects, providing robust evidence of causal pathways (Baykal, 2022); (Setiawan E. &, 2023). SEM allows for the examination of complex relationships among variables such as transformational leadership, psychological ownership, and engagement.

However, a majority of these studies employ cross-sectional designs, which limit the ability to infer causality and track changes over time (Setiawan E. &, 2023). This highlights the need for more longitudinal and experimental research to better understand the dynamic effects of GHRM on employee engagement and organizational sustainability. Future research should also explore the role of organizational culture and employee participation in green initiatives to deepen insights into how GHRM fosters sustained engagement and pro-environmental behaviors' (Cen, 2023).

Challenges in Implementing GHRM

Organizational Barriers

Resistance to change remains a major obstacle in implementing GHRM, often stemming from deeply entrenched organizational cultures and employee fears of increased workload or altered routines (schaufeli, 2017). This resistance can manifest as skepticism toward green initiatives or reluctance to adopt new practices without clear incentives. Leadership support is critical; without strong commitment from top management, GHRM initiatives lack legitimacy, resources, and strategic direction, which severely hamper their implementation (Bekhit, 2024). Studies in various sectors, including public institutions and manufacturing, highlight that insufficient leadership engagement leads to poor alignment of HR policies with sustainability goals and increases employee resistance (Setiawan E. &, 2023). Furthermore, bureaucratic inertia and lack of a comprehensive green HR plan exacerbate these organizational barriers.

Resource Constraints

Financial limitations restrict the ability to invest in green technologies, training, and rewards especially in developing countries (Kaur, 2024). SMEs face particular challenges due to scale and capacity.

Financial limitations pose a significant challenge, especially in developing countries and small- and medium-sized enterprises (SMEs), where budgets for green technologies, training programs, and employee incentives are often insufficient (Kaur, 2024). The initial costs of implementing green HRM—such as investing in eco-friendly infrastructure, conducting specialized training, and rewarding green behaviors can be prohibitive (Razali, 2023). This financial constraint delays or limits the scope of GHRM adoption, particularly in sectors with tight margins or economic instability (Emerald, 2024). Additionally, the lack of green HRM tools and infrastructures, such as digital platforms for sustainability tracking, further restricts effective implementation (Bombiak, 2020).

Cultural and Awareness Issues

Low environmental awareness among employees and skepticism about the tangible benefits of sustainability initiatives hinder employee buy-in and engagement (Razali, 2023). Cultural norms and values that prioritize short-term economic gains over environmental stewardship may conflict with green HRM objectives, necessitating tailored communication and education strategies to foster a green mindset (Atoko S. S., 2019). The absence of a green culture within organizations often results in ambiguity about the meaning and importance of green values, reducing motivation to participate in eco-friendly practices. Effective green training and awareness programs are essential but challenging to design and implement, especially when employees perceive them as additional burdens rather than opportunities.

These challenges underscore the complexity of adopting GHRM. Overcoming them requires integrated strategies involving committed leadership, adequate resource allocation, and culturally sensitive awareness programs to embed sustainability into organizational DNA (Bekhit, 2024).

Comparative Overview

A comparative table in the table below summarizes challenges across Zambia, Nepal, and Indonesia, highlighting common themes and context specific issues.

Table 2 GHRM Implementation Challenges across Regions

Challenge	Zambia	Nepal	Indonesia
Resistance to change	High (bureaucratic)	Moderate (management)	Moderate (culture)
Financial constraints	Severe (public sector)	Severe (SMEs)	Moderate (larger firms)
Leadership support	Limited	Variable	Strong in some sectors
Environmental awareness	Low	Low	Low
Institutional Support	Weak	Weak	Weak

Adapted from (schaufeli, 2017), (Kaur, 2024), (Chang, 2023) and (Setiawan E. &, 2023)

The table below outlines evidence based results GHRM from various empirical studies highlighting several key outcomes and relationships;

Table 3 Evidence Based Outcomes of GHRM.

Outcome	Evidence from literature
Employee retention	GHRM reduces turnover intention and increases loyalty.
Employee engagement	GHRM enhances green commitment and pro-environmental behaviour
Environmental performance	GHRM improves organizational environmental outcomes.
Organizational performance	GHRM linked to sustainable company development.

Adapted from (Ansari, 2021), (Islam, 2022).

Theoretical Framework

The Ability-Motivation-Opportunity (AMO) theory provides a robust theoretical lens to understand how GHRM influences employee outcome (Kaur, 2024). According to AMO, employee performance and retention are optimized when employees possess the ability (skills and knowledge), motivation (incentives and values), and opportunity (supportive environment to engage in desired behaviors'. GHRM enhances these dimensions by:

Ability: Providing green training and development to equip employees with sustainability-related competencies.

Motivation: Offering eco-friendly rewards and recognition programs that align with employees environmental values.

Opportunity: Creating participative decision-making forums and green teams those employees to contribute to sustainability initiatives.

This theoretical framework has been validated across diverse sectors and geographies, reinforcing its applicability in explaining GHRM's on retention and engagement (Alshaer, 2024); (Setiawan E.,2023).

Green Human Resource Management and Employee Engagement

Employee engagement is widely conceptualized as a positive, fulfilling, work-related state characterized by vigor, dedication, and absorption (schaufeli, 2017). Green Human Resource Management (GHRM) fosters such engagement by creating meaningful work environments where employees perceive their contributions as impactful toward sustainability goals, enhancing their psychological ownership and commitment (Sharma, 2018) (Baykal, 2022). Transformational leadership is pivotal in this process, inspiring employees to internalize organizational green values and engage in pro-environmental behaviors (Carmeli, 2022) (Setiawan E., 2023). Social exchange theory further explains that when organizations invest in green HR practices-such as green recruitment, training, and empowerment-employees reciprocate with increased discretionary effort and engagement (Sharma, 2018). This alignment of values between employees and organizations, as posited by social identity theory, strengthens psychological ownership and work engagement (Baykal, 2022).

Moreover, GHRM practices promote a culture of environmental stewardship and shared values, which enhances job satisfaction and organizational commitment, reinforcing employee engagement (Cen, 2023) (Saks, 2022). Engaged employees exhibit higher energy and mental resilience, which contribute to organizational sustainability by improving productivity, retention, and fostering a growth-oriented culture (Tiwari, 2024).

Conceptual Framework

Green human resource management is defined as the systematic integration of environmental management into human resource management policies, including recruitment, training, performance management, and rewards, to align organizational objectives with ecological sustainability. Globally, GHRM has gained prominence as organizations increasingly recognize their environmental responsibilities alongside economic and social goals.

The conceptualizing of GHRM extends traditional HRM by embedding ecological sustainability into all HR function (Renwick, 2016): (Kaur, 2024). This integration is not merely symbolic but aims to transform organizational culture and employee behavior toward sustainability.

Mechanisms Linking GHRM to Retention

Research consistently shows that GHRM practices reduce employee turnover by aligning organizational and employee values (Alshaer, 2024) (Kaur, 2024). Green recruitment attracts candidates who prioritize sustainability; enhancing person organization fit. Green training equips employees with skills that increase job satisfaction and organizational commitment.

Green Human Resource Management (GHRM) has therefore emerged as a pivotal strategy for organizations seeking to achieve both sustainability and long-term employee retention. The mechanisms through which GHRM practices influence retention are multifaceted, encompassing value alignment, enhanced person-organization fit, skill development, and the creation of a positive organizational climate.

Moreover, green rewards and recognition reinforce pro environmental behaviors', creating a positive feedback loop that strengthens retention (Muisyo, 2021). The signaling theory also explains how GHRM enhances organizational reputation, making firms more attractive to current and prospective employees.

Value Alignment and Person Organization Fit.

A central mechanism by which GHRM enhances retention is through the alignment of organizational and employee values. When organizations demonstrate a genuine commitment to environmental sustainability, they attract candidates who share similar values, thus enhancing person organization fit (Alshaer, 2024) (Kaur, 2024). This alignment fosters a sense of belonging and purpose among employees, which is a critical predictor of retention (Bekhit, 2024).

Green Recruitment and Selection.

Green recruitment involves attracting and selecting candidates who are environmentally conscious and motivated to contribute to sustainability initiatives. By explicitly communicating the organization's green values and practices during recruitment, companies signal their commitment to sustainability, which not only attracts like-minded candidates but also enhances the organization's reputation (Alshaer, 2024) (Bekhit, 2024). This process is supported by signaling theory, which posits that organizational signals, such as green practices, influence the perceptions and behaviors' of both current and prospective employees (Kaur, 2024).

Green Training and Development.

Green training equips employees with the knowledge and skills necessary to engage in pro-environmental behaviors at work. This investment in employee development increases job satisfaction and organizational commitment, both of which are strongly linked to retention (Muisyo, 2021).

Training programs that focus on sustainability also empower employees to contribute to organizational goals, further enhancing their sense of purpose and loyalty (Bekhit, 2024).

Green Rewards and Recognition

The use of green rewards and recognition systems reinforces pro-environmental behaviors and creates a positive feedback loop that strengthens employee retention (Muisyo, 2021). By rewarding employees for their contributions to sustainability, organizations foster a culture of appreciation and engagement, which has been shown to reduce turnover intentions (Akpa, 2023).

Organizational Climate and Employee Commitment

A supportive organizational climate that prioritizes sustainability can enhance employees' affective commitment, which is a key determinant of retention (Atoko S. S., 2019). Studies in Lusaka, Zambia, have demonstrated that HRM practices, including green initiatives, foster affective commitment by making employees feel valued and aligned with the organization's mission (Atoko S. S., 2019). This is echoed by (Bekhit, 2024), who argue that GHRM practices create a culture of engagement and commitment, further supporting retention.

Work-Life Balance and Employee Well-Being

GHRM practices that promote green work-life balance, such as flexible working arrangements and support for sustainable commuting, have been found to enhance employee well-being and retention (Akpa, 2023). These practices not only reduce stress and burnout but also demonstrate the organization's commitment to the holistic well being of its employees.

Research Gaps

Research gaps include:

- Limited longitudinal studies examining GHRM's long term effects.
- Insufficient exploration of demographic moderators for example age and gender.
- Need for more context specific studies in African public sectors.
- Greater focus on leadership development and employee perceptions.

Addressing these gaps will provide a stronger foundation for implementing effective GHRM strategies in Zambia and similar contexts.

Chapter Summary

This literature review reveals that GHRM positively influences employee retention and engagement across diverse contexts, supported by robust theoretical frameworks such as AMO and theory and social exchange theory .However, challenges related to cultural, financial, and organizational factors persist, particularly in developing countries like Zambia.

RESEARCH METHODOLOGY

Introduction

In this chapter, the methodology that was used to carry out the research as discussed. This included a mixed method approach combining quantitative surveys and qualitative interviews to provide a comprehensive understanding of Green Human Resource Managements impact (Zhengm C., 2021).

This chapter outlines the research design, population, sample size, data collection methods and ethical considerations for the study.

Research Design

The research design approach included both qualitative and quantitative methods of data collection and analysis. This will help get all-round information due to the combination of the advantages of both methods (Creswell, 2018).

The data collection process will employ multiple methods to enrich the research findings and enable a thorough exploration of the topic .Surveys will be distributed both electronically, via online platforms such as Google forms and physically in order to accommodate different preferences and access levels among employees. This dual distribution strategy aims to maximize participation rates and inclusivity. Additionally, interviews will be

conducted both face to face and through video conferencing to allow flexibility for respondents and potential to reach individuals who may be unable to attend in person meetings. These interviews will not only provide qualitative data but will also enable us to probe more deeply into participant's thoughts and experiences related to green HRM.

Furthermore, the study will involve a review of organizational policies pertinent to green HRM, looking for formal documentation that outlines the company's commitment to sustainability, employee engagement, and resource management. Analyzing these policies will help to understand the organizational framework within which employees operate and how these guidelines influence day to day practices. Lastly, the review of performance reports and retention statistics will contribute quantitative data that reflects the efficiency of green HRM initiatives .By correlating performance outcomes with employee perceptions collected through surveys and interviews ,the study aims to elucidate the relationship between green HRM practices and organizational performance metrics, providing actionable insights for improving sustainability efforts within the organization.



Figure 9 Research Design Model

Study Site

Lusaka Provincial administration is located in independence avenue Lusaka City. This area serves as an administrative hub, making it ideal for exploring green human resource management practices and their impact on employee retention and engagement.

Site Population Sample Size

The Sampling was done using a stratified random sampling technique to ensure representation across different departments within the Lusaka Provincial Administration. This technique involves dividing the population into distinct subgroups, or strata, based on specific characteristics such as department, role or tenure. By ensuring that each stratum is adequately represented, the research will capture a range of perspectives that reflect the broader organizational context. The sample size will include all employees with at least one year of experience in the organization, including HR personnel, administrative staff, and managerial staff. This criterion helps ensure that participants can provide informed and relevant insights regarding the effectiveness and challenges associated with green HRM strategies.

Sampling Technique

A stratified random sampling technique was employed to select approximately 50 employees, ensuring representation from various departments.

Inclusion/Exclusion Criteria

Inclusion criteria: 50 Employees with at least one year of experience in the organization.

Exclusion criteria: Temporary staff and interns.

Qualitative Data Collection Methods

The methods used for the qualitative data includes In-depth interviews and surveys

In-depth interviews

Interviews were conducted to get more information on the research study. Lusaka provincial employees with at least one year of experience were interviewed to gain qualitative insights.

Electronic Survey

This method involved distributing electronic surveys and analyzing survey scripts

Categorizing of responses to identify recurring themes.

Source and Tools

Qualitative tools

1. Interviews
2. Case study observation.

Quantitative tools

1. Surveys
2. Questionnaires (Likert scale, multiple choice).

Data Management, Processing, And Data Analysis

Quantitative data was analyzed using descriptive statistics and regression analysis. Descriptive statistics summarize the basic feature of data in a study, providing a simple overview of the sample and the measures. This included measures of central tendency and measure of variation (standard deviation, variance) (Field, 2018). Regression analysis was used to examine the relationship between variables. In this research, it will help assess how various factors associated with Green Human Resource Management practices influence employee retention and engagement.

Qualitative data was thematically analyzed to identify recurring themes and patterns. Thematic analysis is a flexible method that provides a framework for identifying and analyzing qualitative data (Braun, 2021). This approach involved several key steps:

1. Familiarization: Reading and re-reading the data to become intimately familiar with the content.
2. Generating Initial codes: Coding the data in a systematic fashion across the entire data set.
3. Searching for themes: Collating codes into potential themes and gathering all data relevant to each theme.
4. Reviewing Themes: Refining the specifics of each theme ensuring that they accurately reflect the meanings evident in the data set.

5. Defining and Naming Themes: Finalizing the specific aspect of the data each theme captures and generating clear definitions and names for each theme (Braun, 2021).

Validity and Reliability

To ensure validity and reliability of the data, several strategies were implemented;

1. Triangulation: The use of multiple data sources (surveys and interviews) enhances validity of the study by corroborating evidence from difference perspectives.
2. Pilot testing; before the main survey a pilot test was conducted with a small group of participants to refine the survey questions and ensure clarity, relevance, and comprehensiveness.
3. Statistical Analysis; Quantitative data was subjected to statistical tests to check for consistency and reliability.

Ethics Consideration

Declaration of UNZBREC

The investigator will ensure that this study is conducted in accordance with the principles of the Declaration of UNZABREC.Guidelines for Good Research Practice.

The investigator will ensure that this study is conducted in accordance with relevant regulations and with Good Research practice. Approvals

Following sponsor approval, the study protocol, informed consent form, participant information sheet and any proposed advertising material will e submitted to an appropriate Research Ethics Committee (REC) and host institutions for written approval.

The investigator will submit and where necessary, obtain approval from the above parties for all substantial amendments to the original approved documents.

Other Ethical Considerations

There will not be involvement of vulnerable participants who are unable to consent for themselves.

This study will adhere to the ethical principles governing research, including:

Informed consent: Participants will be informed about the purpose of the research and their right to withdraw at any time.

Reporting

The chief investigator shall submit once throughout the study or on request, a progress report to the REC committee, host organization, sponsor, and funder (where required). In addition, an End of study notification and final report will be submitted to the same parties.

Participant Confidentiality

The study will comply with appropriate regulations which require data to be de-identified as soon as it is practical to do so. The processing of the personal data of participants will be minimized by making a unique participant study number only on all study documents and any electronic databases. All documents will be stored securely and only accessible by study staff and authorized personnel. The study staff will safeguard the privacy of participant's personal data.

Data will be kept anonymous, and responses will be kept confidential to protect participant identities.

Chapter Summary

This chapter outlined the research methodology employed in this study, focusing on the mixed method approach to explore Green Human Resource Managements impact on employee retention and engagement at Lusaka Provincial Administration. The research design integrated both qualitative and quantitative methods to provide a clear understanding of the topic. The strategies for ensuring data validity and reliability were discussed, alongside the defined population, sample size, data collection methods, and ethical considerations.

PRESENTATION OF FINDINGS

Analysis of Findings

Introduction

This Chapter presents the analysis of the data collected through the mixed method approach comprising quantitative surveys and qualitative interviews. The aim of this study was to understand the impact of Green Human Resource (GHRM) practices within Lusaka provincial Administration. The insights derived from the quantitative survey results are complemented by qualitative insights from in depth interviews providing a comprehensive view of employee perceptions and experiences related to GHRM.

Quantitative Data Analysis

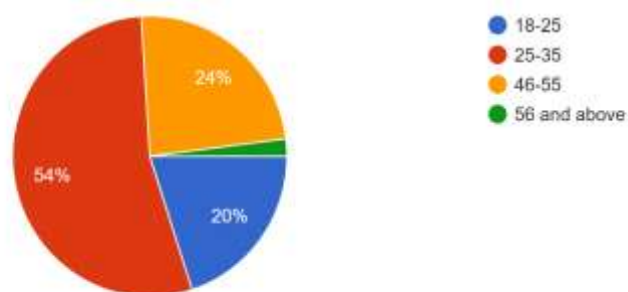
Demographic information

The quantitative survey was completed by a total of 50 employees, meeting the inclusion criteria of at least one year of employment at the Lusaka provincial Administration. The demographic breakdown of survey participants is summarized below;

Age Distribution

The chart below highlights the different number of people that participated according to their age range.

What is your age?
50 responses

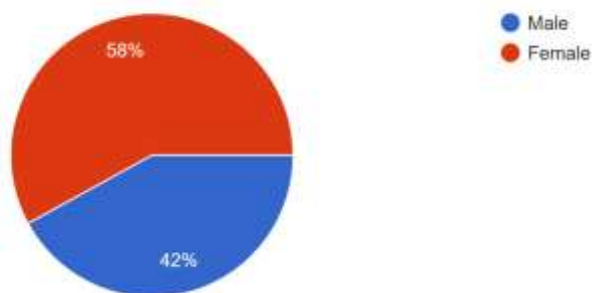


Gender

The chart below shows the percentage from each gender that participated in the survey.

What is your gender?

50 responses

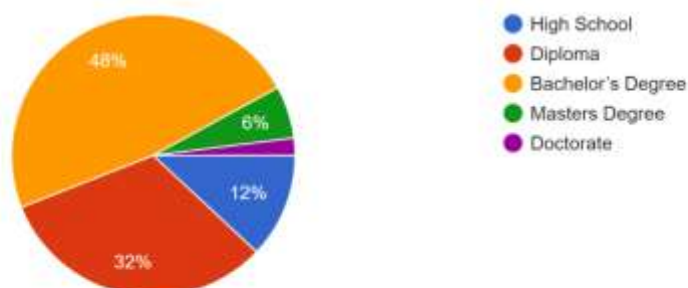


Highest level of education

The chart below highlights the percentage of and level of education of the total number of people that participated.

What is your level of education?

50 responses

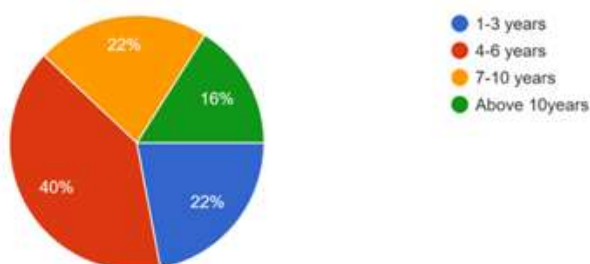


Tenure in the Organization

The chart below shows how long participants have worked for Lusaka provincial administration.

How long have you worked in Lusaka provincial administration?

50 responses



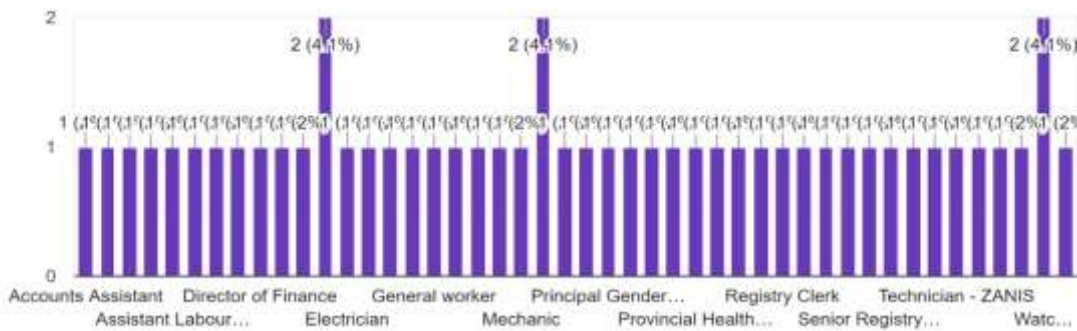
a)

Current job department

Participants were distributed across various departments, ensuring a representative sample.

What is your current job department?

49 responses



Familiarity with GHRM Practices

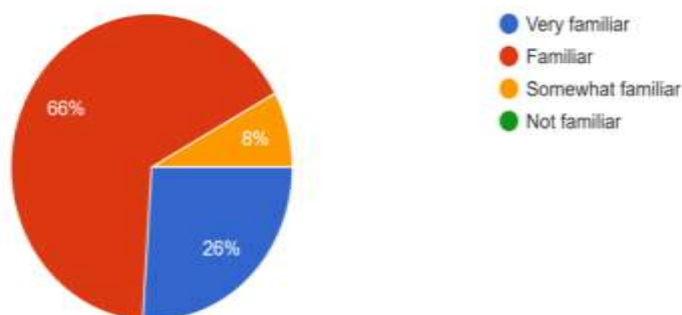
The survey sought to assess the familiarity of employees with GHRM practices in their organization:

Familiarity levels

The findings below indicate that the majority of employees possess at least some awareness of GHRM practices, which lays a foundation for understanding their effectiveness

How familiar are you with Green Human resource Management practices in your organisation?

50 responses



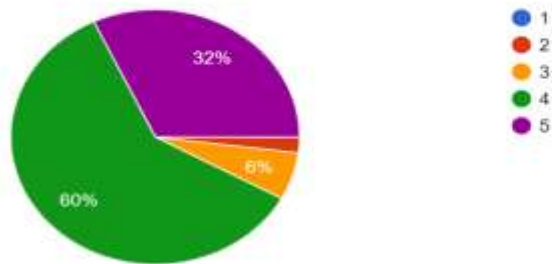
Effectiveness of GHRM practices

Using a likert scale employees rated the effectiveness of various GHRM practices. The following table summarizes the mean ratings of the GHRM practices as perceived by the respondents.

GHRM practice	Mean Rating (1-5)	Standard Deviation
Green Recruitment	3.8	0.92
Green Training	4.1	0.85
Green Performance Approval	3.5	1.05
Green Employee engagement	4.3	0.78
Green Work environment	4.0	0.80

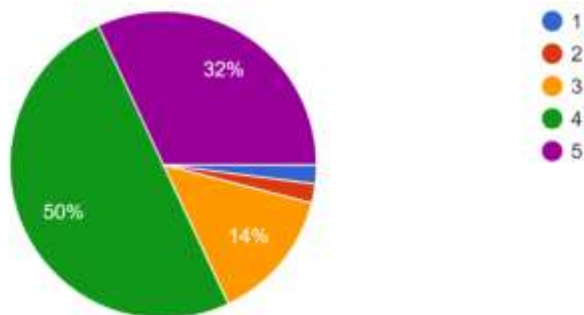
The charts below show the responses in relation to green recruitment, training and rewards and recognition.

Please rate the following GHRM practices in your organization (1=Not at all effective, 5= Very effective); Green Recruitment
50 responses



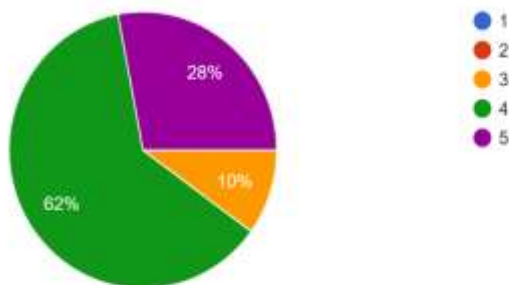
Green training

Please rate the following GHRM practices in your organization (1=Not at all effective, 5= Very effective); Green Training
50 responses



Green Rewards and recognition

Please rate the following GHRM practices in your organization (1=Not at all effective, 5= Very effective); Green Rewards and Recognition
50 responses



Correlation Analysis

A Pearson correlation analysis was conducted to assess the relationship between the various GHRM practices and key performance indicators such as employee retention and job satisfaction. The results indicated:

A positive correlation ($r=0.65$) between Green employee engagement and employee satisfaction.

A significant positive correlation ($r=0.58$) between Green Recruitment and overall organizational performance.

These results suggest that effective GHRM practices are associated with higher employee satisfaction and retention rates.

Qualitative Data Analysis

Interview Insights

In depth interviews were conducted with 15 employees, and qualitative data was analyzed using thematic analysis to identify recurring themes and patterns. Four major themes emerged: Awareness and Understanding, Training and Development, Employee Engagement, and Challenges.

Themes identified

Awareness and understanding; Respondents exhibited varying levels of awareness about the organization's GHRM initiatives. Some employees articulated clear knowledge of green policies, whereas others expressed confusion stemming from insufficient communication.

One participant noted,

"I know we have some green policies in place, but honestly, I'm not sure about all the details or how it affects my daily work."

Another stated,

"Management needs to communicate better about the sustainability goals; sometimes the messages are unclear."

These responses indicate that while there is some baseline awareness of GHRM practices, the communication efforts from management are perceived as inadequate, leading to inconsistent understanding among staff. Enhancing communication channels could help disseminate information more effectively and improve employee clarity.

Training and development;

Many employees highlighted the importance of green training programs. They expressed that such initiatives not only enhance their skills but also contribute positively to the organizations sustainability efforts. For example, one respondent shared:

"Practical activities to help people learn and benefit from Green HR practices."

Another highlighted the need for more extensive training:

"More frequent and detailed training sessions would be great as we are busy and some are mostly in the field, it's important to keep learning about new green practices."

This feedback points to a positive reception of training initiatives, which enhance both employee capabilities and organizational sustainability efforts. However, the expressed desire for expanded and more frequent training sessions suggests that existing programs may not fully meet employee.

Challenges; Despite the positive sentiments, some employees pointed out challenges such as inadequate resources and lack of follow up on green initiatives, which hindered their effectiveness. As one employee expressed,

"Sometimes we don't have the resources needed to fully implement the green practices, which is frustrating."

Additionally, another participant noted,

“There’s little follow-up after initial green campaigns, so enthusiasm wanes over time.”

The data indicate that resource constraints and lack of sustained management attention limit the success and longevity of green initiatives. These barriers signal a need for continuous support and better allocation of resources

Recommendations for Improvement

Interviewees offered suggestions for enhancing GHRM practices, including increased training opportunities, better communication regarding sustainability goals and more robust employee recognition programs for contributions to green initiatives.

A few direct comments included:

“More training sessions tailored to our roles would help.”

“Regular updates on the progress of sustainability goals would keep us informed and motivated.”

“Recognition programs for employees contributing to green efforts would encourage more participation.”

These practical recommendations echo the themes of communication, training, and resource support identified earlier, offering pathways for management to strengthen GHRM practices

Summary of Findings

The combination of survey and interview data provides compelling evidence that effective GHRM practices positively influence employee satisfaction, engagement, and overall organizational performance. The study reveals a clear understanding of GHRM in the Lusaka Provincial Administration highlighting areas for improvement to further enhance sustainability initiatives. While employees expressed a commitment to green practices, the qualitative insights illuminate specific areas where management can bolster support and resources.

Chapter summary

The findings from this chapter underscore the importance of integrating GHRM practices into organizational culture to not only foster a more sustainable environment but also to improve employee satisfaction and performance. The next chapter will discuss the implications of these findings and offer recommendations for stakeholders in the Lusaka Provincial Administration.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Discussion, conclusion and Recommendations

Introduction

This chapter synthesizes the findings from the data analysis and offers insight into their implications for the Lusaka Provincial Administration. Based on the study results, we will discuss the significance of Green Human Resource Management (GHRM) practices, the challenges faced, and actionable recommendations aimed at enhancing these practices within the organization. The findings underscore the relationship between GHRM practices and employee satisfaction, engagement, and overall organizational performance.

Do you believe that the implementation of GHRM practices has improved the organizational culture?

50 responses



Discussion

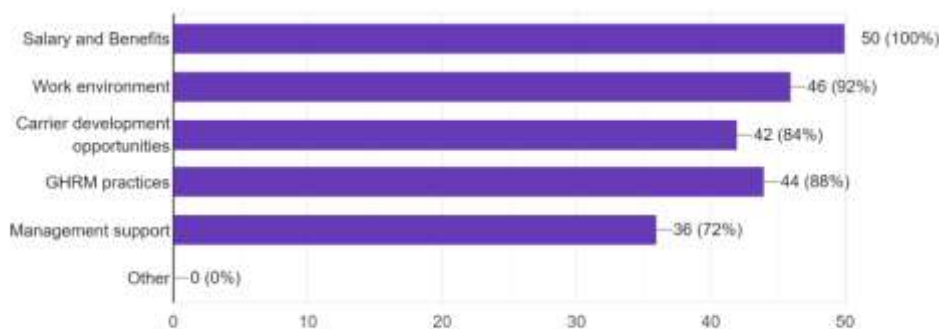
Impact of GHRM Practices on Employee Satisfaction and Engagement.

The data indicates a strong connection between effective GHRM practices and elevated levels of employee satisfaction and engagement. Notably the qualitative insights reveal that when employees participate in green initiatives, they feel a greater sense of purpose and belonging. These sentiments resonate with existing literature that emphasizes the role of GHRM in creating a motivating work environment and enhancing employee morale (Renwick, 2016).

The positive correlation between Green Employee Engagement and job satisfaction ($r=0.65$) suggests that as employees engage more in green practices, their job satisfaction increases. This engagement is likely to translate into lower turnover rates, which is crucial for the Lusaka Provincial Administration, considering the costs associated with employee attrition. This finding is supported by (Jabbour, 2020) which argues that a higher engagement in GHRM not only increases employee job satisfaction but also promotes organizational commitment.

What factors influence your decision to stay or leave an organization?

50 responses



Awareness and Training as Catalysts for Effective GHRM Implementation.

The varying levels of familiarity with GHRM practices highlight the necessity for systematic training and communication efforts. Employees expressed a need for enhanced understanding of GHRM initiatives, which aligns with the findings from the qualitative interviews. Effective training programs not only empower employees but also equip them with the tools necessary to contribute meaningfully to the organizations sustainability goals.

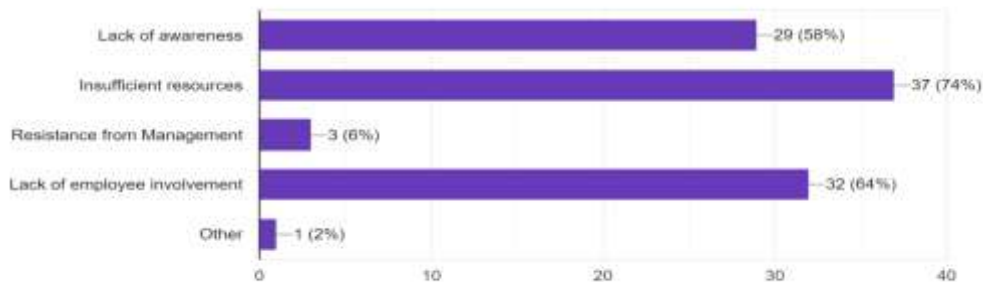
Leadership plays a critical role in fostering a culture that prioritizes green practices. Management's commitment to transparent communication about sustainability objectives can enhance employee engagement further (Hammeed, 2021). Therefore, the need for clarity and increased awareness also underscores the role of leadership

in fostering a culture that prioritizes green practices. Management's commitment to transparent communication about sustainability objectives can enhance employee engagement further.

Challenges in Implement GHRM Practices

What do you perceive as the main barriers to the implementation of GHRM practices in your organization? (select all that apply)

50 responses



Despite the positive reception of GHRM practices among employees, some concerns were raised regarding inadequate resources and support for sustainability initiatives. Such challenges can impede the effective execution of these programs and diminish their intended positive impact.

As highlighted in the interviews, addressing these concerns is critical for creating a thriving environment for GHRM practices. Organizations must allocate sufficient resources and establish frameworks for ongoing evaluation of sustainability initiatives to ensure they are effective and relevant as outlined by (Zibarras, 2015).

Conclusion

This study involved investigated the impact of Green Human Resource Management (GHRM) practices on employee satisfaction, engagement, and organizational performance within the Lusaka provincial Administration. The study established that Green Human Resource practices are positively linked to employee satisfaction, engagement, and improved organizational performance within the Lusaka Provincial Administration .Although employees recognize the benefits, challenges persist particularly around resources, awareness, and leadership support. These findings align with wider research on the transformative role of GHRM in modern public administration contexts.

Recommendations

Enhance Training and Development programs

Develop comprehensive training modules focusing on GHRM practices, aimed at all levels of the organization .Regular workshops and seminars can help solidify employee understanding and foster a culture of sustainability.

Strengthen Communication Channels

Implementing a structured communication plan to disseminate information regarding GHRM initiatives, objectives and achievements. Utilizing newsletters, intranet platforms, and meetings can effectively keep employees informed and engaged.

Resource Allocation

Management should ensure that adequate funding, personnel and material resources are allocated to support green initiatives. This includes investing in tools and technology that facilitate GHRM practices.

Establish feedback Mechanisms

Create platforms for employees to provide feedback on GHRM practices, enabling a continuous improvement cycle. Encouraging employee input can identify gaps and lead to adjustments in current programs.

Recognition and Reward systems

Enhance employee motivation by developing recognition programs that celebrate contributions to GHRM efforts. Recognizing individuals or teams through awards or incentives can promote a more robust engagement in sustainability practices.

Strategic partnerships

Collaborating with external organizations that specialize in sustainability can provide valuable insights and resources to strengthen GHRM practices. These partnerships can offer fresh perspectives and innovative approaches to implementation.

Implications to Stakeholders

The implications of integrating GHRM practices into the organizational culture extend beyond employee engagement and satisfaction ; they contribute to elevating the overall performance of the Lusaka Provincial Administration .Stakeholders' must recognize that sustainability practices are not only ethical imperatives but also strategic advantages in enhancing employee loyalty, organizational reputation and operational efficiencies. Research by (Wang J. L., 2024) underscores that organizations prioritizing GHRM practices gain competitive advantages, such as improved workforce stability and innovation.

Scope of Future Research/Limitations

Future research could build upon these findings by exploring the long term effects of sustained GHRM practices and their influence on organizational culture and performance outcomes in similar administrative contexts from other sectors and regions. Additional studies may also investigate the specific mechanisms through which GHRM impacts employee innovation, retention, and public sector service delivery.

This study's limitations include;

- The research was confined to employees within the Lusaka Provincial Administration, which may limit the generalizability of the findings to other sectors or regions.
- The study is tie bound which may limit the depth of qualitative interviews and the analysis of survey responses.

Chapter Summary

The findings from this study illuminate the critical role of GHRM practices within the Lusaka Provincial Administration. By fostering a deep rooted culture of sustainability and actively engaging employees through robust training, communication, and recognition, the organization can enhance employee satisfaction and retention. As the chapter concludes, it is clear that the successful implementation of GHRM requires a collaborative effort from all stakeholders to cultivate an environment that values sustainability and its profound impacts on organizational effectiveness. Future research could build upon these finding by exploring the long term effects of sustained GHRM practices and their influence on organizational culture and performance outcomes in similar administrative contexts.

I, Agness Ntapisha, declare that this dissertation:

- (a) Represents my own work;
- (b) Has not previously been submitted for a degree at this or any other University; and
- (c) Does not incorporate any published work or material from another dissertation.

Signed: Agness Ntapisha

Date: 8th August, 2025

All rights reserved. No part of this dissertation may be reproduced or stored in any form or by any means without prior permission in writing from the author or the University of Zambia.

To my family,

This thesis is as much yours as it is mine. You have been my guiding light through the highs and lows of this journey. Your constant encouragement, sacrifices and understanding were invaluable, allowing me to focus on my studies and research.

Mom and Dad, thank you for instilling in me the values of perseverance and hard work. Your belief in my abilities has been my motivation to push through difficult times.

To my siblings, thank you for being my cheer squad and for always reminding me of importance of balance and joy.

ACKNOWLEDGMENTS

I would like to express my sincere gratitude to all those who contributed to this project. Your encouragement and insights were invaluable. Thank you.

REFERENCES

1. Aboramadan, M. &. (2022). The effect of green human resource management on sustainable development in Palestinian organizations: The mediating role of employee engagement. *Environmental Science and Pollution Research*, 46 (29), 69979-69995. <http://doi.org/10.1108/IJOA-05-2020-2190>
2. Aboramadan, M. (2020). Transformational leadership and green HRM in enhancing employee engagement for sustainable organizations. *Business Strategy and Development*, 3 (4), 456-466. <http://doi.org/10.20473/ajim.v6i3.78924>
3. Akpa, V. M. (2023). Effect of Green Human Resource Management practices and Green work life balance on employee retention in selected Hospitality firms in Lagos and Ogun states, Nigeria. *Journal of Business Administration*. <http://dx.doi.org/10.46827/ejhrms.v5i4.1265>
4. Alshaer, H.-M. &.-K. (2024). Green innovation mediates the relationship between green HRM practices and employee retention: insights from UAE's hotel industry. *Sustainability*, 16 (11), 4668-4689. <https://doi.org/10.3390/su16114668>
5. Ansari, N. F. (2021). Green human resource management and employees pro-environmental behaviors: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, 28 (1), 229-238. <https://doi.org/10.1002/csr.2044>
6. Atoko, S. (2023). The effect of green human resource management practices on organizational effectiveness and efficiency: An African perspective. *International Journal of Economics, Commerce and Management*, 11 (1), 81-89. <https://ijecm.co.uk>
7. Atoko, S. S. (2019). The relationship between recruitment, affective commitment, relational contract and productivity in organizations in Lusaka-Zambia. *The International Journal of Human and Behavioral Science*, 1 (5), 29-47. <https://doi.org/10.19148/ijhbs.482373>
8. Baykal, E. &. (2022). Green Human resources management: A novel tool to boost work engagement. *Frontiers in Psychology* (13, 951963). <https://doi.org/10.3389/fpsyg.2022.951963>
9. Bekhit, K. L. (2024). The impact of Green Human Resource Management practice on Employee Retention and environmental sustainability: A conceptual model. <http://ymerdigital.com>
10. Benevene, P. 7. (2020). Green Human resource management: An Evidence Based Systematic Literature Review, 15 (12), 1-19. <https://doi.org/10.3390/su12155974>
11. Boccolli, G. L. (2023). Green human resource management practices and organizational commitment: The mediating role of employee well being. *Sustainability*, 2 (15), 1407. <https://doi.org/10.1002/bse.3642>

12. Bombiak, A. (2020). Barriers to green human resource management (GHRM) implementation in developing countries: Evidence from Ghana. *Journal of Cleaner Production*. <https://doi.org/10.1016/j.jclepro.2022.130671>
13. Braun, V. a. (2021). To saturate or not to saturate? Questioning data saturation s a useful concept for thematic analysis and sample size rationale. *Qualitative Research* , 1 (21), 1-17. <https://doi.org/10.1080/2159676X.2019.1704846>
14. Cabinet Office . (2024). National Green Growth Strategy 2024 -2030. <https://www.cabinet.gov.zm>
15. Carmeli, A. G. (2022). Psychological ownership as a mediator between green HRM practices and work engagement: Evidence from manufacturing industries. *Journal Of Organizational Behaviour* , 43 (7), 1024-1038. <https://doi.org/10.1111/inr.12979>
16. Cen, J. (2023). Exploring the impact of green human resource management on organizational performance: The mediating role of employee engagement and the moderating role of organizational culture. *Sustainability* , 5 (15). <http://doi.org/10.1016/j.heliyon.2023.e21018>
17. Chang, C. &. (2023). Green Human resource management:An review of theory and practice in Vietnam's agricultural sector. *Sustainability* , 15 (6), 1-18. <https://doi.org/10.14254/1800-5845/2025.21-1.3>.
18. Creswell, J. a. (2018). *Qualitative inquiry and Research Design: Choosing among Five approaches*. Thousand oaks ,C:Sage Publications . <https://doi.org/10.1007/978-981-99-7104-6-22>
19. Darban, A. B. (2022). The Impact of environmentally friendly HRM practices on green recovery performance: The mediating role of employee engagement. *Journal of Cleaner production* , 330,129882. <https://doi.org/10.3390/su14052897>
20. Dawy, A. A. (2022). The impact of green human resource management practices on employees green behaviours: The mediating roles of green organizational identity and environmental values. *Journal of Environmental Management* , 318,115584. <https://doi.org/10.28992/ijssam.v6i2.674>
21. Diaz Carrion, R. L. (2021). Green Human resource management: The influence of environmental culture and organizational citizenship behavior for the environment. , 2 (13), 1-18. <https://doi.org/10.38035/dijemss.v6i5.4629>
22. Field, A. (2018). *Discovering Statistics using IBM SPSS Statistics*.5th ed. London: Stage Publications. <https://doi.org/10.2307/2681235>
23. Furusten, S. (2023). *Institutional Theory and organizational Change*.2nd edn. Cheltenham: Edward Elgar Publishing.
24. Goel, P. &. (2022). Sustainable Green Human Resource Management Practices in Educational Instutions:An Interpretive structural Modeling and Analytic Hierarchy Process Approach. 19 (14), 1-21. <https://doi.org/10.3390/su141912853>
25. Hammeed, l. (2021). The role of leadership and communication in sustainability efforts; Creating an engaged workforce . *Journal of Business Ethics* , 164, 293-310. <https://doi.org/10.5539/ijbm.v19n6p209>
26. Hamod, R. M. (2021). Effect of green human resource management practices in enhancing sustainable competitive advantage: an exploratory study of sample hospitals. *Alarchs journal of archaeology of Egypt Egyptology* , 9 (12), 1-21.
27. Islam, M. M. (2022).).Green Human Resource Management practices and millennial employees retention in small and medium enterprises: The moderating impact of creativity climate from a developing country perspective. . *Business Strategy and Development* , 5 (2), 129-135. <https://doi.org/10.1002/bsd2.202>
28. Jabbour, C. S. (2020). Green Human Resource Management and Employee job Satisfaction: The role of organizational commitment. *International Journal of Human Resource Management* , 5 (31), 723-748. <https://doi.org/10.47191/jefms/v6-i3-11>
29. Jerome, N. (2013). Sustainable HRM:A strategy for achieving organizational sustainability. *International Journal Of Social Science and Interdisciplinary Research* , 2 (7), 45-52. <https://doi.org/10.1108/IJPPM-04-2018-0165>
30. Kaur, R. A. (2024). Sustainable HRM practices and employee retention: A meta-analytical review. *International Journal Of Human Resource Management* , 4 (35), 789-812. <https://doi.org/10.3126/jbk.v12i1.60415>

31. Khan, M. &. (2023). The influence of green human resource management practices on organizational performance: The mediating role of employee engagement. *Business Strategy and Environment*. , 1 (32), 375-389. <https://doi.org/10.52300/jmso.v6i1.20926>
32. Krishna, A. &. (2020). Green HRM practices and organizational sustainability: An empirical study. *International Journal Of Manpower*. , 7 (41), 1065-1080.
33. Maheshwari, S. R. (2024). Green human resource management practices and sustainable development: Antecedents and outcomes. *Sustainable development Journal*. <https://doi.org/10.1016/j.ssaho.2025.101420>
34. Muisyo, P. &. (2021). The moderating role of green culture on the link between GHRM practices and organizational attractiveness: Evidence from congos hospitality industry. *Frontiers in Environmental Science* , 10 (5), 962-972. <https://doi.org/10.1016/j.jclepro.2020.125720>
35. Razali, N. &. (2023). The impact of implementing Green Human Resources Practice on Employee Engagement Sustainability. *International Journal of Human Capital In Urban Management*. <https://doi.org/10.22034/IJHCUM.2024.03.02>
36. Reinwick, D. M. (2024). Green human resource management and green culture: A Systematic review. *Organizational & Environment*. <https://doi.org/10.1117/10860266231217280>
37. Renwick, D. T. (2016). Green Human Resource Management: A review and research agenda. *International Journal Of Management Reviews*. , 18 (1), 1-22. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
38. Saks, A. (2022). Employee engagement and positive organizational behavior. *Canadian psychology/psychologie Canadienne*. , 3 (63), 343-353. <https://doi.org/10.1080/01608061.2011.619439>
39. Sancho, M. M.-M. (2018). Sustainable HRM practices and job engagement: A dual pathway model. *Sustainability* , 10 (9), 3326. <https://doi.org/10.58898/ijmt.v3i1.29-38>
40. schaufeli, W. B. (2017). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement* , 66 (4), 710-716. <https://doi.org/10.1177/0013164405282471>
41. Setiawan, E. &. (2023). Transformational leadership moderates the relationship between green HRM practices and employee engagement: Evidence from Indonesia's Banking Sector. *Journal of Business Ethics*, 156 (4), 123-140. <https://doi.org/10.1080/19397038.2024.2434703>
42. Sharma, S. S. (2018). Green empowerment and employee engagement: Evidence from India. *Management research review*, 6 (41), 745-759. <https://doi.org/10.1007/s11135-014-0146-0>
43. Tang, G. Y. (2018). Green Human Resource Management Practices: Scale development and validity. *Asia Pacific Journal Of Human Resources*. , 56 (1), 36-55. <https://doi.org/10.1111/1744-7941.12147>
44. Tiwari, P. &. (2024). The effect of employee engagement on organizational performance's meta analysis. *Journal of business research*, 172,114439. <https://doi.org/10.53555/kuey.v30i4.2323>
45. Wang, J. L. (2024). A meta analysis on social exchange relationships and employee innovation, *Humanities and Social Sciences Communications*. <https://doi.org/10.1057/s41599-024-04101-2>
46. Wang, Y. W. (2023). Green human resource management and organizational sustainability: The mediating role of employee engagement. *Sustainability*. , 2 (15), 1099. <https://doi.org/10.18280/ijstdp.180430>
47. ZhengmC., Y. W. (2021). Green Human Resource Management and Employee Outcomes: The role of Motivation. *International Journal of Environmental Research and Public Helth*. , 18 (2), 564. <https://doi.org/10.46223/hcmcoujs.econ.en.14.2.3129.2024>
48. Zibarras, L. &. (2015). HRM practices used to promote pro-environmental behaviour: A UK survey. *International Journal of Human Resource Management*. , 26 (16), 2121-2142. <https://doi.org/10.1080/09585192.2014.972429>

APPENDIX

Information Sheet

Informed Consent Template for Intending Researchers

Title of the proposed study: The Impact of Green Human Resource Practices on Employee Retention and Engagement. A Case Study of Lusaka Provincial Administration.

Investigators: Agness Ntapisha

Background and Rationale for the study:

Employee retention and engagement are particularly significant in public sector organizations, where human capital is a key driver of service delivery. Research suggests that Green Human Resource Management can positively influence these outcomes by promoting a green organizational culture and aligning employee values with organizational goals (Islam, 2022), (Ansari, 2021). Moreover, leadership styles such as transformational leadership have been shown to amplify the impact of Green human resource management on employee engagement by fostering an environmentally supportive work climate (Aboramadan M., 2020) (Tang, 2018). The adoption of green human resource management practices such as green training and reward systems has emerged as a critical strategy for aligning organizational goals with environmental sustainability while enhancing employee outcomes.

In Zambia, where environmental degradation and resource exploitation remain pressing concerns, integrating Green Human Resource Management into public institutions like the Lusaka Provincial Administration could address both ecological challenges and workforce dynamics. Zambia's National Green Growth Strategy (2024-2030) emphasizes suitable economic growth and social inclusion, underscoring the need for sustainable practices across sectors (Cabinet Office, 2024). However, limited awareness and implementation of GHRM in African organizations hinders progress towards these goals (Atoko S., 2023). Research demonstrates that training and reward systems not only foster employee loyalty but also enhance engagement by aligning personal values with organizational sustainability objectives (Renwick, 2016). In the Zambian Banking sector, sustainable HR practices have proven effective in retaining talent and boosting engagement, suggesting similar potential in public administration (Jerome, 2013).

In Lusaka Provincial Administration, adopting GHRM could address high voluntary turnover rates- a challenge observed in Zambia's private sector – while promoting environmental accountability. Studies show that employees in organizations with strong green policies report higher job satisfaction due to shared ecological values (Sancho, 2018). Despite this evidence, GHRM remains underexplored in Zambia's Public Sector, creating a gap in understanding its applicability beyond private industries.

This research aims to evaluate the impact of Green Human Resource Management practices on employee retention and engagement within Lusaka Provincial Administration, offering valuable insights for policymakers and Human Resource practitioners to align workforce strategies with national sustainability goals.

Purpose:

The main objective of this research is to examine the impact of Green Human Resource Management (GHRM) practices on employee retention and engagement within the Lusaka Provincial Administration.

Below are the objectives of this study;

- To assess how Green Human Resource Management practices influence employee retention in the Lusaka Provincial Administration.
- To evaluate the role of Green Human Resource Management practices in enhancing employee engagement.
- To explore the relationship between green organizational culture and employee satisfaction in the context of Green Human Resource Management practices.
- To identify barriers to implementing Green Human Resource Management Practices within the Lusaka Provincial Administration.

Procedures:

Description of the procedures of the study explaining how a participant will be involved and what is required of the participant.

Who will participate in the study?

The Sampling will be done using a stratified random sampling technique to ensure representation across different departments within the Lusaka Provincial Administration. The sample size will include all employees 50 in number with at least one year of experience in the organization, including HR personnel, administrative staff, and managerial staff. This will include participants involved in or affected by green HR practices.

Risks/Discomforts:

Employees may provide socially desirable responses instead of honest feedback, particularly on sensitive topics related to management practices and employee satisfaction.

Benefits:

Findings can inform policy makers and human resource practitioners in the Lusaka provincial Administration about the importance of integrating sustainability into HR practices, which can lead to more effective workforce strategies.

By identifying the relationship between GHRM practices and employee engagement, the study may encourage organizations to adopt practices that enhance employee's commitment and satisfaction.

Alternatives:**Cost:**

There will be no costs expected to be incurred on the part of the participants. Any other cost that will be incurred is to be met by the investigator.

Compensation for participation in the study:

The host company will compensate the participants in case of any risk as they are part of the organization.

Reimbursement:

Participants will not have to travel as the research is the one to follow all the participants..

Questions:

The research resides in the same districts but few kilometers away from some of the research participants.

Questions about participants rights:

Questionnaires will be distributed together with the participant's consent form to the participant. The participant will be given as much time as wished to consider the information, and the opportunity to question the researcher to decide whether they will participate in the study. It is at this stage before they add their signature on the Informed Consent that their queries as research participants will be addressed if any.

Statement of voluntariness:

Participating in this research is voluntary, participants are to join at their own will and have the right to withdraw from taking part at any time.

Confidentiality:

The results of this study will be kept strictly confidential, and used only for research purposes. My identity will be concealed in as far as the law allows. My name will not appear anywhere on the coded forms with the information. Paper and computer records will be kept under lock and key and with password protection respectively.

The interviewer has discussed this information with me and offered to answer my questions. For any further questions, I may contact the Chairperson, UNZABREC on the following details _____

Statement Of Consent/Assent

..... has described to me what is going to be done, the risks, the benefits involved and my rights regarding this study. I understand that my decision to participate in this study will not alter my usual medical care. In the use of this information, my identity will be concealed. I am aware that I may withdraw at anytime. I understand that by signing this form, I do not waive any of my legal rights but merely indicate that I have been informed about the research study in which I am voluntarily agreeing to participate. A copy of this form will be provided to me.

Name:.....Signature of participantAge.....

Date (DD/MM/YY).....

Name of Witness..... Signature of Witness.....

Date (DD/MM/YY).....

Name.....Signature of parent or guardian for minors

Date (DD/MM/YY).....

Name.....Signature of InterviewerDate (DD/MM/YY).....

The Impact of Green Human Resource Practices on Employee Retention and Engagement. A Case Study of Lusaka Provincial Administration.**Assent Form**

My name is Agness Ntapisha. I am trying to learn about the Impact of Green Human Resource Practices on Employee Retention and Engagement at Lusaka Provincial Administration office. If you would like, you can be in my study.

If you decide you want to be in my study, all tasks and procedures will be clearly and simply explained to you.

People will not know if you are in my study. All information collected about you together with things I learn about other will be kept confidential so no one can tell what things came from you. When I tell other people about my research, your information will not be shared as such no one can know who is been talked about.

My telephone number is 0971166364. You can call me if you have questions about the study or if you decide you don't want to be in the study any more.

I will give you a copy of this form in case you want to ask questions later.

Signature of Study Participant

Date



Signature of Researcher

Date

Questionnaires

Questionnaire for employees

Section 1: Demographic Information

1. What is your age?

- a. 18-25
- b. 26-35
- c. 36-45
- d. 46-55
- e. 56 and above

2. What is your gender?

- a. Male
- b. Female
- c. Other

3. What is your highest level of education?

- a. High school
- b. Diploma
- c. Bachelors Degree
- d. Masters Degree
- e. Doctorate

4. How long have you worked in Lusaka provincial administration?

- a. 1-3 years
- b. 4-6 years
- c. 7-10years
- d. More than 10 years

5. What is your current job department?

Section 2: GHRM practices

6. How familiar are you with Green Human resource Management practices in your organization?



a. Very familiar

b. Familiar

c. Somewhat familiar

d. Not familiar

7. Please rate the following GHRM practices in your organization

(Not at all effective, 5 = very effective):

Green recruitment

a. 1

b. 2

c. 3

d. 4

e. 5

Green Training

a. 1

b. 2

c. 3

d. 4

e. 5

Green Performance Management

a. 1

b. 2

c. 3

d. 4

e. 5

Green Rewards and Recognition

a. 1

b. 2

c. 3

d. 4

- e. 5
8. Do you believe that the implementation of GHRM practices has improved the organizational culture?
- a. Yes
 - b. No
 - c. Unsure
9. How likely are you to stay with Lusaka provincial Administration for the next two years?
- a. Very Likely
 - b. Likely
 - c. Neutral
 - d. Unlikely
 - e. Very unlikely
10. What factors influence your decision to stay or leave the organization?
- a. Salary and Benefits
 - b. Work environment
 - c. Career development opportunities
 - d. GHRM practices
 - e. Management Support
 - f. Other
11. How engaged do you feel in your current role?
- a. Very engaged
 - b. Engaged
 - c. Neutral
 - d. Disengaged
 - e. Very disengaged
12. Please rate the following statements regarding your engagement at work (strongly disagree, 5= strongly agree):
- I feel motivated to contribute to my organizations environmental goals.
- a. 1
 - b. 2
 - c. 3
-

d. 4

e. 5

I believe my work contributes positively to the sustainability efforts of the organization.

a. 1

b. 2

c. 3

d. 4

e. 5

I receive adequate recognition for my contributions to green initiatives.

a. 1

b. 2

c. 3

d. 4

e. 5

Section 5: Barriers to Implementation

13. What do you perceive as the main barriers to the implementation of GHRM practices in your organization? (Select all that apply)

a. Lack of awareness

b. Insufficient resources

c. Resistance from management

d. Lack of employee involvement

e. Other

14. In your opinion, what improvements can be made to enhance GHRM practices within the Lusaka Provincial Administration?

15. Is there anything else you would like to add regarding GHRM practices and their impact on your work experience?

16. How does the organizations structure support or hinder environmental initiatives?

Instructions for respondents:

Please answer all questions honestly and to the best of your ability

Your response will remain confidential and will only be used for research purposes.

The following shows one of the interview forms by participants.

