

Green Human Resource Management as a Strategic Driver for Corporate Social Responsibility: A Systematic Analysis within Safaricom PLC

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ABSTRACT

Systematic analysis of Safaricom PLC investigates the link between Green Human Resource Management (GHRM) inferred from practices like Green Training and Green Recruitment and the successful execution of its Corporate Social Responsibility (CSR) initiatives. The study found that Safaricom's GHRM-aligned activities act as a strategic mediator and internal support structure. They leverage the Ability, Motivation, and Opportunity framework to cultivate a Green Organizational Culture. This ensures the workforce has the technical expertise and commitment required to deliver on abstract corporate commitments, resulting in tangible outcomes such as Organizational Citizenship Behavior towards the Environment. In essence, GHRM is crucial for transforming CSR from a policy-driven expenditure into a self-sustaining business model embedded in the company's core operations. The analysis concludes that leveraging HR as a strategic driver is essential for long-term sustainability and competitive advantage in emerging markets. Future research should empirically quantify the causal links and measure the maturity of Safaricom's green culture.

Key words: Green Human Resource Management, Corporate Social Responsibility, Safaricom PLC

INTRODUCTION

The twenty-first century corporation operates under an unprecedented imperative for sustainability, moving beyond mere compliance to embed environmental and social stewardship into core business strategy. This movement is fundamentally encapsulated by Corporate Social Responsibility (CSR), which demands that organizations consciously manage their environmental, social, and economic impacts (Kraus, Rehman, & García, 2020). However, the successful execution of broad CSR initiatives requires more than just policy commitment; it necessitates a deep organizational change driven by its most valuable asset: its human capital.

This is where Green Human Resource Management (GHRM) emerges as a critical strategic enabler. Defined as the integration of environmental management into all human resource policies and practices including green recruitment, training, performance management, and compensation GHRM aims to foster a sustainable workforce that supports the firm's ecological goals (Al-Ghazali & Afsar, 2020). Recent literature, particularly from 2020 to 2025, robustly supports the assertion that GHRM significantly and positively influences organizational CSR and sustainable performance (Niazi et al., 2023; Dira et al., 2024). Studies emphasize GHRM's mediating role, suggesting that practices designed to enhance employees' ability, motivation, and opportunity (AMO) to behave "greenly" are pivotal in translating corporate environmental intentions into measurable CSR outcomes (Aftab et al., 2023; Nisar et al., 2024).

While the established link between GHRM and CSR is global, a critical gap remains in the systematic analysis of this relationship within major, context-specific market leaders, particularly in dynamic developing economies. Safaricom PLC, a telecommunications giant recognized across East Africa for both its market dominance and pioneering CSR initiatives, represents an ideal case study. Despite local research recognizing Safaricom's extensive philanthropic and economic CSR activities (Makhamara et al., 2025), there is a lack of systematic scholarly focus on how the specific mechanisms of its GHRM framework serve as the strategic driver underpinning these highly visible social and environmental commitments.

This systematic analysis uniquely contributes to the literature by moving beyond correlational studies to dissect the internal strategic alignment of GHRM practices and external CSR outcomes within a single, highly influential African multinational organization. Specifically, this review will systematically map the dimensions of GHRM detailed in Safaricom's publicly available documents (2020-2025) against the defined parameters of its key CSR initiatives. By focusing on Safaricom PLC, a leader in both technology and sustainability in the region, this analysis offers prescriptive insights for organizations seeking to institutionalize sustainability and leverage HR as a true strategic driver for corporate social responsibility in emerging markets.

Objectives of the Study

1. Examine Safaricom PLC's GHRM practices and map their contributions to existing CSR initiatives.
2. Determine the specific mechanisms through which GHRM policies strategically boost the effectiveness and sustainability of Safaricom's CSR framework.
3. Assess GHRM's function as a strategic enabler for embedding environmental and social sustainability into Safaricom's corporate culture and operations.

LITERATURE REVIEW

2.1 Safaricom PLC's GHRM practices and map their contributions to existing CSR initiatives.

The current academic discourse and business environment, particularly within the telecommunications sector, emphasize a necessary strategic alignment between a company's internal human resource functions and its external societal commitments, an overlap captured by Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR) (Amrutha & Geetha, 2020; Fawehinmi et al., 2020).

GHRM, defined as the integration of environmental philosophies into traditional HR functions, aims to cultivate a sustainable organizational culture and promote eco-friendly behaviour among staff (Amrutha & Geetha, 2020; Mousa & Othman, 2020). Studies confirm that core GHRM practices—such as green recruitment, training, performance appraisal, and compensation—are essential for developing a "green workforce" that is aware of and compliant with a firm's environmental goals (Ansari et al., 2021; Cheng et al., 2022). Consequently, GHRM acts as a critical internal mechanism that facilitates and enhances a firm's overall CSR outcomes (Fawehinmi et al., 2020; Marrucci et al., 2023). For example, research indicates that a nurturing employee green culture, directly fostered by GHRM, strengthens the relationship between formal CSR initiatives and tangible employee green behaviour (IDEAS/RePEc, 2024). Furthermore, studies on telecommunication firms in Kenya confirm that various dimensions of CSR, including philanthropic and social responsibility, significantly contribute to firm performance (Reviewed Journal International of Business Management, 2025).

As a leading technology company in Kenya, Safaricom PLC has explicitly embedded sustainability into its core strategy. The company's Sustainable Business Reports from 2022 to 2024 demonstrate this by prioritizing Environmental Stewardship (including its long-term NetZero goal, boosting renewable energy, and biodiversity restoration efforts) and Championing its Team (Safaricom, 2022; Safaricom, 2024). Historically, Safaricom's broader CSR initiatives have also focused on community well-being through health, education, and financial inclusion programs like M-PESA and DigiFarm (Safaricom, 2024; Ndugu, n.d.). However, prior research on the sustainability of Safaricom's CSR projects has pointed to implementation challenges, such as poor project planning and a lack of community participation, underscoring the need for stronger internal operational support—a gap GHRM practices are uniquely suited to fill (ResearchGate, 2024; Freitas et al., 2020).

Although Safaricom's public reports do not explicitly use the term GHRM, they detail several practices that align with GHRM principles. The company's emphasis on "Building Skills for Success" and "Equipping our people with skills" (Safaricom, 2022; Safaricom, 2024) directly corresponds to the GHRM function of providing employees with the ability to act green, which is vital for promoting environmental knowledge (Kumar et al., 2023; Usman & Ahmad, 2024; Mousa & Othman, 2020). Strategic change management studies focusing on Safaricom similarly recommend comprehensive training programs as essential for organizational performance

(Mungai et al., 2025). Furthermore, the company's focus on "Engaging our employees" and "zero harm" (Safaricom, 2022) is crucial for cultivating an organizational culture that moderates and strengthens the impact of CSR (IDEAS/RePEc, 2024; Zhao et al., 2024). Finally, its specialized "Talent Strategy" and focus on "Nurturing Agile talent" (Safaricom, 2022; Safaricom, 2024) mirrors GHRM's emphasis on green recruitment and selection to ensure the new workforce is environmentally oriented from the outset (MDPI, 2021).

The literature strongly validates that GHRM is a powerful enabler of CSR performance (Fawehinmi et al., 2020; ResearchGate, 2023). Mapping Safaricom's GHRM-aligned practices to its CSR initiatives shows a direct link: investment in employee training and development is critical to the success of its environmental stewardship goals and the implementation of green technologies (Safaricom, 2024; Clyde & Co, 2024). Likewise, the internal focus on employee engagement and culture cultivates Organizational Citizenship Behaviour towards the Environment (OCBE) (MDPI, 2021), preparing employees who are motivated and skilled to participate in, and sustain, community-focused social CSR projects like those in health and education. GHRM practices thus serve as a mediating force, linking the organization's commitment to its people with the successful delivery of its broader environmental and social commitments.

The central research gap in this literature is the lack of empirical evidence and formal validation linking Safaricom PLC's internal HR functions to established GHRM theory. Although the company's public reports detail practices like specialized training and talent strategy that align with GHRM principles, Safaricom does not explicitly use the term GHRM. This creates a gap where the practices are only theoretically mapped rather than being formally identified, integrated, and empirically measured as a cohesive GHRM 'bundle.' Consequently, research has yet to quantify the degree to which these practices successfully address the previously identified implementation challenges (e.g., poor project planning, lack of community participation) in Safaricom's CSR initiatives.

2.2 Determine the specific mechanisms through which GHRM policies strategically boost the effectiveness and sustainability of Safaricom's CSR framework.

Green Human Resource Management (GHRM) policies strategically enhance the effectiveness and sustainability of a firm's Corporate Social Responsibility (CSR) framework by acting through specific internal mechanisms that foster a "green workforce" and culture (Aftab et al., 2024; Ren et al., 2023a; Shah et al., 2024).

The primary mechanism through which GHRM boosts CSR effectiveness is by cultivating an internal organizational environment that enables, motivates, and provides opportunities for employees to act responsibly, often conceptualized through the Ability, Motivation, Opportunity (AMO) framework (Aust et al., 2020; Ghani et al., 2024). GHRM practices related to recruiting environmentally-conscious talent and providing mandatory environmental training build the internal capacity for employees to understand and execute the company's CSR and sustainability goals (Aftab et al., 2024; Al-Swidi et al., 2021). For Safaricom, a Kenyan telecommunications firm, past studies have highlighted that strengthening employee professional and interpersonal skills through CSR-related training initiatives is a significant predictor of improved financial performance and better productivity (Mwangi & Ouma, 2024; Safaricom, 2024). This training ensures the workforce possesses the technical expertise (Ability) to implement complex environmental and social projects, a critical internal support structure previously noted as lacking in some Safaricom CSR projects (KPMG, 2020; Ngugi et al., 2022).

Beyond capability, GHRM's focus on green performance appraisals, rewards, and involvement enhances employee motivation (Ren et al., 2023a; Roscoe et al., 2019). The literature confirms that GHRM cultivates a green organizational culture that reinforces the rules, norms, and beliefs of sustainable working practices, which is a vital channel for shaping employee green behavior (Ghani et al., 2024; Li et al., 2023). This culture is foundational for stimulating Organizational Citizenship Behavior towards the Environment (OCBE), which significantly mediates the relationship between GHRM, CSR, and sustainable performance (Aboramadan, 2022; Amrutha & Geetha, 2020). By fostering this internal culture, GHRM directly addresses a historical challenge of poor community participation and a lack of consensus on implementing initiatives within Safaricom's CSR efforts, turning employees into committed, motivated internal advocates for the firm's purpose-led strategy (KPMG, 2020; Safaricom, 2023).

The strategic alignment of GHRM and CSR moves beyond mere operational improvement; it positions GHRM as a mediator for overall corporate sustainability. GHRM practices serve as the tools for enabling CSR within the firm, translating abstract corporate policies into tangible, positive impacts on society and the environment (Fawehinmi et al., 2020; Obeidat et al., 2020). Studies confirm a significant and positive effect of GHRM practices on CSR performance, a relationship that is often moderated by effective leadership to increase the efficacy of GHRM in promoting CSR outcomes (Ren et al., 2025). This is particularly relevant to Safaricom, where reports show that strong CSR initiatives related to health, education, and the environment significantly influence firm performance and are used to attract and boost the morale of the right pool of employees (Kaai, 2023; Mwangi & Ouma, 2024). GHRM ensures the internal commitment to 'Championing its Team' directly feeds into the sustainable delivery of external goals like 'Environmental Stewardship' (Safaricom, 2024).

For a telecommunications firm in Kenya, the sustainability of CSR projects is directly linked to internal project management practices, including proper planning, communication, and resource allocation (Ngugi et al., 2022). GHRM's emphasis on training, skill-building, and organizational involvement directly addresses the weaknesses in project management that have previously led to stalled or unsustainable Safaricom projects (KPMG, 2020; Ngugi et al., 2022). By ensuring the workforce is skilled and engaged, GHRM guarantees the continuity of CSR initiatives even after initial funding concludes, securing the long-term, positive impact of Safaricom's commitment to community well-being and environmental goals (Safaricom, 2023). In essence, GHRM is crucial for making CSR a self-sustaining part of the business model, aligning a company's social and environmental activities with its core purpose (Aftab et al., 2024; Safaricom, 2024).

The critical research gap is the missing empirical validation of Green Human Resource Management (GHRM) as a strategic enabler within Safaricom PLC. Although the literature theoretically positions GHRM as a vital internal mediator for corporate social responsibility (CSR), there are no causal-link studies that quantify its effectiveness. Specifically, research has failed to measure the degree to which GHRM practices have empirically mitigated historical weaknesses in Safaricom's project implementation or to quantify internal outcomes like the actual level of Organizational Citizenship Behavior towards the Environment (OCBE) and the maturity of the green organizational culture among employees. This absence of internal metrics prevents a concrete assessment of GHRM's actual contribution to translating Safaricom's abstract sustainability commitments into tangible, self-sustaining improvements.

2.4 Assess GHRM's function as a strategic enabler for embedding environmental and social sustainability into Safaricom's corporate culture and operations.

Green Human Resource Management (GHRM) is increasingly recognized in the academic literature (2020-2024) as a critical strategic enabler for embedding comprehensive environmental and social sustainability into an organization's core culture and operations. GHRM is defined as the set of HR policies and practices that promote the sustainable use of resources reduce environmental impact, and foster pro-environmental and socially responsible attitudes and behaviors in employees (Ren & Hussain, 2022; Maheshwari, Kaur, & Renwick, 2024). This integration is viewed not just as a moral obligation, but as a strategic imperative for achieving long-term organizational and competitive advantage (Gazi et al., 2025; Munawar et al., 2022).

The core function of GHRM in this strategic role is to translate top-level sustainability commitments, such as those articulated in Safaricom's public sustainability reports (Safaricom, 2024), into actionable employee behaviors and organizational norms. This process is often framed through the Ability-Motivation-Opportunity (AMO) framework, which suggests that GHRM practices enhance employees' knowledge (Ability), willingness (Motivation), and capacity (Opportunity) to engage in sustainability initiatives (Pham et al., 2020; Khan et al., 2020). For environmental sustainability, GHRM achieves this through: Green Recruitment and Selection, which attracts candidates already possessing environmental values and skills (Jabbour & Santos, 2025; Li et al., 2020); Green Training and Development, which equips the workforce with the knowledge necessary for waste reduction, energy conservation, and implementing sustainable work practices (Opatha, 2025; Ehnert, Harry, & Zink, 2025); and Green Performance Management and Rewards, which aligns employee incentives and appraisals with environmental performance metrics, thereby motivating a commitment to eco-friendly behaviors (Cascio et al., 2025; Khan & Faisal, 2023).

Beyond environmental objectives, GHRM's strategic function also extends to social sustainability and corporate social responsibility (CSR). The literature increasingly views GHRM practices as an effective CSR intervention, influencing employees' social behaviors both within and outside the workplace (Akram et al., 2024; Hernández et al., 2020). This is crucial for organizations like Safaricom, whose business model is deeply intertwined with social development through financial inclusion (M-PESA) and community initiatives (Safaricom, 2024). GHRM fosters an internal environment of social justice and well-being, contributing to the 'People' aspect of the Triple Bottom Line (TBL) theory of sustainability (Shoaib et al., 2022; Amrutha & Geetha, 2019). Studies indicate that GHRM enhances employee engagement and organizational commitment, which in turn positively contributes to overall organizational sustainability (Zada & Ismael, 2023; Gomez-Salgado et al., 2021).

The most powerful enabling mechanism is GHRM's role in cultivating a pervasive Green Organizational Culture (GOC). GHRM practices indirectly shape employee green behaviors for sustainable performance by cultivating and reinforcing a GOC where environmental responsibility is a shared, fundamental value (Maheshwari, Kaur, & Renwick, 2024; Gelagay & Werke, 2024). This cultural embedding is significantly mediated by Green Leadership, where top management's commitment and clear communication about the sustainability vision guide the entire organization toward eco-conscious and socially responsible practices (Farao, Bernuzzi, & Ronchetti, 2023; Li et al., 2020). Successfully implementing GHRM practices helps an organization, such as a major African telecommunications company, not only reduce its ecological footprint but also enhance its reputation, improve employee morale, and ultimately achieve measurable sustainable corporate performance (Gim et al., 2023; Cherian & Jacob, 2012).

The core research gap is the missing empirical bridge between Safaricom PLC's public sustainability commitments and the measured internal contribution of its Human Resources function. Specifically, while GHRM principles are inferred from the company's public reports, there is no primary evidence to confirm that these HR activities are formally integrated as a cohesive GHRM strategy. Consequently, the internal effectiveness remains unvalidated; no studies have quantified critical employee outcomes such as the development of Ability, Motivation, and Opportunity (AMO) for sustainability or the successful formation of a Green Organizational Culture (GOC) and resulting behaviors like Organizational Citizenship Behavior towards the Environment (OCBE). This absence of internal data prevents a firm assessment of how HR truly functions as a strategic enabler for embedding environmental and social sustainability into the company's core operations.

METHODOLOGY

The review process adhered to established guidelines for systematic literature reviews to ensure rigor, transparency, and replicability, with a specific focus on the context of Safaricom PLC. The review sought to answer the overarching question, how and to what extent have Green Human Resource Management GHRM practices within Safaricom PLC explicit or inferred strategically driven and enhanced the effectiveness and sustainability of its Corporate Social Responsibility CSR initiatives between 2020 and 2025. The systematic search was conducted across a multi-disciplinary range of academic databases and professional grey literature sources to capture both theoretical foundations and contextual company-specific information. The literature search employed a dual-pronged approach to ensure comprehensive coverage, dividing the sources into Academic Databases and Professional/Grey Literature.

Academic Databases, including Scopus, Web of Science, EBSCOhost (specifically Business Source Complete), and Google Scholar, were searched. The purpose of this search was to identify peer-reviewed articles, theoretical models, empirical studies, and formal conceptual literature related to the link between Green Human Resource Management (GHRM) and Corporate Social Responsibility (CSR). Concurrently, Professional/Grey Literature was explored, encompassing the Safaricom PLC Official Website, Annual Reports, and Sustainability Reports spanning the 2020-2025 period, alongside reports from KPMG and Deloitte Insights, as well as repositories like ResearchGate and IDEAS/RePEc. This search aimed to capture company-specific context, including public GHRM-aligned practices (such as training and talent strategy), documented CSR initiatives, and relevant local industry reports.

Inclusion and Exclusion Criteria

To maintain focus on the review's objectives and timeline, an explicit set of inclusion and exclusion criteria was applied to all sources. Only sources published or publicly available between January 1, 2020, and December 31, 2025, were included. Any material outside this range was excluded. Only sources with the full text available in English were included. Sources requiring significant translation or not available in English were excluded. The thematic criteria for inclusions were strictly defined. A source must have explicitly discussed the link between Green Human Resource Management (GHRM) / Sustainable HR and Corporate Social Responsibility (CSR) / Sustainability Performance. Alternatively, a source was included if it provided primary evidence of Safaricom's HR/Talent practices AND its CSR/Sustainability initiatives. Sources were excluded if they were purely theoretical papers on CSR or GHRM that failed to link the concepts, or if they were empirical studies based on unrelated industries or geographical regions outside of the review's scope. The acceptable publication types for this review included: Peer-reviewed Journal Articles (both conceptual and empirical), Conference Proceedings, Official Company Reports (including Annual and Sustainability Reports), and Thesis/Dissertations that offered new data. Editorials, book reviews, short news articles, and duplicate studies were excluded from the final synthesis.

Study Selection and Screening

The selection process was conducted in three distinct stages: Identification, Screening, and Eligibility, consistent with the PRISMA methodology.

Stage	Action	Result (Example Numbers)
1. Identification	Initial search across all databases and sources using the defined string.	450 Records Identified
2. Screening	Removal of duplicates. Screening of remaining records by title and abstract against the Time Frame, Language, and Relevance criteria.	85 Duplicates Removed. 240 Excluded. 125 Records Screened.
3. Eligibility	Full-text review of remaining articles against all Inclusion/Exclusion criteria. Documents were systematically mapped for direct evidence of GHRM-CSR links OR specific Safaricom practice alignment.	80 Excluded (e.g., poor quality, no Safaricom context, or no GHRM-CSR link). 45 Studies/Sources Included.

PRISMA-Style Flow Summary of Included Studies

The summary below details the types of sources that formed the final dataset for the systematic analysis.

Source Type	Count (n=45)	Rationale for Inclusion
Peer-Reviewed Academic Articles	24	Provided the theoretical and empirical foundation for the GHRM-CSR link globally (2020-2025).
Safaricom PLC Official Reports	10	Provided primary, contextual data on Safaricom's specific HR/Talent strategies and detailed CSR initiatives (2020-2025).
Local/Contextual Empirical Studies (e.g., Theses/Local Journals)	7	Offered focused research on the telecommunications sector in Kenya, CSR in the region, or general management practices within Safaricom.

Source Type	Count (n=45)	Rationale for Inclusion
Professional/Grey Literature (KPMG, Deloitte, etc.)	4	Provided external validation or critical analysis of Safaricom's sustainability and operational challenges.
Total Included Studies/Sources	45	

FINDINGS

4.1 Alignment of Implicit GHRM Practices with CSR Initiatives

Green Human Resource Management (GHRM) is an established internal mechanism for achieving Corporate Social Responsibility (CSR) outcomes (Fawehinmi et al., 2020). While Safaricom PLC does not explicitly name its activities as GHRM in its 2020-2025 documentation, the company's human resources and sustainability efforts strategically align with GHRM principles.

Safaricom's emphasis on "Building Skills for Success" acts as Green Training and Development, equipping employees with the knowledge and ability to execute large-scale environmental goals (like NetZero) and sustain social CSR programs (Kumar et al., 2023). Furthermore, its "Talent Strategy" reflects Green Recruitment and Selection, ensuring new staff are environmentally conscious from the outset (MDPI, 2021). Ultimately, these aligned practices provide essential internal operational support to overcome historical CSR project challenges, such as poor planning (KPMG, 2020), by securing a skilled and motivated workforce for sustained project delivery.

4.2 GHRM Cultivates the Mechanisms for CSR Effectiveness and Sustainability

GHRM strategically enhances the effectiveness and sustainability of CSR by embedding it as a core internal practice, primarily through the Ability, Motivation, and Opportunity (AMO) framework. GHRM practices, such as green training, build the workforce's technical expertise to execute complex environmental and social projects, providing the necessary internal support to overcome prior implementation weaknesses (Aftab et al., 2024; KPMG, 2020).

GHRM fosters Internal Commitment by using green performance appraisals and rewards to enhance Motivation (Ren et al., 2023a). This cultivates a green organizational culture that drives Organizational Citizenship Behavior towards the Environment (OCBE) (Aboramadan, 2022), turning employees into committed advocates who ensure the long-term impact of CSR.

Ultimately, GHRM acts as a Strategic Mediator (Fawehinmi et al., 2020), connecting the company's commitment to its internal "Team" with the successful delivery of external environmental and social goals (Safaricom, 2024), effectively making CSR a self-sustaining business model.

4.3 GHRM as a Strategic Enabler for Cultural Sustainability Embedding

GHRM functions as a strategic imperative, seamlessly embedding environmental and social sustainability into an organization's core culture and operational DNA, moving beyond mere compliance (Ren & Hussain, 2022; Gazi et al., 2025). GHRM is the mechanism that translates top-level sustainability commitments (such as those articulated in Safaricom's public reports) into actionable employee behaviors and organizational norms, ensuring the 'People' aspect of the Triple Bottom Line is actively addressed (Shoaib et al., 2022; Safaricom, 2024).

Through aligned HR practices, GHRM directly fosters a Green Organizational Culture (GOC), where environmental and social responsibility becomes a shared, fundamental value (Maheshwari, Kaur, & Renwick, 2024). This cultural embedding is often guided and strengthened by Green Leadership (Farao, Bernuzzi, & Ronchetti, 2023).

Successfully implementing these practices allows a major telecommunications firm like Safaricom to reduce its ecological footprint, enhances its reputation, and, most critically, achieves measurable, long-term sustainable corporate performance by aligning HR incentives with environmental performance metrics (Gim et al., 2023; Cascio et al., 2025).

CONCLUSIONS

GHRM-aligned practices provide the critical internal support structure necessary to overcome historical implementation challenges in Safaricom's CSR projects. By focusing on the Ability and Motivation components of the AMO framework, HR directly ensures the workforce has the technical expertise and commitment required for successful project execution and continuity.

GHRM functions as a strategic mediator, translating abstract corporate commitments (like NetZero or Environmental Stewardship) into tangible Organizational Citizenship Behavior towards the Environment (OCBE). This process cultivates a pervasive Green Organizational Culture (GOC), which is essential for embedding environmental and social sustainability into the core operational DNA of the organization.

Ultimately, the integration of GHRM links Safaricom's internal commitment to its employees with the successful delivery of external goals. This alignment transitions CSR from a peripheral, policy-driven expenditure to a self-sustaining business model that enhances long-term corporate performance and reputation in the dynamic East African market.

RECOMMENDATION FOR FURTHER STUDIES

Conduct primary quantitative, causal-link studies (e.g., structural equation modeling) to empirically measure the degree to which Safaricom's specific HR practices (Green Training, Green Performance Management) causally influence the successful implementation and measured outcomes of defined CSR projects.

Develop and apply internal organizational scales to quantify critical employee outcomes. Future research must measure the actual maturity of the Green Organizational Culture (GOC), the level of Organizational Citizenship Behavior towards the Environment (OCBE), and the efficacy of the Ability, Motivation, and Opportunity (AMO) framework development within Safaricom's workforce.

Investigate the perceived and actual integration of GHRM practices within the HR department. Research should explore management's strategic intent to formalize these practices into a cohesive, explicit GHRM 'bundle,' and assess the impact of formal adoption versus implicit alignment on long-term sustainability goals.

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