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Green human resource management practices and organizational sustainability: Empirical evidence from selected NGOs in Yaoundé, Cameroon

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Abstract

As global sustainability imperatives intensify, NGOs in Cameroon especially those focused on environmental protection, sustainable agriculture, and community development - are expected to lead by example not only in their external interventions but also in their internal human resource management practices. This article examines the effect of Green Human Resource Management (GHRM) practices on organizational sustainability in selected non-governmental organizations (NGOs) in Yaoundé, Cameroon. The study examines the effects of green recruitment and selection, green training and development, and green reward and compensation on the economic, environmental, and social dimensions of sustainability. The findings, derived from primary data collected via questionnaires from 87 NGO employees and analyzed using SPSS (OLS regression and Pearson correlation), reveal a significant positive relationship between GHRM practices and sustainability. Green training and development emerged as the most impactful practice, followed by green recruitment. The study recommends strategic reinforcement of these practices and urges NGOs to adopt robust internal green policies to build a sustainable future.

Keywords: Green HRM, green recruitment, green training, green reward, organizational sustainability, non-governmental organization

Introduction

Globalization and the growth of social media have made people more conscious of businesses' social and environmental obligations. To stay competitive in both national and international markets, organizations need to improve their sustainable performance (Ch'ng *et al.*, 2021) ^[6]. Companies can achieve sustainable performance by doing their business in a way that doesn't affect the quality of the environment or society. A green company runs its business in a way that benefits people and protects natural resources, even on a global scale (Svensson *et al.*, 2018) ^[35]. Green Human Resource Management (GHRM), a subset of traditional HRM practices, emphasizes the integration of environmental concerns into the strategic planning, decision-making processes, and daily operations of an organization (Jabbour et Santos 2008) ^[20]. It encompasses a range of initiatives aimed at reducing the environmental impact of business activities while simultaneously fostering a culture of environmental stewardship among employees. From hiring and training to employee engagement and performance management, Green HRM practices seek to align organizational goals with sustainability objectives, thereby contributing to the creation of more eco-conscious and socially responsible workplaces (Renwick et Maguire, S 2013) ^[28]. By incorporating green management techniques into their operational management, numerous organizations have taken steps to advance toward eco-oriented agendas. Through the implementation of human resource management (HRM) policies, firms can integrate environmental sustainability into their internal operations and decision-making processes (Howard-Grenville *et al.* 2014) ^[18]. This approach is known as "Green HRM." GHRM is the use of HRM policies, philosophies, and practices to manage an organization's assets as well as any environmental concerns (Zoogah, 2011) ^[41]. It is possible to achieve this by attracting and retaining green workers with appropriate green employee competence and abilities (Sudin, 2011) ^[34].

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Problem Statement

As global sustainability imperatives intensify, NGOs in Cameroon especially those focused on environmental protection, sustainable agriculture, and community development - are expected to lead by example not only in their external interventions but also in their internal human resource management practices. However, most NGOs in Cameroon fall short in integrating key green HRM practices, particularly in the areas of green recruitment and selection, green reward and compensation and green training and development, thereby undermining their organizational sustainability (Renwick, Redman, & Maguire, 2016) ^[29].

Firstly, while NGOs such as Green Development Advocates (GDA) and Reach Out Cameroon promote climate and sustainability goals externally, their recruitment and selection processes rarely prioritize candidates with environmental values or sustainability related competencies. Recruitment procedures often involve paper-based systems, energy-inefficient logistics, and job descriptions that lack green criteria, creating a misalignment between the organization's mission and internal culture (Tambe & Akenji, 2022, Jackson *et al*, 2011) ^[37, 21]. This results in a limited ability to attract sustainability-minded professional and leads to credibility gaps with donors and local stakeholders (UNDP Cameroon, 2020) ^[38].

Secondly, green reward and compensation systems are either nonexistent or poorly defined. Employees who exhibit sustainable behaviors such as initiating recycling programs or reducing office energy use- are rarely recognized or incentivized, which decreases motivation and engagement in sustainability initiatives (Chung & Parker, 2008) ^[8]. This lack of reinforcement for green behavior limits the internalization of sustainability values, especially in mission-driven organizations where motivation is key (Jackson *et al*, 2011) ^[21].

Again, green training and development programs remain underdeveloped in many Cameroonian NGOs. Despite advocating for environmental change, internal staff are rarely trained on sustainable practices, green technologies, or eco-efficiency skills (Jabbour & Santos, 2008) ^[20]. This skills gap hinders the integration of sustainability across daily operations, thereby diminishing the overall environmental performance of the organization (Renwick, Redman, & Maguire, 2013) ^[28]. A study in Bamenda found that only 18% of NGOs included green content in onboarding and staff development programs (Tambe & Akenji, 2022) ^[37].

Despite the increasing global emphasis on sustainable business practices, the extent to which Green HRM practices contribute to organizational sustainability within the unique socio- economic and regulatory context of Cameroon remains under-explored.

Research questions

The main research question for this study is “What is the impact of Green HRM on organizational sustainability in selected non-governmental organization in Yaoundé?”

Specific research questions

- What is the impact of green recruitment and selection on organizational sustainability in selected non-governmental organization in Yaoundé?
- To what extent do green reward and compensation

management practices impact organizational sustainability in selected non-governmental organization in Yaoundé.

- What is the impact of green training and development practices on organizational sustainability in selected non-governmental organizations in Yaoundé.

Research objectives

The main research objective for this study is “To investigate the relationship between Green HRM and organizational sustainability in selected non-governmental organization in Yaoundé”.

Specific research objectives

- To determine the impact of green recruitment and selection on organizational sustainability in selected non-governmental organization in Yaoundé.
- To determine the impact of green reward and compensation management practices on organizational sustainability in selected non-governmental organization in Yaoundé.
- To determine the impact of green training and development practices on organizational sustainability in selected non-governmental organization in Yaoundé.

Research Hypotheses

Null hypotheses

- **H₁:** Green recruitment and selection practices have no significant impact on organizational sustainability in selected non-governmental organization in Yaoundé.
- **H₂:** Green reward and compensation practices have no significant impact on organizational sustainability in selected non-governmental organization in Yaoundé.
- **H₃:** Green training and development practices have on significant impact on organizational sustainability in selected non-governmental organization in Yaoundé.

Literature review

Green Human Resources Management (GHRM) is a combination of policies, procedures, and systems that encourage green behavior among employees in order to build an ecologically sensitive, resource efficient, and socially responsible workplace and corporation. GHRM is a relatively new skill that has grown in popularity since the beginning of the twenty-first century. It is closely related to how organizations can collaborate on measures to reduce their environmental effect and develop an environmentally conscious business for employees. Aziz, Yasmin, and Sultana (2020) ^[3] define Green Human Resource Management practices as a "vital obligation for organizations to achieve environmental performance."

Afsar *et al.* (2018) ^[1] describe the origins of GHRM and why businesses were so interested in the topic. They argued that both the company's and the environmental goals have become parallel. Thus, organizations were “faced with the need to enhance ecological and social sustainability and environmental performance” (Saeed, *et al.*, 2018) ^[30]. They also added that “the practice of environmental management is directly linked to human resources management as the human resources constitute the lifeblood of the organization and stimulate the success of its integration with the environmental management”.

Mandago (2018) ^[22] emphasizes that environmental

sustainability should be embedded within recruitment practices. Green hiring involves aligning the organization's competency needs with sustainability principles, informing potential employees about the company's environmental policies and commitments, and ensuring fair representation across diverse groups-including ethnicity, sexual orientation, age, gender, and disability status (Margaretha & Saragih, 2013) ^[23]. Additionally, job postings should highlight environmental responsibilities (Owino & Kwasira, 2016) ^[27], and interview questions ought to be tailored to assess how well candidates align with the organization's ecological objectives (Margaretha & Saragih, 2013) ^[23]. Recruitment enables human resource managers to identify and engage individuals for current and future roles within the organization (Freitas, Jose, Jabbour, Cesar, & Santos, 2011) ^[16]. Nonetheless, it's crucial for employees to feel confident that internal candidates will be considered first, as overlooking them may discourage qualified staff. Selecting individuals who align with the organization's environmental values and reputation is essential (Ehnert, Matthews, & Muller-Camen, 2020) ^[11]. To support this, HR professionals can incorporate environmentally focused questions during interviews to identify candidates who prioritize sustainability and are likely to uphold the organization's green culture (Shemon & Islam, 2019) ^[32]. Furthermore, HR managers should evaluate applicants for qualities such as teamwork, adaptability, eco-consciousness, and a willingness to take risks and solve problems creatively.

Training and development are methods that emphasizes the development of workers' experience and knowledge, as well as the prevention of deterioration of knowledge connected to Environmental Management Systems and attitudes. Sustainable training and development educate employees

about the importance of Environmental Management Systems, teach them about their working methods that reduce waste and conserve energy, and also disseminate environmental understanding within the industry and provide opportunities to engage workers in environmental challenges (Ojo *et al.* 2022) ^[25]. Green T&D activities make workers aware of several areas and cherish the environment. It also assists staff in carrying out various conservation measures as well as trash management in the company. According to Bansal and Roth (2000) ^[5], employee training plays a vital role in raising awareness about how organizational activities impact the environment. Fernandez *et al.* (2003) ^[14] further emphasize that fostering a pro-environmental approach demands not only heightened awareness but also the development of relevant skills and knowledge among employees, supported by comprehensive training in environmental issues.

Rewards and compensation serve as effective mechanisms for aligning employee interests with organizational objectives. Incentives can drive motivation and enhance employee performance toward achieving these goals. Mandago (2018) ^[22] observed that when 20 employees received compensation for their environmental responsibilities, their dedication to the organization's environmental management initiatives significantly improved. Green reward systems can inspire both managers and staff to actively participate in sustainability efforts (Arulrajah, Opatha, & Navaratne, 2016) ^[2]. Performance-based monetary rewards are particularly impactful, as they reflect achievements in environmental management (Jabbar & Abid, 2015) ^[19]. Such compensation programs may include bonuses tied to green performance evaluations and recognition for outstanding contributions to environmental sustainability.

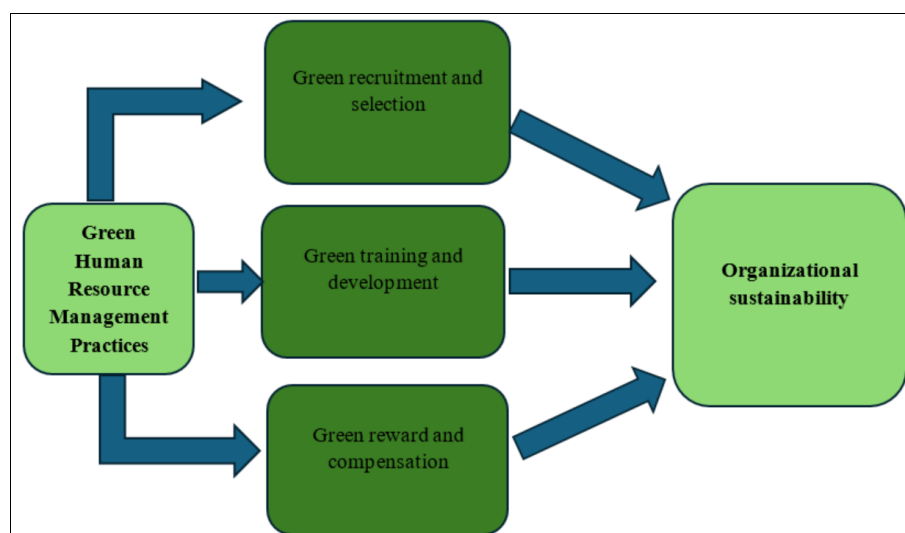


Fig 1: Conceptual framework

Organizational sustainability encompasses the integration of sustainable development objectives-such as social equity, economic efficiency, and environmental responsibility-into the core operations of businesses (Varsei *et al.*, 2014) ^[39]. A sustainable organization is one that embeds environmental awareness into its internal processes and policies, adopting practices that conserve natural resources to benefit the enterprise, its stakeholders, and the broader ecosystem. According to the report of the Brundlandt Commission,

tabled at the World Commission on Environment Development in 1997, green and sustainable organizations are those "that meet the needs of the present generation without compromising the ability of the future generations to meet their own needs" (WCED, 1997, p.12) ^[40].

Also, organizational sustainability referred to as "adopting organizational strategies and activities that meet the needs of the enterprise and its stakeholders today while protecting, sustaining, and enhancing the human and natural resources

that will be needed in the future" (Deloitte and Touche, 1992) ^[9]. Elkington (2013) ^[12] and Dyllick and Hockerts (2002) ^[10] identified three circles of sustainability measurements, profit, planet, and people, representing economic, environmental, and social sustainability,

respectively, with the "triple bottom line" (TBL) concept (Engert *et al.*, 2016) ^[13]. Figure 1 illustrates how to assess the environmental, social, and economic components of sustainability.

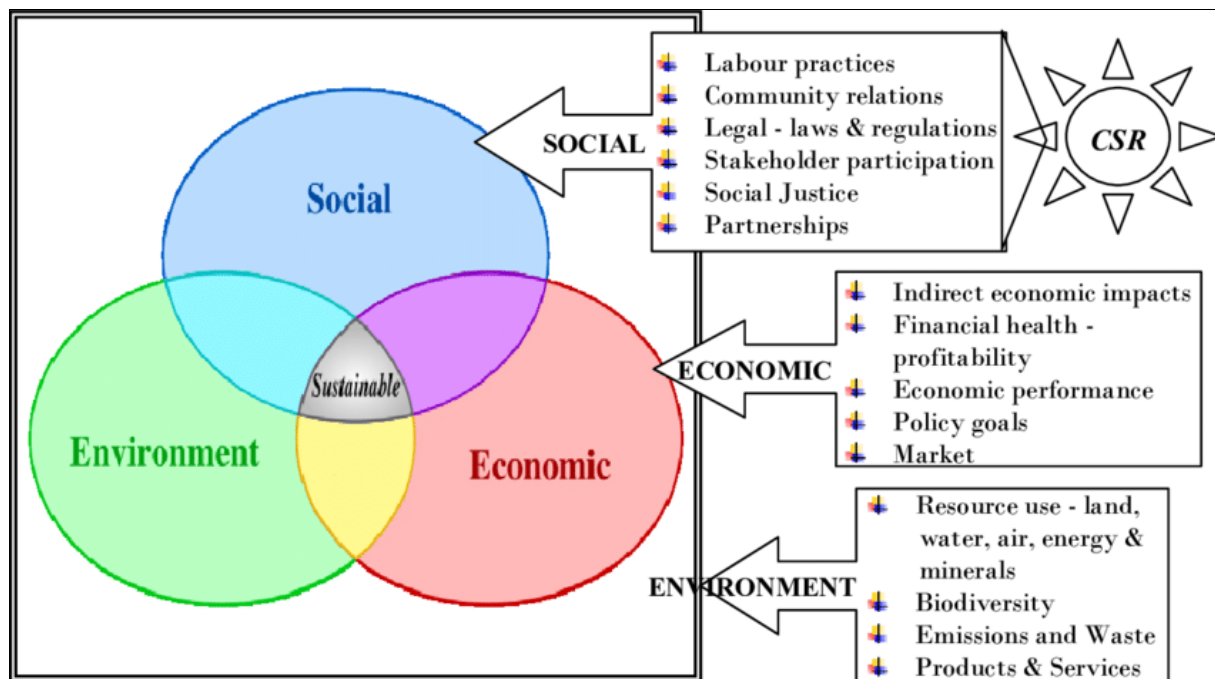


Fig 2: Dimensions of Sustainability

Theoretical Review

The literature review mentions several theoretical frameworks relevant to GHRM and organizational sustainability:

- **Ability-Motivation-Opportunity (AMO) Theory:** This theory conceptualizes that ability, motivation, and opportunity features can substantially involve green behavior development. Organizations adopting green practices (e.g., green recruitment, training) aim to enhance employee abilities and skills, which can then be utilized for green innovation and sustainable performance. Motivated and skilled employees are more likely to contribute to sustainable performance and develop creative ideas for managing environmental risks.
- **Resource-Based View (RBV) Theory:** This theory provides a framework for understanding how GHRM practices contribute to organizational sustainability. By strategically developing valuable, rare, inimitable, and non-substitutable green human capital and organizational capabilities, organizations can gain a sustainable advantage in addressing environmental and social challenges while enhancing economic performance. Empirical evidence supports the critical role of GHRM in building internal resources for a sustainable future.
- **Social exchange Theory (SET):** Social exchange theory suggests that employees' perception of how fairly they are treated by the organization influences their attitudes and behaviors. In the context of GHRM, if employees perceive that the organization is committed to environmental sustainability through its HR practices (e.g. green training, fair rewards for green

behavior), they are likely to reciprocate with positive attitudes and behaviors toward sustainability goals. This can lead to increased employee engagement in green initiatives and contribute to overall organizational sustainability.

Sibhatu *et al.* (2025) ^[33] empirically examined 382 employees in Ethiopian manufacturing industries using structured questionnaires and structural equation modeling. Their findings showed that Green HRM practices significantly contribute to organizational sustainability, with employee engagement serving as a crucial mediator. The study found that a bundle of Green HRM practices-such as green recruitment, training, performance management, and rewards-directly improved sustainability outcomes, accounting for 59% of the variance in organizational sustainability. The authors recommended that managers in developing countries prioritize Green HRM to build socially responsible and environmentally friendly organizational cultures, which enhance reputation and community health. Similarly, Aziz and Kamaara (2024) ^[3] explored Green HRM functions within international NGOs in Nairobi, Kenya, employing purposive sampling to survey key NGO staff. Their mixed-method analysis revealed that green recruitment, training, and development positively influence organizational competitiveness and the sustainability culture despite resource constraints typical of NGOs. They advised NGOs to prioritize environmental considerations in HR policies, invest in capacity building, and establish monitoring mechanisms to maintain green initiatives effectively.

Also, in the insurance sector of Chaudhary & Chaudhary (2023) ^[7] examined the relationship between Green HRM practices and organizational sustainability in life insurance

companies. Although the sample size was not explicitly stated, their quantitative analysis confirmed a strong positive correlation between green hiring, training, performance evaluation, and reward systems with sustainability outcomes. They emphasized the necessity for organizations to institutionalize green HRM practices comprehensively to foster an eco-friendly organizational culture and achieve long-term sustainability.

Literature gap

While there's growing literature on Green HRM and organizational sustainability in for-profit organizations, there's a relative scarcity of empirical studies focusing specifically on the NGOs sector. NGOs operate with different motivations, funding structures, and stakeholder pressures compared to businesses. The dynamics of green HRM and its impact on sustainability might therefore differ significantly. (Sheehan & M 2012) [31]. Most of the existing research on green HRM and sustainability originates from developed countries. There is a significant lack of empirical studies exploring this relationship within African context, and even fewer focusing specifically on Cameroon (Olawuni, T.O& Chan, D.W.M 2018) [26]. Cultural, economic, and regulatory differences may influence the adoption and effectiveness of Green HRM practices and their implication on organizational sustainability in this region.

Studies might primarily focus on management perspectives. There's a potential gap in understanding how employees at different level within Cameroonian NGOs perceive the impact of Green HRM on organizational sustainability. Understanding these varying perspectives can provide a more comprehensive picture of the organizational realities (B.A 2019) [4]. Understanding these unique dynamics within NGOs is crucial, given their vital role in addressing social and environmental issues globally and within Cameroon. Finding from developed countries may not be directly transferable to the context of Cameroonian NGOs. Research grounded in the local context is needed to provide relevant insight and recommendation. Understanding these interactions is crucial for developing holistic strategies that consider the broader operation environment of NGOs in Cameroon.

Research Methodology

The study employed a Descriptive research design. This scientific method involves observing and describing the behavior of a subject without influencing it, aiming to collect information about the current state of a phenomenon to describe "what exists". Thus, a descriptive survey approach was utilized. The research is exploratory and descriptive in nature, based on primary data to measure the relationship and characteristics of the phenomenon being studied, specifically the impact of green HRM on organizational sustainability in Cameroon.

Scope of the Study

The study's geographical scope is Yaoundé, the Centre region of Cameroon, chosen due to its concentration of international organizations and its unique socio-political and legal context, making it an ideal setting to study GHRM's impact on organizational sustainability. The selected NGOs primarily operate towards sustainable development.

Population, Sample, and Sampling Technique

Target Population: The target population included employees, consultants, and seconded staff of non-governmental organizations in the Centre region of Cameroon. This region was chosen for its dense NGO concentration focused on sustainability development. Institutional websites and emails were used to contact practitioners from target institutions.

Sample Size: The Yaro Yamani statistical formula was adopted to estimate the sample size.

$$n = N / (1 + N(e)^2)$$

Using this formula, the calculated sample size was 87.

Model Specification

A multiple linear regression statistical model was specified to examine the impact of Green HRM on organization sustainability. To statistically analyze the relationship between Green HRM and organizational sustainability, the following functional model is proposed:

Organizational sustainability = f(green recruitment and selection, green training and development, green reward and compensation)

This can be translated into a linear regression model as

$$OS = \beta_0 + \beta_1GRS + \beta_2GTD + \beta_3GRC + \varepsilon$$

Where:

- OS=Organizational sustainability (dependent variable)
- GRS= Green recruitment and selection
- GTD=Green training and development
- GRC= Green reward and compensation
- β_1 - β_3 = Coefficient measuring the effect of each Green HRM
- E= Error term

Method of Data Collection

The study primarily gathered data using primary data sources.

- **Primary Data:** Self-administered questionnaires were used to collect quantitative data. Questionnaires were chosen for their cost-effectiveness, time efficiency, and reduction of biases due to self-administration. They allowed for data collection from a larger sample and ensured honest information due to anonymity.
- **Secondary Data:** Secondary data were also utilized to gain initial insight into the research problem. While it is cheaper and faster to access, the study acknowledged that such data might not be suitable for all locations due to environmental factors and can become obsolete over time.
- **Instruments of Data Collection:** The questionnaire was primarily designed with close-end questions to avoid extraneous variables but also included some open-ended questions to allow respondents to provide additional variables or viewpoints. The questionnaires identified the researcher's purpose, benefits to respondents, and confidentiality. They were administered electronically via Google Forms and divided into sections: Demographic information, green recruitment and selection, green training and development, green reward and compensation, and Organizational sustainability. A five-point Likert scale ("Strongly agree" to "Strongly disagree") was used to

quantify responses for nuanced analysis.

Method of Data Analysis

The collected data was analyzed using Statistical Packages for Social Sciences (SPSS) 21.0. SPSS was chosen for its comprehensive statistical analysis capabilities, accuracy, and built-in techniques for preparing data quickly and easily, as well as its sophisticated reporting functionality. Although the variables were initially categorical, they were transformed into continuous variables to be suitable for Pearson Correlation Coefficient and Ordinary Least Square (OLS) regression analysis.

The researcher validates the trustworthiness of both primary data by investigating the provider's reason for collecting the data, checking that the data was obtained within the study period, inquiring about how the data was collected, and

ensuring that the data was comprehensive and accurate. The research also guaranteed that the data was taken from its original source, rather than a source where the data could have been modified and altered. Reliability occurs when the findings of a certain question or statement presented to respondent and the answer are similar. Hence in this study, reliability was tested using the Alpha of Cronbach which considers:

- $\alpha > 0,50$ to be poor
- $\alpha > 0,60$ to be questionable
- $\alpha > 0,70$ to be acceptable
- $\alpha > 0,80$ to be good
- $\alpha > 0,90$ to be excellent

Research findings and discussion

Table 1: Demographic description of the sample

Variable	Categories	Frequency	Percentage
Gender	Male	37	42,0
	Female	50	56,8
Age groups	18-25 years	38	43,2
	26-40 years	33	37,5
	41-55 years	10	11,4
	Above 56 years	6	6,8
Level of Education	Secondary School	6	6,8
	Bachelor's degree	40	45,5
	Master's degree	33	37,5
	Doctorate Degree	8	9,1
Longevity in Service	Less than 02 years	37	42
	02 to 10 years	33	37,5
	11 to 20 years	11	12,5
	20 years and above	6	6,8
NGOs of the respondents	CIFOR-ICRAF	20	22,7
	WWF	9	10,2
	Plan International	14	15,9
	FAO	14	15,9
	Care International	8	9,1
	UNICEF	6	6,8
	Others	16	18,2
Position occupied by the respondent	Globally Recruited staff	9	10,2
	Consultant	13	14,8
	Temporal staff	24	27,3
	Locally Recruited staff	41	46,6

We realize that 56.8% of the respondents were female and 42% were male, while there 1.1% of answered questionnaire (Missing) for gender. The higher percentage of female is because the female were more receptive and more understanding with respect to the men. Also, 43,2% of the sample is of the range of 18 to 25 years, 37,5% is between 26 and 40 years, 11,5% is age between 41 to 55 years and 6,9% above 56 years old. This implies that the sample is youth since 81,6% is below 40 years of age, reasons being that most of our sampled NGOs have a young workforce. 6,8% of the sample have as level of education the secondary level, 45,5% have a bachelor's degree, 37,5% have a master's degree and 9,1% have a doctorate degree reason being that most of our sampled NGOs employed employees who have at least a bachelor's degree level. It can also be seen that 22,7% of the respondents are employees from CIFOR-ICRAF, 10,2% are employees from WWF, 15,9% are employees from Plan International, 15,9% are employees from FAO, 9,1% are employees from Care

International, 6,8% are employees from UNICEF, and 18,2% are employees from other NGOs in Yaoundé particularly those local NGOs.

Test of Reliability using the Cronbach Alpha

The concept of reliability is grounded in the consistency, stability, and repeatability of a data collection instrument to yield dependable results (Hair *et al.*, 2010) ^[17]. Reliability was assessed using Cronbach's alpha, which evaluates the internal consistency of measurement scales for research constructs (Field, 2009) ^[15]. Constructs with alpha values below the recommended threshold of 0.70, as suggested by Nunnally (1978) ^[24], were excluded from the analysis. It is important to note that both validity and reliability assessments were conducted solely on the constructs retained in the study. The following table presents the validity scores for all constructs included in the model. It reports the reliability test for the individual variables and a global test for all the variables used in this research.

Table 2: Reliability outputs for the variables

Subscale (Variable)	Number of items	Cronbach alpha	Interpretation	Decision
Green Recruitment and Selection	7	0,740	Acceptable	Reliable
Green Reward and Compensation	4	0,629	Questionable	
Green Training and Development	5	0,781	Acceptable	Reliable
Organisational Sustainability	8	0,797	Acceptable	Reliable
Global model	24	0,908	Excellent	Model globally reliable.

Source: Computed by author using field data

Based on the test of hypotheses, the study revealed that Green Recruitment and Selection has a positive statistically significant impact on Sustainability [$\mu = 0.00 < 0.05$; $\beta = 0.261$] whereas; there is insignificant statistical evidence that Green reward and Compensation influences sustainability [$\mu = 0.280 > 0.05$; $\beta = 0.117$] and there exist

sufficient statistical evidence sustainability [$\mu = 0.001 < 0.05$; $\beta = 0.409$], implying a unit variation of the independent variables will ameliorate the Sustainability of NGOs by 26.1%, 11.7% and 40.9% respectively from GRS, GRC and GTD as shown below

Table 3: Regression results for the Variables of Green HRM and Organisational Sustainability

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95,0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	1,341	,323		4,154	,000	,699	1,983
Green Recruitment & Selection	,258	,113	,261	2,289	,025	,034	,482
Green Reward & Compensation	,095	,088	,117	1,087	,280	-,079	,269
Green Training & Development	,333	,096	,409	3,468	,001	,142	,524

a. Dependent Variable: Organisational Sustainability

Source: Computed by author using field data

These results can be demonstrated functionally and graphically as seen below as follows:

$$Org.Sust = \alpha + \beta_1 \text{Green Rec. \& Sel} + \beta_2 \text{Green Rew \& Comp} + \beta_3 \text{Green Train \& Dev} + \varepsilon_t$$

$$Org.Sust = 1,341 + 0,261 \text{Green Rec. \& Sel} + 0,117 \text{Green Rew \& Comp} + 0,409 \text{Green Train \& Dev}$$

Verification of hypothesis (H₁, H₂ and H₃)

The results obtained from the OLS regression and the Pearson Correlation demonstrates that all the three variables of Green HRM (Green Rec. & Sel., Green Rew. & Compensation as well as Green Train. & Dev.) primarily exert a positive influence on the Sustainability of NGOs in Yaounde. Reasons being that they all have a positive correlation and regression coefficients with respect to the dependent variable (Organisational Sustainability).

Concerning the second hypothesis which states Green reward and compensation management practices have no significant impact on organizational sustainability in selected non-governmental organization in Yaounde is not rejected since our results from the Pearson correlation coefficient and the regression analysis all demonstrates that

Green Reward and Compensation will have a positive but insignificant impact on Organisational Sustainability, hence hypothesis 2 is not rejected.

Concerning the second hypothesis which states Green training and development practices has a significant impact on the sustainability of selected non-governmental organization in Yaounde is rejected since our results from the Pearson correlation coefficient and the regression analysis all demonstrates that Green training and development practices will has a positive and significant impact on Organisational Sustainability, hence hypothesis 3 is rejected.

The synthesis of our hypothesis can be seen on the table below:

Table 4: Verification of Hypothesis (H₁, H₂ and H₃)

Hypothesis	Variables	Level of Sig. And Regression Coefficient	Impact on the Sustainability of Selected NGOs	Sig.	Conclusion/ Decision
Hypothesis 1: Green recruitment and selection practices have no significant impact on organizational sustainability in selected non-governmental organization in Yaounde	Green recruitment and selection	[$\mu = 0.00 < 0.05$; $\beta = 0.261$]	Positive	Significant	Reject the null hypothesis and conclude that there is significant statistical evidence to suggest that Green Recruitment and Selection practices has positive effects on the Sustainability of selected NGOs in Yaounde
Hypothesis 2: Green reward and compensation management practices have no significant impact on organizational sustainability in selected non-governmental	Green reward and compensation	[$\mu = 0.280 > 0.05$; $\beta = 0.117$]	Positive	Insignificant	Decline to reject the null hypothesis and conclude that there is insignificant statistical evidence to suggest that Green Reward and Compensation has positive effects on the Sustainability of Selected

organization in Yaoundé.					NGOs in Yaounde.
Hypothesis 3: Green training and development practices have no significant impact on organizational sustainability in selected non-governmental organization in Yaoundé.	Green training and development	$[\mu = 0.001 < 0.05; \beta = 0.409]$.	Positive	Significant	Reject the null hypothesis and conclude that there is significant statistical evidence to suggest that Green Training and Development practices has positive effects on the Sustainability of selected NGOs in Yaounde

Source: Computed by Author from field data

Rejecting our hypothesis implies that our independent variable has a direct relationship with the dependent variable, implying a unit variation of Green Recruitment and Selection practices such as recruiting workers with environmental consciousness for example; will lead to a 0.261 variation on Sustainability, specifically by 26.1%. Green Reward and Compensation on its part has a positive but insignificant impact on sustainability, maybe due to the fact that its difficult for compensation practices to be oriented towards the orientations of Green HRM. On the part of the third variable Green Training and Selection practices, it exerts a positive and significant impact on sustainability specifically, with its ability to ameliorate the Sustainability of NGOs by 40.9%.

Therefore, we can say globally that Green Human Resource Management Practices exerts a positive impact on Sustainability in selected Non-Governmental Organization in Yaoundé. This is thus a tool for managers to use to ensure that their NGOs survive even under hostile realities of the society.

Conclusions, and recommendations and suggestions for further studies

Discussion of findings

The most significant finding of this study is that green training and development practices emerged as the strongest predictor of organizational sustainability ($\beta = 0.409$, $p = 0.001$). This result suggests that a one-unit increase in green training and development practices leads to a 40.9% improvement in organizational sustainability outcomes. This finding aligns with the theoretical foundation of the Ability-Motivation-Opportunity (AMO) framework, which posits that enhancing employee capabilities through targeted training directly translates to improved organizational performance (Tadesse *et al.*, 2025) [36].

Green recruitment and selection practices demonstrated a significant positive impact on organizational sustainability ($\beta = 0.261$, $p = 0.025$), accounting for a 26.1% improvement in sustainability outcomes. This finding underscores the importance of strategic human capital acquisition in building sustainable organizations. The result supports the Resource-Based View (RBV) theory, which emphasizes that organizations gain competitive advantage through the acquisition and development of valuable, rare, and inimitable human resources. Contrary to expectations, green reward and compensation practices showed a positive but statistically insignificant impact on organizational sustainability ($\beta = 0.117$, $p = 0.280$). This finding presents an intriguing paradox that requires careful interpretation. Several factors may explain this result within the Cameroonian NGO context.

Implications of the study

This study makes important theoretical contributions to GHRM literature. First, it provides empirical validation of GHRM theories within the African context, specifically in

Cameroon's NGO sector. The findings support the AMO theory by demonstrating that enhancing employee abilities through green training directly improves organizational sustainability, consistent with the framework's emphasis on capability development. Second, the study extends Social Exchange Theory (SET) to the green HRM domain, suggesting that when organizations invest in employee development through green training, employees reciprocate with enhanced sustainability behaviors. However, the insignificant effect of green rewards challenges traditional SET assumptions, indicating that theory may operate differently in mission-driven organizations where intrinsic motivation predominates.

The findings align with that of Tadesse *et al.* (2025) [36] study of Ethiopian manufacturing industries, which found that Green HRM practices significantly contribute to organizational sustainability, accounting for 59% of the variance in organizational sustainability. Similarly, the results corroborate Aziz and Kamaara's (2024) [3] findings in Kenyan NGOs, where green recruitment, training, and development positively influenced organizational competitiveness and sustainability culture. While green reward systems showed insignificant effects, organizations should not abandon such practices entirely. Instead, they should focus on developing more sophisticated and contextually appropriate reward systems that align with the intrinsic motivations characteristic of NGO workers, as suggested by the findings of Jabbar and Abid (2015) [19].

Research contributions

The study provides the first comprehensive empirical examination of GHRM practices in Cameroon's NGO sector, filling a critical gap identified in the African sustainability literature (Olawuni & Chan, 2018) [26]. The findings demonstrate that GHRM theories developed in Western contexts are applicable and relevant in African organizational settings, albeit with contextual modifications. Again, the study contributes methodological insights by demonstrating the effectiveness of quantitative approaches in measuring GHRM impacts in developing country contexts, addressing methodological gaps highlighted by Sheehan, (2012) [31]. The use of validated scales and robust statistical techniques provides a template for future research in similar settings.

The study makes important theoretical contributions by extending existing GHRM frameworks to the NGO sector. The finding that different GHRM practices have varying effects on sustainability outcomes suggests that future theoretical models should incorporate contingency factors that influence the relative effectiveness of different practices, building on the work of Howard-Grenville *et al.* (2014) [18].

Recommendations

Based on the findings, the study recommends the following: Prioritize candidates with proven commitment to

environmental values: Prioritizing candidates with proven commitment to environmental values means that during recruitment and selection, NGOs should give preference to applicants who demonstrate awareness, experience, and motivation to support sustainability and environmental protection in their work. This goes beyond technical qualifications - it ensures that new hires are aligned with the organization's green mission and are likely to engage in eco-friendly behavior on the job. The implementation of green training programs should actively educate their staff on environmental issues. Teach them how to incorporate eco-friendly practices into their day-to-day tasks and help them align their work with the organization's sustainability goals.

While green reward and compensation practices showed a positive impact, their insignificance suggests a need for NGOs to re-evaluate and refine their reward systems to effectively incentivize and recognize sustainable behaviors. Leaders and manager should take active responsibility for integrating environmentally friendly practices into HR policies (e.g., green recruitment, green training). Lead by example by participating in green initiatives (e.g., reducing paper usage, promoting carpooling).

This study conclusively affirms that the implementation of green HRM practices-green recruitment and selection, green training and development, and green reward and compensation-positively and significantly influences organizational sustainability in NGOs in Cameroon. The empirical evidence from NGOs in Yaoundé demonstrates that these practices contribute to fostering an environmentally conscious workforce and embedding sustainability within organizational operations. The study contributes to the growing body of knowledge on GHRM in the African context and offers practical insights for NGO managers seeking to align human resource practices with sustainability objectives.

Limitations and Suggestions for further studies

The study acknowledged certain limitations. The findings cannot be generalized to all sectors in Cameroon due to the specific focus on NGOs. Future research could expand the sample size and include NGOs from other regions to enhance generalizability. Additionally, exploring mediating factors such as employee engagement could deepen the understanding of the mechanisms through which GHRM influence sustainability. The area of Green HRM in the African context, including Cameroon, remains underexplored, indicating a need for more research.

Suggestions for further studies

Future studies should investigate mediating variables such as employee engagement, organizational culture, and leadership support that may explain how GHRM practices influence sustainability outcomes. Additionally, moderating factors such as organizational size, funding sources, and environmental challenges should be examined to understand when and under what conditions GHRM practices are most effective, building on the frameworks developed by Renwick *et al.* (2016) [29].

While this study focused on NGOs, future research should examine GHRM practices in other sectors, including private corporations, government agencies, and academic institutions in Cameroon. Such studies would help develop sector-specific GHRM models and identify best practices

across different organizational contexts, extending the work of Ch'ng *et al.* (2021) [6] on sustainable business practices across industries.

Research should be expanded to other regions of Cameroon and other African countries to test the generalizability of these findings, addressing the geographical limitations identified by Olawuni and Chan (2018) [26]. Comparative studies across different African contexts would help identify cultural, economic, and institutional factors that moderate the effectiveness of GHRM practices.

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