

## A Conceptual Framework for Green Management Based on Dimensions and Implementation Mechanisms

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### **Abstract:**

This research aims to propose a comprehensive conceptual framework for implementing green management in organizations by analyzing its key dimensions (strategic, operational, human, leadership & governance, and community) and linking them to a practical implementation mechanism. The methodology relied on a literature review of recent studies. The findings reveal that green management is not merely an environmental orientation but a holistic organizational transformation requiring the integration of these dimensions with sequential steps ranging from assessment to community engagement. Results also show that the proposed conceptual framework addresses major challenges such as weak leadership commitment, lack of technical capacity, financial constraints, regulatory complexity, and resistance to change, through a practical mechanism that ensures policies are translated into sustainable organizational practices. The study recommends simplifying regulatory frameworks, gradually investing in environmental infrastructure, strengthening committed leadership, developing employee training and incentive programs, and fostering community partnerships to achieve institutional sustainability and enhance competitiveness.

**Key Words:** Green management, Framework, Conceptual, Dimensions .

## إطار مفاهيمي للإدارة الخضراء قائم على الأبعاد وآليات التنفيذ،

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### الملخص:

يهدف هذا البحث إلى اقتراح إطار مفاهيمي شامل لتطبيق الإدارة الخضراء في المؤسسات، وذلك من خلال تحليل أبعادها الرئيسية (الاستراتيجية، والتشغيلية، والبشرية، والقيادة والحوكمة، والمجتمعية) وربطها بآلية تنفيذ عملية. اعتمدت المنهجية على مراجعة الأدبيات للدراسات الحديثة. تكشف النتائج أن الإدارة الخضراء ليست مجرد توجه بيئي، بل هي تحول تنظيمي شامل يتطلب دمج هذه الأبعاد بخطوات متسلسلة تبدأ من التقييم وتنتهي بالمشاركة المجتمعية. كما تُظهر النتائج أن الإطار المفاهيمي المقترح يُعالج تحديات رئيسية مثل ضعف التزام القيادة، ونقص القدرات التقنية، والقيود المالية، والتعقيد التنظيمي، ومقاومة التغيير، وذلك من خلال آلية عملية تضمن ترجمة السياسات إلى ممارسات تنظيمية مستدامة. توصي الدراسة بتبسيط الأطر التنظيمية، والاستثمار التدريجي في البنية التحتية البيئية، وتعزيز القيادة الملتزمة، وتطوير برامج تدريب الموظفين وتحفيزهم، وتشجيع الشراكات المجتمعية لتحقيق الاستدامة المؤسسية وتعزيز القدرة التنافسية.

**الكلمات المفتاحية:** الإدارة الخضراء، الإطار، المفاهيمي، الأبعاد.

### 1. Introduction :

Green management is one of the most prominent recent trends in management thought, as organizations seek to integrate environmental considerations into their administrative activities and operational processes with the aim of achieving sustainable development. This approach has gained increasing importance in light of global environmental challenges such as climate change, pollution, and the

depletion of natural resources, prompting public institutions to shift toward more sustainable practices (Abu-Sharkh, 2021).

In recent decades, the world has witnessed a marked increase in interest in environmental issues as a result of the worsening of global challenges such as climate change, industrial pollution, and the depletion of natural resources. This reality has prompted public and private institutions to seek new management models that ensure a balance between economic performance and environmental conservation. Hence, the concept of green management has emerged as a strategic framework that integrates environmental considerations into organizational policies and operations, and enhances institutions' capacity to achieve sustainable development (Renwick, Redman, & Maguire, 2013).

Green management is not merely a modern management trend; rather, it is a necessary response to growing pressure from society, governments, and international organizations demanding that organizations assume their environmental and social responsibilities.

The literature has shown that organizations that adopt green management achieve multiple benefits, including improved operational efficiency, reduced costs, enhanced organizational reputation, and increased stakeholder trust (Daily & Huang, 2001).

However, the implementation of green management remains fraught with challenges, particularly in public institutions that face legislative, financial, and human resource constraints that limit their ability to transition toward sustainable practices (Reddy, 2024).

Accordingly, this paper seeks to shed light on the concepts related to green management in terms of their theoretical foundations and dimensions, with the aim of developing a conceptual framework that clarifies how green management can be implemented in organizations.

## 2. Problem Statement :

Despite growing global interest in green management as a pathway to sustainable development, public institutions still face significant challenges in its implementation. Previous studies have shown that a lack of understanding of green management and its dimensions, as

well as weak environmental legislation and unclear government policies, hinder the integration of green practices into institutional activities (Al-Baqmi & Al-Hazimah, 2022). Furthermore, limited financial and human resources make it difficult to invest in clean technologies or the necessary training programs (Al-Yahya, 2020)..

Based on this, the research problem lies in the fact that many organizations and leaders are unfamiliar with the concepts and foundations of green management, and some are still unable to overcome the legislative, financial, human and cultural challenges that hinder effective implementation.

### 3. Research Objectives:

1. Clarify the theoretical and conceptual foundations of green management.
2. Analyze the benefits and challenges associated with implementing green management in organizations.
3. Propose an integrated conceptual model that incorporates the strategic, operational, human, and governance dimensions of green management.

### 4. Research Significance:

The significance of this research stems from several scientific and practical aspects, which can be summarized as follows:

1. Scientific significance: This paper contributes to the literature on green management through a comprehensive conceptual review that brings together definitions, dimensions, and associated benefits and challenges. This enhances conceptual clarity and enables future researchers to develop more precise theoretical models, particularly in the contexts of public institutions that have not received sufficient attention in previous studies.
2. Practical significance: This paper presents a conceptual framework that helps public and private institutions gain a deeper understanding of green management, its dimensions, and the key challenges facing its implementation, thereby enabling decision-

makers to develop practical strategies to overcome obstacles and promote opportunities for adopting sustainable practices.

3. **Social and Developmental Significance:** The paper supports sustainable development efforts at the national and international levels by highlighting the role of public institutions in protecting the environment and conserving resources. It also raises awareness of the importance of green management as a strategic choice that has a positive impact on society, the economy, and the environment, and enhances the capacity of institutions to respond to global challenges such as climate change.

## 5. Research Methodology:

This research employed an archival approach to achieve the aforementioned objectives. This approach involved reviewing published articles on green management to clarify the meaning and dimensions of the term, the challenges facing contemporary organizations in its implementation, and its importance to these organizations. This methodology was adopted to facilitate the exploration of available literature, aiming for a deeper understanding of green human resource management and its practices, ultimately leading to a proposed conceptual framework for implementing green management.

The researcher also points out that the use of artificial intelligence (AI) sites to extract references and translate some research paragraphs is nothing more.

## 6. Literature Review:

### 6.1. The concept and definition of green management:

The concept of green management emerged in management literature with the rise of global interest in sustainability in the late 20th century. Initially, it was linked to corporate social responsibility (CSR) practices, which focused on reducing the environmental impact of economic activities. Daily & Huang (2001) defined green management as "the focus on human resources and organizational processes to achieve environmental sustainability goals within the

organization," a definition that highlights the human dimension in the success of the green transformation.

At the beginning of the new millennium, the concept expanded to include green human resources. Jabbour & Santos (2008) indicated that green management is "the integration of environmental practices into all human resource management activities, including recruitment, training, and performance evaluation," reflecting a shift in focus from industrial processes to the human element.

Later, the concept became associated with green supply chains. Sarkis (2003) defined green management as "a strategic decision-making framework that integrates environmental considerations into the management of supply chains and operational processes," a definition that highlights both the operational and economic dimensions. In the last decade, sustainable leadership and environmental governance have emerged as key dimensions. Reddy (2024) defines green management as "a set of practices and policies driven by managerial and leadership commitment aimed at achieving balanced environmental, social, and economic performance." This definition illustrates the evolution of the concept into a comprehensive framework integrating strategy and governance.

Thus, the concept of green management has evolved from a limited environmental approach to a comprehensive framework integrating strategic, operational, human, and governance dimensions. It is now considered a strategic imperative for ensuring the sustainability of organizations in the face of environmental, economic, and social challenges .

## **6.2 . Theoretical foundations of green management:**

Green management is based on a set of theoretical foundations that have shaped the intellectual framework of this field, and these can be summarized in four main theories:

1. Sustainability Theory: Sustainability is the overarching framework from which green management emerges, emphasizing the need to achieve a balance between three dimensions: economic, environmental, and social. The literature has shown that green management represents the practical application of sustainability

- principles within organizations, through the integration of environmental considerations into policies and processes (Jabbour & Santos, 2008).
2. Stakeholder Theory: This theory asserts that organizations do not operate in isolation but are accountable to a wide range of stakeholders, such as employees, customers, the community, and governments. From this perspective, green management is a response to stakeholder demands for reducing environmental impact and enhancing social responsibility (Renwick, Redman, & Maguire, 2013).
  3. Corporate Social Responsibility (CSR): Green management is a practical extension of the concept of social responsibility, focusing on the environmental dimension as part of an organization's commitments to society. Studies have shown that organizations adopting green management achieve a better reputation and increase public trust (Daily & Huang, 2001).
  4. Systems Theory: This theory highlights that an organization is an open system that interacts with its internal and external environment. Therefore, green management requires viewing the organization as an integrated system, where environmental decisions are linked to operational processes, human resources, and supply chains within an interconnected and interactive framework (Sarkis, 2003).

In general, from this theoretical foundation, it becomes clear that green management is not merely a set of isolated management practices, but rather an integrated intellectual framework that combines sustainability, social responsibility, stakeholder theory, and systems. This integration enhances the ability of organizations to address environmental, economic, and social challenges, making green management a strategic necessity rather than a secondary option.

### **6.3 . Dimensions of Green Management:**

The literature shows that green management is not a monolithic concept, but rather a multidimensional framework that integrates

strategy, operations, human resources, and governance. The most prominent of these dimensions can be summarized as follows:

1. Strategic dimension: At the beginning of the millennium, green management was often understood in terms of improving operational efficiency or reducing waste. However, as the literature evolved, it became clear that these practices cannot achieve true sustainability unless they are integrated into the organization's vision and mission. Organizations that have incorporated clear environmental goals into their strategic plans have been able to strike a balance between economic growth and environmental protection (Jabbour & Santos, 2008).

This strategic dimension is not limited to formulating general goals; rather, it requires restructuring policies and programs so that sustainability becomes part of the decision-making process at all levels. A study by Daily & Huang (2001) showed that organizations that integrated green management into their strategies succeeded in achieving tangible financial savings, in addition to improving their reputation and strengthening public trust in them.

Furthermore, the strategic dimension is closely linked to the concept of sustainable competitive advantage. Organizations that have adopted green management as a strategic choice have been able to innovate environmentally friendly products and services, giving them the ability to compete in global markets, especially as consumer awareness of environmental issues increases (Azlan Azhari et al., 2024).

On the other hand, this dimension serves as a tool for environmental governance, requiring organizations to establish clear policies for accountability and transparency in environmental performance. Capurro (2021) has shown that integrating the environmental dimension into corporate strategy enhances social legitimacy and reduces risks associated with regulatory compliance.

Thus, it can be said that the strategic dimension of green management represents a shift from piecemeal initiatives to a comprehensive vision, in which sustainability becomes an integral part of an

organization's identity and a tool for balancing profitability with environmental and social responsibility.

2. Operational dimension While the strategic dimension places sustainability at the heart of an organization's vision, it is the operational dimension that translates this vision into tangible reality within the organization. In its operational sense, green management means that every daily process—from energy use to waste management—becomes part of a conscious environmental system.

In the early stages of implementing green management, organizations focused on improving energy efficiency and reducing resource consumption, as these were practical and easily measurable steps. Daily & Huang (2001) demonstrated that organizations that adopted green operational programs succeeded in significantly reducing operational costs, in addition to improving their environmental performance.

Subsequently, this scope expanded to include supply chain management, as it was no longer sufficient for internal operations to be environmentally friendly; rather, it became necessary for suppliers and partners to adhere to the same standards. Sarkis (2003) noted that integrating environmental considerations into supply chains represents a strategic step toward transforming an organization into a fully integrated green system.

The operational dimension is also closely linked to innovation, as the need to reduce environmental impact has driven organizations to develop new, more sustainable products and services, which enhances competitiveness and gives the organization a distinctive position in the market (Renwick, Redman, & Maguire, 2013).

Thus, it can be said that the operational dimension is the practical driver of green management, as it translates strategic principles into measurable daily actions and makes sustainability an integral part of daily organizational activities.

3. Human dimension: It is the beating heart of green management. Organizations cannot achieve genuine environmental transformation unless their employees are part of this movement,

as the human element is the primary driver of any organizational change.

In the early days of green management, the focus was on technology and processes, but researchers soon realized that the success of these initiatives depends on employee awareness and behavior. Daily & Huang (2001) noted that attention to human resources is a prerequisite for achieving sustainability, as employees are the ones who implement environmental policies and translate them into practical reality.

Subsequently, the concept evolved to include what is known as Green Human Resource Management (Green HRM), a framework that integrates environmental considerations into all human resource management activities:

- Green recruitment: Selecting employees who are environmentally conscious or willing to adopt sustainable practices.
- Environmental training: Building employees' capacity to address environmental challenges in the workplace.
- Incentives and rewards: Encouraging sustainable behaviors through performance evaluation and reward systems linked to environmental performance (Renwick, Redman, & Maguire, 2013).

As Jabbour & Santos (2008) explained, integrating the human dimension into green management is not limited to formal policies but requires building a green organizational culture, where a commitment to sustainability becomes part of the organization's identity and values. This culture fosters internal collaboration and reduces resistance to change, thereby facilitating the widespread implementation of environmental practices.

It can be said that the human dimension is the key to the success of green management, as it ensures that strategies and policies do not remain mere words on paper, but are translated into everyday behaviors and practical practices that reflect the organization's commitment to sustainability.

4. Leadership and governance dimension: It gives green management its legitimacy and sustainability. Without committed leadership and

clear governance, environmental initiatives remain merely scattered attempts that cannot withstand the challenges of reality.

Since the early days of interest in green management, researchers have recognized that leadership is the decisive factor in the success or failure of environmental transformation. Jabbour & Santos (2008) demonstrated that the presence of top leadership that embraces sustainability as a core value directly impacts an organization's ability to integrate green practices at all levels. Leadership here is not merely top management, but rather an inspiring vision that translates into clear policies and practical actions.

Environmental governance, on the other hand, is the flip side of this dimension, ensuring that green policies are implemented transparently and are subject to accountability. A study by Reddy (2024) showed that public institutions lacking clear environmental governance mechanisms face difficulties in sustaining their operations, as effective oversight is absent and institutional commitment is weakened.

Sustainable leadership is also closely linked to social legitimacy, as it earns the trust of society and stakeholders. Carrasco et al. (2024) demonstrated that green government procurement, when guided by clear policies and committed leadership, becomes a strategic tool for promoting sustainable development on a large scale.

Thus, it can be argued that the leadership and governance dimension serves as the institutional safeguard for the continuity of green management, as it bridges the strategic vision and daily practices through inspirational leadership and transparent governance, thereby enhancing the organization's capacity to address environmental, economic, and social challenges.

5. Social Dimension: When discussing green management, we cannot overlook the social dimension, which represents an organization's reach beyond its organizational boundaries. An organization is not a closed entity; rather, it is part of a social and economic fabric, influenced by it and influencing it in turn. Hence, its role in promoting sustainable development through engagement with the

local community and stakeholders becomes a key pillar of successful green management.

In the early stages of interest in this dimension, studies focused on corporate social responsibility, where green management was viewed as a means to improve the organization's image in the eyes of society. However, as the literature evolved, it became clear that the social dimension goes beyond mere reputation, becoming a strategic tool for building long-term partnerships with the local community, suppliers, and customers (Daily & Huang, 2001).

One of the most prominent manifestations of this dimension is green government procurement, which is a powerful tool for driving organizations toward adopting sustainable practices. Carrasco et al. (2024) have shown that public policies encouraging the purchase of environmentally friendly products and services not only enhance organizations' environmental performance but also foster a societal culture supportive of sustainability.

Furthermore, the societal dimension is closely linked to the concept of social legitimacy, as green management grants the organization the trust of the community and stakeholders and reduces the risks associated with societal rejection or resistance. A study by Bhandari, Lopes, & Pires (2025) showed that educational institutions that adopted green policies in their procurement succeeded in raising awareness among students and the local community about the importance of sustainability, making them role models.

Thus, it can be argued that the community dimension of green management serves as a bridge connecting the institution to its social and economic environment, where internal environmental practices translate into external impacts.

Through these dimensions, it becomes clear that green management is a comprehensive and integrated framework that combines strategic planning, operational practices, human resource management, leadership and governance, and community relations. This integration enhances organizations' ability to address environmental, economic, and social challenges, making green

management a strategic necessity rather than merely an administrative option.

#### **6.4. Benefits of Green Management:**

When organizations adopt green management, they not only achieve environmental goals but also reap a wide range of benefits that extend to economic, social, and organizational domains. These benefits make green management an indispensable strategic choice in a world moving toward sustainability.

1. **Environmental Benefits:** The first outcome of implementing green management is an improvement in the organization's environmental performance. Green practices such as reducing emissions, managing waste, and optimizing energy consumption led to a reduction in the negative impact on the environment. Sarkis (2003) demonstrated that organizations that have integrated sustainability into their operational processes have directly contributed to reducing pollution and enhancing resource efficiency.
2. **Economic Benefits:** Green management is not a financial burden, as is sometimes believed, but rather a means of achieving tangible financial savings. Reducing energy and raw material consumption leads to lower operating costs, while innovation in sustainable products and services opens new markets and enhances competitiveness (Daily & Huang, 2001).
3. **Social and Community Benefits:** Through green management, organizations strengthen their social legitimacy and earn the trust of the community and stakeholders. Carrasco et al. (2024) have shown that green government procurement not only supports organizations in achieving their environmental goals but also creates a societal culture that supports sustainability, which positively impacts society as a whole.
4. **Organizational and Internal Benefits:** Internally, green management improves organizational culture, as a commitment to sustainability becomes part of the organization's values and identity. This fosters collaboration among employees and increases their motivation,

especially when rewards and evaluations are linked to environmental performance (Renwick, Redman, & Maguire, 2013).

### 6.5 . Key Challenges in Implementing Green Management

1. Weak Leadership and Management Commitment: Although green management requires the integration of strategic, operational, and human dimensions, the lack of leadership commitment remains the most significant obstacle to its successful implementation. Leaders who do not genuinely believe in the importance of sustainability, or who view it as a regulatory burden, often cause environmental initiatives to stall or reduce them to empty slogans with no real impact.

A recent study by Mitchell. (2008) indicates that weak environmental leadership is associated with three main manifestations:

- The absence of a clear vision for sustainability within institutional plans.
- Weak coordination among different departments in implementing green policies.
- Resistance to change by middle management due to a lack of training or fear of losing control.

A study by Chau et al. (2025) also shows that organizations lacking effective environmental leadership suffer from scattered efforts, where green initiatives are launched without follow-up or evaluation, leading to a loss of internal and external trust in the organization's commitment.

On the other hand, the Sustainability Directory (2025) emphasizes that green leadership is not merely about adopting policies, but rather the ability to build a supportive organizational culture, provide resources, and motivate employees to actively participate. In the absence of this leadership role, green management becomes merely a marketing facade that cannot withstand operational and financial challenges.

2. Lack of Technical Expertise and Infrastructure: Among the most significant challenges organizations face in adopting green management, a lack of technical expertise and weak infrastructure stand out as fundamental obstacles. Green management is not

based solely on vision and policies; it requires advanced technical tools and operational systems capable of translating environmental principles into measurable, practical practices.

In many organizations, particularly in developing countries, infrastructure lacks the necessary equipment for efficient energy management, the implementation of recycling systems, or the development of green supply chains. A study by Chau, Nguyen, & Bui (2025) demonstrated that weak infrastructure in the city of Melbourne was one of the most significant barriers to implementing green infrastructure initiatives, as a lack of technical resources led to slow implementation and lower-than-expected results.

On the other hand, Mitchell (2025) note that public institutions often suffer from a clear technical gap, as they lack integrated environmental information systems or accurate tools for measuring environmental performance, making the monitoring and evaluation process weak and ineffective.

Furthermore, the Sustainability Directory (2025) explains that the lack of investment in environmental infrastructure leads institutions to rely on temporary solutions or traditional alternatives, which weakens their competitiveness and renders green management merely a theoretical approach without practical impact.

3. Financial Constraints and High Initial Costs: One of the most significant challenges organizations face when adopting green management is the financial burden associated with initial investments. Although green management yields long-term savings through energy conservation and waste reduction, the initial phase is often costly, which makes many organizations hesitant to engage in this transition.

A study by Zhu & Geng (2013) indicates that industrial organizations in China faced significant difficulties in implementing green supply chains due to the high initial costs associated with changing equipment and upgrading production systems. These costs were a particular barrier for small and medium-sized enterprises.

Del Río González (2005) also explained that one of the main reasons for the slow transition toward environmental management in Europe is the lack of clear direct economic returns, as some organizations view investment in green technology as failing to yield quick profits, making them reluctant to allocate significant budgets to this area.

On the other hand, a study by Amann, Kolleck, & Fischer (2020) showed that public institutions face a dual challenge: they are required to comply with environmental standards, yet at the same time are constrained by limited budgets, causing them to rely on partial or temporary solutions rather than a comprehensive transition.

Furthermore, weak government incentives exacerbate the problem, as the lack of financial support or tax breaks forces organizations to bear the full financial burden of the green transition, which limits the adoption of green management in many sectors.

4. Complex Regulations and Multiple Regulatory Bodies: Among the structural challenges organizations face in adopting green management, the complexity of regulations and the multiplicity of regulatory bodies stand out as major obstacles. Green management requires a clear and unified legal framework, but the reality in many countries is characterized by a multitude of laws, which are sometimes conflicting, and overlapping jurisdictions among regulatory bodies, creating a state of institutional confusion.

A study by Hilson (2012) indicates that organizations operating in the mining sector faced significant difficulties in implementing environmental practices due to conflicting regulations between local and national authorities, which led to slow implementation and high compliance costs.

Gunningham & Sinclair (2017) also explained that the multiplicity of regulatory bodies leads to duplication of requirements, as the organization finds itself required to submit different reports to multiple entities, which consumes time and resources and undermines the effectiveness of green management.

On the other hand, a study by Li, Cao, & Zhang (2020) showed that organizations in China faced challenges in implementing environmental management due to a lack of coordination among different ministries, as the responsibilities of the Ministry of Ecology and Environment overlap with those of the ministries of industry and commerce, creating a regulatory gap that hinders effective implementation.

Furthermore, complex and inflexible regulations make organizations less capable of innovation, as they focus on formal compliance rather than developing truly sustainable solutions. This is what Börzel & Risse (2019) pointed out when analyzing European environmental policies, noting that regulatory complexity may lead to “paper management” rather than actual environmental transformation.

5. Resistance to Change and Lack of Internal Awareness: One of the most common challenges organizations face when adopting green management, resistance to change and a lack of internal awareness stand out as psychological and cultural barriers no less serious than financial or technical constraints. Even if an organization has a clear vision and sufficient resources, a lack of internal buy-in from employees can lead to the failure of environmental initiatives or limit them to mere formality without substance.

A study by Lo, Peters, & Kok (2017) indicates that resistance to change often stems from employees’ fear of losing job security or facing increased workloads, especially when green management is viewed as an additional burden rather than an opportunity for development.

Robertson & Barling (2013) also explained that low environmental awareness within an organization leads to a superficial implementation of green policies, where employees comply with the minimum requirements without conviction or personal initiative. This undermines the organization’s ability to build a sustainable organizational culture.

On the other hand, a study by Paillé, Chen, Boiral, & Jin (2014) showed that involving employees in the formulation and

implementation of environmental initiatives reduces resistance to change and strengthens internal commitment, as employees feel they are part of the solution rather than mere executors of imposed administrative decisions.

Furthermore, weak training and awareness programs exacerbate the problem, as employees lack sufficient knowledge about the benefits of green management and its impact on the organization and society, making them less willing to adopt it.

## 7. Results and Discussion:

The study showed that green management can only be effectively implemented through an integrated conceptual framework that combines the key dimensions (strategic, operational, human, leadership and governance, and community). This framework is not merely a theoretical concept but a practical conclusion drawn from an analysis of benefits and challenges, illustrating that the success of green management requires a clear and interconnected implementation mechanism, such that :

- The strategic dimension ensures the integration of sustainability into the organizational vision and the formulation of measurable goals.
- The operational dimension translates this vision into daily practices such as energy conservation and waste management.
- The human dimension mobilizes human resources through green recruitment, training, and incentives.
- The leadership and governance dimension provides legitimacy and continuity through inspirational leadership and transparent governance.
- The community dimension connects the organization to its surroundings through partnerships, green procurement, and environmental awareness campaigns.

Incorporating this mechanism into the conceptual framework demonstrates that green management is not merely an environmental approach, but rather a comprehensive institutional transformation process that begins with diagnosis and culminates in community

engagement. Furthermore, this integration addresses the identified challenges (weak leadership commitment, lack of technical competence, financial constraints, regulatory complexity, and resistance to change), providing a practical step to overcome each challenge.

Thus, the results confirm that the proposed conceptual framework, along with its accompanying implementation mechanism, constitutes a practical roadmap that institutions and decision-makers can rely on to achieve green management effectively and sustainably.

## 8. Conclusion and Recommendations:

This study confirms that green management is no longer a secondary option or merely an environmental trend, but has become a strategic necessity for ensuring the sustainability of organizations and enhancing their competitiveness in the face of growing environmental, economic, and social challenges. The results showed that the proposed conceptual framework, supported by a practical implementation mechanism, represents a comprehensive roadmap that public and private organizations can rely on to effectively achieve green transformation.

Integrating the five dimensions (strategic, operational, human, leadership and governance, and community) with the implementation steps (diagnosis, prioritization, execution, human resource empowerment, governance enhancement, and community engagement) ensures that green management transitions from mere policies to sustainable institutional practices. This integration also addresses identified challenges—such as weak leadership commitment, lack of technical expertise, financial constraints, regulatory complexity, and resistance to change—by providing practical solutions for each.

To ensure the implementation of green management in accordance with the conceptual framework identified, this study recommends the following:

1. For decision-makers: The need to streamline regulations and consolidate regulatory bodies to reduce complexity and duplication.
2. For public and private organizations: Gradual investment in environmental infrastructure, with an initial focus on low-cost solutions to reduce the financial burden.
3. For administrative leaders: Adopting inspirational leadership that integrates sustainability into the institutional vision and provides the necessary resources for the green transition.
4. For human resources management: Strengthen training and incentive programs to build a green organizational culture that reduces resistance to change.
5. For the local community and stakeholders: Actively participate in environmental initiatives through partnerships and green procurement, thereby enhancing the social legitimacy of organizations.

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