

University of Southampton Research Repository

Copyright © and Moral Rights for this thesis and, where applicable, any accompanying data are retained by the author and/or other copyright owners. A copy can be downloaded for personal non-commercial research or study, without prior permission or charge. This thesis and the accompanying data cannot be reproduced or quoted extensively from without first obtaining permission in writing from the copyright holder/s. The content of the thesis and accompanying research data (where applicable) must not be changed in any way or sold commercially in any format or medium without the formal permission of the copyright holder/s.

When referring to this thesis and any accompanying data, full bibliographic details must be given, e.g.

Thesis: Author (Year of Submission) "Full thesis title", University of Southampton, name of the University Faculty or School or Department, PhD Thesis, pagination.

Data: Author (Year) Title. URI [dataset]

UNIVERSITY OF SOUTHAMPTON

FACULTY OF SOCIAL SCIENCES

BUSINESS SCHOOL

**An exploration of the role of Green
(environmental) Human Resource Management
in eliciting employee green behaviours**

by

Sarah Leidner

ORCID ID: <https://orcid.org/0000-0001-8025-5633>

Thesis for the degree of Doctor of Philosophy

November 2021

UNIVERSITY OF SOUTHAMPTON

ABSTRACT

FACULTY OF SOCIAL SCIENCES

Green Human Resource Management

Thesis for the degree of Doctor of Philosophy

**AN EXPLORATION OF THE ROLE OF GREEN (ENVIRONMENTAL) HUMAN
RESOURCE MANAGEMENT IN ELICITING EMPLOYEE GREEN BEHAVIOURS**

Sarah Leidner

There is limited empirical evidence on the implementation and embeddedness of Green (environmental) Human Resource Management (GHRM). Existing studies in this area find that GHRM can influence employee green behaviours. It is dominated by a focus on outcomes such as job satisfaction, environmental performance and firm performance. However, research adopting a normative view on aligning practices with values and considering environmental betterment is still in its nascent phase.

Chapter 2 (Paper One) presents a study that explores how GHRM can elicit green employee behaviours from the perspective of environmental sustainability advocates, whose role is to drive the sustainability agenda through the firm. GHRM policies such as communication, recruitment and selection, environmental training, rewards, and incentives are explored empirically. Data were collected by interviewing eighteen sustainability advocates from European firms. Applying the model of Pandey et al.'s embeddedness of Corporate Social Responsibility helped to reveal a misalignment between sustainability advocates intentions and implementation of GHRM. A practical contribution of this study is that practitioners need to be aware that incentives might override values-based communication approaches and elicit self-interest-based behaviours, which are not sustainable over time.

Chapter 3 (Paper 2) intensifies focus on a context rich in environmental practices by exploring GHRM implementation in a green firm. This 'green' context promises fertile ground for exploring value-based behaviours, which, according to the

motivation literature, promise longer-lasting effects. The five green behaviours avoiding harm, conserving, working sustainably, taking action and influencing others are explored against the backdrop of GHRM. Findings suggest that participants are predominantly occupied with creating practices that influence others and take action. Distinct organisational and individual features that contribute and detract from environmental practice are identified. This research further stipulates that GHRM may have indirect effects on the green behaviours of external stakeholders.

Chapter 4 (Paper 3) is a sister publication to paper 2 and explores data-emergent themes in the same research setting in more depth. The standalone paper investigates the reframing of implicit and explicit CSR and intrinsic and extrinsic motivation in times of change against the backdrop of GHRM. Data reveal that extensive work towards the introjected, integrated and identified types of extrinsic motivation might reveal long-lasting benefits for green behaviour adoption if personality traits such as curiosity and constant questioning of own and others' decisions is fostered in employees through GHRM. Within the reframing of CSR communication from implicit to explicit CSR has not shown any trade-offs at the time of data collection because the firms environmental values serve as a gatekeeper to either adopt an open or a closed system to behaviours change. However, increased attention to establishing metrics and measurable activities might lead to a crowding-out effect of intrinsic motivation in the long-run.

Table of Contents

Table of Contents	i
Table of Tables	v
Table of Figures	vi
Thesis: Declaration Of Authorship	vii
Acknowledgements	ix
Definitions and Abbreviations	xi
Chapter 1: Introduction	1
1.1 Scope of the study.....	1
1.2 Introduction to relevant definitions in this study	3
1.2.1 Sustainability, Sustainable Development and Environmental Sustianability.....	3
1.2.2 Corporate Social Responsibility	7
1.2.3 Types of CSR.....	9
1.2.4 Green Human Resource Management	10
1.3 Introduction to Paper One.....	14
1.4 Introduction to paper Two	15
1.5 Introduction to paper Three.....	18
1.6 Contribution of the study	20
1.6.1 Contribution paper One	20
1.6.2 Contributions paper Two.....	20
1.6.3 Contribution of Paper Three.....	22
1.7 Style of the thesis	22
1.8 Current and planned dissemination	24
Chapter 2: Philosophical underpinning	25
2.1 Introduction	25
2.2 Research philosophy and paradigm.....	25
2.2.1 Ontology	27
2.2.2 Epistemology	27

2.2.2.1 Philosophical underpinnings of researcher and this project	28
2.2.2.2 Social constructivism and the natural environment	29
2.3 Credibility, trustworthiness and authenticity	Error! Bookmark not defined.
2.4 Ethical considerations	45
2.5 Data collection	Error! Bookmark not defined.
2.6 Data analysis	Error! Bookmark not defined.
Chapter 3: Paper One	47
1. Introduction	49
2. Literature review	51
2.1. Embedding CES	51
2.2. GHRM policies	52
2.2.1. Attraction, recruitment and selection	52
2.2.2. Environmental training	53
2.2.3. Communication and empowerment	54
2.2.4. Incentives and rewards	55
3. Methodology	56
3.1. Sample and procedure	56
3.2. Data analysis	57
4. Findings	58
4.1. Communication	58
4.2. Recruitment and attraction	59
4.3. Environmental Training as an enabler if done correctly	60
4.4. Rewards and incentives	61
5. Discussion	62
6. Conclusion	65
Chapter 4: Paper Two	67
4.1 1. Introduction	68
4.2 2. Literature	69
4.2.1 2.1 Context	69

4.2.2	GHRM	71
4.2.3	Embedding CSR	74
4.3	Methods	76
4.3.1	Sample and procedure	77
4.3.2	Data Analysis	78
4.4	The case	80
4.5	Findings	81
4.5.1	Perceptions of environmental sustainability and organisational culture towards the environment	82
4.5.1.1	Constant questioning	85
4.5.2	GHRM practices	88
4.5.2.1	Recruitment and selection	88
4.5.2.2	Induction and acculturation	91
4.5.2.3	Environmental Training	94
4.5.2.4	Recognising and incentivising green behaviours	96
4.6	Discussion	98
4.7	Conclusion	104
Chapter 5: Paper Three		107
5.1	GHRM Framing and Motivation during times of change – is intrinsic motivation overrated?	107
Abstract		107
5.2	Introduction	108
5.3	Rationale	110
5.4	Literature	112
5.4.1	Implicit and explicit CSR	112
5.4.2	GHRM research	113
5.4.3	GHRM theory to GHRM practices and motivation	114
5.5	Methods	117
5.5.1	Sample and procedure	118
5.5.2	Analysis and technique	119
5.5.3	The case and culture	121

5.6 Findings	125
5.6.1 Vignette 1: Reframing CSR Communication.....	127
5.6.2 Vignette 3: Changing dynamics for intrinsic motives	130
5.6.3 Vignette 4: Extrinsic incentives do not motivate employees at Vetiver yet	132
5.6.4 Vignette 5 recruitment and value internalisation	133
5.7 Discussion	135
5.8 Conclusion.....	138
Chapter 6: Conclusion.....	141
6.1 Introduction to chapter	141
6.2 Revisiting aims and objectives of this research	141
6.2.1 Contributions of Paper One	142
6.2.2 Contributions of Paper Two	143
6.2.3 Contributions of Paper Three.....	145
6.3 Limitations of this study and future research.....	146
6.4 Conclusion to this chapter	147
Appendix 2 – Relevant for Paper One.....	148
Appendix 3 – Relevant for Paper Two and Three	156
6.4.1 1.1 (M*) Applicant name:.....	156
6.4.2 Sarah Leidner	156
6.4.3 1.2 Supervisor (if applicable):	156
6.4.4 Dr Denise Baden, Dr Melanie Ashleigh	156
6.4.5 1.3 Other researchers/collaborators (if applicable): <i>Name,</i> <i>address, email, telephone</i>	156
6.4.6 156	
List of References	168

Table of Tables

TABLE 1: RESEARCH AIMS AND OBJECTIVES	2
TABLE 2: DEFINITIONS OF GHRM	11
TABLE 3: RESEARCH OBJECTIVES AND METHODOLOGICAL QUESTIONS.....	28
TABLE 4: PARTICIPANT CHARACTERISTICS.....	33
TABLE 5: PARTICIPANT PROFILES	33
TABLE 6: ILLUSTRATION INTERPRETATION OF RAW DATA ON TRAINING AND EDUCATION	38
TABLE 7: APPLICATION OF LINCOLN AND GUBA'S (1986) AND MILES AND HUBERMAN'S (1994) CRITERIA FOR ESTABLISHING TRUSTWORTHINESS IN QUALITATIVE RESEARCH.....	41
TABLE 8: PARTICIPANT PROFILES GERMAN SME.....	77
TABLE 9: CORPORATE PHILOSOPHY AT VETIVER	86
TABLE 10: CORPORATE PHILOSOPHY AT VETIVER (P3)	123
TABLE 11: RESEARCH OBJECTIVES AND RESEARCH QUESTIONS.....	141

Table of Figures

FIGURE 1: PICTORIALS OF SUSTAINABILITY	4
FIGURE 2: CURRENT AND PLANNED DISSEMINATION	24
FIGURE 3: CATEGORISING OF CODING EXAMPLE ON GHRM TRAINING.....	40
FIGURE 4: DATA STRUCTURE AND ANALYSIS OF PERCEPTIONS OF ENVIRONMENTAL SUSTAINABILITY	83
FIGURE 5: DATA STRUCTURE AND ANALYSIS ON ORG CULTURE TOWARDS THE ENVIRONMENT.....	84
FIGURE 6: DATA STRUCTURE AND ANALYSIS OF RECRUITMENT AND SELECTION.....	88
FIGURE 7: DATA STRUCTURE AND ANALYSIS OF INDUCTION AND ACCULTURISATION.....	91
FIGURE 8: DATA STRUCTURE AND ANALYSIS ON TRAINING	94
FIGURE 9: DATA STRUCTURE AND ANALYSIS ON REWARD AND RECOGNITION	97
FIGURE 10: SOFT GHRM MODEL USING AMO	102
FIGURE 11: DATA STRUCTURE AND ANALYSIS ON ORG CULTURE TOWARDS ENVIRONMENT	123
FIGURE 12: DATA STRUCTURE AND ANALYSIS ON CHANGING DYNAMICS IN FRAMING OF CSR.....	127
FIGURE 13: DATA STRUCTURE AND ANALYSIS OF CHALLENGES TO INTRINSIC MOTIVATORS	130
FIGURE 14: DATA STRUCTURE AND ANALYSIS OF RECRUITMENT FOR MENDABLE EMPLOYEES.....	134

Thesis: Declaration Of Authorship

I, Sarah Leidner declare that this thesis and the work presented in it are my own and has been generated by me as the result of my own original research.

An exploration of the role of Green (environmental) Human Resource Management in eliciting employee green behaviours

I confirm that:

1. This work was done wholly or mainly while in candidature for a research degree at this University;
2. Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;
3. Where I have consulted the published work of others, this is always clearly attributed;
4. Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
5. I have acknowledged all main sources of help;
6. Where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;
7. Parts of this work have been published as:

LEIDNER, S., BADEN, D. & ASHLEIGH, M. J. 2019. Green (environmental) HRM: aligning ideals with appropriate practices. *Personnel Review*, 48, 1169-1185.

Signed: Sarah Leidner

Date: 12 July 2020

Acknowledgements

Firstly, I would like to thank my supervisors Denise Baden and Melanie Ashleigh for their support throughout this journey. I thank them for their academic insight, approachability, and patience. I would also like to thank the participants in this research for their generosity to make time and share their experiences in support of my doctoral degree.

This journey would have been unthinkable without the unconditional love and support of my family from a distance. My parents Horst and Elke and my brother Carsten encouraged and helped me overcome hurdles during this journey, and reminded me of my resilience and achievements in times of doubt.

I would like to thank Rebecca for her professional inspiration. Through her inspiring personality and her way of life, I became able to reframe this PhD challenge in a new light and build the resilience to complete it. Rebecca made sure I keep a good balance by challenging me in sports throughout a “summer and winter of firsts”.

Thank you, Samreen, for being in sync with my journey and my life. There are some things about a PhD journey only the two of us can understand. Thank you for listening without judgement, speaking without prejudice, and understanding without pretension.

I would like to thank my best friend and soul sister Irene for her continued support and checking in with me during this marathon of a PhD. Several dear colleagues and friends might not know how much they impacted on my journey and I would like to take this opportunity to thank Lara, Martyn, Frank, Jens, Angie, Peter, Yafet, Mike, and Caspar.

Lastly, I would like to thank nature and the sea.

Definitions and Abbreviations

AMO	- Ability Motivation Opportunity
CSR	- Corporate Social Responsibility
CES	- Corporate Environmental Sustainability
EM	- Environmental Management
EMS	- Environmental management system
ES	- Environmental Sustainability
GHRM	- Green Human Resource Management
HRM	- Human Resource Management
NDA	- Non-Disclosure Agreement
RBV	- Resource Based View
SD	- Sustainable Development
SDT	- Self Determination Theory
TBP	- Theory of Planned Behaviour

Chapter 1: Introduction

1.1 Scope of the study

The collection of three papers in this thesis are related to one common theme in consideration for a doctoral degree. The subject under investigation is the study of GHRM in relation to green behaviours in the pursuit of environmental betterment. Each paper identifies and develops a specific area of academic interest in the developing field of GHRM. The first paper (published) investigates GHRM implementation practices experienced by sustainability advocates in large organisations in Europe (Leidner et al., 2019). Paper Two and Paper Three are sister papers. Paper Two develops GHRM within a context that is rich in environmental values and behaviours, i.e. green firms. Paper Three explores the framing of CSR communication and GHRM practices in relation to motivation in the context of change. Altogether, the contribution of the studies is the development of GHRM as a distinct research area.

Forming the basis of analysis are individuals responsible for driving green behaviours through their organisations, and GHRM practices provide a canvas for organisational aspects. The first paper draws on primary data from eighteen sustainability advocates in Multinational Companies (MNC) with a focus on the embeddedness of GHRM practices into the organisational fabric using the model of Pandey et al. (2013) of Corporate Environmental Sustainability (CES) embeddedness. The findings reveal misalignments between the intentions of those responsible for driving the environmental agenda and the implementation of GHRM practices. Paper Two builds on Paper One in that there seem to be issues with GHRM practice intentions and implementation that need further attention. It uses a sample of 31 key informants in a sustainable (green) SME in Germany. This study seeks a better understanding of the individual experience of environmental (green) activities in a sustainable (green) SME by examining GHRM aspects. The systematic research journey led to an intensified focus in the second paper, i.e. on firms doing well in environmental sustainability, where the intention-implementation gap can be expected to be smaller, and a wealth of knowledge on GHRM and resulting green behaviours can be expected. Paper Three is a sister paper to Paper Two in that it explores in depth the findings that emerged during data collections, i.e. the reframing of CSR communication and GHRM practice during times of change.

Chapter 1

The above paragraphs outlined scope of this study. The following Table 1 summarises the aims and objectives of each paper and their related research questions in pursuit of the overall objective of this research, which is the exploration of GHRM implementation in firms from the perspective of leaders, managers and employees. The following sections of this introduction comprise an introduction of the three papers. The chapters in this thesis are the Philosophical Underpinning, Demonstration of Data Analysis, Paper One, Paper Two, Paper Three, and the Conclusion chapter, which outlines each paper's findings and knowledge contributions. Each paper includes its methodology section with relevant information for the research strategy of each paper and a detailed account of the data analysis techniques. Not all methodological assumptions could be included in the papers because of journal requirements. Therefore, a separate chapter for the Philosophical Underpinning and a chapter for the Demonstration of Data Analysis was created.

Table 1: Research aims and objectives

Research objectives	Research questions
RO1 (paper one): To explore the intentions and implementation of GHRM.	<p>RQ1/1: How do sustainability advocates in organisations implement and experience GHRM policies to engage employees in green behaviours?</p> <p>RQ1/2: How does GHRM relate to peripheral, intermediate and embedded CES?</p>
RO2 (paper two): To explore GHRM practice and green behaviour implementation in a green firm	<p>RQ2/1: How do employees in a green firm experience green behaviour in the workplace?</p> <p>RQ2/2: What is the role of GHRM practices in eliciting green behaviours?</p> <p>RQ2/3: How can employees in a green firm reach green behaviours of external stakeholders?</p>
RO3 (paper three): To explore reframing of CSR and GHRM communication and implementation in a green firm during times of change	<p>RQ3/1: How do employees in a green firm experience GHRM in times of leadership change?</p> <p>RQ3/2: How does the reframing of GHRM by employees relate to employee motivation?</p> <p>RQ3/3: How does the reframing of GHRM by employees in a green firm relate to implicit and explicit CSR communication?</p>

1.2 Introduction to relevant definitions in this study

The main concepts relevant to this study will be defined in this section. The working definitions for Sustainability, Sustainable Development, Environmental Sustainability, Corporate Social Responsibility and Green Human Resource Management are introduced. Then the premise for each paper is presented. The papers contain in-depth literature reviews where relevant concepts are justified within their disciplines.

1.2.1 Sustainability, Sustainable Development and Environmental Sustainability

The word sustainability is a widely used concept that can be found in phrases such as 'sustainable development', 'sustainable growth', 'sustainable living', 'environmental sustainability', 'business sustainability' or 'sustainable consumption', spanning many areas of life. The multiple uses stem from the vagueness of the original meaning of the word sustainability. The word stems from Latin 'sus-tenere', which means sustaining, keeping, or upholding hold (Ehnert et al., 2014). Antweiler (2018, p.18) states '*sustainability is a concept that captures the ecological capacity to endure*'. There is a first notion that some type of behaviours need to be controlled to avoid diminishing finite natural resources. Vos (2007) suggests considering the question: 'What is being sustained?' and 'what does it mean to be unsustainable?' to propose a definition. This will be explored below.

In the decades before the Brundtland Commission published its famous definition of SD, there was a realisation that lesser developed nations need to be developed (Arndt, 1987). Thus, economic development was pursued by pushing forward international trade (ibid.). At the same time, environmental concerns about the disposal of toxic waste, the depletion of the ozone layer, global warming and overpopulation led to environmental movements and increased awareness in society. Schumacher (1973, 1972) published famous works such as '*Limits of Growth*' and '*Small is beautiful*' where he criticises the notion of infinite growth on a finite planet. In addition to this, several economic development projects were unsuccessful (Caldwell, 1984). Living standards were rising in the West, but the gap between richer and developing nations became more prominent. Economic development projects were criticised for neglecting ecological concerns, biodiversity and ecosystems services (Woodhouse, 1972). The answer to the

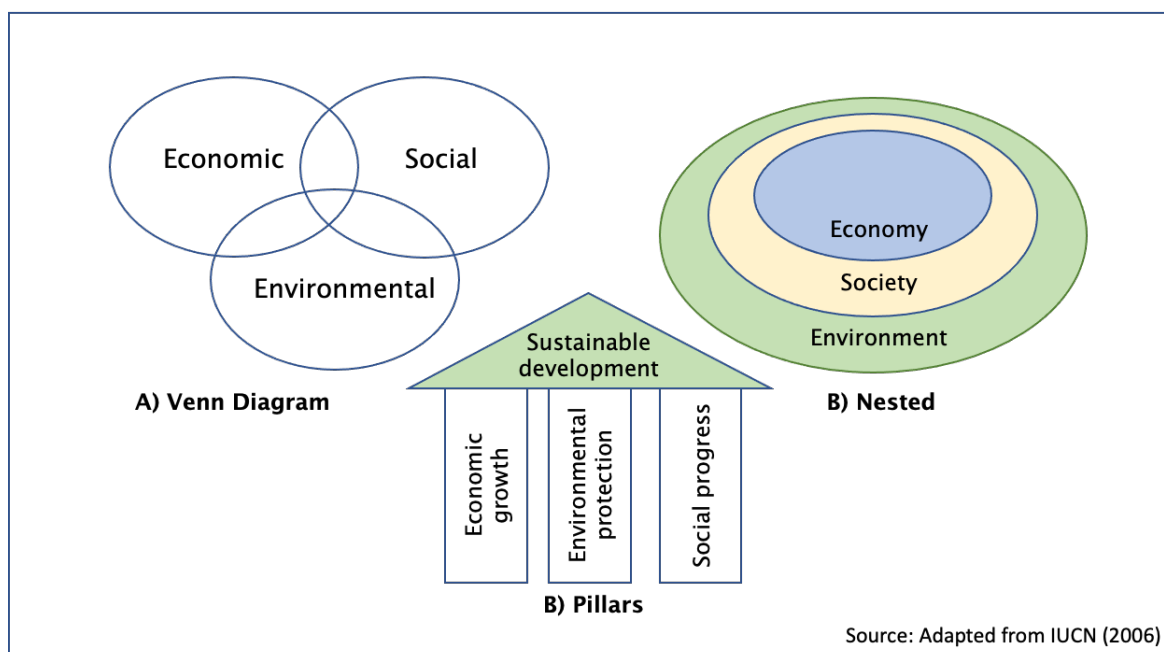
Chapter 1

question proposed by Vos (2007) on what it means to be unsustainable is that the unsustainable use of nature has led to alarming developments of degradation of the natural environment and ecosystems, which will impose 'significantly lower living standards' on future generations (Diamond and Smil, 2005). In addition to this, the standard of living of current generations needs to be maintained, and society needs to progress, giving sustainability three dimensions.

Purvis et al. (2019) report that the critique of pure economic development increasingly received attention from institutions such as the World Bank, the International Labour Office, and ultimately the United Nations, who proposed their famous definition of SD. The UN World Commission on the Environment and Development also called the Brundtland Commission, defined SD as "*a development that meets the needs of the present without compromising the ability of future generation to meet their own needs*" (Brundtland, 1987, p. 41). From this definition, it can be seen that the lives of future generations need to be sustained and that this requires adjustment of our current practice.

The study of SD can be divided into five categories (Todorov and Marinova, 2009). These are quantitative models, pictorial visualisations, conceptual models, standardising models and physical models. Visual representations of models help develop an understanding of the dimensions and relationships of SD. SD models are usually displayed in Venn diagrams with three overlapping circles or three pillars or nested circles (see figure X).

Figure 1: Pictorials of sustainability



The Venn Diagram (A) depicts SD as three overlapping circles. It has become popular among business practitioners, and adapted as famously seen in John Elkington's Triple Bottom Line model where the terms 'people, planet and profit' are used in place of 'economic, environmental and social' (Elkington, 1994). The Pillars (B) represent a foundation for SD. The Venn Diagram has been criticised for several reasons. It neglects the relationships between the three dimensions (Giddings et al., 2002), particularly when two of the areas do not overlap (Lozano, 2008). Furthermore, it invites the assumption for what is called weak sustainability by theorists (Neumayer, 2003), where it is assumed that one form of capital can be substituted for another, bringing imbalance into the prioritisation of pursuits. Purvis et al. (2019) discuss SD's historical development and discovered no theoretically rigorous explanation of the three pillars giving further weight to the argument of vagueness in the conceptualisation of sustainability.

The Nested circles model (C) depicts the three dimensions of SD as an integrated system (Giddings et al., 2002). In this model, society is a subset of the environment, and the economy is a subset of society. Both society and the economy rely on the natural environment, and the model implies that the natural environment can exist without the other two (Lovelock, 2000). The Nested circles model has been criticised for lacking consideration of the multitude of societies and economies and compartmentalising these dimensions (Lozano, 2008). This research adopts the Nested Circles view of SD. Although this research focuses primarily on the environmental dimension of SD, the Nested Circles view recognises that these dimensions are intrinsically interconnected.

The term Sustainable Development has been criticised since its conception for its lack of clarity and capitalist outlook. In its original conceptualisation by the UN, the word 'Development' was paired with growth. Purvis et al. (2019, p. 685) summarise the criticism raised by Castro (2004) that the UN assumed "*poverty causes environmental degradation; and that this environmental degradation can be reduced by reducing poverty; to reduce poverty, developing countries need economic growth, which requires freer markets*". Thus, this criticism implies that economic growth development is an inherent part of sustainability. This is in line with other authors who state that equating 'sustainable' with development, or 'sustainable' with growth, is an oxymoron (Redclift, 2005, Johnston et al., 2007, Brand, 2012). Calling SD a conceptual dead-end, Sneddon (2000) suggests decoupling sustainability from the misleading word 'development'. For the purpose of this study, the term sustainability will be used in recognition that the authors do

Chapter 1

not equate sustainability with economic growth and remove the ambiguity of the term. This is not to imply that institutions such as the UN in the form of pursuing the UN Sustainable Development Goals are not appreciated. This movement is creating more awareness in society and businesses to take action.

The use of the word 'sustainability' in business is, once again, fraught with ambiguity, and the definition needs to be clarified. In business jargon, 'organisation sustainability' or 'business sustainability' can be seen as 'keeping business going' or 'future proofing' (Colbert and Kurucz, 2007). Sustainability can mean financial sustainability, i.e. firms need to ensure that they are financially viable in the future, which is particularly important in view of strong shareholder dynamics (Horrigan, 2007). Those definitions and views of sustainability are not in line with the above focus on the three dimensions. The dimensions are included in the definition of Business sustainability by the CIPD:

"(...) business sustainability is about the ethics which drive an organisation's activities and how it operates so that it is viable over the long term. These two factors are intrinsically linked because a business that damages the systems on which it depends will ultimately be unsustainable. CR starts with recognising that organisations' activities impact on society, the environment, and the economy, as well as on their own workforce. Value creation is not just a matter of finances. Indeed, the traditional shareholder value approach to business and the short-termism that often goes with this, are central reasons for the global economic crisis and numerous environmental and other ethical corporate disasters" (CIPD, 2021, online)

Now that an understanding of sustainability in business has been established, the individual or combined efforts to engage in environmental sustainability (ES) can be examined. In the pursuit of SD, governments, legislators, educators, institutions, organisations, and citizens engage in environmental sustainability. ES can be defined as *"a condition of balanced, resilience and interconnectedness that allows human society to meet their current and future resource and services needs while neither diminishing biological diversity nor compromising the health of the ecosystem that provides them"* (Morelli, 2011, p.6). Environmental sustainability is a concept that follows the natural justice argument, which is encapsulated in the definition that aspects of the physical environment are of value and that strategies need to be developed to protect these aspects (Leal Filho et al., 2008). In line with this definition and the definition of business sustainability by the CIPD, and the

nestled view of sustainability, this thesis focuses on the environmental aspects of sustainability that acknowledge the interconnectedness of the three dimensions. The following sections introduce Corporate Social Responsibility as an organisation level concept in the pursuit of environmental sustainability.

1.2.2 Corporate Social Responsibility

As alluded to earlier, during movements in the 1960s and 1970s, social and environmental issues were increasingly addressed, and public awareness of often-irreversible impacts of businesses on the natural environment increased. It can be said that socially driven movements influenced business leaders in a way that led to an increased willingness to incorporate socially and environmentally responsible business practices (Waddock et al., 2002).

In addition to this positive change in awareness, social and environmental movements not only lead to higher pressures on legislators and institutions, but also to higher internal and external pressures on businesses to respond and take account for their actions (Jackson et al., 2011, Teixeira et al., 2012). The goal is to increase the engagement of firms in the pursuit of reducing negative impacts on the environment. Businesses can create human and operational capabilities to facilitate a more sustainable future. However, a sense of responsibility of firms had to be established first.

Growing tensions between neo-classical shareholder view advocates and stakeholder view advocates were emerging. At the time, neo-liberals like Milton Friedman pertained that the sole social responsibility of a firm is to create profits for shareholders and abide by the law, as businesses are only free to use the resources made available for that purpose (Friedman, 1970). Along with drastic political and economic changes during the 1980s, characterised by deregulation, privatisation and less government interference in markets, exploitative business practices were brought to the forefront and became of increased public interest. As a result, society raised the question of "*whom should the company responsible for?*". This paved the way for stakeholder management and theory (Freeman, 1984a). Businesses recognised fulfilling their responsibility in their communities through CSR engagement as a way of legitimising their license to operate.

Today, CSR is a well-known concept in businesses and academia. The concept has become a significant focus of interest because organisations can contribute to sustainability's three dimensions and create other benefits for the firm. CSR is a

Chapter 1

vague concept at the outset because it is a value-laden social construct. Over time, hundreds of scholars provided definitions of CSR that emphasise different aspects of it. Carroll (1979, p. 500) provides the most commonly used and general definition of CSR, which states the different social responsibilities of businesses:

“The social responsibility of business comprises the economic, legal, ethical and discretionary expectations that society has of organisations at a given point in time.”

The economic dimension of CSR is highlighted as the underpinning foundation of any CSR activity by the definition of the World Business Council for Sustainable Development:

“Corporate social responsibility is the continuing commitment by business to contribute to economic development while improving the quality of life of the workforce and their families as well as of the community and society at large” (WBCSD, 2000, p. 3)

After all, economic viability is a prerequisite for business success, and it can be argued that businesses must do relatively well before they can do good. *Doing good* through CSR is described as voluntary, which is reflected in Kotler and Lee's (2008, p. 3) definition: *“the commitment to improve community well-being through voluntary business practices and contributions of corporate resources”*.

To bring more clarity into the vague conceptualisation of CSR, Sarkar and Searcy (2016) conducted a quantitative analysis of CSR definitions and underpinning meanings. Their research analysed 110 definitions between 1953 and 2014 and revealed six recurring themes associated with CSR. These themes are economic, social, ethical, stakeholders, sustainability and voluntary. Based on this analysis, the authors (ibid) propose a new definition of CSR, which includes all six dimensions:

“CSR implies that firms must foremost assume their core economic responsibility and voluntarily go beyond legal minimums so that they are ethical in all of their activities and that they take into account the impact of their actions on stakeholders in society, while simultaneously contributing to global sustainability.” (Sarkar and Searcy, 2016, p. 1433)

The review highlights ethics as a distinct component that other reviews did not include before (Dahlsrud, 2008). Furthermore, sustainability is a distinct theme because CSR is often seen as a key contributor to sustainable development.

A White Paper by the European Commission states that:

“CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.” (European Commission, 2002, p.7)

This definition provides the working definition for this thesis. It emphasises stakeholder expectations, continuous improvement, innovation and recognises specific business contexts. The main features of CSR include the adoption of voluntary responsible business practices as part of long-term orientation. CSR is also linked to sustainability dimensions in that economic, social, and environmental aspects are integrated into the business operations. Lastly, CSR should be embedded in the core activities of businesses. This definition includes a holistic and strategic view of CSR and is adopted as the working definition for this thesis.

1.2.3 Types of CSR

Firms adopt environmental practices and CSR for different reasons, which arguably shapes GHRM and green behaviour. Motives can be descriptive, instrumental or normative (Donaldson and Preson, 1995, Garriga and Melé, 2004). Descriptive CSR is explanatory by nature and outlines the CSR activities of a firm and its relation to stakeholders. Instrumental CSR is business case driven, and only those initiatives that are believed to increase Corporate Performance (CP) would be pursued. The risk with the business case for CSR is that firms might cherry-pick only those initiatives that make business sense and do not prioritise environmental betterment (Nijhof and Jeurissen, 2010, Moratis, 2014). Normative CSR is rooted in ethics and posits that the needs of all stakeholders are of intrinsic value. Here, firms assume general responsibility to further the well-being of human beings and the environment regardless of business benefits. A differentiation of CSR outcomes into symbolic or substantial can help identify those genuinely committed to CSR and those who might ‘greenwash’ (King and Lenox, 2000, Jiang et al., 2012). Symbolic CSR (talk) are gestures that showcase conforming with stakeholder expectations, whilst substantive CSR (talk) are activities implemented in the firm's actual operations and routines. This research is rooted in normative and substantial CSR (Wickert et al., 2016).

A large body of research is dedicated to establishing a link between CSR activities on firm financial performance (Margolis et al., 2007) and a stakeholder view (Berman et al., 1999). A growing body of research focuses on CSR and workplace

Chapter 1

outcomes such as effects of CSR on employee commitment, productivity, and job satisfaction. Hence, justifying a link between CSR and HRM.

A European Union green paper specifies aspects of CSR's internal and external dimensions (Commission of the European Communities, 2001). Internal CSR includes HRM policies that focus on the social aspect of CSR, staff wellbeing, health and safety at work, and adaption to change (mainly socially responsible restructuring and downsizing approaches) (Commission of the European Communities, 2001, Vives, 2006). External CSR includes CSR for various external stakeholders through philanthropy, volunteering, and environmental protection activities. Employees have a threefold role in CSR. Firstly, employees are recipients of internal CSR (Vives, 2006). Secondly, employees are drivers for social change (Aguilera et al., 2007). Thirdly, employees are essential stakeholders in realising CSR strategies (Ramus and Killmer, 2007). Businesses need to develop skills, capabilities and attitudes in employees towards creating internal and external CSR. This emphasises the importance of Human Resource Management, which will be explored in the following section.

1.2.4 Green Human Resource Management

What warrants an integration of environmental sustainability objectives into corporate strategy through HRM was outlined by Jabbour and Santos (2008a): (1) HRM has the potential to drive environmental sustainability through the activities of the organisation; (2) A long-term view and performance-oriented actions can be achieved through modern HRM; (3) The current paradigm of HRM is the stimulation of organisational sustainability; and (4) Meeting various stakeholders' needs can be achieved through impactful and efficient HRM.

Various terms are used to describe the environmental aspects of HRM. Some authors use sustainable HRM, environmental HRMⁱ, Socially Responsible HRM (Cohen, 2010), and many use these terms interchangeably and the concepts themselves lack clarity of definition. Throughout this thesis, the term GHRM indicates that the research focuses on environmental people management related activities. The word *green* is used as a synonym for *environmentally sustainable*. For example, when academics speak of 'greening' people, 'green' organisations or 'green' behaviour, environmental sustainability is implied.

Diverse meanings and descriptions for GHRM characterise the existing literature. This section presents a collection of GHRM definitions. Most simply, Renwick et al.

(2016) describe GHRM as HRM aspects of Environmental Management. Ren et al. (2018, p. 778) define GHRM as “*Phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems*”.

More interpretations of GHRM are presented in Table 2 below.

Table 2: Definitions of GHRM

Authors	Definition of GHRM
Opatha and Arulrahah (2014, p.104)	<ul style="list-style-type: none"> All activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organisation green. A side of HRM that is concerned with transforming normal employees into green employees to achieve the environmental goals of the organisation and finally make a significant contribution to environmental sustainability. Policies, practices and systems that make employees of an organisation green for the benefit of the individual, society natural environment and the business.
Rani and Mishra (2014)	<ul style="list-style-type: none"> GHRM means using employee interface in such a manner to promote and maintain sustainable business as well as creating awareness, which in turn, help organisations to operate in an environmentally sustainable fashion.
Prasad (2013), Zoogah (2014), Mandip (2014) cited in Mehta and Chugan (2015 p.74)	<ul style="list-style-type: none"> The contribution of HRM policies and practices towards the broader corporate environmental agenda of protection and preservation of natural resources (Prasad 2013). GHRM is the use of HRM policies, philosophies, and practices to promote sustainable use of resources and prevent harm rising from environmental concerns within business organisations (Zoogah 2014). GHRM is the use of human resource management policies to promote the sustainable use of resources within business organisations and promote the cause of environmental sustainability (Mandip 2014).
Kramar (2014), Wagner (2011), cited in Dumont (2015 p.37)	<ul style="list-style-type: none"> HRM activities which enhance positive environmental outcomes (Kramar, 2014) Those parts of sustainable HR management dealing with the needs that relate to environmental sustainability (Wagner, 2011).
Kapil (2015 p.5)	<ul style="list-style-type: none"> GHRM includes all actions pertaining to reduce the carbon footprint through all the functions of HR ranging from acquisition of human resources, induction, placement, training, learning and development, talent management, career growth and reward strategies It is a process wherein environment-friendly HR policies are executed leading to cost effect leadership and high levels of employee involvement.

Source: Author compiled

Dumont (2015), citing Taj (2011), presents some subjective interpretations of GHRM viewed by business executives in telecommunication, healthcare and

Chapter 1

business services sectors. Taj (2011) found managers held different views as follows;

- *According to HR Director of Vodafone Ltd, green human resources could very well imply using every employee touch point interface to promote sustainable practices and increase employee awareness. Green HRM reflects the way an organisation chooses to drive and increases employee commitments and awareness on the issues of sustainability.*
- *According to Head of HR, Fortis Healthcare Ltd; Green HRM, can be defined as environmentally friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement. Human resources plays a key role as it creates awareness amongst employees and builds engagement. Which in turn, helps organisations to operate in an environmentally sustainable fashion.*
- *According to the managing director Spearhead InterSearch, eco-consciousness or the colour 'green' is rapidly emerging in every dimension of our lives. Workplaces are increasingly displaying an organised response to this challenge by bring in 'professional consciousness' at an institutional level as well as individual employee level. Green HRM is one, which involves two essential elements: environmentally friendly HR practices and the preservation of knowledge capital. The HR of the organisation plays a major role in making environmental responsibility a part of an organisation's mission statement. (Taj 2011, cited in Dumont 2015 p.38-39).*

The researcher believes GHRM suggests a strategy, a function, a process, and a goal based on the above definitions. As a 'strategy', GHRM demands different HR approaches, namely; Hard or Soft HRM, to foster employee involvement and participation in environmental sustainability (Rani and Mishra 2014). As a 'function', GHRM involves HR's ability to plan, organise and control at the strategic, business, and operational levels the green human resource requirements pivotal for ensuring consistency and embeddedness of environmental sustainability. As a 'process', GHRM is concerned with setting and systemising green objectives into HRM to ensure the norming or embedding of environmental sustainability in organisational culture. Finally, GHRM is a 'goal' as it is an aspiration that organisations seek to attain. A state where an organisation's human capital, HR practices, policies and processes become green (Harris and Tregidga 2012). Considering current definitions of GHRM, the definition offered by Ren et al. (2018)

is adopted in this study as it emphasises understanding the relationships between organisational activities and the environment through managing people.

GHRM policies, literature and disciplines are discussed in the literature reviews of [Paper One](#), [Paper Two](#) and [Paper Three](#). A helpful overview of what GHRM policies can be stipulated in advance can be taken from the literature review of Renwick et al. (2013b). The authors provide an overview of GHRM activities using Ability Motivation Opportunity Theory (AMO):

Developing green abilities	Motivating green employees	Providing green opportunities
<i>Attracting/selectin</i>	<i>Performance management/appraisal (PMA)</i>	<i>Employee involvement (EI)</i>
<p>*Green issue specified in job descriptions*Green job candidates: applicants use green criteria to select organisations*Green employer branding (employer of choice) *Firms recruit employees who are 'green aware'*Green issues in induction/socialisation processes</p> <p><i>Training and Development:</i></p> <p>*Employee training in EM to increase awareness, skills and expertise*Training for green jobs and integrated training to create an emotional involvement in EM. *Trade Union reps get information on EM and union activist EM training *Green Knowledge management*Using employees' tacit knowledge in EM * Training workshops for managers*Green-Masters of Business Administration (MBA)/leadership styles</p>	<p>*Green performance indicators included in performance management (PM) systems and appraisals. *Communication of green schemes to all levels of staff through PMA, schemes, establishing firm-wide dialogue on green matters*Managers are set objectives on achieving green outcomes included in appraisals*Dis-benefits in PM system for non-compliance/not meeting EM goals</p> <p><i>Pay/reward systems</i></p> <p>*staff suggestion in EM rewarded*Reward schemes linked to staff gaining EM skills via skill-based pay*Green benefits (travel) rather than pay benefits cards to gain green products. *financial/tax incentives*monetary-based EM reward system*Monthly managerial bonuses for good EM*Including green targets as part of pay/rewards for senior staff *Executive compensation for managers partly based on EM stewardship*Recognition-based rewards in EM for staff (awards, time off, gift certificates)</p>	<p>*EI practices in EM incl. newsletters, suggestion schemes, green action teams</p> <p><i>Empowerment and Engagement*</i></p> <p>Encourage employees to make suggestions for EM *Increase empowerment to enhance likelihood of employee participation in EM suggestion schemes*Supportive managerial and supervisor behaviours develop employee engagement in</p> <p><i>EMSupportive Climate/Culture*</i>Wider EI in EM underpins pro-environmental culture</p> <p><i>Union role in EI and EM</i> *EM education programmes for union members*Joint management/Union training programmes in EM</p>

Source: Renwick et al. (2013 p.9)

1.3 Introduction to Paper One

Many firms embed Corporate Environmental Sustainability (CES) strategies into their corporate fabric and processes. Leaders and managers who pursue GHRM greatly influence how and to what extent the practices are implemented. The primary focus of this paper is to explore how sustainability advocates use GHRM practices to elicit green (environmental) behaviours in employees and to what extent they are embedded using Pandey et al.'s (2013) model. Much of the GHRM research focuses on GHRM practices and outcomes of GHRM, such as improved environmental performance (e.g. Daily et al., 2012), selection attractiveness of applicants (Albinger and Freeman, 2000a), and quality of applicants (Ehnert, 2009). This research extends the GHRM implementation research. The paper responds to calls by Renwick et al. (2013a) for a deeper exploration into the underlying mechanisms of GHRM implementation. The research questions assume that employees whose role is to implement environmental sustainability strategies (herein called sustainability advocates) utilise GHRM practices to elicit green behaviours in employees. Sustainability advocates work at the forefront of environmental management and possess tacit knowledge on what works in practice and what does not. This knowledge is essential for GHRM practice design and theorisation. There is a trend within firms to embed CES into the fabric of the firm, as it is regarded as more authentic and successful to achieve long-lasting behaviours change. The second research question is based around the question to what extent the practices are embedded in the fabric of the firm, using Pandey et al.'s (2013) model of embedded CES. According to their model there are different degrees of embeddedness on a continuum, ranging from peripheral to intermediate to embedded. The model also includes organisational and individual level attitudes and organisational level aspects in each stage. Therefore, it is a suitable lens to analyse how the GHRM practices are implemented by sustainability advocates and how they are embedded in organisational structures and processes.

There is a general gap in GHRM implementation research, which this paper aims to address, and there are gaps regarding specific GHRM practices. Theoretically, GHRM has predominantly been explored in the form of literature reviews and research agendas (Jabbour et al., 2013, Jackson et al., 2011, Jackson and Seo, 2010, Renwick et al., 2013a, Renwick et al., 2008) and models of GHRM (Jabbour and Santos, 2008a, Jabbour et al., 2010a, Renwick et al., 2008). Empirical papers examine the HRM and green performance link, individual GHRM initiatives such as recruitment practices (Ehnert, 2008), environmental training (Teixeira et al., 2012,

Vidal-Salazar et al., 2012), green job design and analysis (Govindarajulu and Daily, 2004, Jabbour et al., 2010b, Wehrmeyer, 1996), supervisory support (Ramus and Steger, 2000), or the authenticity and impact of green financial incentives (e.g. Kolk and Perego, 2013). The HR practitioner literature on CSR is mainly business-case oriented, emphasising the HR function (Bingham and Druker, 2016, Strandberg, 2009).

This qualitative study explored GHRM implementation from the experience of sustainability advocates, i.e. leaders and managers in European MNCs whose role is to design and implement CES strategies. Eighteen semi-structured interviews were conducted and analysed.

The practices explored in this study are Recruitment and Attraction, Environmental Training, Rewards and Incentives, and Communication and Empowerment. Within recruitment and attraction, it is unknown what purpose including CES in the process serves and how it relates to actual green behaviours. Environmental training is the most popular GHRM practice because it equips employees with knowledge and abilities. However, it is still unclear how well these activities are translated into practice. Rewards and incentives can instigate green behaviours in employees. However, they have been criticised only to elicit self-interest based behaviours, which can be short-lived (Deci, 1971).

1.4 Introduction to paper Two

The second paper in this thesis intensified focus systematically in two ways. Firstly, in line with the normative (values-based) view of CSR and GHRM, this paper intends to gain implementation knowledge about GHRM from those doing well in their environmental sustainability endeavours. The assumption is that more alignment between espoused values and implementation practices can be found. Secondly, there is a gap in GHRM research that focuses on smaller firms such as SMEs. SMEs are also suitable for normative GHRM research because they tend to be more values-based. SMEs cannot only be seen as 'little big firms' (Aragón Amonarriz and Iturrioz Landart, 2016). SMEs are less formalised, and their hierarchies are lower, which means they have lower power structures and tend to have a more limited access to resources (Spence and Rutherford, 2003b). SMEs are exposed to lower shareholder pressure because they often do not have any, and pressure from money lenders is unlikely (Jenkins, 2004). On the other hand, policies and practices tend to be less formalised and may be harder to identify. This study explored green

Chapter 1

behaviours such as avoiding harm, working sustainably, conserving, influencing others and taking action (Ones and Dilchert, 2012) within a green firm, and explored how these are implemented and elicited through the lens of GHRM.

In the literature review, Paper Two outlines different conceptualisations of GHRM and the disciplines in which they are situated. There are the main research streams that focus on a function-based perspective of GHRM. Here, the focus is on HRM departments, professionals and the HRM practices that can be equipped with environmental aspects. For example, Zoogah (2011a) researched HR professionals green signatures, which comprise green decisions and behaviours, and their effect on EM. A whole research stream emerged on the function-based perspective (Renwick et al., 2008, Tariq et al., 2016, Yong et al., 2019), which was necessary to establish GHRM as a distinct research area as it was emerging from its mother discipline HRM. However, the reach of GHRM can go further by focusing on devolved GHRM practices as they are created and carried out by line managers, sustainability advocates, and employees (Ren et al., 2018). Following the rationale that environmental betterment can be achieved by examining those who implement and carry out CSR strategies and green behaviours, this research goes beyond the boundaries of the HR function. GHRM can be more holistically integrated along with the environmental philosophy of a firm (Jackson et al., 2014, Rani and Mishra, 2014), and it can be strategically linked with other business functions such as green supply chain management and product management (e.g. Aragão and Jabbour, 2017, Jabbour and Jabbour, 2016, Jabbour et al., 2017, Teixeira et al., 2012).

Paper Two defines and discusses several theoretical foundations of GHRM, which are the Resource-Based View (RBV) (Barney, 1997), Social Identity Theory (Tajfel et al., 1979), The theory of Planned Behaviour (TPB) (Ajzen, 1991), and Stakeholder Theory (Freeman, 1984b), before situating the research within Ability Motivation Opportunity (AMO) theory (Appelbaum et al., 2000).

RBV can be used as a theoretical foundation. It crosses the bridge between GHRM and other functions and creates the foundation for multidisciplinary research. Here, the integration of GHRM in supply chain or product marketing decisions can create firm-specific competencies that are rare, inimitable, invaluable, and non-substitutable, which ultimately lead to a competitive advantage. This focus has benefited research in GHRM and supply chain management (e.g. Jabbour and Jabbour, 2016, Cantor et al., 2012, Longoni et al., 2018). Although RBV extends GHRM research beyond the function of HRM, this study does not use RBV. This is

because the GHRM practices we would like to examine should go beyond the business case of CSR and profit creating activities of the firm.

This can be done by using the AMO framework (Appelbaum et al., 2000). AMO theory argues that GHRM can elicit employee green behaviours by increasing green abilities, motivation, and opportunities for employees to engage in green behaviours (e.g. Renwick et al., 2013a, Rajiani et al., 2016, Mohtar and Rajiani, 2016). This can be achieved through the provision of training (Ability), environmental performance management (motivation), and provision of environmental initiatives in which employees can participate (opportunities). The identified gap in this area is that environmental performance management is a hard motivating factor and dominates GHRM research. This pertinent focus on performance management might stem from the field of HRM, where softer motivating factors are much less researched empirically. In general HRM, softer factors show promising results using AMO. These factors can include motivation to learn (Sterling and Boxall, 2013), personal or team satisfaction (Drummond and Stone, 2007), willingness to perform (Bos-Nehles et al., 2013), corporate sense (Demortier et al., 2014), and collaborative climate (Kim et al., 2015). Attention needs to be paid to softer motivating factors.

Social Identity Theory (Tajfel et al., 1979) views behaviour as an outcome of how well the identification with a company or a behaviour aligns with how a person would like to view themselves or be viewed by others. Shen et al. (2018) use Social Identity Theory to investigate the effect of GHRM on non-green workplace outcomes such as employee task performance, organisational citizenship behaviours and intention to quit. Another study uses Social Identity Theory for non-green behaviours and finds that perceived GHRM relates significantly to job pursuit intention and organisational prestige moderated the relationship (Chaudhary, 2018). Environmental orientation moderated GHRM and job pursuit intention significantly. Naturally, it can be assumed that individuals with environmental mindsets are drawn to green firms. However, a person can see themselves as displaying environmental values and still engage in unsustainable behaviours. These studies show positive effects on environmental performance and the firm. However, a closer look needs to be paid at how well GHRM practices are integrated into the minds and hearts on individuals and the fabric of the firm.

TBP theory (Ajzen, 1991) helps examine individuals' intentions to engage in green behaviours, which is an interesting avenue. However, it is not suitable for GHRM implementation research in this context as it only considers intentions and not

Chapter 1

actual behaviours. Lastly, Paper Two discussed Stakeholder dynamics in the opposite direction. Normally, environmental initiatives result from internal and external stakeholder pressures or a result of a proactive strategy that addresses stakeholder expectations. The paper raises the question whether GHRM can be used to exert pressure on stakeholder to elicit green behaviours.

What many studies fail to address is the consideration of appropriateness and inappropriateness to attach economic value to environmental management practices and outcomes. For example, it is appropriate to attach economic value to measure carbon emission reduction intentions and outcomes through people management practices? There are, however, questions about how organisational-level practices are transformed into behaviours by individual actors within firms. This calls for an inquiry into the subjective conceptualisations and lived experiences of these individuals.

1.5 Introduction to paper Three

As mentioned above, Paper Two and Paper Three are sister papers, which aim to be published in the same journal. The premise for this is that paper Two explored GHRM practice implementation in a green firm, focusing on learning from those who are doing well in GHRM with a focus on GHRM practices. Paper Three explores the dynamics of GHRM in a green firm in times of change. This is done using the theory of implicit and explicit CSR communication and intrinsic and extrinsic motivation theory (Deci et al., 1999). GHRM is used to understand the relationships between organisational activities in this context of change.

The paper begins with a discussion on the role of GHRM in firms. According to Taylor et al. (2012), the role of GHRM is dual. It can either be viewed as a means to achieve environmental objectives and aid EMS. This view is in line with the definition of GHRM as “*HRM aspects of environmental management*” by (Renwick et al., 2013a, p.1). Hence, there is increased research on individual GHRM practices such as green hiring, training, environmental training, environmental performance management, incentives, and reward and recognition. GHRM can also be viewed as an end in itself towards environmental betterment and more holistic embeddedness of environmental values focusing on individuals. With this view, GHRM recognises its potential to influence the values, perceptions, attitudes, and individual employees' behaviours. Here the definition by Ren et al. (2018) corresponds well in that GHRM encompasses “*Phenomena relevant to*

understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems”, which is the definition adopted for this research.”

Paper Three justifies SMEs and Germany as a research context that has been under-developed. One requirement to study GHRM implementation is to find a context rich of practices that can be identified and studied in depth. The rationale behind choosing an SME and Germany as a context is threefold. Firstly, to gain a rich and in-depth understanding of how organisational processes and practices (GHRM) are shaped in a company that demonstrates environmental stewardship, an environmentally sustainable company was selected (green company). Secondly, there has been a movement in Germany in the late 70s where sustainable companies with an alternative, morally driven market orientation emerged, offering opportunities for research and in Germany, individuals are generally more involved in environmental behaviours privately and through work, which can be attributed to government regulation (e.g. mandatory recycling schemes). Thirdly, although they are the main contributors to the economy, SMEs have been mainly neglected in management and GHRM research (Jenkins, 2004).

After this, the paper discusses several motivation theories to analyse the dynamics of GHRM in times of change and justifies the use of intrinsic and extrinsic motivation theory (Deci et al., 1999). For example, the expectancy-value theory could have focused on the perceived value and expectation of success of engaging in a specific behaviour (Eccles and Wigfield, 2002). Attribution theory could have explored how individuals create causal reasonings to maintain a positive self-image (Weiner, 2011). Another option would have been Social Cognitive Theory, which mainly focuses on self-efficacy, which is the belief that one's actions lead to a desirable outcome (Bandura, 1991). Another reason for rejecting these theories as the main theoretical lens is that in the research context (green firm), we expect to find more individuals with higher levels of competence (high self-efficacy) and more intrinsic motivation (engaging in behaviours out of a personal conviction rather than for external recognition). Nevertheless, the concept of self-efficacy provides a valuable focus on personality which can help determine what makes environmentally minded employees engage or disengage in green behaviours, which is why self-efficacy is considered in the theoretical discussion. Lastly, Goal Orientation Theory could have been used to explore a more competitive aspect of motivation, in that it focuses on the mastery of tasks and the competition with others as a motivating factor (Ames, 1992, Dweck, 2000). This theory would not

Chapter 1

align with the research gap in GHRM that warrants a focus on softer, more inspirational and less performance-related motivating factors.

This study selected Self Determination Theory (Deci and Ryan, 1985) because it offers more choices on why individuals are motivated to engage in certain behaviours. It considers intrinsic interests at one end of the spectrum and extrinsic values at the other end, which serve as reasons to engage in behaviours. Underlying extrinsic motivation are psychological needs of autonomy, competence and relatedness. Here, we see a link to GHRM practices. Similar to AMO theory (Appelbaum et al., 2000), this theory could be used to examine how GHRM increases autonomy, competence, and relatedness needs to move employees towards more intrinsic motivation.

1.6 Contribution of the study

1.6.1 Contribution paper One

The findings led to the main contribution of this paper in that it illuminates the black box between intention and implementation of GHRM. The study finds misalignments between intentions and implementation by sustainability advocates. They follow what they perceive as values-based approaches while maintaining existing organisational structures and practices, which elicit self-interest-based behaviours. A further theoretical contribution is that GHRM practices are not in themselves peripheral, intermediate or embedded. The contextual factors, intentions, and implementation shape their classification.

Similarly to the model of Aguinis and Glavas (2013) of GHRM, which proposes that all CES activities need to become embedded once they use the firm's core competencies, we propose a normative view. In practice, all approaches should be checked against a set of value-based criteria, and this should include the organisational structures and systems that relate to this. Pandey et al.' model of CES embeddedness was particularly useful to identify the mismatch between intentions and implementation of GHRM practices (2013). Such a model could be used in practice as a gatekeeper for alignment.

1.6.2 Contributions paper Two

Paper Two resulted in two main groups of findings. First, individual and organisational characteristics that facilitate green behaviours in employees are

identified. These are a deeply felt sense of responsibility, curiosity, and a disposition towards constantly questioning own and others' behaviours. Distinct organisational factors that facilitate GHRM are the nature of the business, the organisational culture, large meetings, the use the corporate philosophy, and the 'green' workplace environment.

The second group of findings considers GHRM policies found in a context rich in environmental practice. Contrary to the GHRM literature, ET has little perceived importance for increasing capability in employees in a green firm when they are directly asked. However, when it was analysed how training is used, it became clear that ET can be used to achieve behaviour change in others beyond the organisation's boundaries. In other words, employees are trained to change the mindsets of customers, or training courses are available to the public and to customers. In addition to this employees are allowed to participate in workshops and company tours and mention this as a form of training that activates values and true behaviour change. Incentives are rejected as unsuitable by the majority of the workforce, and employee representation groups (informal works council) can serve as the safeguards of environmental values in the firm. These findings contribute to the body of knowledge in GHRM in that the constellation and dynamics of GHRM practice is completely different to that in conventional firms.

Our findings further contribute to understanding that one GHRM practice can have different green behaviour outcomes and farther-reaching effects. For example, waste separation training would be a GHRM policy that elicits the green behaviours in the category *acting sustainably*. On the other hand, customer service employee training to equip staff with the knowledge and a narrative to justify green behaviours to customers would also be the GHRM policy *training*, but the green behaviour outcome would be to *influence others*. This is important for two reasons. Firstly, acting sustainably ends with influencing the behaviour of the the person doing recycling properly. But influencing others affects another person. In other words, the outreach is bigger. Secondly, influencing others might be more difficult to identify at the outset and identified as a GHRM practice because the person does not directly exhibit the green behaviour outcome. This would be particularly relevant for further research studies. Our method helped to reveal such intricacies of the GHRM policy training. Had structured interviews or a quantitative approach to data collection been used, such intricacies would have remained unnoticed. The paper contributes to the body of knowledge about green behaviours in relation to GHRM as well. Here, influencing others and taking initiative were the most practices

Chapter 1

green behaviours deemed irrelevant in other studies of green behaviours and GHRM (Dumont et al., 2016).

The main theoretical contribution of this paper is a proposed model of soft GHRM on the basis of practices found in our data. The GHRM practices we found add softer GHRM practices to the model of Renwick et al. (2013b). We mapped the practices onto the AMO model proposed by Renwick. HR practitioners in similar contexts facing similar challenges can use the model to inform their practices. A typology of soft GHRM practices that create Ability, Motivation and Opportunity is the theoretical and practical contribution of this study.

1.6.3 Contribution of Paper Three

The aim of this paper was to explore the reframing from implicit to explicit CSR communication, intrinsic and extrinsic motivation, and the underlying GHRM of this in a green firm. Our findings contribute to the body of knowledge of implicit and explicit communication of CSR in that we found that explicit communication can be used to gain a competitive edge and influence customers to act more sustainably. However, this transition changes activities within the firm. For example, increased documenting and reporting metrics have to be established, and employees need to be trained to attempt changing sustainability behaviours of customers.

This study contributed to the motivation literature in that it argues that an obsession with fostering intrinsic motivation might be slightly off target. Our dataset illuminates extensive hiring and informal training activities that appeal to extrinsic motivation types with a strong potential for value introjection, integration or identification. A necessity and key differentiating personality factor is curiosity in individuals. If firms can foster curiosity, engage individuals in open discourse, and encourage constructive criticism, environmental sustainability can flourish. Organisational factors that foster this are the collectivist and democratic organisational processes.

1.7 Style of the thesis

The three papers included in this thesis are the sole work of the author in consideration for the degree of Doctor of Philosophy. One paper has been published. The papers are written in the vernacular of the journal articles. This means that the first-person plural 'we' was used in the papers. Although the work

is co-authored, the papers presented are the work of the author. The contributions of the co-authors were concerned with editorial comments and prompts in light of publishing. While the font and format of the three papers comply with the University Regulations for Doctoral Thesis submissions, the structure and layout of the three papers are tailored to the target journals' requirements (e.g. length, headings and sub-headings). Throughout the thesis, references to Paper One are made to highlight the systematic learning journey based on findings from one study to another. Some content of the papers overlaps in the papers because each paper drew from similar literature. Paper Two and paper Three data from the same company were analysed, which led to similar sections in the methodology and findings sections (e.g. data analysis technique, participant information, case study information, research context). However, different theoretical lenses were used to analyse data.

1.8 Current and planned dissemination

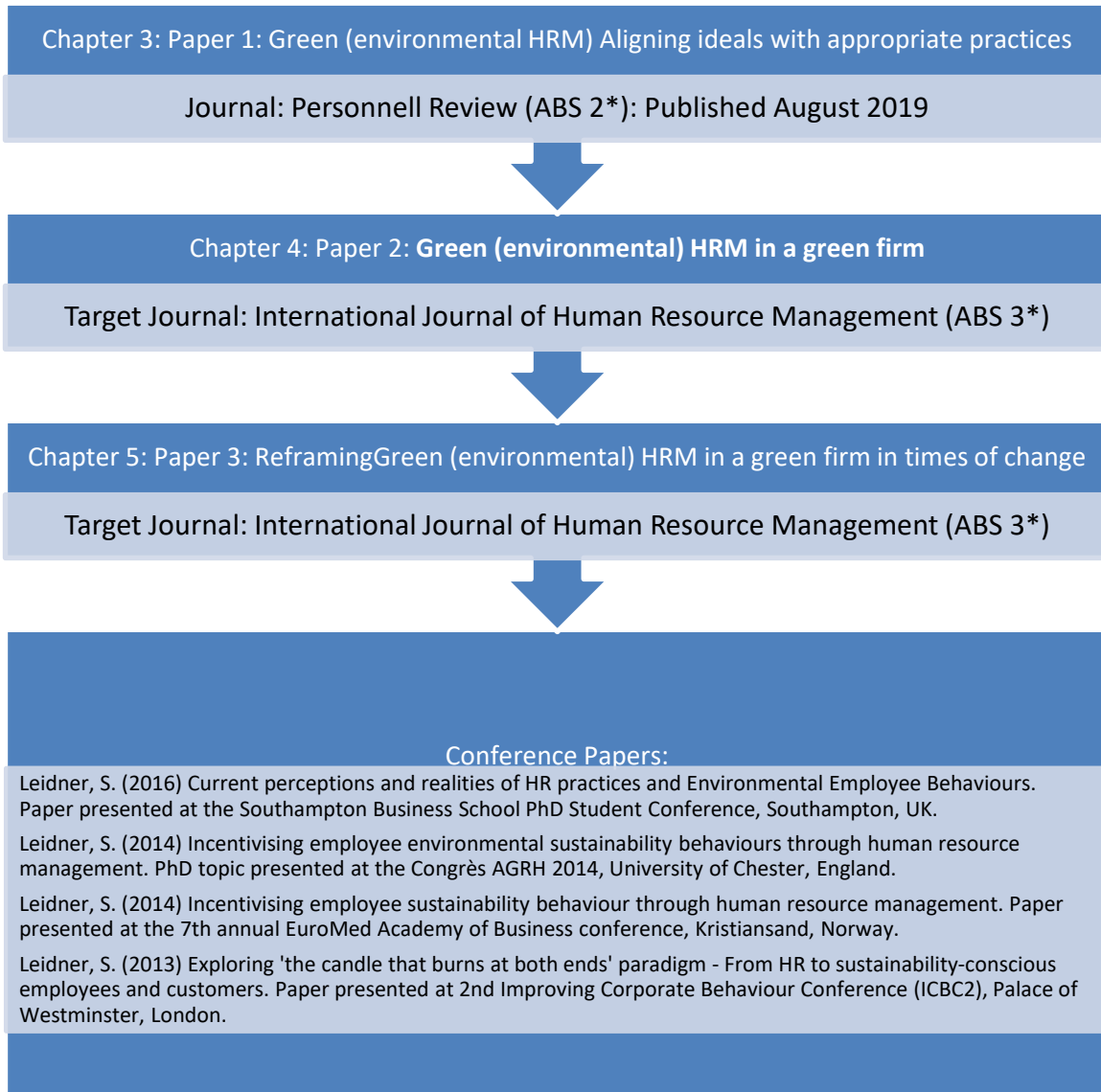


Figure 2: Current and planned dissemination

Chapter 2: Philosophical underpinning

2.1 Introduction

This section discusses the philosophical underpinnings adopted in the three papers. Each paper contains its own methodology, and data methods can be found [Paper One](#), [Paper Two](#), and [Paper Three](#). Chapter 3 demonstrates rigour, credibility, trustworthiness, and dependability in qualitative using the dataset from the German case study. This research methodology is based on three assumptions introduced: ontology, epistemology, and axiology. The ontological position of this research is subjective, the epistemological position is social constructivism, and the axiology states that research is value-laden, as the researcher is an active part in the research process. These assumptions fit well with socially constructed concepts such as CSR and GHRM.

2.2 Research philosophy and paradigm

According to Corbin and Strauss (2008), a researcher can distinguish between context-specific characteristics and link such factors to the research processes with a research paradigm. Hence, a research philosophy is commonly called a 'paradigm' (Silverman, 2013). A paradigm '*refers to the progress of scientific practice based on people's philosophies and assumptions about the world and the nature of knowledge; in this context, about how research should be conducted.*' (Hussey and Hussey, 1997, 47). More specifically, a paradigm defines how the researcher sees the world and provides the tools to understand the existence of or type of an interaction between the phenomena under investigation and the researcher (Johnson and Duberley, 2000). Therefore, the entire research process is informed by the paradigm (Guba and Lincoln, 1994).

To provide clarity on the paradigm Morgan (1979) describes three appropriate levels of usage of the term paradigm:

- **Philosophical level:** How does the researcher view reality? What are the fundamental beliefs of the world?
- **Social level:** Schools of thought inform the researcher's choices on conducting research activities.
- **Technical level:** Specification of the methods and tools that are ideally suited for conducting the research.

Chapter 5

Together, assumptions on these levels address the question of how a researcher can create credible knowledge using appropriate tools.

To inform the paradigm, the GHRM literature was examined for specific methodological needs that could lead to new insights. GHRM is a young research area. There is still popularity in publishing literature reviews (Renwick et al., 2008, Renwick et al., 2015, Pham et al., 2019a, Ren et al., 2018), conceptual papers, and future directions of GHRM (e.g. Jackson et al., 2011, Ehnert and Wes, 2012, Morgeson et al., 2013, Renwick et al., 2013a). These reviews state that, empirically, GHRM is dominated by quantitative research that tries to establish links between measurable aspects of GHRM and firm performance, social performance, employee wellbeing, job satisfaction, and commitment. The reviews argue that there is an over-emphasis on hard performance related GHRM practices (ibid.). This led to the consideration of values-based theories as theoretical lenses for this study, such as the model of CES embeddedness (Pandey et al., 2013), intrinsic and extrinsic motivation (Deci and Ryan, 1985), and implicit and explicit CSR communication (Matten and Moon, 2008b). Previously under-explored areas of research interest are suitable for qualitative research, as they can capture rich data that help discover concepts.

The research paradigm of this study is social constructivism (Lincoln and Guba, 2013). The selection of social constructivism is based on the primary rationale that it provides the best fit for addressing a synergistic relationship between intentions and implementation. In philosophy, there is a school of thought that pertains that humans always exist in relation to the *other*, called intersubjectivity (Kim, 2001). GHRM practices do not happen in a silo and are merely put in place; they rely on individuals with different motivations, organisational tools that support them and are implemented in collaboration with others and in relation to their context.

A selection of a research paradigm that reflects the researcher's beliefs about the nature of reality can further enhance the quality of robust research (Mills et al., 2006). The researcher's own beliefs align with the social constructivist paradigm in that different interpretations of events and experiences (reality) can exist, are set in a specific context, and there is a co-creation of knowledge between researcher and participants.

2.2.1 Ontology

Ontology needs to be considered at the outset, as, together with epistemology, how the nature of reality is shaped and what constitutes knowledge inform and require different methodological choices. In ontology, one differentiates between whether reality exists externally independently of the researcher's perception or whether reality exists due to our perception and knowledge abilities (Symon and Cassell, 2012). This differentiation led to objectivist and subjectivist schools of thought.

In an objectivist (realist) perspective, it is assumed that reality exists externally to social actors and is detached from the cognitive mind. In research, this means that the governing laws of phenomena are there to be studied and discovered irrespective of the researcher, and this ontology is most commonly associated with positivist research. In a subjectivist (e.g. interpretivist or social constructivist) perspective, the social world or phenomenon results from a social actor's perception and interpretation, emphasising understanding a phenomenon's existence and the actions social actors take (Bryman and Bell, 2011). Hence, multiple takes on reality can exist, some of which are shared socially, and some are individual perceptions and interpretations. Together, these renderings of reality influence decisions and actions. Individuals' views on their role on the impact on the natural environment and the accompanying responsibility is socially constructed and not uniform.

2.2.2 Epistemology

The second metaphysical consideration is epistemology, which embodies researchers' views about what constitutes valid and credible knowledge and how this knowledge about reality and the social world can be obtained. The researcher is in a relationship to the phenomenon under investigation, and depending on a researcher's assumptions about knowledge inquiry and what constitutes credible evidence, this involvement varies. The differentiation between *erklären* and *verstehen* by Weber (1934) can highlight the difference. *Erklären* reflects a scientific approach to understanding the governing laws of phenomena and is most commonly associated with positivist research. The *verstehen* approach encapsulates a social constructivist stance that aims to *understand* subjective meanings of individuals and how these meanings inform their actions that positivist approaches cannot capture. Positivism and social constructivism are used in this study to represent two distant poles on the paradigm spectrum, where many

nuances can be considered (Collis and Hussey, 2013). Further specifications are justified in the subsequent sections.

2.2.2.1 Philosophical underpinnings of researcher and this project

The philosophical underpinnings are reflected in the ontological position of subjectivism, the epistemological position of social constructivism and the axiological position that research is value-laden and biased. The choices taken by the researcher respond to the needs of the research aims and objectives. These are presented in the third column of the following table. Furthermore, the fourth column shows how the theoretical lenses are employed to answer research questions and achieve the three research objectives.

Table 3: Research objectives and methodological questions

Research objectives	Research questions	Social constructivist aspects addressed	Theory lens used
RO1 (paper one): To explore the intentions and implementation of GHRM.	<p>RQ1/1: How do sustainability advocates in organisations implement and experience GHRM policies to engage employees in green behaviours?</p> <p>RQ1/2: How does GHRM relate to peripheral, intermediate and embedded CES?</p>	How do sustainability advocates experience the implementation of GHRM as part of their organisational reality?	(Pandey et al., 2013)
RO2 (paper two): To explore GHRM practice and green behaviour implementation in a green firm	<p>RQ2/1: How do employees in a green firm experience green behaviour in the workplace?</p> <p>RQ2/2: What is the role of GHRM practices in eliciting green behaviours?</p> <p>RQ2/3: How can employees in a green firm reach green behaviours of external stakeholders?</p>	How does this socially constructed reality manifest itself in GHRM practices and individual green behaviours?	<p>Green behaviours (Ones and Dilchert, 2012)</p> <p>GHRM practice research</p> <p>Stakeholder theory (Freeman, 1984a)</p>
RO3 (paper three): To explore reframing of CSR and GHRM communication and implementation in a green firm during times of change	<p>RQ3/1: How do employees in a green firm experience GHRM in times of leadership change?</p> <p>RQ3/2: How does the reframing of GHRM by employees relate to employee motivation?</p> <p>RQ3/3: How does the reframing of GHRM by employees in a green firm relate to implicit and</p>	How do individual actors reframe activities as they receive internal and external pressures? How do their socially constructed realities change?	<p>GHRM practice research</p> <p>Self-Determination Theory (Deci et al., 1999)</p> <p>Implicit and explicit CSR communication (Matten and Moon, 2008b)</p>



As mentioned in section [2.2](#), the ontological consideration addresses the question of **what constitutes reality?** Applying this metaphysical question to the topic of CSR we ask, **What is CSR?** CSR is a highly contested and vague concept with a plethora of definitions and conceptualisations. Thus, we must ask the epistemological questions of **how can we know what we know?** Applied to CSR, we derive knowledge about CSR by capturing how different actors conceptualise, experience, and execute CSR-related activities. Therefore, CSR is viewed as socially constructed in this research. The following section describes the paradigmatic factors of social constructivism in this research.

2.2.2.2 Social constructivism and the natural environment

Natural resources are essential for the continuation of human life on this planet. Our economies use many forms of non-renewables (e.g. crude oil) or environment-harming methods (e.g. coal). This threatens the continuation of life as we know it. Climate change is seen as a threat/risk by some and an opportunity by others. The concomitant decline of ecosystem services through the existence and expansion of companies poses certain risks to companies' output and forces them to reinvent themselves. Political unrest, low economic performance and high levels of uncertainty might reduce the currently high levels of consumer demand for CSR (The Guardian, 2015), and businesses might hesitate to pursue it as they feel the threat of benefits declining. At the same time, the decline of ecosystem services provides opportunities for companies, as they can engage in restoration practices. Some view the needs of the natural environment as an opportunity with a multitude of perceived intentions and benefits, ranging from prospective self-interest driven business benefits to genuine environmental stewardship. Thus, there is an abundance of perceptions about the natural environment and the perceived required responses among businesses.

Asking the ontological question of what constitutes reality, we would ask what is the natural environment? Having established that context determines responses, we also need to ask what the natural environment means to different companies? Applying the third tenant of social constructivism, we need to ask how individuals (the social actors) in companies conceptualise and perceive the environment and how this shapes their behaviour?

Chapter 5

This implies a multitude of realities that exist among members of a social reality. These are a result of interactions with the environment and its context (e.g. stakeholders). Laws, regulations and NGOs ensure that companies do not have detrimental effects on the environment. However, this only covers the basics. Beyond minimum legal requirements, the extent to which companies on-board environmental stewardship as a core principle is self-regulated and self-motivated within countries, industries, organisations, groups and among individuals. Indeed, many companies see government regulation on CSR as a threat to innovation and creativity and lobby against it (coporatewatch.com, 2006). Thus, the concepts of CSR and environmental engagement are socially constructed.

Positivist research can capture tangible results and measure outcomes of initiatives on environmental performance or other Intra organizational aspects, as the many studies discussed in the literature review highlight. Firstly, the lack of clarity and consensus on the natural environment itself and concepts that address environmental needs (e.g. CSR, corporate citizenship, environmental stewardship, and corporate social performance) and the contextual uniqueness of environmental requirements make it a dynamic phenomenon that is in constant flux.

Secondly, environmental needs are ever-changing. Social constructivism can capture changing and developing social phenomena, as it does not rely on predefined variables and allows themes to emerge (Easterby-Smith et al., 2012). The needs for environmental protection are constantly changing because we continue to exploit existing resources, and while developing solutions that address this, new solutions create new environmental needs. Thus, the responses that companies require are in constant flux.

The speedy developments of corporate responses can evidence the ever-changing nature of the needs of the natural environment. These have moved from arbitrary and unrelated philanthropic gestures (e.g. donations to a good cause) to profit maximisation and shareholder priority to a stakeholder view that emphasises shared value creation. These developments occurred as a result of changing societal expectations.

Chapter 3: Demonstration of Data Analysis Procedure

Paper One, Paper Two and Paper Three contain methodology sections where the philosophical underpinning and data methods are discussed and presented. This chapter demonstrates the data analysis procedure using the dataset from a German Case Study (Paper Two and Three) to demonstrate the systematic collection and analysis of data. Following this, rigour (credibility, transferability, trustworthiness, and dependability are discussed) and the ethical considerations presented.

3.1.1 Qualitative and exploratory Research Approach and Design

The research gap and the worldview assumptions of the researcher informed the decisions on a qualitative and exploratory research design. These philosophical underpinnings inform all other decisions of the research process (Creswell et al., 2004). According to the views of Corbin and Strauss (2008, p. 17), qualitative research is "*any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification*". The researcher uses interviews, field notes, conversations, memos, and recordings as representations of the world. These are then interpreted in a naturalistic way. The qualitative analysis process means that the researcher interprets data and elicits empirical knowledge to develop and build our understanding of phenomena (Corbin and Strauss, 2015).

The qualitative approach is suitable for the study of CSR and GHRM because humans engage in social interaction and shape the phenomenon as they make sense of their role in relation to the natural environment. A paper on knowledge gaps in SME's by Moore and Spence (2006) states that quantitative research often amalgamates knowledge about SMEs. However, SME's are more informal and contextually shaped (Spence and Rutherford, 2003a). A larger emphasis needs to be placed on the meaning-making within SMEs to reveal the logic related to CSR engagement. Therefore, this research follows the suggestion of Creswell (2013), where individual meaning is valued as it aims to explain complex phenomena and complex human behaviour. As discussed in the introduction, SMEs have not received a strong enough focus of GHRM research.

3.1.2 Sample and procedure

3.1.2.1 Purposive sampling

An SME was purposely selected because the sum of their activities can impact environmental sustainability on a broader scale. This is because SMEs are a large contributor to the economy. According to the German Ministry for Federal Affairs and Energy (BMWi, 2018), SMEs contributed 35% of the total corporate turnover in Germany. This is almost a 55% contribution to GDP. SMEs employ roughly 60 per cent of the population in employment. SMEs are also believed to 'train the nation' through their vocational programmes. 82% of vocational training is offered by companies with less than 500 employees (ibid.). If so much training is provided in German SMEs, there is a high potential for embedding environmental sustainability aspects into training. The rationale for selecting a green firm justified in the introduction to paper 1. Based on the literature and findings from Paper One, the researcher wanted to explore GHRM in an environment rich in green behaviours and high in environmental values.

The sampling technique used in this study was purposive sampling (Creswell, 2013). This method allows the researcher to purposively select individuals who are believed to provide useful knowledge about the phenomenon in the pursuit of answering the research question (Charmaz, 2014). During data collection, interviewees were asked for a recommendation of more participants, which is snowball sampling. Organisational representatives, managers, and employees were selected. Organisational representatives are essential in articulating the overall strategy; they provide a holistic internal and external view. Owner-managers' values, beliefs and norms highly influence CSR strategies in SMEs. To reduce the bias of a homogenous sample, we selected a more diverse sample through variation sampling (Strauss and Corbin, 1997). Therefore, we included individuals from a variety of roles. Table 4 provides an overview of the numbers of participants in different roles and length of employment divided into short (< 5 years) and long (> 5 years) because this division relates to important findings. In addition to the organisational representatives, we recruited participants who implement strategies and manage and motivate employees (line managers or team leaders) and who carry out the desired behaviours (employees).

Chapter 5

Table 4: Participant characteristics

	Long employment	Short employment
Org Representative	2	2
Line manager or team leader	8	7
Employee	7	5

The final sample consists of 31 participants (See Table 5 for participant profiles) who were interviewed. A questionnaire could yield a bigger sample size to measure GHRM in a green firm, using specific GHRM practices suggested in reviews (e.g. Ren et al., 2018, Pham et al., 2019a, Renwick et al., 2013a). However, this would have limited the survey items to what is known in GHRM. What is not known is how GHRM manifests in a green firm.

Table 5: Participant profiles

Code	Dept.	Role	Gender	Length of empl.
O2	n/a (outgoing)	Founder (org rep)	Female	Long
O15	n/a (outgoing)	Founder (org rep)	Male	Long
O7	Marketing, Sales, R&D, brand world	CEO, (org rep)	Female	Short
O9	Finance, Controlling, Logistics, production, HR, IT, Facilities	CEO, (org rep)	Male	Short
O3	Logistics	Line Manager	Male	Short
O5	Sales	Line Manager	Male	Short
O13	Production	Line Manager	Female	Short
O4	Sales	Line Manager	Male	Long
O8	Facility management	Team Leader	Male	Short
O10	Brand-world, company tours	Team leader	Female	Short
O12	Marketing, product management, packaging development	Team Leader	Female	Short
O14	IT	Team Leader	Male	Short
O17	Export	Team Leader	Male	Long
O18	Seminar office	Team Leader	Female	Long
O19	Sales, promotions	Team Leader	Female	Long
O20	Sales, customer service	Team Leader	Female	Long
O21	Marketing, packaging development	Team Leader	Male	Long
O26	Production / purchasing	Team Leader	Female	Long
O28	Logistics	Team Leader	Male	Long
O1	R&D	Employee,	Female	Long
O6	Marketing, PR	Employee	Female	Long
O11	Marketing, seminar office	Employee	Female	Long
O16	R&D, product development	Employee	Female	Short
O23	Marketing, brand comms	Employee	Female	Long

Chapter 5

O24	Production & Purchasing	Employee	Male	Short
O25	QM	Employee	Female	Long
O27	Logistics	Employee	Female	Long
O29	Marketing, product management	Employee	Female	Short
O30	Marketing, product management	Employee	Female	Short
O31	Marketing, product management	Employee	Female	Long
O32	Marketing, online & social media	Employee	Female	Short

Before access was granted, the project's scope, access and confidentiality were negotiated between the researcher and a representative of the green firm. In the green firm, employees were democratically consulted to decide on participation in the research, and a comprehensive NDA between the research institution and the green firm was developed. The researcher spent two weeks in the company headquarters, where she was given an office for data collection. The researcher also immersed in the company culture by participating in lunches, company tours for suppliers and the public, carpooling, and tea rounds. The observations and impressions of these activities contributed to data collection and aided quality checks outlined in section 3.2 on trustworthiness in qualitative research. and aided data analysis.

3.1.2.2 Semi-structured interviews

Semi-structured interviews are a useful data collection method that brings to the forefront the social nature of people, their experiences, interpretations, emotions, stories and relationships (Bryman and Bell, 2011). The interviewer creates a list of questions in pursuit of understanding the phenomenon under investigation. It is important to establish rapport with the participants in the interview itself and put them at ease with speaking about their experience. There are power dynamics when an external academic enters a research setting. The researcher noticed that some participants were slightly nervous about what was going to happen in the interview. To put participants at ease, the researcher introduced the study, herself and the process and highlighted that this would not be an exam of their environmental knowledge. The first interview questions were general questions about environmental sustainability and its role in their daily job. The literature only loosely informed the subsequent questions, and the questions were designed using GHRM functions of the AMO model proposed by Renwick et al. (2013a). The purpose of asking general questions about the GHRM functions of Recruitment and selection, Induction and acculturation, Training, reward and recognition,

Chapter 5

supervisory support and green organisation climate was to bring what participants of this study deemed important or noteworthy relating to these topics (Corbin and Strauss, 2015).

3.1.2.3 Field notes, observations, memos and secondary data

In addition to the interviews, the researcher immersed herself in the research setting by spending time at the company for two weeks. During this time, the researcher participated in lunches, tea rounds, company tours and carpooling. Field notes and a research diary helped keep a record of the observations (Denzin and Lincoln, 2008). Observations from the interviews could be reflected on with participants, increasing the credibility of the data. The company website, CSR report, promotional materials, and newspaper articles were also examined to understand the phenomenon under investigation. This flexible approach led to the inclusion of the emerging findings of fears of loss of values because participants initially only spoke about this outside of the interview sessions. The researcher then began to ask about these changing dynamics actively.

3.1.3 Data analysis

This research process follows Gioia et al.'s (2013) principles for rigorous inductive research. It is grounded in two fundamental assumptions. Firstly, it is assumed that the organisational world is socially constructed. Secondly, people who socially construct their organisational realities and experiences are 'knowledgeable agents'. This means organisational actors are aware of their tasks and able to explain their reasoning, intentions, and actions.

Gioia's (2013, p. 17) methodology for data analysis gives people who socially construct their organisational realities a voice and credibility, and puts them at the forefront of the initial analysis. This is because the assumption above is that organisational members are 'knowledgeable agents' who can identify their intentions and actions. GHRM and CSR concepts or terminology were not directly imposed on participants a priori, although the interview was guided loosely on themes from those areas such as recruitment, talent attraction, training, reward and recognition and green behaviours, to name a few (Corbin and Strauss, 2015).

The analysis of the transcripts is inductive, where codes and themes are data-driven or participant-led rather than theory-driven (Braun and Clarke, 2006). Hence the data collection was guided by very little influence from the existing literature. The interview questions centred around context (organisational green climate), green

Chapter 5

behaviours, and GHRM AMO literature. The researcher transcribed the interviews and reviewed the interviews again after data collection. Sections that are relevant to the topic under investigation were prepared and grouped for coding. In other words, small talk or content on unrelated topics was excluded from the analysis.

Data were coded in three stages, and the researcher moved back and forth between these stages in an iterative process to develop the analysis (Lincoln and Guba, 1985). The first participant-centred stage in the coding process was getting lost in data through open coding to capture how participants describe and make sense of phenomena (Strauss and Corbin, 1997). The 1st order codes are participant-led and closely resemble the meaning of what was being said by participants. These codes may even use participant terms or short codes. A long list of codes emerged that had to be organised and grouped into meaningful categories—an iterative process of critical reflections and moving between data and possible interpretations. Table 4 illustrates how data were interpreted into codes and categories in the 1st order and 2nd order coding. The interviewees were asked about green training and development opportunities. Data were systematically analysed by allowing themes and patterns to emerge inductively (Easterby-Smith et al., 2012). The researcher knew that environmental training was highly regarded in the GHRM literature as it can create abilities, awareness and signal the company's commitment towards environmental sustainability (Govindarajulu and Daily, 2004).

Gioia et al. (2013) propose that findings are presented in a narrative story based on transparent evidence. Raw data are included in the findings chapter in Paper Two and Paper Three. The narrative story is needed because this type of qualitative research is subjective (ibid). Interpretations vary based on the basic assumptions and worldviews of the interpreter of data. Table X illustrates how meaning was created from raw data and how 1st order codes were presented. In the interview, the researcher noticed low regard and provision of environmental training, which could be expected in a setting with high environmental maturity. Formal environmental training was either only mentioned or regarded as unsuitable.

It was interesting to observe that many participants began to speak about ET for customers when asked about ET. The aim was to influence stakeholders' behaviours and awareness. Staff are on a rota to deliver company tours to various stakeholders, and the company provides a range of customer workshops. **Training and educating external stakeholders aimed at exerting influence** contains codes that summarise the reasons for this extensive educational work with external stakeholders.

Chapter 5

Employees have access to the workshop portfolio offered to customers regardless of job type. Participants regarded access to workshops and the delivery of company tours as training for themselves. Participants described these informal training opportunities as platforms where knowledge can be exchanged and where genuine behaviours are activated. Staff also have access to customer workshops. In addition to this, the abovementioned environmental activism (influencing customers) required staff training. **Training and educating staff** were created to encapsulate the different forms of what participants described as training. Overall, participants expressed **positive attitudes towards informal and indirect staff training opportunities**. The last step of Gioia's method is the interpretation of the 2nd order categories. Overall, these were interpreted as a finding in this soft GHRM. The themes represented imply **synergy effects between informal/indirect training preference and the involvement in influencing external stakeholders** (Figure 3). The implications of this are discussed in the discussion section of Paper Two.

Chapter 5

Table 6: Illustration interpretation of raw data on training and education

ID	Quotes	Meaning ascribed to data
O 1	<i>"A while ago we had a colleague in Quality Management. She did a training in how to separate waste better, which was informative."</i>	Formal staff training for QM In: Training and educating staff
O 2	<i>"You can't walk around and tell people what to do. That does not work"</i>	Behaviours can't be imposed on staff In: Negative attitudes towards formal training
O 3	<i>"(Learning) only works through using the corporate philosophy"</i>	Value internalisation needed for behaviour change In: Positive Attitudes towards informal training
O 4	<i>"Without those workshops our customers wouldn't know how to apply the products"</i>	Customer requires product handling knowledge In: Training and educating external stakeholders
O 4	<i>"Customers need to know what we're doing here. If they don't understand they won't pay the high product price"</i>	Justify product price to customers In: Training and educating external stakeholders
O 6	<i>"We can take part in the workshops for customers. This is some form of training"</i>	Informal through staff access to customer workshops In: Training and educating staff
O 6	<i>"I prepare internal wordings and help colleagues with knowing how to respond"</i> (response to negative performance feedback)	Staff training to justify environmental practice to customers in: Training and educating staff
O 6	<i>"We won't use plastic dispensers despite downrating and have to justify this!"</i>	Need to justify environmental decisions to customers In: Training and educating external stakeholders
O 6	<i>"How can I create a change in my direct environment? You see when people come here, they are completely flashed by the building and especially when they go on the company tour with the founder. "</i>	Desire to influence others and raise awareness In: Training and educating external stakeholders
O 2	<i>"A few years ago, we decided to use as little packaging as possible. Not everybody likes the naked bottles in the shelves. (...) We have to do a lot of explaining for them to understand."</i>	Need to justify environmental decisions to customers In: Training and educating external stakeholders
O 8	<i>"We have formal health and safety training."</i>	Formal staff training for H&S In: Training and educating staff

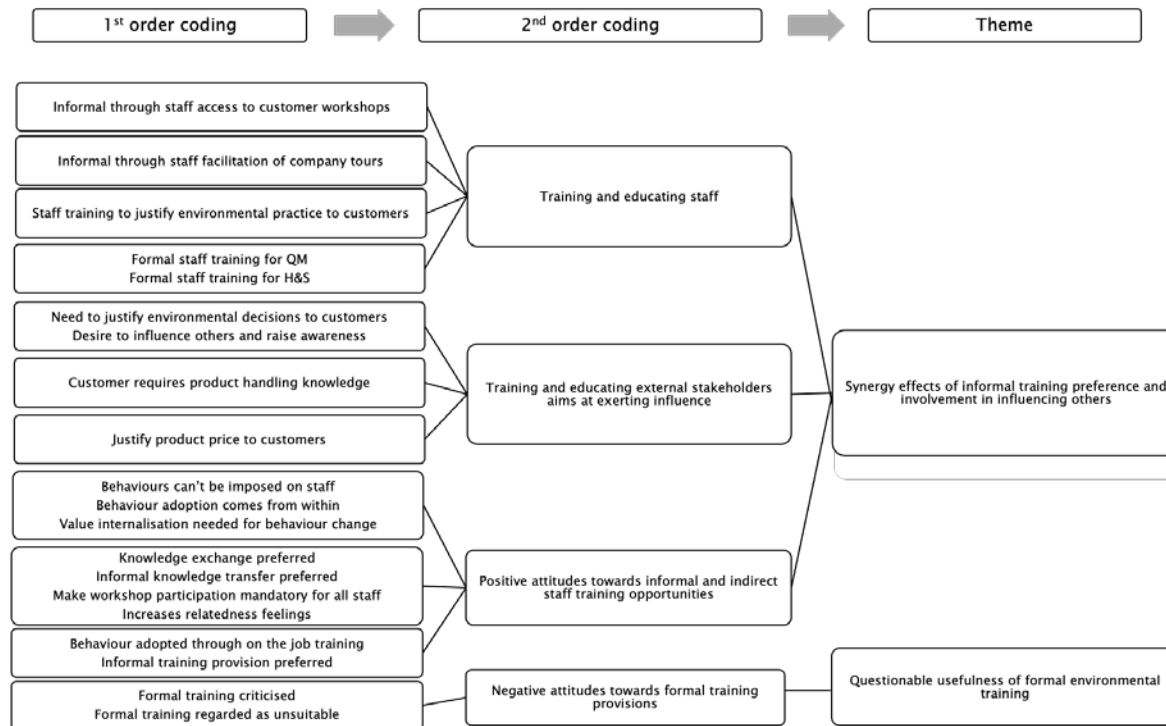
Chapter 5

O 10	<i>"We are the ones showing it to customers directly. We offer company tours and garden tours. We transfer the knowledge that is in this building. Why has it been built in this way... the philosophy behind it...so that they understand. What is a negative energy footprint? A layman doesn't know what it means. If anything, it sounds negative!"</i>	Desire to influence others and raise awareness In: Training and educating external stakeholders
O 12	<i>"No, there isn't any. (...) It funny you ask about it. I'm just thinking whether it (training) would make sense here because its (green behaviours) such a habit and if you make mistakes, you get called out by a colleague"</i>	Behaviour adopted through learning on the job In: Positive attitudes towards informal training
O 13	<i>"We offer some formal training but doing it (engaging in environmental practice) is something that's embedded in the whole firm.(...) it happens more through conversations"</i>	Formal training criticised In: Negative attitudes towards formal training provision Knowledge exchange preferred In: Positive attitudes towards informal and indirect training
O 14	<i>"I was allowed to do the natural cosmetics advisor training, and then the aromatherapy seminar. (...) And I work in IT! I normally have nothing to do with this area."</i>	Informal through staff access to customer workshops creates enthusiasm In: Training and educating staff
O 17	<i>"I'm not sure if the access to workshops affects the sustainable practice, but we have high enthusiasm for products. (...) and this is a good refresher"</i>	Informal through staff access to customer workshops In: Training and educating staff
O 18	<i>"Everyone is going to be asked to go to the workshops. The transfer (of values) happens through participation in those. Everyone who comes in has to go to these now, regardless of rank"</i>	Make mandatory for all staff In: Attitudes towards informal and indirect training
O 22	<i>"The foundation were the company tours. This is where we really learn a lot. (...) knowledge is transferred to and by us through the company tours."</i>	Knowledge exchange preferred In: Positive attitudes towards informal and indirect training
O25	<i>"If I would do the training again, I would probably not impose it and say 'this is the standard now'"</i>	Formal training regarded as unsuitable In: Negative attitudes towards formal training provision
O 27	<i>"We don't really get in touch with them (products) here in logistics (...). It's so interesting to learn how to mix the products and use facial scrubs. (...) And we're able to tell people all the things we produce"</i>	Increases relatedness feelings In: Positive attitudes to informal and indirect training
O 29	<i>"There are no bespoke training events as such. There is a newsletter, which I noticed when joining, because it includes environmental topics, which initially do not really relate to anyone's role. It included green tips, which are relevant for private life at home. And I think if you begin to think more environmentally minded in the private sphere, then you adopt this in your workplace. I think it is more important that an employee does not</i>	Behaviour adoption comes from within In: Positive attitudes to informal and indirect training

Chapter 5

	<i>just go through a checklist of requirements but begins to contemplate things themselves and then the implementation follows naturally, and not only because they know it's a requirement."</i>	
O 30	<i>"It's not really like we have a seminar every year where we are trained in engaging in environmental practice. It doesn't work in the traditional HR way here. It works through conversations and sharing"</i>	Informal training provision preferred In: Positive Attitudes to informal and indirect training

Figure 3: Categorising of coding example on GHRM training



3.2 Trustworthiness, credibility, transferability, dependability and confirmability in Qualitative Research

Demonstrating rigour of research is essential in social sciences. In the dominant positivist research tradition, internal validity, external validity, reliability, and objectivity are used to justify the quality of research. In qualitative research, different criteria are used to establish rigour (Lincoln and Guba, 2013). The term trustworthiness is a parallel meaning for the positivist term rigour.

Lincoln and Guba (2013) propose criteria that demonstrate trustworthiness in qualitative data that corresponds with the positivist rigour criteria. These are credibility, transferability, dependability and confirmability. The following table presents an explanation and application of the 'quality checks'.

Table 7: Application of Lincoln and Guba's (1986) and Miles and Huberman's (1994) criteria for Establishing Trustworthiness in Qualitative Research

Trustworthiness criteria	Application
<p>Credibility – Fit between respondents views and researcher’s representations</p> <ol style="list-style-type: none"> 1. Types of evidence 2. Prolonged engagement 3. Persistent observation 4. Negative case examination 5. Data triangulation 6. Researcher triangulation 7. Member checking 	<ol style="list-style-type: none"> 1. Diverse sample. Interviews at different levels (Leaders, CEOs, line managers and employees allowed probing). Probing interview questions 2. Extensive contact before, during and after data collection 3. Immersion of researcher in company culture for two weeks, participation in tea rounds and car-pooling (Probing) 4. 'Rejection of bonus scheme' view expressed was not an outlier 5. Semi-structured interviews, company documents, reports, website, news 6. Interpretations were checked with participants after data collection

	<p>7. Analysis of parts of raw data by other academics, debriefing and consulting with experienced HR professional</p>
<p>Transferability</p> <ol style="list-style-type: none"> 1. Responsibility resides with person wishing to transfer (Lincoln and Guba, 2013) 2. Thick descriptions (Lincoln and Guba, 1985) 	<ol style="list-style-type: none"> 1. Description of research context in Germany, green firm and the key assumptions in literature reviews of papers 2. Detailed presentation of participant views, clearly differentiated by researcher interpretations (through the use of the subjunctive)
<p>Dependability & Confirmability</p>	<ul style="list-style-type: none"> • Systematic inductive data analysis • Interview recording files, transcripts and memos stored securely • Use of data management tool NVIVO 9 for paper one and EXCEL for paper 2 and 3 • Research diary justified decisions • Researcher positionality explained • Subjectivism acknowledged; impartiality practised • Reflexivity section

Credibility is also known as internal valid in positivistic terms. It can be achieved by following a systematic process and methods when conducting the fieldwork. Here, a researcher can use methods that are well established in the qualitative research domain. The qualitative data analysis procedure is very popular, and Gioia et al.'s (2013) method has been applied in various disciplines, including CSR (Koleva, 2020). Gioia et al.'s (2013) stages of coding share similarities with open coding processes proposed by Corbin and Strauss (2015), and even with thematic analysis procedures (Braun and Clarke, 2006).

Chapter 5

As with explorative research, the interview questions were only loosely guided by the existing literature. However, the researcher made sure they correspond with the themes of the main topic under investigation (Charmaz, 2014). For paper two, the interview questions were loosely informed by the Ability Motivation Opportunity (AMO) GHRM literature (Renwick et al., 2013b). Participants were asked questions on organisational green climate, green behaviours in recruitment and selection, induction and acculturation, training, reward and recognition, and supervisory support. A pilot was conducted for both datasets. Miles and Huberman (1994) state that the quality of data can be improved if the participants are knowledgeable in the area of study. Therefore, we decided to use purposive sampling, which assumes participants are knowledgeable agents and can construct meaning from their experience. We wanted to mitigate the risk of 'management speak', which is why we interviewed a more diverse sample within one organisation (see Table 4). The researcher analysed data during the data collection process, where negative and extreme cases could be identified. It then had to be established whether these are outliers or an emerging finding that needs further exploration. 'Negative evidence' is when data does not fit the theoretical propositions in the literature. The accuracy of data could be questioned if the data does not fit the theoretical propositions. Negative evidence was critical in papers Two and Three, and these incidences have been explored in the findings section of the papers.

Triangulation is the use of multiple sources of data (Lincoln and Guba, 1985). Interviews were used as the primary source of data collection. Prolonged exposure to the field generated trust and exposure to more informal conversations. Field notes, memos, company reports and publicly available data were used to aid analysis, reflected in findings for papers Two and Three. Debriefing is a technique for researcher triangulation and increases confirmability (Lincoln and Guba, 1985). Regular supervisory meetings provided a forum where critical questions were asked and issues that 'might otherwise remain only implicit' were addressed (Lincoln and Guba, 1985, p. 308). A record of meeting minutes has been kept. Raw data was shown to experienced researchers in the faculty, who were then asked to interpret the meaning. This was in the researcher's continuous process of practising impartiality. The approach to data analysis has been presented at four academic conferences (see figure), one of them particularly focused on the analysis technique. This process of sharing views and conclusions with a community of researchers is called 'consensual validation' (Lieblich et al., 1998, p. 173). Paper One has been submitted and published in a peer-reviewed ABS ranked journal (2*) (Leidner et al., 2019).

Chapter 5

For the case study company, member checking was conducted. This was necessary to add to data collection of the emerging themes explored in Paper Three.

Lincoln and Guba (1985, p.316) state that **transferability** of findings is “*in a strict sense, impossible*” Transferability in qualitative research is a judgement call by the person wishing to transfer the findings. The researcher can offer ‘thick descriptions’ of participants experiences. Thick descriptions can be provided in giving examples in the research setting without using abstract words. The reader then evaluates transferability based on whether the findings ‘speak to’ them and whether they resonate with their experience (Ellis and Bochner, 2000, p. 753). Rather than deriving theoretical generalisations about GHRM and green behaviour from the relatively small sample of participants, this thesis aims at offering ‘relatively concrete illustrations of processes’ (Watson, 2003, p. 174) It is the hope that the knowledge gained from this study can be used in a pragmatic way.

3.2.1.1 Researcher positionality

In qualitative research, the researcher is inextricably linked to the research process and interpretation of findings. The researcher’s background has an impact and shapes the study. Therefore, explaining the researcher’s background and values adds credibility to the analysis (Lincoln and Guba, 1985, Miles and Huberman, 1994).

The researcher approached this study from an academic background. The researcher has an academic background in Human Resource Management and was always personally passionate about environmental sustainability. The researcher needed to acknowledge the limited professional experience in areas related to environmental management. The researcher did not have any pre-existing knowledge of the implementation of Environmental Management Systems. Her HRM and organisation psychology background shaped this research in focusing on the people management aspects of implementing an environmental strategy. The researcher felt elevated anxiety levels about entering the practitioner field to collect data based on academia's perhaps detached views. She accepted her role by adopting a learner’s mind and embraced this challenge.

The researcher also felt conscious about being an ‘outsider’ to the research setting and feared the reluctance of participants to share their experiences. These feelings were further increased by the very cautious approach of the company and the lengthy process of drawing up the NDA. The researcher felt that perhaps the company would not trust her. However, these fears were completely unfounded. As

Chapter 5

soon as the NDA had been agreed on, the researcher became an 'insider'. Any information requested was shared. In the interviews, participants shared a high level of detail about their practice, challenges and opened up about challenges with other colleagues, which became an important part of the findings.

The researcher kept a reflective diary before, during and after data collection. Keeping such a diary helps to bracket perceptions. Although it is acknowledged that research is biased in this paradigm, the researcher needs to remain and neutral (Cope, 2014). This activity was vital to remaining neutral in the research setting. As outlined earlier, participants described how customers are 'completely blown away' from the company tours, and when new staff arrive 'it is almost like being brainwashed'. The researcher marked those words down in the research diary pondering over what this could mean for herself. Knowing about the importance of neutrality in the research setting, she constantly questioned her assumptions and discussed them with other researchers outside of the research setting.

In order to maintain neutrality and act professionally, the researcher applied the following behaviours:

- Attentively listening to participants explanation
- Asking probing questions to explore topics further
- Interview a diverse sample
- Noticing when the interviewees digress and returning to the topic
- Maintaining confidentiality

3.2.2 Ethical Considerations

Ethics in research considers the research process and the use of data, the rights of participants involved in research and trustworthiness (Creswell, 2013). Prior to data collection, the research project was approved by ERGO, which is the University of Southampton Ethics committee. In addition to this, the researcher attended and completed a compulsory ethics seminar and online ethics training. Ethical considerations include protecting participants' well-being, confidentiality, informed consent, respect for autonomy, withdrawal of participation, and data storage. All these aspects were trained in the ethics modules, and the research strategy and procedures created in accordance with this. Detailed accounts of the ethical research strategy in the form of the ethics form can be found in Appendix 4.

For all interviews, confidentiality agreements were provided and signed. Participants for Paper One were high ranking sustainability directors in MNCs who

Chapter 5

did not need to consult gatekeepers. For the German case study, a comprehensive NDA was created. The legal department at the University of Southampton helped negotiate with the lawyer in the German case study. The researcher observed that the firm was very cautious about sharing confidential information initially. On reflection, this lengthy process of negotiating the NDA between the SME and the legal department of the faculty resulted in the researcher experiencing notably higher levels of perceived trust, cooperation and rapport with participants after access had been granted.

It is essential for participants to know what happens to them and their data during and after the research process. Participant information sheets informed participants about the aim of the study, the data handling, and anonymity. All anonymised data will be deposited and made accessible using the University of Southampton repository system.

Chapter 4: Paper One¹

Green (environmental) HRM: Aligning ideals with appropriate practices

Abstract

Purpose – The purpose of this paper is to explore how Green (environmental) Human Resource Management (GHRM) policies can elicit green employee behaviours. This study explores the role of sustainability advocates, who are leaders and managers in pursuit of their firm’s environmental agenda, in the design and delivery of GHRM policies, communication, recruitment and selection, environmental training, rewards and incentives.

Design/methodology/approach – In this qualitative study, eighteen semi-structured interviews with sustainability advocates in European firms were conducted and analysed.

Findings – GHRM practices are not in themselves peripheral, intermediate or embedded, but shaped by contextual situations. Sustainability advocates’ intentions do not seem to match GHRM policy design, i.e. they try to elicit value-based behaviours by using self-interest-based approaches, leading to misalignments between the attitudes and behaviours policies attempt to elicit, and the type of behaviours they elicit in practice.

Research limitations/implications – This study explores GHRM practice implementation experienced by leaders and managers. Further research on the role of the HR function and recipients of GHRM is needed.

Practical implications – Practitioners need to be aware that organisational incentives (GHRM policies) that reflect self-interest can lead to self-interest-based behaviour and may be short-lived. A careful consideration of contextual factors will inform the selection of suitable GHRM policies. Environmental training completion rates seem an unsuitable metric for senior management bonuses.

¹ The paper presented is the Author Accepted Manuscript of the paper. The full version of this paper is published by LEIDNER, S., BADEN, D. & ASHLEIGH, M. J. 2019. Green (environmental) HRM: aligning ideals with appropriate practices. *Personnel Review*, 48, 1169-1185.

Chapter 5

Originality/value – This paper investigates the design and implementation stage of GHRM, leading to an identification of GHRM policies as peripheral, intermediate or embedded. This creates an in-depth knowledge on the efficacy of GHRM policies and their relation to the environment. Keywords Qualitative, Organizational behaviour, Corporate social responsibility Paper type Research paper

1. Introduction

The purpose of this paper is to illuminate how Green Human Resource Management (GHRM) policies can be used by sustainability advocates in eliciting employee green behaviours using Pandey *et al.*'s (2013) model of CSR (Corporate Social Responsibility) embeddedness. GHRM is defined as "*the use of HR policies, philosophies and practices to promote sustainable use of resources and prevent harm arising from environmental concern within business organisations*" (Zoogah, 2011, p.118). Through GHRM environmental capabilities can be increased, opportunities provided and motivation elicited (*ibid.*). GHRM can occur in the HR function in the form of policies and it can be devolved to leaders and managers across the organisation. Employees are the main contributors in the pursuit of corporate environmental agendas. And the degree to which policies are embedded is likely to affect the desired green behaviours. For example, a qualitative study of pilots found that pilots can actively exert direct positive and negative influence on emissions during flights depending on their job (dis)satisfaction (Harvey *et al.*, 2013a). If employees with low job satisfaction possess the power to damage or benefit corporate environmental outcomes significantly, a closer look at people management practices is needed (Daily and Huang, 2001). Consequently, this study focuses on GHRM policies that aim to elicit employee engagement in green behaviours.

Studies in GHRM focus on various outcomes. One study finds direct links between GHRM and in-role green behaviour outcomes, and indirect links with discretionary (voluntary) green behaviours (Dumont *et al.*, 2016). Other studies in GHRM focus on outcomes for companies, such as how employees or organisations are affected by environmental initiatives and how managers use GHRM to increase environmental performance. GHRM policies can affect employee attitudes towards their employer, including job satisfaction and attitudes towards environmental initiatives (Benn *et al.*, 2015), and Ramus and Steger (2000) find supervisory support can increase staff suggestions for green initiatives. It appears that GHRM can influence green behaviours directly and indirectly through, for example, employee job satisfaction, which can affect the environmental performance as exemplified by Harvey's *et al.*'s (2013) study of pilots. Thus, the way in which GHRM is implemented by managers and leaders needs to be addressed. A focus on outcomes alone seems to treat the design and execution stage of GHRM policies and decision makers' intentions as a black box, and it does little to aid

Chapter 5

understanding of factors that can create discrepancies between organisational behaviours and their (ir)responsible actions.

Therefore, this paper responds to calls by to explore underlying mechanisms of GHRM implementation. We aim to achieve this by gathering empirical evidence on the ways leaders and managers experience GHRM policies, which initiatives they consider successful, and what employee perceptions and behaviours their endeavours elicit. We call these leaders and managers sustainability advocates because all participants were selected based on their job role, which is in some form related to pursuing the 'green' agenda. Pandey *et al.*'s (2013) model can identify whether CES (Corporate Environmental Sustainability) is integrated in a peripheral, intermediate or embedded way, and what employee-level attitudes each way contains. To understand how company aspects influence GHRM practice implementation, this paper uses Pandey *et al.*'s (2013) model of CES. CES can be seen as the environmental aspect of Corporate Social Responsibility (CSR) (De Bakker and Nijhof, 2002). CSR is a well-developed and popular concept for businesses to fulfil their societal duties and we align with (Carroll, 1979, p. 500), who defines that *'the social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point of time'*.

This qualitative study focuses on data-emergent themes, GHRM aspects, communication, attraction and recruitment, environmental training (ET), management support, and reward and recognition. In the subsequent section, the model and GHRM literature are discussed linking how GHRM policies can aid implementation of environmental objectives and elicit green behaviours. Findings from seventeen semi-structured interviews with sustainability advocates in European firms are presented and discussed. The discussion section elaborates on GHRM policies, and finds misalignments between individual approaches and supporting organisational processes. Lastly, the conclusion highlights theoretical contributions to GHRM, limitations and future research avenues.

2. Literature review

The literature review is presented in two parts. Firstly, it describes the model of CES by Pandey *et al.* (2013). Secondly, contributions to GHRM (attraction and recruitment, training, reward and recognition, communication) of data emergent practices are reviewed and discussed.

2.1. Embedding CES

Corporate approaches towards environmental betterment are a product of well-established capitalist systems, which were believed to always dominate (Heilbroner, 1985). Hence, policies that make business sense are the preferred method. However, the business case for CSR is increasingly coming under scrutiny, as firms are criticised for window-dressing and cherry-picking initiatives that promise business benefits (Nijhof and Jeurissen, 2010, Moratis, 2014). To avoid such criticisms firms are embedding CSR into their policies and practices.

Aguinis and Glavas' (2013) model CSR identifies embedded and peripheral CSR, which are two degrees of strategic integration of CSR using core competencies of a firm. With the rise in environmental awareness, pursuing environmental agendas has become a mega-trend in business contexts (Markman and Krause, 2016), and is becoming an integral part of corporate identities. As long as firms are using core competencies to embed there is no differentiation between normative or instrumental CSR, substantive or symbolic, or cost-benefit-based or values-based (Aguinis and Glavas, 2013).

Firms that are progressing towards embedding CSR might not necessarily know how to utilise their core competencies effectively or have insufficient resources to try. Therefore, they might utilise corporate foundations to progress towards increased embeddedness. Using Aguinis and Glavas' model this would be labelled peripheral as the company is not using its core competencies. We use the model of Pandey *et al.* (2013) because it posits three degrees of CES embeddedness on a continuum called peripheral, intermediate and embedded. The continuum would be recognisant of change and progress. This normative model considers individual-level employee attitudes and values, and organisational-level characteristics. Firstly, peripheral CES shows self-interest based compliant partial integration, and/or standalone initiatives (e.g. philanthropy and volunteering). Secondly, intermediate CES reflects the emergence of enlightened self-interest and a positive environmental reputation. Enlightened self-interest means companies realise that

they can, in the long term, do well by doing good (Jensen, 2001). In practice, making a business case for CES would reflect enlightened self-interest and using corporate foundations would be classified intermediate. Lastly, environmental stewardship, and value-internalisation by employees is referred to as embedded CES. GHRM policies are examined next as they represent formal organisational conditions that encourage employees to participate on an individual level, which will help to identify peripheral, intermediate and embedded CES in organisations.

2.2. GHRM policies

Most existing work in GHRM comprise comprehensive reviews that propose future research directions (Jabbour et al., 2013, Jackson et al., 2011, Jackson and Seo, 2010, Renwick et al., 2013a, Renwick et al., 2008), or a model of GHRM (Jabbour and Santos, 2008a, Jabbour et al., 2010a, Renwick et al., 2008). Empirical papers examine the HRM and green performance link, individual GHRM initiatives such as recruitment practices (Ehnert, 2008), environmental training (Teixeira et al., 2012, Vidal-Salazar et al., 2012), green job design and analysis (Govindarajulu and Daily, 2004, Jabbour et al., 2010b, Wehrmeyer, 1996), supervisory support (Ramus and Steger, 2000), or the authenticity and impact of green financial incentives (e.g. Kolk and Perego, 2013). The HR practitioner literature on CSR is mainly business-case oriented with a strong emphasis on the HR function (Bingham and Druker, 2016, Strandberg, 2009). A study investigated the integration of GHRM into the HR function across European firms, and found inconsistencies and varying degrees of alignment (Haddock-Millar et al., 2016), which indicates that reality might be lagging behind practitioner-based CSR rhetoric.

2.2.1. Attraction, recruitment and selection

Following the employment cycle at entry point, talent attraction and recruitment can improve CES in organisations. Existing studies emphasise general talent management benefits, often ignoring how this GHRM policy addresses environmental issues. For example, organisations know including CES in attraction and recruitment can help managers and leaders in the 'war for talent' (Renwick et al., 2013a). Some benefits are that organisations with a positive environmental image and strong CEP were found to increase selection attractiveness of skilled workers (Albinger and Freeman, 2000b), number of applicants (Wagner, 2011), and quality of candidates (Ehnert, 2009). Studies that find positive relationships between environmental reputation, availability of CEP data and selection attractiveness use data from graduates (Backhaus et al., 2002, Guerci et al., 2016b),

Chapter 5

which gives reason to believe that younger applicants in particular aspire to work for responsible employers. However, there is evidence of applicants using CEP to gather more information on employers when there is incomplete information in the recruitment process (Aiman-Smith et al., 2001), suggesting not all applicants who use CEP data are environmentally-minded. Studying populations of graduates means hiring decisions of employers cannot be examined. This study addresses this gap by drawing from a population of employees with decision-making powers. Furthermore, the above policies would not be labelled using Pandey *et al.*'s (2013) model as they don't relate to the environment.

Scholars propose including green criteria in job descriptions, to screen how well candidates' attitudes might align with green goals of the company in interviews, and to use inductions to consolidate environmental activities in the firm (Renwick et al., 2013a, Wehrmeyer, 1996) Including environmental criteria in the decision-making process could aid firms in embedding CES, but based on existing studies this inclusion is unclear (Aiman-Smith et al., 2001). and it is one of the least practiced GHRM policies (Guerci and Carollo (2016). A study of 94 Brazilian companies shows, for example, recruiters *prefer* candidates with pro-environmental attitudes (Jabbour et al., 2010a). which would make this practice embedded CES. More empirical evidence is needed to understand applicants' future engagement in employee green behaviours.

2.2.2. Environmental training

With respect to existing employees, there is a known gap between environmental policies and translation into practices, which has previously been attributed to a lack of investment and commitment to the cause (McWilliams et al., 2006). Environmental training (ET) can address this gap, as it enables and equips employees with knowledge, awareness and skills of green behaviours, and ET provision can promote environmental values through leader and manager support. However, research on ET, managerial support and environmental performance is inconclusive. ET provision can symbolise managerial commitment to environmental development, which can positively affect employee engagement in green behaviours (Govindarajulu and Daily, 2004). A questionnaire study of perceptions of HR factors to influence environmental performance by Daily et al. (2012) found significant links between ET, empowerment and environmental performance.

In contrast, Ramus and Steger's (2000) analysis of 353 questionnaires from six European firms showed that, although ET programmes are prevalent in

organisations studied, those in charge of embedding CES, line managers, provided limited support. This is particularly interesting because the authors (ibid) found direct links between supportive line management behaviours and employees suggestions of eco-initiatives. Therefore, organisational structures may exist to elicit green behaviours in employees, but a low number of engaged line managers, who translate commitment into organisational practices can inhibit participation and embedding. In addition to enabling and supporting employees, ET can reinforce other GHRM policies (Govindarajulu and Daily, 2004, Jabbour et al., 2010b, Daily et al., 2012). For example, offering ET and incentives to new employees can promote employee initiatives (Jackson, 2012). Hence, ET seems an indispensable prerequisite to realise proactive environmental practices (Molina et al., 2009a).

2.2.3. Communication and empowerment

In the above section, the role of managers and leaders already emerges as important for ET, which raises the question how managers and leaders communicate GHRM. As stated above, their support signals company support for green behaviours. The ways in which leaders and managers communicate environmental agendas to employees can have positive and negative effects on green behaviours and potentially on the embeddedness of CES. A positive effect can be increased employee participation, as the studies in ET showed (Daily et al., 2012, Vidal-Salazar et al., 2012). In addition to ET, studies report increased staff suggestions for green initiatives through supervisor support (Ones et al., 2010), empowering actions (Ramus and Steger, 2000), and psychological enabling (Kitazawa and Sarkis, 2000).

To provide space for motives to be activated, leaders can empower employees. Empowerment can provide employees with room to act and feelings of efficacy, an individual's belief in a favourable outcome of their action (Conger and Kanungo, 1988). One reason why intrinsic motivation is important here is that most green behaviours are not role-prescribed and there is a lack of direct compensation through a salary. Where this is the case, leaders can try to communicate fairness and justice to employees, which can form lasting discretionary (intrinsically motivated) behaviours (Deci et al., 1999). However, it can be assumed that not all employees are intrinsically motivated, which is why general workplace incentives should not be neglected.

2.2.4. Incentives and rewards

In general HRM, reward and recognition are seen as an antecedent to employee engagement (Balain and Sparrow, 2009). In GHRM, pay practices can be aligned with environmental objectives of the firm, encouraging employees to carry out green behaviours in exchange for an extrinsic reward. One example is National Grid, whose top executives' compensation is partly tied to reducing carbon emissions by 45 percent by 2020 (Environmental Leader, 2009). This financial embedding into the organisational fabric can also display employer commitment to CES and convey organisational expectations (Lent and Wells, 1994). Govindarajulu and Daily (2004) propose recognition based non-financial rewards for individual employees and/or groups such as, paid time off work, gifts, and praise by ways of communicating good practice and commitment to the environmental cause.

There are critical implications in the areas of intention, design quality and durability of green behaviour through financial incentives. Environmental bonuses are criticised for maintaining bonus levels (window-dressing), as performing well environmentally can be easy at the outset (Kolk and Perego, 2013). Findings from a study on the effect of reward policies on performance through engagement show that poorly designed financial and non-financial rewards can lower engagement (O'Reilly and Tushman, 2008). Extrinsic incentives such as bonuses and rewards may appeal to employees who do not engage in responsible or green behaviours as a result of value identification, but would engage out of self-interest for the prospect of a reward. There is a risk of over relying on extrinsic incentives as they might crowd out intrinsic behaviours and are believed to be short-lived (Deci, 1971, Deci and Ryan, 2002a). Thus, incentives seem a popular go-to tool, but may be less effective when the desired behaviours should be long-term and based on intrinsic values.

In summary, leaders and managers use GHRM policies to engage employees in green behaviours and to create positive business outcomes. The literature review introduced and justified a model of CES (Pandey et al., 2013), and discussed existing knowledge on several GHRM policies and how they might relate to the model. The role of those communicating the agenda and making decisions appears to be essential. Therefore, it is necessary to understand how leaders and managers can use GHRM policies to tap into employee experiences of CSR, which, based on our literature review, seems underexplored. This exploratory study provides

empirical evidence to what has hitherto been a predominantly theoretical debate adopted the following two research questions:

RQ1: How do sustainability advocates in organisations implement and experience GHRM policies to engage employees in green behaviours?

RQ2: How does GHRM relate to peripheral, intermediate and embedded CES?

3. Methodology

This study adopts a social constructivist position, where knowing and learning are an integral part of social life and created through social contexts, interactions, shared viewpoints and interpretive understandings (Vygotsky, 1962, Lincoln and Guba, 2013, Charmaz, 2014). *While thought often precedes action, it's not always the case. In many situations individuals "act before they think" (March 1972, p. 432).* And behaviour that is accompanied by social reinforcement, e.g. a supportive environmental climate, establishes legitimacy ex post. A person might view themselves as a person with high environmental standards, and yet engage in unsustainable behaviours. Practically, adopting this stance allows us to research concrete experiences, policies and practices. Therefore, we aim to discover a breadth of possible explanations that can illuminate the black box between CES intention and implementation. This is the theoretical contribution of this paper. Our exploratory qualitative methodology is suitable for providing open space to identify GHRM policies with difficult measurability, which is a known issue in CSR (e.g. Ehrenfeld, 2000).

3.1. Sample and procedure

The sample was selected purposively to consist of individuals pre-qualified to provide data that helps to answer the research questions (Charmaz, 2014). Managers and leaders (sustainability advocates) in higher positions, who pursue environmental agendas in their firms and are involved in engaging employees in green behaviours were targeted. The sample consists of seventeen sustainability advocates from a wide European context, with ten from the UK, four in the Netherlands, one in Germany, one in Belgium and one in France (Participant details can be found in Appendix 2). Contact with fifteen participants was established through business summits and two through professional relationships. Permission to contact all registered delegates of the business summit was obtained prior the

event. Using a questionnaire design might have resulted in a larger number of participants and allowed an exploration of specific GHRM policies from review papers (Renwick *et al.*, 2008; Jackson and Seo, 2010; Jackson *et al.*, 2011; Jabbour *et al.*, 2013; Renwick *et al.*, 2013). However, this study does not intend to produce findings that are numerically representative. It aims to allow diversity in responses, even rare unusual ones to discover a range of possible answers in the empirically under-explored area of GHRM. We hope to elicit empirical data on the implementation realities of GHRM, in a similar vein to the study of pilots by Harvey *et al.* (2013), which is one of the few qualitative studies in GHRM.

Anonymity was assured to put interviewees at ease with sharing sensitive information (Bryman and Bell, 2011), and to foster an open and honest conversation about GHRM challenges. Qualitative semi-structured interviews, which lasted between 20 minutes and one hour, were recorded, transcribed, coded, and analysed using NVIVO. Interview questions were broadly informed by GHRM literature and participants were encouraged to share experiences of current approaches to implementing environmental sustainability and engaging employees. To reduce bias and management speak, we probed for challenges and issues. This allowed deep and practically relevant findings to emerge (Weick, 1995, Bryman and Bell, 2011). Information on challenges and implementation strategies are normally not accessible via public platforms, websites or news articles, which makes these data valuable to researchers and practitioners.

3.2. Data analysis

Data were analysed for codes relating to the core category that encapsulates the phenomenon being studied - GHRM (Corbin and Strauss, 2015). This initially contained six categories, which were based on GHRM policies (attraction and recruitment, performance management and appraisal, training and development, employment relations, pay and reward, exit) by Renwick *et al.* (2008). In addition to this, the researcher exposed herself to all possibilities and potentials of data through open coding before interpreting data. Credibility of interpretations was established by asking other researchers to interpret data samples (Charmaz, 2014). Open coding led to the emergence of further sub-themes that contribute to understanding GHRM practice implementation. For example, how GHRM was communicated became a prominent theme. The final themes were *engagement and communication*, *attraction and recruitment*, *environmental training*, and *reward and recognition*. There was an additional focus on themes of Pandey *et al.*'s (2013)

model, which included sub-themes on value identification, environmental stewardship, self-interest, enlightened self-interest and motivation, which all feed into the discussion. Through axial coding, data were rearranged and the categories combined so all themes relate to the phenomenon GHRM.

4. Findings

Rather than finding organisations with peripheral, intermediate or embedded CES, it was more common to find evidence of all types within the same organisations depending on the specific area. Findings on how sustainability advocates approached GHRM are presented in the following sections and how this relates to peripheral, intermediate and embedded CES is critically examined in the discussion section.

4.1. Communication

Participants commonly expressed views that today's employees want to work for responsible employers; Their role to respond to this trend was being leading communicators and agents of the CSR vision. Given that companies spend over \$720 million on general employee engagement (HBR, 2018) indicates extensive company efforts. Thus, it is not surprising that maintaining momentum of initiatives and green behaviours was named biggest challenge among the majority of participants. Communication was believed to be a tool that helps maintain such momentum. A response was the provision of employee suggestion platforms on all levels of the organisation. Acting upon employee suggestions was also considered essential. A combination of conveying environmental stewardship and supporting incentives are highlighted in the following excerpt:

"There is various forms of recognition and so on that we will give, but I think the most powerful one is that message that comes down from the leader of the division they are in, who says this is a really important agenda. (...) And it's those messages that are probably the most telling, but you do need to have a range of incentives across the piece." (I14:2)

When analysing data we noticed a discrepancy between a proposed value-based approach to elicit behaviours and maintain momentum, when in practice the approach instigates self-interest-based behaviours. More specifically, participants believed different functions internalise values and align with sustainability goals in different ways, which resulted in tailored linguistic approaches for different audiences. Many participants use normative value-based communication for the whole workforce, which was characterised by highlighting intrinsic obligations to

Chapter 5

do good, providing a vision, being authentic and stressing the importance of the green agenda. In contrast to this, most of these participants, who use normative language for the whole workforce, also advised against using normative language altogether in meetings. Here, they believed what works best is appealing to self-interest and/or enlightened self-interest, which is encapsulated in the following data sample:

“When I walk into a room talking about sustainability (...) the last thing that I want to talk about is the sustainability side of it, if that makes any sense. (...) You need to talk in their language on their level. You need to say 'what we can do is that we can reduce your costs, we can do this, we can do that, and at the same time we can save X amount of trees.’ (I15:3)

Once sustainability is addressed in a language that is tailored to specific functions, relevant initiatives that align with specific functions can emerge.

4.2. Recruitment and attraction

Many participants drew the interviewer’s attention to the role of CES in talent attraction and recruitment. A number of participants highlighted ranking in sustainability indices helps to attract greener talent. Interestingly, the most highlighted benefits were not the environment but for the workplace, which is captured in the following passage:

“Because we think that people, who think about the big picture and certainly, the environment and sustainability really fits into that, will also be really good in the workplace. Because, they won't just work in their own narrow area. They'll want to collaborate and think more broadly. So, one of the six things we are looking for when we hire somebody is that interest in the broader world about them and particularly their local community.” (I14:2)

Interestingly, only one participant acknowledged that CES criteria would need to be used as selection criteria and outlined aspirations:

“And that's the step we have got to make, so when they are talking to a senior appointee (...), we are asking them about their own attitudes to sustainability. Does their personal agenda fit the way that we approach sustainability? Because, actually, we don't want senior people who don't want to push the agenda and don't believe in it. And that is sort of the hooks we haven't quite got right yet when I am honest.” (I14:4)

Participants commonly mentioned behaviour shifts, which means the factors that applicants consider when applying today are now different than in the past:

“I started to be a head-hunter 15 years ago (...) and what the candidates were looking for were, that was, you know, good pay, a good salary, a nice title and a career path. But nowadays they really want to give a meaning to what they are doing and they want to work for companies who can offer a meaning.” (I15:5)

Participants felt they were aware of behaviour shifts, which included feelings of pride to work for a company that acts ethically and responsibly, and thus decided

to include CEP information. The renewable energy company participant stated their applicants want to work for a sustainable company and already possess a strong moral and environmental compass. For one participant from a more traditional, privately owned financial institution, providing CEP data in recruitment was a company practice, but not regarded as a decisive factor in applicants' intentions to apply for a job in finance, which implies that there are industries in which behavioural shifts are more prominent than in others.

4.3. Environmental Training as an enabler if done correctly

Our data show barriers between what managers want to achieve (carry out green behaviours) and what they are actually willing and capable of doing (e.g. knowing and selecting suitable green behaviours), suggesting a training need:

“And what we see (...) is that a lot of managers expect people to make the translation from a high-over strategy to what does it mean for their work and how can they contribute on a day-to-day basis? And very often, what we will notice is that middle management does not know how.”(I14:7)

Managers can be empowered by leaders, but this does not guarantee behaviour as the following quote about a lack of agency highlights:

“So, (...) following behaviour [or instructions] is much easier than thinking of 'ok what then should I do instead of what I did before?’” (I14:7).

Findings on ET implementation were diverse, which is illustrated by two examples. One company (travel e-commerce) commenced a CSR initiative in response to employee demand, where employees (managerial and non-managerial) were encouraged and empowered to initiate a one-working-day project in partnership with NGOs that are dedicated to local community causes, without initial skills training. Later in the interview, it emerged that, despite overall positive feedback, some employees criticised organisation and quality of some events, which led to the creation of an e-learning tool:

“We have an e-learning that we have just launched a couple of months ago. We believe that project initiators (...) are actually developing a lot of skills that we would like to recognise. (...) And after that, they get approval to actually execute the project. It's giving them the right skills, because, as I said, we start small and get bigger, right?”(I15:2)

New approaches (creation of e-learning tool) emerged based on initial project experiences as employees took ownership of the environmental sustainability in the firm. Collaboration increased the manifestation of environmental change in the example above.

Chapter 5

In another company (financial institution) bonuses for global managers are, among other things, directly tied to responsible financing. Metric for this external CSR bonus is employee engagement, which is measured by training completion rates of sector policies on responsible investments. Shortly after the interview for this research, the participating bank was sanctioned and fined for unethical practices.

4.4. Rewards and incentives

Recognition follows behaviour and is used in financial and non-financial ways. Recognition of good behaviours in particular was the most popular approach and believed to be successful in creating employee engagement in green behaviours: as exemplified below:

“What I like to do and what works well in my business is catch people doing something really well and then reward them and make people aware of it, and that sort of brings everyone along.” (I14:2)

Incentives precede behaviours and are used to create habits by offering the prospect of small rewards and appealing to enlightened self-interest, as highlighted by another participant’s response:

“So, we would incentivise reading the environmental newsletter we produce by putting a competition in. We would incentivise energy reduction through a campaign in our branches with a trigger donation to a charity at the end of a campaign. (...). It's a soft employee engagement incentive rather bonus.” (I14:9)

Building on the above example in 4.3, the bank, where ET was used to determine senior managers’ bonuses, which are in fact larger incentives, the following interview shows evidence of self-interest or even opportunism with regard to bonuses:

“And well it is not a very large bonus. It is something that is quite... but it is a nice reward and it is also rewarded (...), because if we can have some evidences that we reach some conditions, regulatory conditions, then we have a special tax on that type of bonus, which is a reduced amount of tax. But it must be collective, for everyone the same, and it must be related to sustainability something. And because, together with the management, because they are really the specialists in measuring the conditions to get the detaxation [sic] of the bonus. They know the conditions, and we give the input from what is from our perspective the most important topics that we need to get into the scheme from a CSR point of view.” (I14:1)

The communication and language by this leader displayed an instrumental value and extrinsic motivation. In this instance, this GHRM practice was used as a means to an end (i.e. bonus). A distinctive characteristic of this participant was the way in which values were expressed, which is evidenced by the choice of words and the perceived sincerity, e.g. ‘sustainability something’. This participant was also the only participant who did not explore the importance of authentic communication

Chapter 5

and engagement efforts by leaders and managers. One could argue that for a financial institution such an approach to receive detaxation is a core competency, and this CSR practice would be called embedded using Aguinis and Glavas' model (2013). The authors state that embedded CSR can be instrumental, but given this context value orientations seems pivotal.

Other participants discussed employee engagement surveys as a metric for success, where bonuses are supposed to reflect and reward leaders' ability to engage and mobilise the workforce to take engage and enact CES initiatives. Contrary to the general criticisms of financial incentives, a number of participants believed it is natural in the value system of many senior managers to be motivated and engaged by the prospect of financial rewards and in better alignment of their type of work. Financially rewarding senior managers, who have busy schedules, was regarded more effective for mobilising teams instead of participating in front-line initiatives.

5. Discussion

This section discusses results in response to the two research questions of this study: How do sustainability advocates approach and implement GHRM and on how does GHRM relate to peripheral, intermediate, and embedded CES?

This research resulted in three main findings. Firstly, this study finds GHRM policies are not in themselves peripheral, intermediate or embedded but contextually shaped by the way they are implemented. Secondly, individual GHRM policies influence each other in different ways. Our findings are in line with Renwick *et al.*'s (2013a) findings that suggest ability-creating and opportunity-providing GHRM policies lag behind our understandings of factors that motivate employees to engage in green behaviours. Thirdly, this study finds misalignments in what individuals aspire to do and organisational factors that are created to support this. Skewed value-internalisation and short-term-led GHRM policy design could explain this.

Exploring the reasons behind sustainability advocates using of contrasting approaches suggests they might be exposed to a paradoxical duality. A large number of sustainability advocates consider a two-pronged/double-barrelled pragmatic communication strategy effective, as it can engage many employees in green behaviours. Considering sustainability advocates' perceived awareness and

Chapter 5

feelings of pride knowing of behavioural shifts, it would be logical to assume that this awareness of increased moral needs (intrinsic motivation) in workforces is reflected in their employee green behaviour engagement exercises. While appealing to moral values when addressing large audiences reflects a value-based approach, appealing to self-interest (e.g. align CES with what the function wants to achieve) and enlightened self-interest (e.g. stating the number of trees that will be saved) for specific departments and individuals might not. There are growing concerns about the durability of self-interest based (extrinsic) approaches (Deci and Ryan, 2002a). As keeping momentum was such a pressing challenge, the latter self-interest based communication approach might fail to create long-term behaviours and environmental stewardship, which is needed for embedded CES.

Further exacerbating success of value-based approaches are existing organisational conditions. Sustainability advocates are exposed to extrinsic incentives for their very own performance and engagement. Particularly in larger organisations, sustainability advocates, like any other employee group, are part of results driven environments. Thus, they might choose self-interest based practices that work best to engage most employees at a given point of time. Research in organisational ambidexterity suggests such contradictory conditions can coexist if they are managed consciously (Guerci and Carollo, 2016), which is a practical implication of this study.

Wider communication policies reflected embedded CES and targeted communication peripheral and/or intermediate CES. Our findings indicate that a self-interest based communication approach might hinder value internalisation. Another risk of this is that peripheral and intermediate policies can fail to address needs of the natural environment (Nijhof and Jeurissen, 2010, Moratis, 2014), because CES initiatives are designed to fit departmental needs, and departmental needs are tied to extrinsic organisational needs of making profit. Combined with the biggest perceived challenge of maintaining momentum and the perceived need to be a more responsible and authentic employer, a two-pronged communication approach (self-interest based approach for specific people and departments, and value approach for the whole workforce) might, therefore, be effective for engaging employees in green behaviours quickly, but it may not persist and if noticed it could be perceived as inauthentic.

Returning to findings on GHRM policies, including CES information in the recruitment process can be classified as an intermediate CES enlightened self-interest based GHRM practice, when the practice is adopted predominantly to

Chapter 5

increase business benefits. This is in line with our observations of the literature, where studies outline company benefits resulting from including CEP data in recruitment and selection process, neglecting the environmental contribution of this practice (Wagner, 2011, Renwick et al., 2013a, Albinger and Freeman, 2000b, Ehnert, 2009). These business benefits are a welcome side effect, but it might be misleading to assume that high-calibre candidates engage more in green behaviours. There is empirical evidence that applicants who scan CSR credentials did so to compensate for incomplete information provided in the recruitment process (Renwick et al., 2013a). An exception are findings of the renewable energy company, which are in line with literature on person-organisation fit (Backhaus et al., 2002), in that sustainable companies appeal to environmentally minded job seekers. To make a real contribution to CES and to become embedded, green criteria would be used in the selection process (to screen applicants for green abilities or a moral compass), but evidence from participants is mostly aspirational. Again, sustainability advocates seem to know what they ought to do and they communicate it, but organisational processes are lagging behind.

Because of its knowledge and ability increasing attributes, ET appears to be a necessary GHRM practice. The literature suggests that ET can reinforce other GHRM policies (Govindarajulu and Daily, 2004, Jabbour et al., 2010b, Daily et al., 2012). Findings of our study suggest ET provision as part of green organisational learning is more successful than using ET as a metric to determine senior manager bonuses. In the case of the bank that uses training completion rates to determine managers' bonuses, and engaged in unethical investment practices, ET is self-interest based means to an end and neither intermediate or peripheral as the company was not complying with legal responsibilities (Pandey *et al.*, 2013). These findings indicated a lack of value-identification for CES. In contrast, a combination of ET and empowerment in an emerging process that considers organisational factors can potentially become an embedded GHRM approach. As shown in the case where ET was used to increase skills and competencies, individual agency was activated in a positive way. This type of development reflects Georg and Füssel's (2000) view on corporate greening in that the collective identity gradually transforms as empowered employees make sense of sustainability processes in their firm by working in teams, and using ET when needed. Initially, this order seems counter-intuitive, particularly with regard to ET which has previously been found to have a stronger link to environmental performance than empowerment (Daily et al., 2012), but it may lead to better and long-lasting results. Interestingly, we found supporting evidence for Daily *et al.*'s (2012) findings. Participants reported that low

self-efficacy in managers for enacting green goals prevented them from mobilising their employees. The empowering-enacting gap is too big and agency and self-efficacy in individuals is not successfully activated, possibly because of a lack of understanding in this case. Trying to understand this difference, we found that empowerment-ET link successful on employee level and the ET-empowerment order at managerial level. An additional possible interpretation of the low self-efficacy in managers who received ET could be a result of confusion over values and incentive-based company expectations.

6. Conclusion

The purpose of this paper was to illuminate how Green Human Resource Management (GHRM) policies can be used by sustainability advocates in eliciting employee green behaviours using Pandey *et al.*'s (2013) model of CES embeddedness. A diverse mix of sustainability advocates from large European firms use a range of GHRM policies to further environmental agendas in their firms, and to utilise business benefits that environmental orientations promise. On the basis of this, our paper argues that following a perceived value-based trend while maintaining existing organisational systems might lead to misalignments. Specifically, we found misalignments between sustainability advocates' intentions and actual implementation approaches, which could lead to unintended consequences, i.e. short-term self-interest-based employee green behaviour outcomes and not the desired values-based behaviour outcomes.

Theoretically, this research contributes to the development of Pandey *et al.*'s (2013) model and GHRM. Companies or GHRM policies are not in themselves peripheral, intermediate or embedded. The classification can only occur after a careful consideration of the contextual factors. This is similar to Aguinis and Glavas' (2013) version of the model that emphasises using firms' core competencies to inform practices. However, we recommend incorporating a normative view. Renwick *et al.* (2008) state GHRM can be undermined by internal and external forces. Similarly, our findings suggest value-based GHRM can be undermined by existing organisational dynamics.

In view of the limitations, all our participants were sustainability advocates, who are more likely to identify with moral values towards CES and might express CES in a more positive light. We approached this limitation by probing participants on implementation challenges and using secondary data from publicly accessible

Chapter 5

information, which, for example, revealed irresponsible practices in one company. In line with our research questions, the data-emergent approach to GHRM practices allowed us to explore those practices that sustainability advocates deem practical and relevant. However, other GHRM practices that occur in the literature could be explored in a European context, i.e. the link between trade unions and work councils and GHRM (Hampton, 2015; Zoogah, 2011).

Another limitation of this study is that it is drawn from a broad population from different countries in Europe. Interestingly, findings across the sample indicate a mismatch between intentions and outcomes and different dynamics between GHRM practices. These were revealed by applying Pandey *et al.*'s (2013) model. These dynamics need to be further explored empirically. For example, further evidence on the experiences of recipients of GHRM can illuminate the intention-outcome gap. Data on recipients' concrete experiences and behaviours can be compared to sustainability advocates' intentions and espoused outcomes. This could not only develop an understanding of intentions and outcomes but also aid alignment of GHRM policies.

Jackson (2012) already proposes HRM practitioners who pursue GHRM become strategic partners of the environmental sustainability agenda and align goals with people management practices. In addition, we suggest sustainability advocates become not only environmental stewards but also stewards of normative values, an addition that could be added to Pandey *et al.*'s (2013) model. Before communicating a strategy and trying to onboard employees, sustainability advocates would review how their intentions and approaches align carefully. A potential avenue of exploration for practitioners could be a critical reflection on their own value system and that of the policies they create. Based on the findings of this study, sustainability advocates should not couple a values-based strategy and a self-interest-based strategy but choose a coherent approach. For example, an emergent employee-led approach would align well with the values-based communication that is so popular among sustainability advocates.

Our findings open up a moral discussion of GHRM in that policies that aid environmental betterment are considered, which is a distinction that has previously been neglected. A discussion on systemic change needs to take place at sustainability summits and in corporations as it is concerning that the majority of our current CSR approaches nurture opportunism and reduce intrinsic values (Nijhof and Jurissen, 2010, Moratis, 2014, Ariely *et al.*, 2007), when those in charge believe that they are doing the right thing.

Chapter 5: Paper Two

Green (environmental) HRM in a green firm

Target journal: International Journal of Human Resource Management

Abstract:

This study investigates underlying individual and organisational factors to Green Human Resource Management in a green firm. The study explores the dynamics between GRHM and green behaviours in a case study setting. The term 'green' is used as a synonym for environmental sustainability behaviours. GHRM has become a distinct research area in recent years. Many scholars propose future directions for this young discipline, and some have empirically investigated aspects of GHRM, mainly focusing on MNCs and traditional firms. However, there is a dearth of research focusing on SMEs and green firms. According to the motivation literature, this 'green' context promises fertile ground for exploring value-based behaviours, which promise longer-lasting effects. The five green behaviours avoiding harm, conserving, working sustainably, taking action, and influencing others are explored against the backdrop of GHRM. Whereas previous empirical studies focus on green behaviours such as avoiding harm, conserving, and working sustainably, we found that influencing others and taking initiative were the most prominent green behaviours in a green firm. Some GHRM practices go beyond employees and are used extensively to influence stakeholders outside of the organisation. Avoiding harm and conserving were the fundamentals in all decision-making in the firm. This study contributes to developing a more holistic understanding of all five green behaviours. Exploring green behaviours and GHRM is an important step to theorising GHRM. New forms of GHRM practices emerged the practices carried out in the research setting and provide useful knowledge that can help firms to preserve values while important bearers of values leave the organisation. Theoretically, this paper extends the typology of GHRM practices and illuminates less common green behaviours: influencing others and taking initiative in relation to GHRM. Those behaviours that focus on environmental activism have been examined in more detail, and they can be seen as a necessity for better environmental change and betterment. If GHRM can have a more extensive outreach, environmental agendas can be achieved on a grander scale.

5.1 1. Introduction

Corporate Social Responsibility (CSR) has become a household name. As environmental awareness is rising, employees are increasingly managed towards exhibiting more green behaviours in the workplace. The working definition of CSR for this paper is as follows:

“CSR is a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2002, p.7)

CSR is highly dependent on the people realising it. GHRM can be used in the same way as HRM practices, i.e., as tools used to guide employee behaviours in the workplace but focusing on environmental issues. GHRM is defined as *“the use of HR policies, philosophies and practices to promote sustainable use of resources and prevent harm arising from environmental concern within business organisations”* (Zoogah, 2011a, p. 118). Often described as the environmental management aspect of HRM (Jabbour and Jabbour, 2016), GHRM practices include hiring, training and involvement, performance management and compensation, organisational culture and learning, union involvement in reaching environmental goals, work-life balance and green health and safety. GHRM practices can increase abilities and motivation and provide opportunities for employees to engage in green behaviours (Zoogah, 2011a).

GHRM is an organisation-level construct, and green behaviours are the individual-level outcomes. The five green behaviour outcomes can be avoiding harm, conserving, working sustainably, influencing others and taking initiative (Ones and Dilchert, 2013). This study aims to explore GHRM and green behaviours. A dynamic can exist between the extent to which the GHRM practices are embedded in the organisational fabric of the firm and the type of green behaviour outcomes. Pandey et al.'s (2013) model of CSR embeddedness can be used to determine peripheral CSR, intermediate CSR or embedded CSR to determine the embeddedness. This is done by examining organisational factors and individual-level values in each category.

This paper responds to calls by Renwick et al. (2013a), Pham et al. (2019a), and Ren et al. (2018) to explore GHRM implementation. Leidner et al. (2019) studied GHRM in multinational companies in Europe and found misalignments between GHRM intention and implementation, and that, within the same firm, different

Chapter 5

GHRM practices can have different types of embeddedness. This study builds on the work of Leidner et al. (2019) and aims to map and further develop GHRM embeddedness in a context rich in environmental practice, i.e. a green SME, where a wide array of green behaviours can be expected. Value-driven CSR is more commonly found in smaller firms or SMEs. Because processes in SMEs are less formalised and more implicit, we expect to find devolved GHRM practices and green behaviours. This paper aims to learn from those who are doing well in eliciting and maintaining green behaviours.

The paper is structured as follows. First, a literature review discusses relevant research areas in GHRM, green behaviours and embedded CSR before posing two research questions. The qualitative study approach will be justified in the methods section, then the case study company introduced. Qualitative data from 31 interviews allowed us to unpack the intricacies of green behaviours, which goes beyond environmental protection and reaches into environmental activism through the influence of other employees and taking initiative (action). In our analysis, we linked these green behaviours to the GHRM practices. The discussion and conclusion section presents a mapping of GHRM on the AMO model focusing on soft GHRM practices.

5.2 2. Literature

The literature review is presented below. First, the context of Germany and SMEs of this study will be explored, then theoretical and empirical contributions to GHRM and green behaviours will be discussed, which are relevant to the data emergent themes.

5.2.1 2.1 Context

Despite recent scandals in Germany, such as the decision to build a coal-powered power plant, or the Volkswagen emission scandal of 2015, which tainted Germany's reputation, the country can be described as one of Europe's Green leaders. This can be evidenced by the landslide victory of the Green Party in the European Parliament, where the party won 20% in 2019 (Lehmann, 2019). Nationally, the Green Party has been represented in and exerted influence on the German Bundestag (Parliament) for many decades. The previous presence and influence of the Green Party have meant continuous subsidisation of sustainable practice and environmental solutions, which shaped how businesses operate (Radkau, 2011).

Chapter 5

Furthermore, green behaviours are widely spread and integrated into German households through active citizen participation. Germany still has a powerful stance and institutionalised values for environmental concerns, so the country is a suitable context for this research.

In line with the aforementioned purpose of this paper is to research GHRM in a value-based context rich in green behaviours, a green SME was selected. In this context, the word 'green' describes a firm founded in and driven by environmental values and principles. CSR in SMEs is shaped more by value commitment than profit maximisation, and CSR in MNEs is extrinsically motivated (Looser and Wehrmeyer, 2016). SMEs are a large contributor to the economy. According to the German Ministry for Federal Affairs and Energy (BMWi, 2018), SMEs contributed 35% of the total corporate turnover in Germany. This is almost a 55% contribution to GDP. SMEs employ roughly 60 per cent of the population in employment. SMEs are also believed to 'train the nation' through their vocational programmes. 82% of vocational training is offered by companies with less than 500 employees (ibid.).

There is a paucity of focus on SMEs in management research. This is important because SMEs cannot only be seen as 'little big firms' (Aragón Amonarriz and Iturrioz Landart, 2016). SMEs are less formalised, and their hierarchies are lower, which means they have lower power structures and tend to have limited access to resources (Spence and Rutherford, 2003b). Owner-managers have a crucial role in CSR in SMEs because their values and norms strongly influence the activities within the firm (Blackburn et al., 2013).

Nevertheless, SMEs are more value-driven. SMEs are exposed to lower shareholder pressures because they often do not have any, and pressure from money lenders is unlikely (Jenkins, 2004). Because HRM is less formalised in SMEs, managers and team leaders often carry out people management duties. A vital managerial function is to motivate and engage employees (Mayo, 2016). Line managers and leaders play an essential role in driving the environmental agenda and can increase suggestions for green initiatives (Ramus and Steger, 2000). There is a research stream in GHRM that focuses on the HR function (Renwick et al., 2008, Tariq et al., 2016, Yong et al., 2019), but there are also calls for GHRM research that goes beyond the HR function's contribution to environmental betterment, in that devolved GHRM is also included (Ren et al., 2018). Thus, extending research beyond the HR function is particularly relevant for researching GHRM in SMEs.

5.2.2 GHRM

Previously, scholarly GHRM work mainly consisted of research agendas and future directions of GHRM (e.g. Jackson et al., 2011, Ehnert and Wes, 2012, Morgeson et al., 2013, Renwick et al., 2013a), or models of GHRM (Jabbour and Santos, 2008a, Renwick et al., 2008, Jabbour et al., 2010a) before gaining empirical momentum. GHRM is becoming a thriving research area in its own right, as it is also approached from the strategic HRM practice. Here, GHRM can be more holistically integrated along with the environmental philosophy of a firm (Jackson et al., 2014, Rani and Mishra, 2014), and it can be strategically linked with other business functions such as green supply chain management and product management (e.g. Aragão and Jabbour, 2017, Jabbour and Jabbour, 2016, Jabbour et al., 2017, Teixeira et al., 2012).

The Resource Based View (RBV) is a popular organisational-level theory in the GHRM outcome research as it emphasises unique capabilities and resources that firms utilise in order to achieve a competitive advantage (Barney, 1997). For example, GHRM outcomes have been linked to environmental and financial performance (Longoni et al., 2018, Zaid et al., 2018b, Yusoff et al., 2018, Zaid et al., 2018a) and social performance (Zaid et al., 2018b). RBV was also used to examine the effect on GHRM practices, and it was found that employee empowerment and using HR as a business partner showed a positive effect on GHRM practices, whereby electronic HR did not (Yusliza et al., 2017). This strengthens the argument to go beyond the HR function in GHRM research.

A second popular theoretical and individual-level perspective is Ability Motivation Opportunity (AMO) theory (Appelbaum et al., 2000), and it has been linked to GHRM practices. GHRM practices such as environmental training programmes can increase skills and awareness in employees needed to carry out green behaviours (ability) (Teixeira et al., 2012, Jabbour, 2013). Environmentally relevant performance management activities can increase employee willingness to engage (motivation) (Govindarajulu and Daily, 2004, Harvey et al., 2013a). Employee involvement activities and initiatives can provide opportunities for employees to engage in green behaviours (Jabbour and Santos, 2008b, DuBois and Dubois, 2012). Overall, researchers who follow Renwick's (2013a) AMO-based review and research agenda have employed components such as recruitment and selection, training and development, job description and analysis, performance management/appraisal, pay and reward system, employee involvement and empowerment, organisational culture, role of unions in Environmental

Chapter 5

Management (EM) and organisational learning, work-life balance, and green health and safety (Pham et al., 2019a).

AMO theory could benefit from seeing it through a Self-Determination-Theory (SDT) lens. This is because the practices proposed by AMO GHRM literature focus on hard GHRM. For example, only extrinsic incentives are included in the motivating GHRM practices. These include bonuses, incentives and performance management tools, which elicit self-interest-based behaviours. The motivation literature claims that extrinsic (self-interest based) incentives are short-lived and can crowd out intrinsic (value-based) motivation (Deci, 1971, Deci and Ryan, 2002b). Additionally, firms struggle to keep momentum in their initiatives and find value-based approaches more effective in achieving long-term change (Leidner et al., 2019). This paper aims to build on AMO theory by focusing on softer motivating factors such as organisational green climate (Dumont et al., 2016), leadership, organisational learning, values and inspiration.

A third and also individual-level theoretical perspective used in GHRM is Social Identity Theory, which posits that employees engage in certain behaviours because of their perceived sense of and importance of identifying with a specific social group (Tajfel et al., 1979). A positive environmental reputation can result in such an identification with the organisation. In this vein, a study by Shen et al. (2018) uses Social Identity Theory to investigate the effect of GHRM on non-green workplace outcomes such as employee task performance, organisational citizenship behaviours and intention to quit. Another study uses Social Identity Theory for non-green behaviours and finds that perceived GHRM relates significantly to job pursuit intention and organisational prestige moderated the relationship (Chaudhary, 2018). Environmental orientation moderated GHRM and job pursuit intention significantly. Naturally, it can be assumed that individuals with environmental mind-sets are drawn to green firms. However, a person can see themselves as displaying environmental values, and still engage in unsustainable behaviours. Another study by Kim et al. (2019) finds that, in the tourism sector, GHRM increases employees eco-friendly initiatives, environmental performance and employee commitment to the organisation.

Another theory is cognitive social information processing theory (Mischel and Shoda, 1995), which is used to elicit the dynamics between HR manager's decisions and behaviours in effecting EM practices called HR managers' green signatures (Zoogah, 2011a). This theory is promising for researching those who make the decisions and carry out the behaviours at the same time. This is unlikely to be the

Chapter 5

case where GHRM is devolved and goes beyond the HR function. A study by Leidner et al. (2019) used Pandey et al.'s (2013) of CSR embeddedness to understand the extent to which organisational-level GHRM practices are embedded and how individual behaviours relate to this. The study (ibid.) finds alignment issues between intentions and behaviours outcomes, and a need for further research to illuminate the embedded category in depth. The present study builds on this research and aims to respond by selecting a green company, where high levels of embedded CSR and environmental stewardship can be expected.

Additionally, the theory of planned behaviour (TPB) (Ajzen, 1991) was used in a study to examine senior managers' decisions to adopt eco-friendly initiatives (Sawang and Kivits, 2014). Another theory is paradox theory (Poole and Van de Ven, 1989), which is also used as a theoretical lens to understand tensions during GHRM adoption (Guerci and Carollo, 2016), advancing the GHRM implementation research. Although highly relevant for GHRM, there has been limited adoption of stakeholder theory (Freeman, 1984a). Stakeholder theory helps consolidate the importance of external influence by stakeholders on organisational responses. Other GHRM research uses stakeholder theory in combination with a leading theory, e.g. Shen et al.'s (2018) study of non-green workplace outcomes of GHRM that uses Social Identity Theory and pays attention to (internal) stakeholders. Stakeholder theory is also helpful to explore determinants of GHRM.

GHRM research focuses mainly on the green behaviour outcomes within the boundaries of organisations (e.g. environmental performance or firm performance), and research should extend to instigating green behaviours of external stakeholders to achieve even more significant environmental betterment. The review of Pham et al. (2019a) recommends GHRM research to go beyond organisational boundaries, but their focus seems to be on the transfer of green work behaviours into green behaviours at home. Here, it is argued that employees are the bearer of values, tacit knowledge, skills and attitudes towards the environment and take these into their private lives. In addition to this, there could be an influence of such bearers of values onto stakeholders in the firm's immediate environment, i.e. customers, suppliers, and the local community. Stakeholder theory goes beyond the organisation, but here stakeholder expectations create pressure on a firm. Could it be the other way round? In line with viewing GHRM as an end in itself, research should consider a change that can be achieved outside of organisations, creating pressure onto stakeholders or engaging them in sustainable practice.

Chapter 5

Indeed, stakeholder pressure can influence behaviour within firms. A recent study focuses on external stakeholder pressures on environmental performance within the firm (Guerci et al., 2016a). Another study found that perceived subjective norms from stakeholders influence senior managers' decisions to adopt GHRM practices (Sawang and Kivits, 2014). This outside pressure seems appropriate for adopting individual green behaviours such as conserving, avoiding harm and working sustainably. However, can GHRM aid influencing external stakeholders? Could green behaviours such as influencing others and taking initiative reach stakeholders outside of the company setting? A contribution of this paper is that it considers green behaviours implications inside and outside the company setting.

It appears that GHRM practice research might be distracted from deep exploration because businesses are mainly concerned with trying to be good in the first place. This led to questions such as 'How do GHRM and green behaviours manifest in an environment rich of environmental practice? For example, would ability-increasing practices such as environmental training then be as important or necessary as highlighted in the general GHRM literature? Are environmental criteria properly embedded in job descriptions because of the environmental nature of jobs in a green company? If we explore GHRM and green behaviours in a company with a pre-existing environmental min-set, we can unpack more aspects of the black box between intentions and implementation. We may never be able to fully collapse its boundaries and reveal flawless environmental (green) practice, but this study aims to get closer to understanding and to theorise brighter shades of '*green*' HRM.

5.2.3 Embedding CSR

There are several reasons for adopting a normative (values-based) approach to embed CSR. First, the business case for CSR is coming under increased scrutiny. Because of increased transparency and societal pressure, firms can no longer easily cherry-pick initiatives or engage in window-dressing in the pursuit of reaping business benefits from CSR (Kolk and Perego, 2013). Second, firms struggle to keep momentum in their initiatives (Leidner et al., 2019); as mentioned above, extrinsic (self-interest based) incentives are short-lived and can crowd out intrinsic (value-based) motivation (Deci, 1971, Deci and Ryan, 2002b). Third, the climate crisis is becoming an increasingly pressing issue that reactive and compliance-based approaches cannot address. Lastly, moral muteness, which is the absence or avoidance of normative language in modern business contexts (Bird and Waters, 1989), could prevent businesses from achieving true environmental betterment.

Chapter 5

Hence, a values-based model for CSR could be more desirable for firms, an approach that is potentially more likely to lead to increased and long-term adoption of employee green behaviours and environmental stewardship while utilising firms' core competencies. This requires supportive organisational structures.

The extent to which CSR is embedded in organisational structures and activities can be explored with Aguinis and Glavas' (2013) or Pandey et al.'s (2013) model of CSR embeddedness. Aguinis and Glavas' (2013) model proposes embedded CSR for practices that are strategically aligned with the firm's core competencies and peripheral CSR for CSR activities that are not aligned. Pandey et al.'s (2013) model extend Aguinis and Glavas' (2013) model by adding intermediate CSR and proposing that the embeddedness rests on a continuum and can change over time. Furthermore, on Pandey et al.'s (2013) continuum, organisational-level aspects include stages such as self-interest (peripheral), enlightened self-interest (intermediate), and environmental stewardship (embedded). Following Aguinis and Glavas' (2013) model would mean that there is no differentiation between normative (values-based) or instrumental CSR (business benefits-based), symbolic (talk) or substantive CSR (walk), or cost-benefit or values-based CSR, as long as firms are using their core competencies. This would be suitable for strategic GHRM research. As mentioned earlier, Pandey et al.'s (2013) model is suitable for this research because a green firm can potentially reveal data on the more desired value-based stages of embedded CSR, which non-green firms may struggle to achieve. Linking findings to GHRM and green behaviours to the different stages, we hope to open up a discussion on the organisational aspects and individual values of the stages as they occur in action and how individuals involved make meaning of them. This can illuminate to regular (non-green) firms what embeddedness can look like in practice and what types of green behaviours it involves. In this vein, GHRM the following research questions were adopted:

1. How do employees in a green firm experience green behaviour in the workplace?
2. What is the role of GHRM practices in eliciting green behaviours?
3. How can employees in a green firm reach the green behaviours of external stakeholders?

5.3 Methods

This research process follows Gioia's (2013) for rigorous inductive research. It is grounded in two fundamental assumptions. Firstly, we assume the organisational world is socially constructed. Secondly, people who socially construct their organisational realities and experiences are 'knowledgeable agents'. This means organisational actors are aware of their tasks and able to explain their reasoning, intentions, and actions.

Justifying social constructivism, it can be assumed that within firms, there can be variations among individuals and groups as to what constitutes good environmental practice. This can affect decision-making and policy creation. A green firm founded on environmental principles and values within a capitalist-driven economy would have faced pressures to be profitable without compromising its principles. While the founders of a green firm and the 'original' employees arguably have an aligned mindset (about environmental values and principles), employee turnover/fluctuation occurs naturally over the years. This means a green firm needs to continuously engage in meaning-making as to what constitutes good environmental practice with its external stakeholders and internally. The philosophical perspective suitable for this research is social constructivism, which posits meaning-making occurs through social interactions (Lincoln and Guba, 2013). It paves the way to understanding how individuals engage in knowing and learning through social life.

Through this lens, social life is shaped by context, interactions, meaning-making, sharing, and interpreting (Vygotsky, 1978). This social constructivist position is suitable because research by (Dahlsrud, 2008), who analysed definitions of CSR, revealed that it is a social construct that is highly dependent on context, and the author (*ibid.*) recommended firms need to understand their specific conceptualisation of CSR. We aim to unveil a breadth of possible explanations between values and GHRM and green behaviour creation in this vein. Inductive reasoning is suitable to analyse socially constructed meanings of those implementing GHRM and carrying out green behaviours, and to be guided by constructs that are developing in the GHRM literature (Gioia et al., 2013). The social constructivist stance and the context of a green firm aims to reveal a different conceptualisation of GHRM and green behaviours than that known in the literature.

5.3.1 Sample and procedure

A green firm was purposely selected, and so were the bulk of participants because of their unique knowledge contribution. During data collection, more participants were identified using snowball sampling. Participants were pre-qualified to provide knowledge and insights that would help answer the research questions (Charmaz, 2014). Leaders, managers and employees from all departments were selected to be interviewed. The sample consists of 31 participants (See Table 8), who were interviewed. A questionnaire could yield a bigger sample size to measure GHRM in a green firm, using specific GHRM practices suggested in reviews (e.g. Ren et al., 2018, Pham et al., 2019a, Renwick et al., 2013a). However, this would have limited the survey items to what is known in GHRM. What is not known is how GHRM manifests in a green firm. Therefore, this study is of explorative nature. Before access was granted, the project's scope, access and confidentiality were negotiated between the researcher and a representative of the green firm. In the green firm, employees were democratically consulted to decide the firm's participation in the research, and a comprehensive NDA between the research institution and the green firm was developed. On reflection, this lengthy process resulted in the researcher experiencing notably higher levels of perceived trust, cooperation and rapport by participants. The researcher spent two weeks in the company headquarters, where they were given a space for data collection. The researcher also immersed in the company culture by participating in lunches, company tours for suppliers and the public, carpooling, and tea rounds. The observations and impressions of these activities contributed to data collection and were included in the memos for analysis.

Table 8: Participant profiles German SME

Code	Dept.	Role	Gender	Length of empl.
O2	n/a (outgoing)	Founder (org rep)	Female	Long
O15	n/a (outgoing)	Founder (org rep)	Male	Long
O7	Marketing, Sales, R&D, brand world	CEO, (org rep)	Female	Short
O9	Finance, Controlling, Logistics, production, HR, IT, Facilities	CEO, (org rep)	Male	Short
O3	Logistics	Line Manager	Male	Short
O5	Sales	Line Manager	Male	Short
O13	Production	Line Manager	Female	Short
O4	Sales	Line Manager	Male	Long
O8	Facility management	Team Leader	Male	Short
O10	Brand-world, company tours	Team leader	Female	Short

Chapter 5

O12	Marketing, product management, packaging development	Team Leader	Female	Short
O14	IT	Team Leader	Male	Short
O17	Export	Team Leader	Male	Long
O18	Seminar office	Team Leader	Female	Long
O19	Sales, promotions	Team Leader	Female	Long
O20	Sales, customer service	Team Leader	Female	Long
O21	Marketing, packaging development	Team Leader	Male	Long
O26	Production / purchasing	Team Leader	Female	Long
O28	Logistics	Team Leader	Male	Long
O1	R&D	Employee,	Female	Long
O6	Marketing, PR	Employee	Female	Long
O11	Marketing, seminar office	Employee	Female	Long
O16	R&D, product development	Employee	Female	Short
O23	Marketing, brand comms	Employee	Female	Long
O24	Production & Purchasing	Employee	Male	Short
O25	QM	Employee	Female	Long
O27	Logistics	Employee	Female	Long
O29	Marketing, product management	Employee	Female	Short
O30	Marketing, product management	Employee	Female	Short
O31	Marketing, product management	Employee	Female	Long
O32	Marketing, online & social media	Employee	Female	Short

5.3.2 Data Analysis

A further assumption in Gioia's approach to rigorous data analysis is that researchers are skilled and knowledgeable in discovering patterns, concepts and themes in data and uncover relationships that underlie participants awareness. In addition to this, triangulation was employed further to ensure consistency, credibility and trustworthiness (Gioia et al., 2013). Through analysing perceptions of GHRM, we can capture 'what' employees experience, 'how' employees conduct themselves, and 'why' employees act in specific ways as suggested by (Ren et al., 2018, Sanders and Yang, 2016). This study aims to capture soft GHRM and devise a typology of GHRM. Coding was aligned with the inductive approach of this study. It captures relevant emerging themes in data through a rigorous analysis (Gioia et al., 2013). Gioia's (2013, p. 17) methodology for data analysis gives people voice and credibility, who socially constructs their organisational realities, and puts them at the forefront of the initial analysis. This is because of the aforementioned assumption that organisational members are 'knowledgeable agents' who can identify their intentions and actions. GHRM and CSR concepts or terminology were not directly imposed on participants *a priori*, although the interview was guided

Chapter 5

loosely on themes from those areas such as recruitment, talent attraction, training, reward and recognition and green behaviours to name a few (Corbin and Strauss, 2015).

Coding took place in three main stages, and the researcher immersed in data and moved back and forth between the stages (Charmaz, 2014, Gioia et al., 2013). The first stage is participant-led, where the sentences of participants were interpreted and given a code. For example, when discussing financial incentives, a participant explained how the implementation of a bonus system had failed in the past: "*We noticed that our employees are not motivated by this (bonuses). They [employees] are already motivated whether they receive more money or not. This does not motivate them to put more effort in. Only the sense of purpose has a motivating effect*" (O2, leader female). In the first stage, this was coded into 'unsuccessful bonus system'. Together with other statements on incentives activities that worked and did not work, these codes were put in meaningful categories. In the second stage, which is researcher-led, we combine this knowledge with literature. Then, in the final stage, we created the aggregate dimension called it *rejection of extrinsic incentives*, which was coded accordingly. Moving back and forth between categories was important to ensure data is interpreted impartially and reduce bias. For example, with the above example, the above quote could be interpreted as so-called 'management speak' by a leader, who wants to portray a positive image of an intrinsically motivated workforce. Therefore, statements from other participants revealed that there was only one participant who spoke positively about the attempt to implement a bonus system (sales), and it was commonly viewed as an inappropriate tool for the firm by many participants. This iterative process between data and interpretation increased the credibility of the original statement and contributed to category development. Throughout the process, the researcher carefully considered her own position in the research process and acknowledged different viewpoints, which was inspired by applying mindfulness suggested by Weick et al. (2000). Engaging in reflexivity can make analysis more effective and impartial. In practice, other academics were asked to code and interpreted raw data or asked to discuss how the researcher had attempted a piece of analysis.

With regards to analysing green behaviours, research can distinguish between in-role (part of job role) behaviours and extra-role behaviours (voluntary) (Ramus and Killmer, 2007, Dumont et al., 2016). We considered differentiating between this in our analysis. The GHRM literature found that perceived organisation green climate has direct and indirect links to employee green behaviours (in-role and extra-role).

Chapter 5

For example, Dumont et al. (2016) find that in-role and extra-role behaviours result from different psychological processes. This is because in-role behaviours are officially and formally appraised, recognised and rewarded by GRHM, while extra-role behaviours are not. Upon analysing green behaviours in our dataset, differentiating between extra-role and in-role behaviour made little sense because of the lack of formal appraisal, recognition and reward systems by HRM in general, and the tendency by participants to discuss their behaviours as holistic and their motivation as intrinsic. Therefore, in-role and extra-role behaviours are inextricably linked in this research context.

This study aims not to quantify qualitative data into quantitative data, i.e. giving weightings to responses. Instead, this research embraces ambiguity and focuses on the 'why and how'. Findings will be presented in the form of thick descriptions, and coding stages are evidenced for the themes. Raw data is presented throughout, and coding structure presented for each theme in the findings section.

5.4 The case

Vetiver² is a German SME that was founded in 1986 with the intention to source chemical-free, fairly and ethically sourced organic products. The company has grown rapidly and become a pioneer for sustainable practice. Vetiver has 150 employees at the time of data collection and expanded its product segments to organic wellness products, natural cosmetics and offers a wide range of training to health care professionals and members of the public. In 2015, the company had been recognized nationally ('brand of the century') and internationally for their excellent contribution to environmental practice and leadership (Vetiver website). However, competing for some sustainability awards and prizes has been challenging, not due to a lack of environmental practice but a lack of hard evidence that fulfils the certifying bodies' criteria. Not receiving the recognition based on environmental practice was viewed in a cynical vein by many participants because the environmental practice was, in their view, more genuine than that of multinational companies, who were supposedly greenwashing. The firm has obtained several certifications which testify the commitment to sustainability, such as Natrue [sic], Demeter, Cruelty Free, and Green Brand (translated from Vetiver Website). According to one founder, the firm aspires to be considered a Lovebrand. A Lovebrand is not only a popular brand that is preferred over others by customers,

² Pseudonym given to case study company to protect its identity

Chapter 5

but it is a brand that is actually loved. The slogan of Vetiver is 'A declaration of love to human beings and nature', which can be found on products, product packaging, on banners across the company, and in the company garden.

The organisational hierarchy has historically been fairly flat, emphasising democratic decision-making, regular large meetings, vertical and horizontal involvement of employees in decisions. Recent leadership changes as part of succession planning led to reorganisation and recruitment of more commercially minded employees. Since then, a shift towards more measuring and reporting of sustainable practice has been initiated. CSR in the firm can be described as deeply embedded in the fabric of the company as per the model of Pandey et al. (2013, p. 79), because the company has a green reputation and demonstrates environmental stewardship, and employee attitudes are driven by moral needs.

The strategy of the firm has emerged from the founders' values and like-minded employees. It prioritises fair and close supply chain relationships, environmental stewardship and mindfulness. Vetiver went as far as to incentivise suppliers to transition to organic production processes and support farmers financially in the three yearlong transition process and has supplier relationships in the second generation. Over the years, the company grew fast, and in 2010, the company moved to a new and bigger building, which was designed and constructed following the principles of Feng-Shui using exclusively sustainable materials. Logistics is located in another area around 5km away from the headquarters. The new headquarter building has a negative CO2 balance sheet, meaning that it consumes more CO2 than it produces and uses rainwater to operate the sewage system. The main challenges for the environmental activities within the firm are sustainable packaging solutions vs product handling and ratings by external parties, availability of products despite crop shortages, leadership change within the firm, and sustaining values while competing with more commercial competitors and customers.

5.5 Findings

This research explores how green behaviours manifest in relation to GHRM and how GHRM is embedded in a green firm through the experiences and perceptions of those implementing it. Before the intricacies of GHRM practices in a green firm can be discussed, the perceived factors that contribute and detract from environmental practice in this specific firm need to be unpacked. Therefore, the

Chapter 5

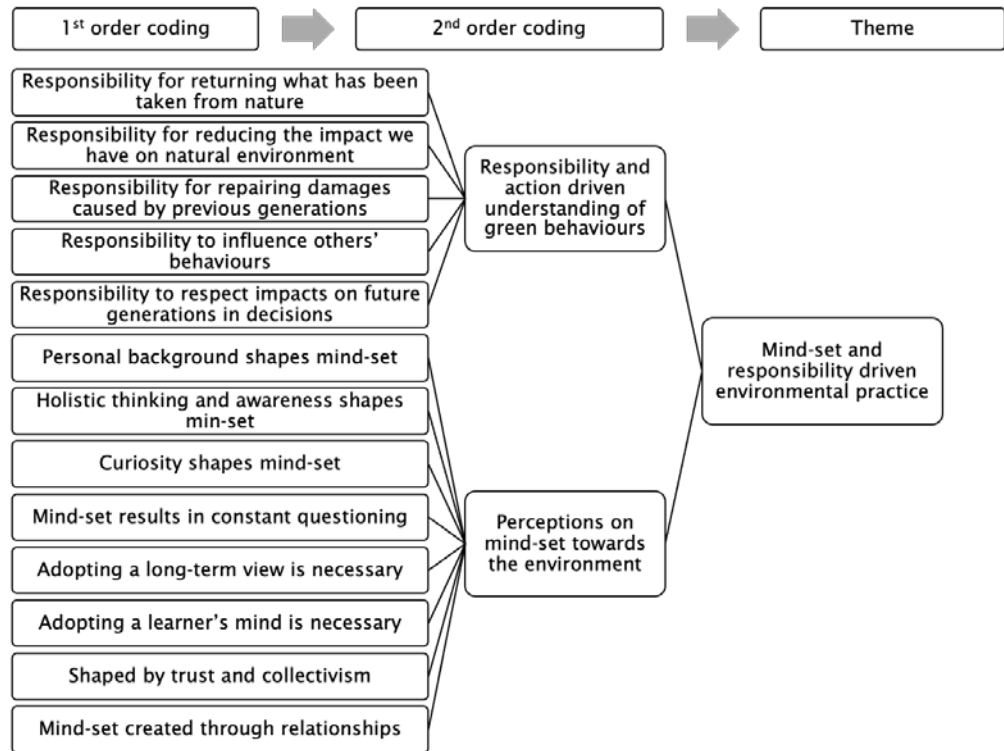
following section presents findings aspects of organisational culture towards environmental betterment. Then, findings on GHRM practices are presented, such as talent attraction, recruitment and selection (including job interviews), induction, ET, and recognising and incentivising green behaviours.

5.5.1 Perceptions of environmental sustainability and organisational culture towards the environment

The initial interview tried to establish a general understanding of perceptions of environmental sustainability and the organisational culture. A strong organisational culture towards the environment can be expected in a green firm with a high number of employees with an environmental mindset and is believed to determine pro-environmental behaviours.

Regarding the question about participants' understanding of environmental sustainability, we found a deeply grounded sense of responsibility, and participants linked this directly to a different mindset (See Figure 4). For example, participants commonly explained how they are driven by a feeling of responsibility to reduce the impact on the environment, return what has been taken from nature, repair damages caused by other generations' unawareness, bearing in mind future generations and influencing behaviours of people in their direct environment. There are also three temporal dimensions to these notions of responsibility: past damages to the environment, the present behaviours and future generations.

Figure 4: Data structure and analysis of perceptions of environmental sustainability



Beyond that, participants expressed the mission of taking action to influence the behaviours of others (environmental activism). This is interesting because such aspects of indirect influence, broaden the scope of responsibility participants feel. Taking action to influence other stakeholders' behaviour (internally and externally) became a theme embedded in several GHRM practices and will be explored later on.

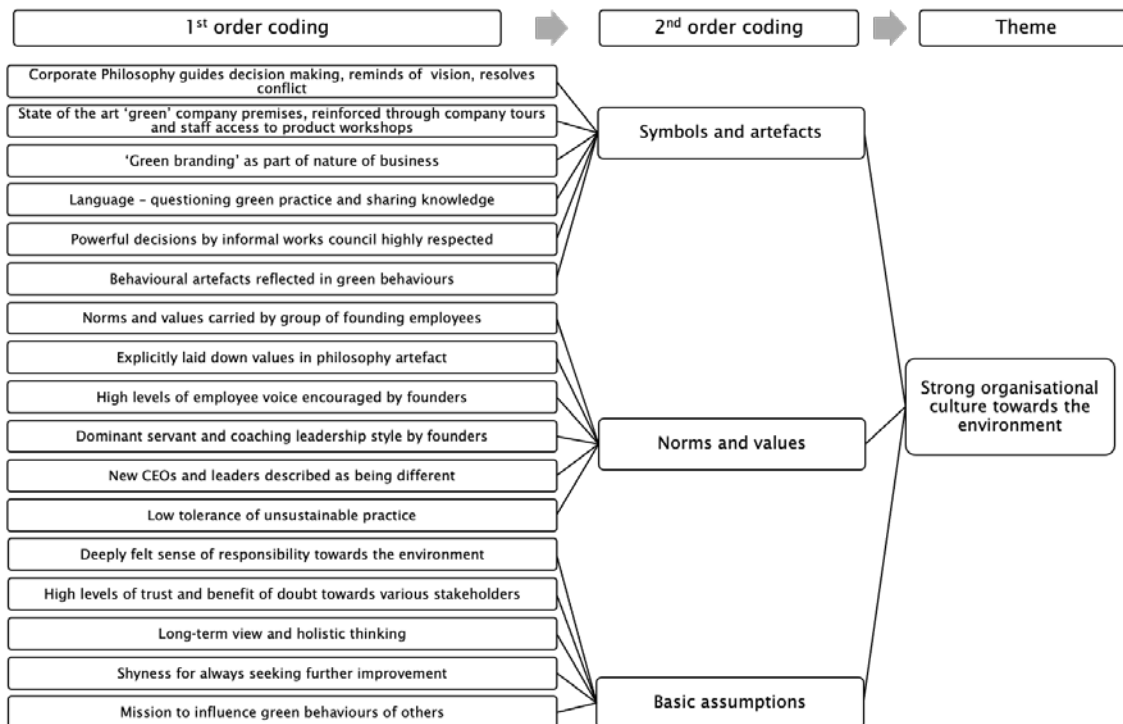
Participants also explained how their mindset affected their green behaviours, so perceptions on mindset towards the environment were created. In this theme Personal background such as education, exposure and family values were explained. Other factors included holistic thinking, curiosity, constant questioning, adopting a long-term view, a learner's mind, trust and relationships. Many participants displayed a strong tendency to constantly question their own and other's habits and decisions. This constant questioning became a prominent theme and is presented as an organisational habitus in the following section. This behaviour could be the underlying enabler of taking action and influencing others.

Research strongly advocates the importance of pro-environmental organisational culture with ecological values (Norton et al., 2015). For example, GHRM has been established as an enabler of green organisational culture (Roscoe et al., 2019). Other research shows green organisational culture is a determinant of pro-

Chapter 5

environmental behaviours and environmental performance. This study aimed not to investigate organisational culture toward the environment or organisational green climate, but the concept cannot be ignored as it provides important information on context and habitus. Figure 5 provides an overview of symbols and artefacts, norms and values, and basic assumptions towards the environment at Vetiver.

Figure 5: Data structure and analysis on org culture towards the environment



Two of the features in the organisational culture are habitus of constant questioning, and the importance of the corporate philosophy as an artefact. These will be explored in more detail as they are related to findings of GHRM practices.

The strong environmental and ethical climate has led to forming an employee representation group, an informal works council, addressing complex topics. The firing of a former CEO exemplifies the power and pressure of this group, and both founders expressed feelings of pride for the group:

“And this [pressure] triggered a lot things until the back-then CEO had to leave. (...) They said, they could not represent the voice of the employees and lost their influence for fairness. (...) Employees have stood their ground, which I liked, really impressive.” (O2)

5.5.1.1 Constant questioning

The most noticeable behaviour embedded in the organisational habitus is the constant questioning of own and others decisions. During the interviews, the researcher noticed that participants raised many questions when describing their experiences. Participants seemed to engage in an inner dialogue, a kind of diagnostic mental evaluation, which considers how decisions compare to the environmental values they identify with (personal and/or corporate philosophy). One participant, for example, raised 39 internal dialogue type questions during the interview. Such behaviour implies a very curious and inquisitive mindset. Participants raised many questions during the interviews, which drew the researcher's attention to this habit. Most participants named constantly questioning as an organisational habit. Participants commonly expressed views that green behaviours are integrated in the workplace by constantly questioning their own and others' decisions. Senior management even encourages employees to speak up. Many participants stressed the importance of this inner dialogue for their own decisions, but questioning is also used to influence decision-making in others. Participants who do not raise or ask many questions are frowned upon. A participant describes that this is a common practice at Vetiver:

„So this intense questioning is a very important stimulus that is conveyed here” (O6)

Not all participants displayed this behaviour before joining the company, and describe how their way of thinking about things had developed since working at Vetiver, indicating a strong force for value transfer:

"I worked for a marketing agency where style and lifestyle are very important. And then I came here with the same expectations, dressed up and everything, but here you are taught true values in life. You learn what is important in life. It's not just a mask where you say 'I wear Tommy Hilfiger' but asking what happens to the shirt when I buy it? Where does the product come from? Has it been produced in China? Do people die producing it, or do they have to work in poor conditions? Is what we do sustainable for future generations? Is the nature in which we live safe for our descendants?" (O19)

Furthermore, the corporate philosophy was described by many participants as a decision-making tool and a point of reference to check whether decisions are

Chapter 5

ethical and sustainable and in line with the corporate values (Table 5). This can be illustrated by O11 stating:

"It only works if you follow the corporate philosophy and keep asking "Are we acting upon it?" (O11)

Table 9: Corporate Philosophy at Vetiver

1	Treating people, the natural environment and nature responsibly is conditional to all of our decisions.
2	We successfully meet the present and future challenges as a team in creative and innovative ways.
3	We are committed to sell products of the highest quality and pureness possible. Building and supporting ecological farming projects and fair trade is a matter of our hearts.
4	Our thoughtfully selected products convey enthusiasm/excitement and joy of living/vitality
5	The collaborative partnerships with our producers and suppliers and all employees are based on clear and fair agreements and contracts.
6	We offer reliable and warm-hearted advice to our customers and try our best to meet their wishes
7	We offer competent, sound and lively knowledge
8	We meet each other respectfully with openness, tolerance and trust. We are loyal to our company goals, which we realise on the basis of our corporate philosophy.

The corporate philosophy is actively integrated in recruitment and daily decision making. In job interviews, applicants are asked whether they can identify with the eight points in the corporate philosophy. When signing the employment contract, the new employees are asked to sign the corporate philosophy, which is then attached to the main documentation. Leaders and managers regularly encourage staff to use the eight corporate philosophy principles in their daily decision-making and even resolve conflicts and disagreements between staff members. The following quote illustrates how strongly leadership urges employees to use the philosophy:

"Everyone has to sign the corporate philosophy before joining. And we work extensively with the philosophy. We also tell employees, who have an issue with others, even with their line managers, to address these issues and refer to the principles, which covers you in everything you do, as long as it [behaviour] complies with the principles. You [employees] are encouraged

Chapter 5

to highlight issues and speak up when things are going wrong. It really is an instrument that we use extensively.” (O2)

Although higher levels of green behaviours can be expected in a green firm, the sustainability and morality of decisions is frequently discussed at Vetiver. Participants highlighted unsustainable behaviours and decisions, inconsiderate individuals, and room for improvement like one would expect in a regular firm. Some comments even included, *“People have to be constantly reminded (...) Some are still not aware enough”* (O2). This indicates morality of decisions needs to be maintained by keeping it in the daily dialogue. At this point it is important to highlight that the environmental standards are higher than in a conventional firm. For example, a participant complains that people still need to be reminded not to put banana peels in the food waste bin because those peels are sprayed and would contaminate the headquarters' garden. However, there are also more strategic decisions such as the adoption of plastic pump dispensers for bottles, farmers accidentally contaminating produce (on a molecular level), educating customers and communities to adopt sustainable change, refusing to export to China where animal testing would be required, the import of cheaper wooden pieces from suppliers in China over local more expensive suppliers, which are frequently discussed. Some decisions have even violated the corporate philosophy principles and are highly debated and protested against by staff in meetings and conversations. Examples of such violations include a company car, which does not comply with the company guidelines on emissions, the installation of an unsustainable water cleaning system, which uses harmful chemicals, the purchase of plastic tables instead of wooden tables, or the move to a new waste management company with a bad environmental reputation. The founder (O15) linked some of these unsustainable behaviours to individual employees and admitted mistakes in hiring decisions (see 3.5.3.1).

It is important to analyse where and when questioning can take place at an organisational level. As mentioned earlier, employees' constant questioning habit is a behaviour that new employees immediately notice when joining the organisation, and it is a type of behaviour adopted by new employees. Open plan offices were designed following Feng-Shui principles; no closed offices exist, not even for the CEOs. This was perceived as unusual but accepted by the newly employed CEOs. Traditionally the company held large monthly plenary meetings, which everyone could attend. Some participants praise these meetings to be the platform for democratic and collective decision-making where employees are

updated and invited to question other departments’ decisions. A few (mainly newer) employees criticise the length of these meetings and feel a more top-down decision-making process would speed things up. Some line managers highlighted that there are plans to reduce this ‘*long meetings culture*’.

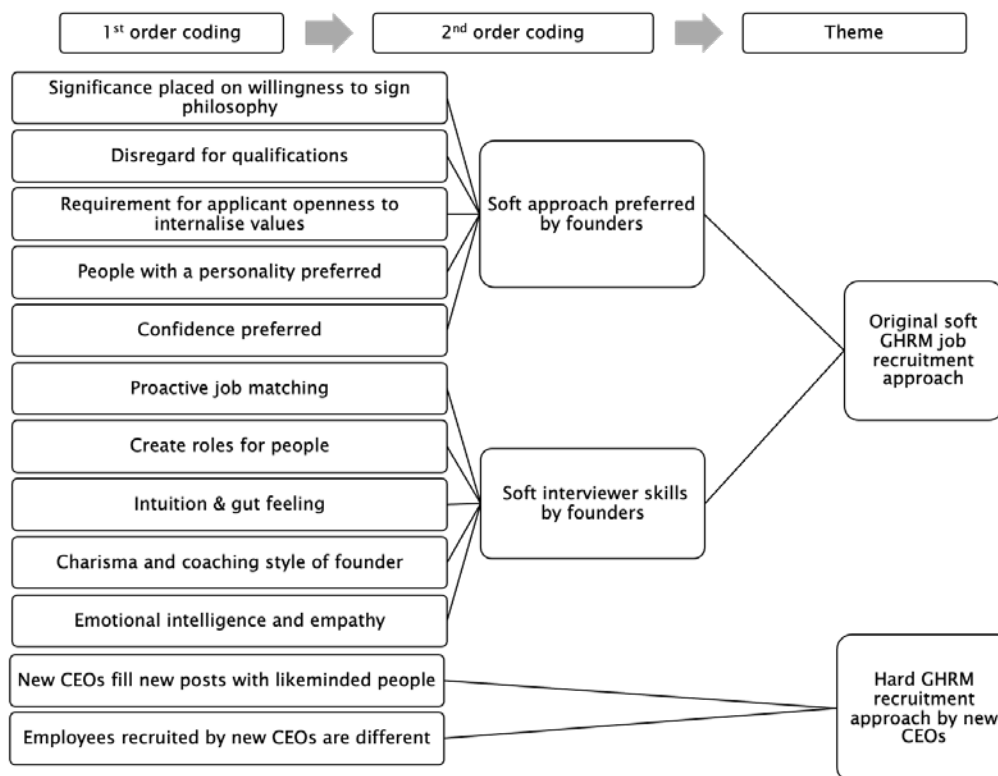
Factors that make the maintenance of ethical and green behaviours at Vetiver easier than in regular firms are organisational factors that create platform (opportunities) to discuss ideas, employee representation groups, and the corporate philosophy (See Table 5), which can be used as a decision-making tool to evaluate the morality and sustainability of all decisions.

5.5.2 GHRM practices

GHRM practices are presented in the order of the employment cycle and include talent attraction, recruitment, job interview, selection, training, performance management, reward and recognition, succession planning, and employee representation groups.

5.5.2.1 Recruitment and selection

Figure 6: Data structure and analysis of recruitment and selection



This section presents findings on the recruitment and selection process at Vetiver. The interview question asked employees what role environmental criteria played in

Chapter 5

their own recruitment process, and leaders were asked whether and how green criteria is integrated in the recruitment process.

The soft GHRM approach will now be further explored, as there are similarities and differences to the GHRM literature, which will be revisited in the discussion section of this paper. The soft GHRM approach consists of a values-based recruitment process with person-organisation fit as the primary selection criteria. This is evidenced by the use of the corporate philosophy (cultural artefact) in the interview and contract signing process. It serves as an indicator for value adoption potential. The majority of participants highlighted an openness to internalise values and identity is an actual selection criteria. Often, qualifications are disregarded. Sometimes, new roles are created because one person would make a great fit because of their 'spirit'. We also noticed that participants described personality traits and interviewer skills. Here, the founder's (O15) empathy and emotional intelligence were highlighted as essential characteristics needed to select suitable candidates. The founder stresses that intuition and gut feeling should be prioritised in decision-making, and applicants' potential is preferred over qualifications.

Indeed, job interviews were remembered as 'odd' by many participants, particularly by those employees who had applied from conventional sectors. Comments included "*nothing like what you're normally used to in regular job interviews*", "*He didn't even ask me about my qualifications*", "*I ended up being employed for a completely different job than I applied for*" "*it was very unstructured*", "*they asked me about things that are important to me as a person in life and things like that*".

The hiring founders sensemaking process is highlighted by the quotes below:

"Person X was a dropout and they did not take her on board. I had to fight so hard to get her in. She has such a powerful personality. And person Y, I still do not think very highly of them. I would not have given them that role. Too conservative. (...) Person Z (anonymised) [works in HR], is much more gifted. She is only 19, but so determined, so much willpower, and she identifies to one hundred percent. She did not want to give up and she is grateful that I didn't stop fighting for her." (O2: founder male)

And

"And then the job interview would be over, normally. If it already feels strange, I don't need to talk to that person for five hours, because they (applicant) will also grow more and more hope." (O2)

Chapter 5

In contrast to this, a harder GHRM approach to recruitment is taken by the new CEOs, as described by participants and illustrated by the views of one CEO:

“It is important to us that the person fits into the team. Depending on the role, the person needs to have certain expertise, but they also have to back the nature of the business” (O7: new CEO)

The use of the corporate philosophy was generally seen as a powerful and effective tool in recruitment. Its function is described as signifying a commitment to corporate values, ethical conduct and environmental concern. All participants emphasised the symbolic nature of being asked for their readiness to identify with the corporate philosophy and sign a printed copy of the corporate philosophy and the employment contract. Only two participants described it as a formality. How the signing process signifies a commitment by participants can be illustrated with the following quote:

“So, if you have to sign it, then you do start looking at it differently. So, you also consider whether you stand behind it, and I can say they are great principles. No-one says ‘no, I don’t stand behind them’, and I think it [philosophy] is very important to most of us. But nevertheless, everyone has a different level at which they live by those sustainability principles personally, and how they put it into practice here” (O31)

Several participants reported that an environmental mindset could be faked. One participant explains that applicants can imitate information from the website. Another participant highlights that some people think of themselves as having an environmental mindset but do not display the behaviours:

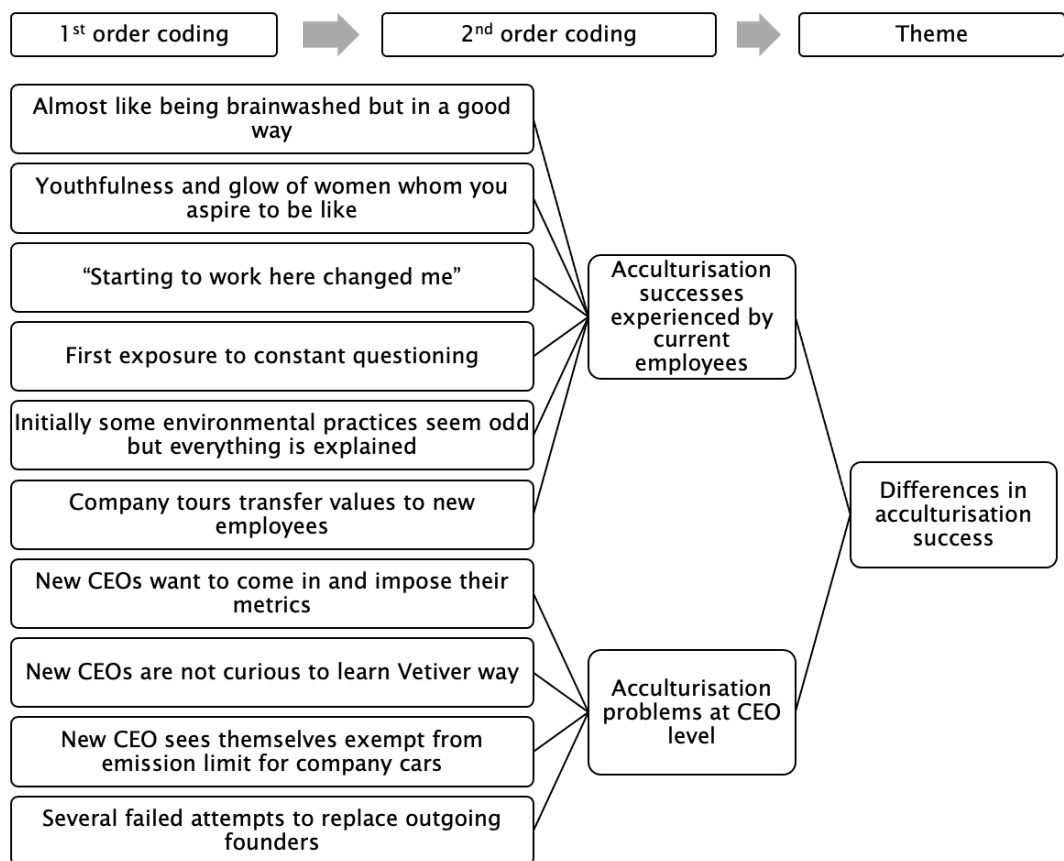
“It is always a topic [in the job interview] but we have also noticed that even if someone.... This can be faked. People can act as if. It happened to us that people could do that very well and we didn’t notice that it was not authentic. Or people would like to think of themselves [as environmentally minded] but don’t have the experience or habit, or don’t know what this means in detail. But we get this every now and then, that we think someone questions things and lives by the values and then we realised there is still a lot missing.” (O2: founder female)

Here the induction and acculturation process aids value internalisation. The following sections discuss at what levels these processes are more successful.

Further interpreting the findings on soft and hard GHRM recruitment approaches, we found soft GHRM displayed by founders and hard GHRM by the new CEOs. Vetiver naturally attracts environmentally minded applicants, because it is a green firm. However, the firm also attracts applicants with varying levels of environmental concern because it is an employer in the local community. Historically, hiring decisions had been made by the founders, but since succession planning five years prior to data collection, hiring decisions have been taken by various individuals in leading positions. New CEOs are described as filling positions with like-minded business-driven individuals. Therefore, it can be assumed that these two different approaches to recruitment led to a blend of differently minded employees at Vetiver.

5.5.2.2 Induction and acculturation

Figure 7: Data structure and analysis of Induction and Acculturation



The interviewer asked participants to explain what happens to new employees and how knowledge and values are transferred. In the literature, induction and acculturation is an opportunity providing GHRM practice that serves as a tool for priming employees behaviours during the socialisation process (Renwick et al., 2013b). Exploring this theme is important from the perspective of initial coding

Chapter 5

because of the aforementioned 'value internalisation potential' the founders are looking for in applications. An emerging theme here is the explanations by participants that there are problems with the recruitment of CEOs, which will be presented after exploring GHRM in the acculturation process.

An extensive company tour takes place for initial exposure to the corporate culture at Vetiver. Participants mainly described how new employees get immersed in the culture, and that values are transferred through informal exposure and acculturation to the 'Vetiver way' rather than a structured and formal induction event known from the regular industry.

Participants felt very a warm-hearted welcome, a certain '*youthfulness and glow of the women*', whom others aspire to become like. Several participants explained their experiences with wearing synthetic perfumes at work and how this behaviour ceased shortly after noticing it is frowned upon. First impressions at work were feelings that employees truly lived the principles of the philosophy, i.e. respect and authenticity. The company tours were originally only given on a small scale. After noticing the effect on stakeholders and employees, tours have been extended and opened to customers and the public, with the same desired effect. This intended outcome was to help people to experience something different and internalise new values and change their behaviours. In other words, Vetiver is trying to influence the green behaviours of others by inviting the public, leading as an example and appealing to values. Therefore, this practice of providing company tours can be seen as an organisational-level green behaviour of *influencing others*.

Many participants describe feeling exposed to extensive and odd environmental practices such as the provision of six different waste bins in the tearoom, which include one waste bin for coffee waste, which would be dispersed in the company garden because coffee waste increases the mating activities of worms in the headquarters' garden, which improves the quality of the soil. Participants describe that once the reasoning for behaviours is explained, it becomes a meaningful activity.

"It's almost like, not exactly being brainwashed, but you pick them [green behaviours] up automatically" (O12)

New and medium-term employees describe noticing how existing employees go about work differently. They engage in questioning many details of work and decisions carried out in the workplace. Beginning to constantly question practices is the outcome of this early exposure to values. This could be an enabler for value

Chapter 5

internalisation. How behaviours is changed can be illustrated by the following quote:

"I've banned conventional brands from my bathroom almost entirely, and the more I know about sustainability awareness, be it animal testing, plant knowledge, preservatives, effects on skin, everything. I've completely changed my way of thinking privately. Not because it is imposed on you, but because it is automatically internalised. (...) I even have three separate bins at home now (...) It's not like I was piling up waste at home before, but you just get a different awareness for these kinds of things." (O12)

Many employees expressed disgruntlement over the actions and behaviours of several CEOs who were intended to replace the founders. This led to the finding that value internalisation seems successful at the employee level but unsuccessful at the CEO level. For example, participants believed the habit of questioning was not adopted by new CEOs and led to disgruntlement:

"They came in and immediately began to change everything. I had the feeling they were under immense pressure to change things, especially increasing profits, but they haven't asked any questions such as "How are things done around here?" [...] you see no feedback loop, or "Why are you doing things this way?". Perhaps that would have been more meaningful than saying "we're going to change things around here, this is how things are done now".

During data collection, one CEO (female) was heavily criticised for lack of value internalisation. Before data collection there had been three failed attempts to recruiting and keeping new CEOs. The new CEOs were deemed unsuitable and described a threat to the company culture and values by the description of some participants. It seems surprising that such unsuitable CEOs were selected. For example, decision-making at Vetiver was always described as democratic and fair. However, that particular CEO created their own acronym to justify decisions. The acronym is translated from German (LWDS) into English, meaning "because [first name] wants it this way" (translated by the researcher). Perhaps the high levels of trust given to stakeholders make the firm vulnerable to exploitation, which is a concern some participants raised. Also, at the time of interviewing, the current new CEOs were discussed with the interviewer. The majority of participants mostly trusted one CEO (O9), O5 received much criticism, and it was explained that value internalisation had not and would not be achieved. Participants named examples

Chapter 5

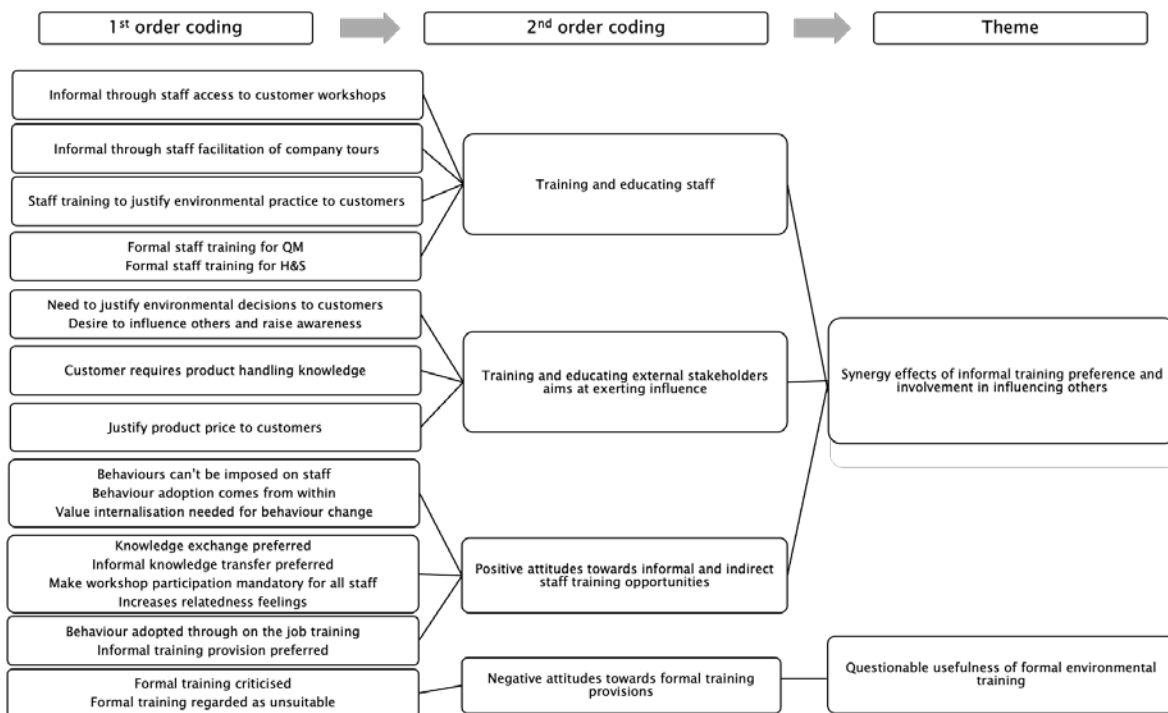
such as O5 making an exception to the company car low emission rule, the unwillingness to as 'bearer of values' for advice or attempting to make more market-oriented business decisions over values-based decisions. Some participants, including the male founder (O15), expressed empathy and compassion with the new CEO and acknowledged that it could not be easy in her position.

Shortly after data collection concluded, this CEO left the organisation, implying value internalisation and acculturation were unsuccessful. At the time of writing, a news article announced the departure of the male CEO (O), and the arrival of one new one and the return of the founder to daily business. These incidences support of the assumption that this soft GHRM recruitment at CEO level is unsuccessful. Some participants described reasons for lack of value internalisation could be age, experience, and background.

5.5.2.3 Environmental Training

Another topic in the interview guide was to discuss the role of ET. Here, we anticipated to find a wealth of training initiatives that would increase knowledge, skills and abilities of employees, because it is seen as an ability creating GHRM practice and a hailed GHRM practice in the GHRM literature.

Figure 8: Data structure and analysis on Training



Chapter 5

There are two main findings regarding ET. First, ET is designed to have a direct effect on green behaviours of recipients, but ET at Vetiver is mainly used to change the behaviours of other (external) stakeholders. This link is more indirect and difficult to identify because it does not seem *environmental* at the outset. Such training either done by providing training to employees who then influence behaviours of others or providing ET directly to external stakeholders. An example is an initiative, which is provided for customer service employees, who are trained to justify and defend existing green behaviours. Some green behaviours at Vetiver do not conform with what is commonly expected in the market, and Vetiver feels a mission to inform and inspire external stakeholders to understand and take on some of the principles. The only formal provision of ET that aims at eliciting green behaviours in employees are waste separation training and health and safety training, the latter being required by the law.

Second, it is generally felt that formal ET is not considered an effective tool for eliciting authentic green behaviours in employees at Vetiver. During induction, new employees undergo formal training, which includes health and safety information and a quality management documentation. This is provided in a 'show and tell' format.

Instead, it is believed that green behaviours have to emerge from within the individual or reflect the values in the philosophy. The majority of participants highlighted that green behaviours emerge naturally and habitually through exposure. Some even raised concerns about formal ET and explained that green behaviours need to be activated from within and that the internal newsletter triggers this. This can be illustrated by how one employee explains how value internalisation leads to green behaviour adoption:

"There are no bespoke training events as such. There is a newsletter, which I noticed when joining, because it includes environmental topics, which initially do not really relate to anyone's role. It included green tips, which are relevant for private life at home. And I think if you begin to think more environmentally minded in the private sphere, then you adopt this in your workplace. I think it is more important that an employee does not just go through a checklist of requirements but begins to contemplate things themselves and then the implementation follows naturally, and not only because they know it's a requirement." (O29)

Chapter 5

The company's product and wellness training programmes for customers and suppliers, and the free company tours have become key to the company's competitive advantage. Whereby this can be regarded ET, it is not clear whether this would be a GHRM policy, because it targets external stakeholders and not employees. Nevertheless, employees either conduct, have access or are exposed to this training. Comments included "*This training is a nice refresher and reminder*", "*I learn even more things*". Some participants explained that the nature of the training courses focuses on organic products, well-being, environmental min-sets and values. Surprisingly, only a small number of participants identified this training as a type of ET.

It was interesting to observe that many participants began to speak about ET for customers when asked about ET. The aim was to influence stakeholders' behaviours and awareness. Staff are on a rota to deliver company tours to various stakeholders, and the company provides a range of customer workshops. **Training and educating external stakeholders aimed at exerting influence** contains codes that summarise the reasons for this extensive educational work with external stakeholders.

Employees have access to the workshop portfolio offered to customers regardless of job type. Participants regarded access to workshops and the delivery of company tours as training for themselves. Participants described these informal training opportunities as platforms where knowledge can be exchanged and where genuine behaviours are activated. Staff also have access to customer workshops. In addition to this, the abovementioned environmental activism (influencing customers) required staff training. **Training and educating staff** was created to encapsulate the different forms of what participants described as training. Overall, participants expressed **positive attitudes towards informal and indirect staff training opportunities**. The last step of Gioia's method is the interpretation of the 2nd order categories. Overall, these were interpreted as a finding in this soft GHRM. The themes represented imply **synergy effects between informal/indirect training preference and the involvement in influencing external stakeholders** (Figure 3). The implications of this are discussed in the discussion section of Paper Two.

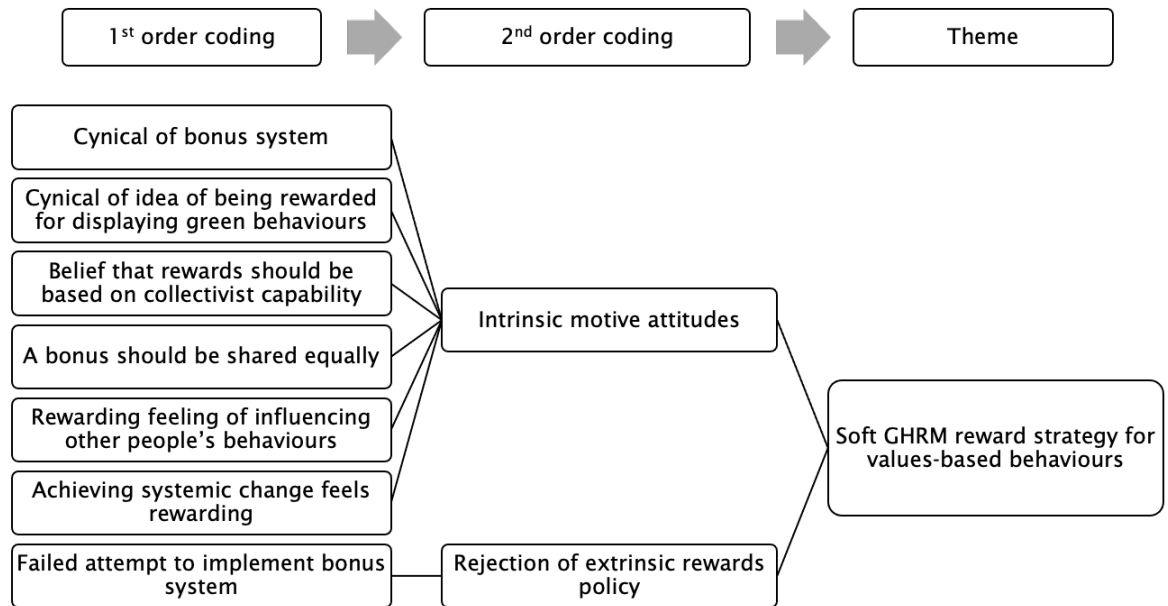
5.5.2.4 Recognising and incentivising green behaviours

As discussed in the literature, AMO posits that green rewards, incentives, and bonuses are motivating factors to increase employees' green behaviours (Renwick et al., 2013b). The authors of this study already observed that the motivating

Chapter 5

factors only included extrinsic incentives. Therefore, we were curious to find out how employees in a green firm with high environmental values rewarded their employees for engaging in green behaviours. Indeed, we found a strong rejection of extrinsic rewards (figure 9), indicating that firms with a predominantly intrinsically motivated workforce require a soft GHRM approach. The intricacies of the findings are presented below.

Figure 9: Data structure and analysis on reward and recognition



Management support in the form of recognition for green behaviours was described as unsuitable by most participants. The tone of voice of some participants implied they felt offended by the thought of needing recognition for green behaviours:

“Why would my line manager reward me for something that goes without saying? I don’t want to be rewarded for this.” (O16)

In the AMO literature, managing environmental performance and offering incentives are described as motivating employees to carry out green behaviours (Govindarajulu and Daily, 2004, Harvey et al., 2013b). Incentives appeal to self-interest in employees. One explanation for the rejection of this type of motivation by participants could be the high levels of intrinsic motivation and strong beliefs in environmental protection.

Chapter 5

In a similar vein, offering bonuses to employees was also considered unsuitable by participants. It was described as unsuitable for the type and philosophy of the organisation. One founder explained that the company engages in collective capability-based planning and asserts that offering bonuses would not enable employees to be more capable. One founder explained how the implementation of a bonus system had failed in the past:

"We noticed that our employees are not motivated by this (bonuses). They [employees] are already motivated whether they receive more money or not. This does not motivate them to put more effort in. Only the sense of purpose has a motivating effect" (O2).

A bonus system would also not work because of how goals and targets are identified. The founder further explains experimenting with defining metrics for bonuses:

"Formulating goals was so confusing. Normally, we make an annual plan and define what we feel capable for the upcoming year. And it's not like I'm suddenly more capable of doing something, just because I receive more money. This way of thinking is not effective here." (O2)

Instead of being rewarded by extrinsic incentives, participants felt more satisfaction from making the best decisions for the environment as possible, seeing that external stakeholders are curious and begin to question their own decisions, and achieving systemic change, i.e. showing other businesses that there is 'another way' (more ethical) of running a business.

5.6 Discussion

The discussion section of this paper presents the theoretical discussion of the findings before proposing a set of GHRM considerations for practitioners who want to understand a softer GHRM approach and work in similarly informally organised SMEs. This study resulted in two main groups of findings. The first group of findings reveal individual and organisational characteristics that facilitate green behaviours in employees. Individual factors are a deeply felt sense of responsibility, curiosity, and a disposition towards constantly questioning own and others' behaviours. Distinct organisational culture factors that facilitate GHRM are the nature of the business, large meetings, the use of the corporate philosophy, and the 'green' workplace environment.

Chapter 5

The second group encapsulates findings on GHRM policies and green behaviours and provide an interesting contrast to what is generally believed in the GHRM literature, particularly for ET and incentives. Regarding the hiring process, findings reveal a clear preference for openness to internalise values over qualifications. We found the hiring approach at Vetiver effective at lower and medium levels of the organisation, but not at the CEO level because the company has hired and fired several unsuitable CEOs over the past years. During the induction and acculturation period, new employees learn to adopt a mindset of constant questioning and are exposed to unusual practices. Where value internalisation does not occur, employees leave the organisation.

Contrary to the GHRM literature, formal ET in this research context is not considered an effective tool for green behaviour activation and value internalisation in employees. However, ET is used directly and indirectly for non-employees (external stakeholders) and aims to influence the adoption of green behaviours, as exemplified by the purpose of the company tours for wholesalers, customers, the wider public and local businesses, and customer service training to justify and defend sustainable practices. This is a positive development because ET can have farther reaching effects than changing the behaviours of recipients. Lastly, the prospect of receiving reward or recognition for green behaviours is met with cynicism by some participants and negated by most participants. Because such incentives are extrinsic motivators and the majority of participants are intrinsically motivated, incentives and even line management support do not have the motivating effect other studies find (Govindarajulu and Daily, 2004, Harvey et al., 2013a).

Returning to the GHRM practices, it could be argued that how the corporate philosophy is used in the recruitment and selection process aids selection of individuals with intrinsic motivation, as Self Determination Theory posits, that intrinsically motivated employees internalise values (Deci et al., 1999). Even the founder's terminology included '*They were not open*' for candidates or employees who did not possess this quality. It was believed that leaders and managers in the firm could then mould the behaviours of those open to the principles. One might critique this approach as it could imply a preference for or 'workforce cloning'. However, as mentioned earlier in the recruitment section, one of the most important employee characteristics participants highlighted for maintaining ethical conduct and green behaviours is the confidence to disagree, speak up, and suggest ideas. Hence, a balance between openness to adopt values set by a firm and

Chapter 5

confidence to resist may be required in applicants. This can be challenging because several participants find that applicants can fake an environmental mindset using website information. This confirms Renwick et al's (2013a) study, which finds applicants using environmental information from websites to better understand the future employing organisation. Our data suggests applicants might also use such information to make themselves appear more favourable in job interviews. While our previous study found misalignments in sustainability advocates' intentions and implementations approaches (Leidner et al., 2019), we did not find this in this current study. This is because employees in this firm constantly engage in cognitive processes and discussions with others that align workplace behaviours with the value-laden corporate philosophy.

When examining the study design of Dumont et al. (2016) research on the effect of GHRM on employee workplace green behaviours, the authors used initial focus groups and interviews to develop measures of GHRM. Items such as "taking initiatives to promote green values", "providing support to encourage employees to care about the environment" and "my company considers candidates' green attitudes in recruitment and selection" were removed by the researchers of Dumont' et al's (2016) study, because they had not been relevant to the company under investigation. Interestingly, in the present study, these themes were the most prominent data-emergent themes that our participants strongly advocated. And the formal recognition, reward themes had little perceived relevance and effect on environmental behaviours to our participants. This observation highlights a lack of environmental activist green behaviours in other sector companies. It explains a different contextual relevance of specific activities, but it also sheds light on many conventional firms' mentality.

Govindarajulu and Daily (2004) found that firms offering ET can convey employer commitment to environmental sustainability and positively affect employee green behaviours. Molina et al. (2009b) find that ET is an indispensable prerequisite for proactive environmental practice. Our findings differ from this notion of a purely positive and proactive effect of ET on green behaviours. There is a common view among participants that formal ET would convey a reactive tick-box mentality and would not lead to proper value internalisation in recipients. Participants regarded the development of thought processes that are symbolised by curiosity and questioning of own and others' decisions as a highly effective for green behaviours. This would also enable them to think of solutions and behaviours themselves rather than reacting to set

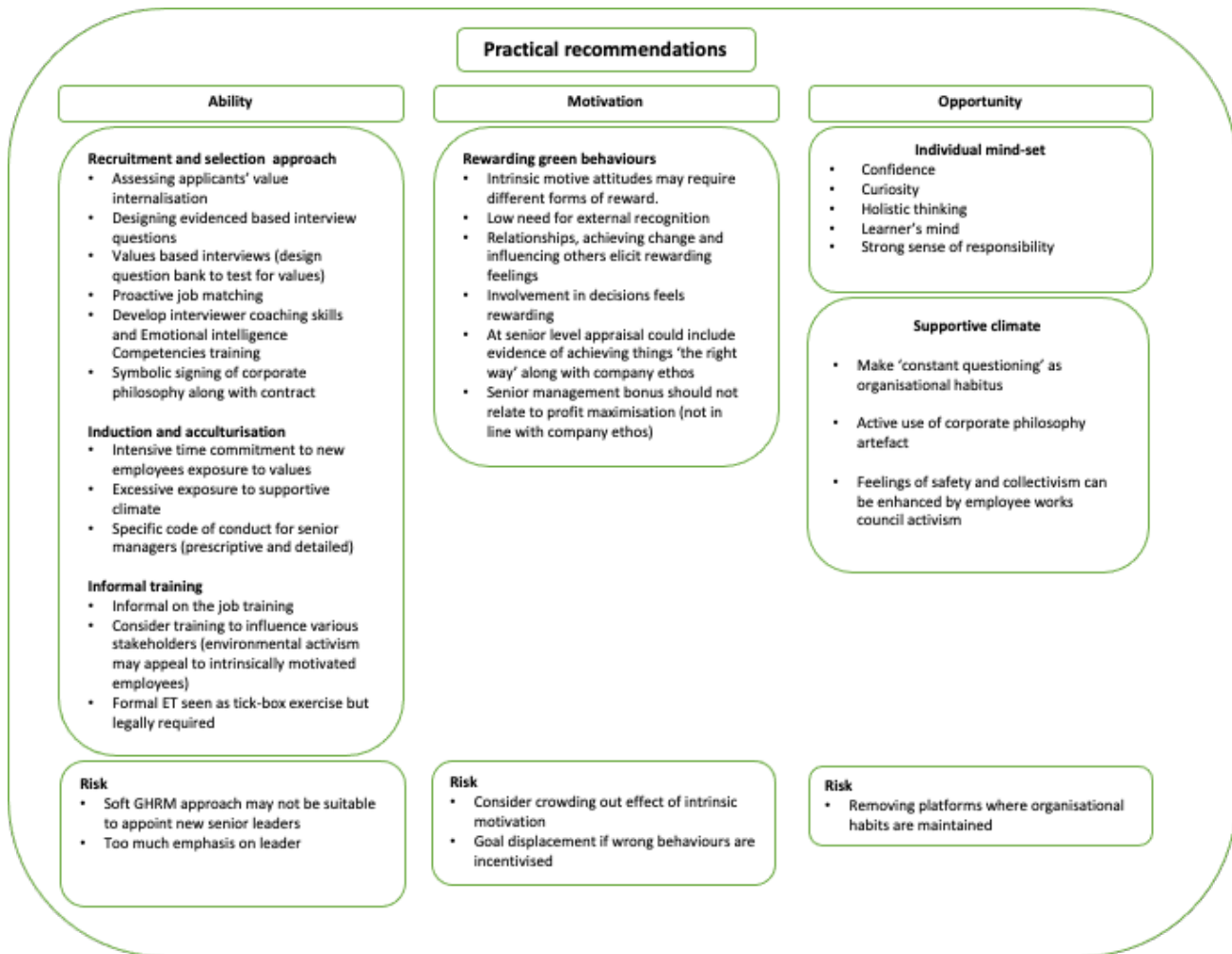
Chapter 5

Arguably, formal ET provision could inhibit creative solutions towards environmental betterment. This knowledge is particularly relevant in the pursuit of embedding CSR, where employee value adoption for environmental initiatives is regarded as a critical success factor. However, instead of employees 'buying into' environmental initiatives and being equipped with the knowledge, perhaps initiatives should develop and nurture those thought processes which were described as so important by all participants in this study (curiosity and questioning) as it enables individuals to think of sustainable solutions and decisions proactively.

The literature ET is described as a GHRM policy that can elicit green behaviours by equipping recipients with skills and knowledge and raising awareness so that green behaviours are exhibited (Teixeira et al., 2012, Jabbour, 2013). Our findings show that training as a GHRM policy can have different green behaviours outcomes. In other words, green behaviours can take different forms despite stemming from the same GHRM policy. For example, waste separation training would be a GHRM policy that elicits the green behaviours in the category *acting sustainably*. On the other hand, customer service employee training to equip staff with the knowledge and a narrative to justify green behaviours to customers would also be the GHRM policy *training*, but the green behaviour outcome would be to *influence others*. This is important for two reasons. Firstly, acting sustainably ends with the person doing recycling properly, and influencing others affects another person. In other words, the outreach is more extensive. Secondly, influencing others might be more difficult to identify at the outset and identified as a GHRM practice because the person does not directly exhibit the green behaviour outcome. This would be particularly relevant for further research studies. Our method helped to reveal such intricacies of the GHRM policy training.

As discussed above, the analysis resulted in many GHRM practices that are different from the existing GHRM literature. This is not only important from a theoretical point of view but also for practitioners. We found a prominence of soft GHRM practices and mapped these onto the AMO model commonly used in GHRM research (Renwick et al., 2013b) to propose recommendations for HRM practitioners (Figure X).

Figure 10: Soft GHRM model using AMO



In data on recruitment and selection, induction and acculturation, and ET have been grouped into the 'Ability' category. Values-based recruitment and the ability to select applicants who are open to internalising values can be challenging because participants can fake environmental values. Success could be achieved by designing evidence-based interview questions that ask participants to provide examples of past environmental practices or activism in the workplace. This might be more reliable than scenario-based questions that lead to hypothetical answers. In our research setting, the role and skills of the leader in the recruitment process were pertinent to identifying suitable candidates. In addition to this some personality traits are more likely to lead to taking opportunity to engage in green behaviours. These are confidence, curiosity, holistic thinking, learner's mind-set and a strongly felt sense of responsibility. Founders and owner-managers are likely to be heavily involved in the interviewing process in SMEs. However, in times of leadership change other recruiters need to be enabled to recruit successfully. Therefore, we propose that HR create a question bank that anyone can use to scan applicants for environmental value disposition. In addition to this, the interviewer

Chapter 5

needs to be trained in coaching skills. This will enable them to discover the applicants' wants, needs, and potential and allow proactive job matching, as it is practised at Vetiver. The interviewer could be trained in Goleman's 12 emotional intelligence competencies (Goleman and Boyatzis, 2017). Applicants could sign the environmental mission statement, corporate vision or mission in a symbolic act that can enable commitment, as practised at Vetiver.

If there is a strong organisation green climate and high levels of green behaviours and environmental activism, environmental values, beliefs, symbols, and artefacts will almost happen automatically. Value internalisation is likely to prove more challenging at senior levels with employees with long experience and different backgrounds. Here, detailed and prescriptive codes of conduct for CEOs could be created. Breaking of company principles such as using a company car that exceeds the emission limit, implementing drastic initiatives, etc. would simply not be permitted by the board of directors.

In companies with a strongly intrinsically motivated workforce, feelings of achieving systematic change, environmental activism and horizontal and vertical integration of employees in decision making might feel rewarding for employees. GHRM training can equip employees with knowledge and skills that influence other stakeholders, such as providing customer service staff training to engage in environmental activism with customers. Equally important is considering the crowding-out effect (Frey and Oberholzer-Gee, 1997, Mellström and Johannesson, 2008). Our research shows a resistance of strong-willed and intrinsically motivated employees towards extrinsic rewards. However, parallel to this the company also engages in more measuring and reporting to measure environmental performance. Once it can be measured, it is probably more likely to be rewarded. It would be interesting to research whether the crowding-out effect has occurred since data collection has taken place.

Lastly, the supportive climate could integrate a habit of thinking about one's own decisions critically and opening up a dialogue for suggestions on the 'green-ness' of decisions in meetings. It is well documented that environmental champions and environmental stewards can influence an organisation green climate. Employees need to feel it is okay to express environmental concerns about peers' and superiors' practice. Overall, it can be said that the theoretical and practical contribution of this paper is to expand AMO theory to include soft GHRM factors.

5.7 Conclusion

The first purpose of this paper was to explore the underlying individual and organisational factors that facilitate GHRM, based on the experiences and perceptions of employees in a green firm. The second purpose was to explore the dynamics between GRHM and green behaviours.

As expected in a green firm, we found higher levels of environmental capability and motivation in individuals and prominence of environmental activism, which manifested itself in the green behaviours *influencing others* and *taking action*. GHRM practices at Vetiver are mainly used to maintain a workplace committed to environmental sustainability, and to influence the behaviour of others and not employees directly. This theory contributes to the GHRM attribution literature (the why) as it unveils situational and dispositional interpretations by those who enact green behaviours (Ren et al., 2018).

With regards to the dynamics of GHRM and green behaviours, our study contributes to the GHRM literature in that GHRM practices can be utilised to influence others and take action in an environment rich in motivation, capability and environmental maturity. In addition to ET, we propose growing environmental learning activities in firms. This is because evidence from this study and previous studies (e.g. Leidner et al, 2019) suggests that employees need the scope to explore, be empowered (Daily et al., 2012), and possess or develop specific cognitive processes (curiosity and questioning). Employees engage in the habit of sensemaking with regards to their input in environmental practice, and environmental sustainability must become a component of any decision. In other words, it needs to be embedded in the mindsets of individuals. Training might be too prescriptive to achieve this. Previous studies have shown how to increase environmental behaviours in the workplace through GHRM practices. However, it needs to move on to investigate and explore how GHRM can contribute to making environmental concerns part of every business decision in individuals.

Returning to the green behaviours literature, a limitation of this study was that grouping our findings into the five green behaviours developed by Ones and Dilchert (2013) was challenging because they are not mutually exclusive. The behaviour was allocated to the category that most directly linked with the firm to counteract this limitation. For example, refusing to adopt repackaging for glass bottles could be classed as avoiding harm, because some participants explain that reduced use of packaging has a reduced impact on the environment (indirect). The

Chapter 5

behaviour could also be seen as conserving because by not wasting unnecessary packaging on a bottle already made of durable and robust glass resources are saved (direct). Based on the overlaps, we suggest grouping the five green behaviours differently. The categories could be environmental protection behaviours (conserving harm and avoiding harm), environmental activism behaviours (influencing others, taking initiative), and working sustainably as individual behaviour.

In the previous study by Leidner et al. (2019), participants from MNCs described value-based communication. However, those participants suggested tailoring the communication to the audience to elicit their self-interest-based motivation to engage in green behaviours. In the present study, the communication is shaped by a presence of up and downstream normative language. This indicates an absence of moral muteness in this research context. Moral muteness is the absence or avoidance of normative language in modern business contexts (Bird and Waters, 1989). In future research, reducing the absence of moral muteness should be explored. Hopefully, as more environmentally minded generation enters organisations, moral muteness will reduce.

A limitation of this study is the cross-sectional nature of the research. A longitudinal study could further examine the development of environmental values over time. We propose that future GHRM research goes beyond the HR function as suggested by (Ren et al., 2018) and even goes beyond the organisation's boundaries. Stakeholder theory (Freeman, 1984a) could be used as a theoretical lens to investigate how GHRM practices can be used to train employees to influence the behaviours of stakeholders.

The differences in hiring preferences by the outgoing founders and new CEOs have already impacted the workforce. Some of these impacts were welcomed, and some criticised and feared. Further research on the dynamics of GHRM in succession planning is needed. The maintenance of values is ever so important in context of change where CSR might be framed differently. Another suggestion for future research is the exploration and identification of softer motivation creating GHRM practices, which do not only rely on extrinsic incentives.

Practitioners need to attract and employ environmentally minded applicants and look for open to value internalisation applicants. The coaching-like, approachable and charismatic leadership style, which involves high levels of empathy, emotional intelligence (EI), and intuition, might require the leader to make that judgment call.

Chapter 5

GHRM can provide tools to develop training in Emotional Intelligence and empathy for leaders and managers. A further practical implication is to foster autonomy in employees and an on organisational learning.

Chapter 6: Paper Three

6.1 GHRM Framing and Motivation during times of change - is intrinsic motivation overrated?

Abstract

This paper explores Green Human Resource Management (GHRM) in a green SME with a particular focus on reframing CSR activities and employee motivation in times of change and the role of GHRM in eliciting implicit and explicit CSR activities. This study explores the implementation of GHRM practices in a sustainable (green) firm where an existing pro-environmental mindset can be expected to be present in the majority of employees and decision-makers.

Previous research reported implementation issues where companies struggled to embed CSR and green behaviours. Therefore, the premise for exploring GHRM in a green firm is to learn from those who are doing well in CSR. A sister paper to this study explores the implementation of GHRM practices in a green firm, and this paper builds on this by exploring the challenges a company faces in terms of loss of values as it tries to stay competitive in the market and find new leaders.

In this qualitative case study, 31 interviews in a German sustainable SME with 150 employees were conducted. Study participants included founding leaders, CEOs, department heads, freelancing consultants and frontline employees from every department.

This study has three main findings. Firstly, the firm is exposed to internal and external pressures that lead to a move from framing CSR communication in a more explicit way. Internally, the reframing is caused by new leaders and employees who have a more externally regulated motivation type. Externally, the pressures stem from product rating organisations and environmental sustainability award criteria. However, the firm also resists external pressures when they compromise environmental sustainability principles. This reframing affects CSR and GHRM practices. Secondly, introjected, identified and integrated types of extrinsic motivation show potential for long-term green behaviour motivation. Curiosity is a personal attribute that can be developed and seems to lead to green behaviours

adoption and critical discussions on sustainable practice. Collectivist organisational aspects foster critical dialogue.

Theoretically, this study contributes to the motivation literature by proposing a reframing of the more highly internalised types of extrinsic motivation as an opportunity for successful behaviour adoption rather than glorifying intrinsic motivation. Practically, this paper contributes in that a green and highly values-based firm faces an opposite pressure than a regular firm

6.2 Introduction

Not only is public transparency and pressure on firms to engage in environmental sustainability increasing, but environmental sustainability is also becoming moralised in public discourse (Pandey et al., 2013). One might argue, this development is accelerated by how industries react to pressures caused by the threat of public scrutiny from environmental activists such as Greta Thunberg. Masses of people, including pupils and students, are taking to the streets to demonstrate the extinction rebellion demonstrations for the environment. Recently, the University of Oxford career service began to ask recruiters who want to advertise jobs on the university platform to provide information about environmental sustainability, allowing graduates to include these criteria in their decision-making (University of Oxford, 2020). A shift in behaviour towards the environment can be expected in current and future workforces. This new era of environmental concern seems to focus on exerting influence on firms to behave more environmentally friendly. More companies than ever commit to the U.N. sustainability goals each year (Ethical Corporation, 2018), and Corporate Social Responsibility (CSR) has become a household name. In company settings, Green Human Resource Management (GHRM) policies have become popular because they involve individuals in the achievement of environmental objectives.

GHRM has gained considerable momentum as a distinct research area in recent years (Dumont et al., 2016, Guerci et al., 2016a, Guerci et al., 2016b, Renwick et al., 2013a, Yong et al., 2019, Yusliza et al., 2017)). This development can also be illustrated by observing that definitions of GHRM evolved from a focus on policies to a focus on philosophies, implementation and values. For example, an early GHRM definition is "*the use of H.R. policies, philosophies and practices to promote sustainable use of resources and prevent harm arising from environmental concern within business organisations*" (Zoogah, 2011a, p. 118), describing GHRM as the

environmental management aspect of HRM (Jabbour and Jabbour, 2016). Popular GHRM policies are green hiring, training and involvement, performance management and compensation, organisational culture and learning, union involvement in reaching environmental goals, work-life balance, and green health and safety. More recently, GHRM is defined as "*phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems*" (Ren et al., 2018, p. 778), emphasizing a holistic alignment between green philosophy, values, intention, implementation and maintenance of GHRM (Jackson et al., 2014). These relationships (or dynamics) between organisational activities and GHRM have been under-explored.

Thus, a modern development of GHRM scholarship requires a focus beyond GHRM policies alone. This research frames GHRM through the latter definition by Jackson et al. (2014) and also differentiates between GHRM policies and green behaviours. GHRM policies encapsulate the tools firms use to increase environmental sustainability, and green behaviours are the desired behaviour outcomes. Employee green behaviours include avoiding harm, conserving, workings sustainably, influencing others and taking initiative (Ones and Dilchert, 2013). This paper contributes to developing this understanding by focusing on the dynamics between GHRM and green behaviours in times of organisational change. A sister paper to this publication explored green behaviours and GHRM from a GHRM practice implementation. This paper explores the dynamics of GHRM practices and green behaviours in times of leadership change/succession planning.

An examination of both GHRM policies and green behaviours can aid in understanding the intricacies of GHRM. This is because green behaviours can take different forms despite stemming from the same GHRM policy. For example, waste separation training would be the GHRM policy, 'acting sustainably' (i.e. separating waste properly) would be the desired green behaviour. On the other hand, employee customer service P.R. training to justify the sustainable practice to customers is also the GHRM policy 'training', but the desired green behaviour would be to 'influence others'.

This paper is structured as follows: First, we justify researching GHRM in SMEs in Germany before discussing theoretical, practical contributions and gaps to the area. The data collection and analysis procedure are discussed and justified in the methods section, followed by the analysis and discussion. The paper concludes with acknowledging limitations and raising questions towards future research.

6.3 Rationale

This paper examines GHRM in a context rich in environmental practice and employee engagement in green behaviours. Therefore, before examining the role of GHRM in companies and GHRM research in more detail, this section discusses the choice of context; Germany and SMEs. Germany is considered Europe's Green Leader, which can be attributed to extensive policy-making (Buehler et al., 2011). Indeed, Germany's government plays a vital role in furthering environmental sustainability. One reason for this is because the Green Party has been represented in German politics ever since the anti-nuclear movement began in the 1970s, and sustainable practices are highly subsidised (Radkau, 2011). Germany was selected because it may not be the most energy-efficient country because of CO₂ emissions because of its reliance on coal, but citizens in Germany are generally believed to be more engaged in environmental activities because government initiatives require individuals to participate. For example, In a study on engagement of European SMEs in the circular economy, Germany was the only country where one out of ten SMEs invested at least 11% of their turnover in the circular economy in the past three years before 2016, where the majority of European SMEs in this study invested 1% to 5% (European Commission, 2016). Germany is also suitable for GHRM research because the country's HRM model is employee-focused and best practice-oriented. Germany's HRM model is believed to be very specific to the country because of high investments in employee training, long-term employee development strategies, employee protection, and synergies gained from horizontal and vertical integration (Festing, 2012). The German HRM model shows aspects a focus on best practices (ibid.) and autonomy, as well as a consideration of national context, culture and legislation. This makes Germany a good hybrid between best practice and contingency approaches.

SMEs differ from large corporations in several ways. SMEs are less formalised, have flatter hierarchies, lower power structures, and less access to resources, to name a few (Spence et al., 2003). Thus, SMEs cannot only be seen as 'little big firms', which is why they require individualised research attention (Aragón Amonarriz and Iturrioz Landart, 2016). The need for GHRM research attention towards SMEs is further justified by examining the contributions SMEs make to economies. SMEs account for the majority of businesses worldwide, representing 90% of all businesses and more than 5% of employment. For example, in Germany, SME's generate more than one out of every two euros and provide more than half the jobs in the country (German Federal Ministry of Economic Affairs and Energy, 2017).

Intrinsic and extrinsic CSR has been researched in Swiss SMEs and MNEs and the authors found CSR in SMEs is related to moral commitment rather than profit maximisation (Looser and Wehrmeyer, 2016). Their research confirms that SMES are motivated by soft factors, i.e. relationships, flat and informal hierarchies; community engagement; local recruitment practices; an appreciation of slow and steady growth; the focus on small markets; and a mindset of tradition and stewardship. It appears that, in SMEs, GHRM is expected to be less formally laid down in *policies* and more reflected in day-to-day practices, which is why herein forth we use the term GHRM practices.

Concerning the research context, firms adopt environmental practices and CSR for different reasons, which arguably shapes GHRM and green behaviour. Motives can be descriptive, instrumental or normative (Donaldson and Preson, 1995, Garriga and Melé, 2004). Descriptive CSR is explanatory in nature and outlines the CSR activities of a firm and its relation to stakeholders. Instrumental CSR is business case driven, and only those initiatives that are believed to increase Corporate Performance (C.P.) would be pursued. The risk with the business case for CSR is that firms might cherry-pick only those initiatives that make business sense and do not prioritise environmental betterment (Nijhof and Jeurissen, 2010, Moratis, 2014). Normative CSR is rooted in ethics and posits that the needs of all stakeholders are of intrinsic value. Here, firms assume general responsibility to act to further the well-being of human beings and the environment regardless of business benefits. A differentiation of CSR outcomes into symbolic or substantial can help identify those genuinely committed to CSR and those who might 'greenwash' (King and Lenox 2000; Jiang and Bansal 2003). Symbolic CSR (talk) are gestures that showcase conforming with stakeholder expectations, whilst substantive CSR (talk) are activities implemented in the firm's actual operations and routines. This research is rooted in normative and substantial CSR. We assume such CSR can be found in a context rich in environmental practice.

Such a context could be found in firms that subscribe to U.N. sustainability goals or other environmental standards such as an Environmental Management System (ISO 14000 or 14001). Although increasing numbers of companies are attempting to contribute to the U.N. SDGs, they have been criticised for being vague, difficult to measure and monitor (Swain, 2018). Environmental Management Systems (EMS) help firms reduce their environmental impact and embed the environmental practice in the firm. However, they have been criticised for being a tick-box exercise. Truly environmentally sustainable firms promise a wider array of green

behaviours. Such (green) firms could produce or sell organic or natural products and services or firms that address environmental issues (e.g. renewable energy firms). However, contributing to this research's contextual setting and rationale is that the research context in an environment rich in value-based green behaviours can develop normative (values-based) and substantive research further. Therefore, this research focuses on GHRM in a green firm.

6.4 Literature

6.4.1 Implicit and explicit CSR

Before reviewing GHRM and Self Determination Theory (SDT) and motivation related concepts, implicit and explicit CSR need to be introduced briefly. Implicit and explicit CSR were first introduced by Matten and Moon (2008a) to address differences in which U.S. and European firms address CSR. The U.S. has a history of explicitly formulated CSR, described as deliberate, external-oriented, strategic, and laid down in policies and procedures. This does not mean European companies are not active in CSR. Instead, Matten and Moon (2008a) found that European firms tend to assume their responsibility more implicitly through collective values, norms, and institutional frameworks.

Explicit CSR is increasing in European firms. For example, CSR reporting (explicit) has increased significantly from 12% of N100 in 1993 to 93% in 2017 (KPMG, 2017). Motivators for explicit CSR include improved reputation and talent attraction (Renwick et al., 2013b). Mainly large firms engage in explicit CSR because they have more resources and funds and are under increased public scrutiny. This pressure is tickling down to SMEs through, for example, supplier relationships (Baden et al., 2011).

Because implicit CSR is more externally formulated and implicit CSR more internally assumed, it could also resonate with the colloquial terms of CSR walk and CSR talk used by researchers (Haack et al., 2012). Wickert et al. (2016) conceptually investigate different patterns of CSR engagement in regard to the CSR walk and talk and the influence firm size has on this. The authors propose the existence of a large firm *implementation gap* and a small firm *communication gap* (ibid.). This means, large firms direct resources at communicating CSR, but lack implementation, and smaller firms direct resources at enacting CSR, but lack communication. Thus, large firms seem to be talking CSR, and smaller firms seem to be walking CSR. A study of intrinsic and extrinsic CSR in Swiss SMEs and MNEs

finds that SMEs face 'ethics in the firm' and 'ethics of the firm' (Looser and Wehrmeyer, 2016). SMEs live intrinsic, values-based CSR within the firm, and they also portray CSR values to external stakeholders. The question is whether the focus of extrinsic activities could become a priority. Baden et al. (2009) found that although most study participants state motivations, their engagement in CSR would increase if CSR was required by buyers, a quarter of participants would be put off tendering and regard this activity as counterproductive. This indicates that explicit CSR pressures might lead to unexpected consequences in the experiences of individuals, which warrants a further examination of individuals' involvement in CSR.

6.4.2 GHRM research

Early GHRM literature was dominated by literature reviews and research agendas (e.g. Jabbour and Jabbour, 2016, Renwick et al., 2013a, Jackson et al., 2011, Zoogah, 2011a), and this trend is still prevalent. A recent review by Pham et al. (2019a) grouped GHRM research topics into a practical application of GHRM practices, the role of GHRM for organisations, its role for employees, and the influence of the external environment on GHRM. Another recent systematic literature review by Yong et al. (2019) found GHRM in the form of conceptual reviews of GHRM, implementation of GHRM, its determinants at the organisational level, its outcomes at the organisational level, and GHRM adoption outcomes at the individual level. Within the GHRM implementation, noteworthy findings and development led to the development of this research. Ren et al.'s (2018) review goes beyond the function-based perspective and proposes an integrated model for antecedents, consequences and contingencies in the area of GHRM and encourages employee perspectives, context and culture.

GHRM publications focus on the HRM function or department (Renwick et al., 2008, Renwick et al., 2013a, Tariq et al., 2016, Yong et al., 2019), and more recently, Ren et al. (2018) propose GHRM research advances beyond the HRM function to further GHRM scholarship. This is a welcome shift because it allows GHRM research in companies where HRM functions are not as well-established, e.g. in SMEs. Within companies, GHRM has a dual role. It can be seen as a means and an end to achieve environmental objectives (Taylor et al., 2012). As a means, GHRM is conceptualised as the E.M. aspect of HRM where the focus is on developing an understanding of how HRM practices can aid environmental and firm performance (Guerci et al., 2016a, Wehrmeyer, 1996). This makes green hiring, training and involvement,

green performance management and compensation widely researched GHRM practices. As an end, the goal of GHRM is to impact on the long-term welfare of employees, the environment and the economy. Considering GHRM as an end aligns with the normative view discussed above.

GHRM is a nascent field that is reaching popularity. To validate GHRM as a distinct research area, important outcomes that businesses and the environment would benefit from needed to be established. In this vein, after numerous conceptual and theoretical papers named above (see Yong et al. (2019) for an overview), the GHRM – environmental performance link (GHRM outcomes) has been approached (Guerci et al., 2016a, Longoni et al., 2018, Masri and Jaaron, 2017, Obeidat et al., 2018, Yusoff et al., 2018, Zaid et al., 2018a, Zaid et al., 2018b, Kim et al., 2019). A link to social performance has also been established (Zahid, Jaaron and Bon 2018, more). Financial performance in small firms has also benefitted from GHRM adoption (O'Donohue and Torugsa, 2016). Another effective outcome is the GHRM – green supply chain link, which has received increased attention from researchers (Aragão and Jabbour, 2017, Jabbour and Jabbour, 2016, Jabbour et al., 2017, Teixeira et al., 2016).

As outlined above, there is sound evidence that GHRM practices can positively impact environmental performance, social performance, and business benefits, which validates GHRM as a research area. However, there are implementation issues, which need to be unpacked. There are reported misalignments between GHRM practices and environmental objectives (Dias-Angelo et al., 2014), often due to a lack of formalisation or a lack of implementation rigour. There are also misalignments between the intentions and implementation of GHRM by those in charge of designing GHRM practices (Leidner et al., 2019), presumably because the desired value-based behaviours (intrinsic) were incentivised by offering self-interest based performance tools (extrinsic). In the motivation literature, it is known that extrinsic incentives can drive out intrinsic behaviours (Deci and Ryan, 2002a). These ongoing implementation issues emphasise the importance of designing, implementing and championing GHRM practices.

6.4.3 GHRM theory to GHRM practices and motivation

GHRM encapsulate organisational efforts to push the environmental agenda, specifically by activating employee engagement in green behaviours. When firms want employees to change or adapt their behaviour, it relates to individual motivation. The behavioural perspective is popular in GHRM (Renwick et al., 2008,

Jackson and Seo, 2010, DuBois and Dubois, 2012). Here, Ability, Motivation and Opportunities (AMO) theory (Appelbaum et al., 2000) is a popular lens used to research the GHRM-performance or outcome link. To illustrate this, training (ability) can increase the readiness and ability of employees to engage in green behaviours (Teixeira et al., 2012, Jabbour, 2013). Incentives and performance management for green behaviours are named to increase employee motivation (Govindarajulu and Daily, 2004, Harvey et al., 2013a). Lastly, paid time off from work to engage in charitable events can allow employees to engage in green behaviours by giving them time. However, this is not to say that a GHRM practice only serves one purpose. Cycle to work schemes, for example, are an incentive in the form of a non-taxable discount and can also be regarded as an opportunity that invites the employee to participate because the employer subscribes and commits to the scheme. Furthermore, if the work environment does not provide enough opportunities for employees to engage then ability and motivation creating activities would become meaningless.

Mukherjee and Chandra (2018) conceptualised how GHRM can influence green behaviours in organisations and at the workplace using AMO. The role of GHRM in eliciting green behaviours has been addressed empirically by some researchers (Pinzone et al., 2016, Pham et al., 2019b). Pinzone et al. (2016) use AMO theory to investigate the role of GHRM in creating collective engagement in voluntary behaviours. With these publications, the GHRM practices are grouped in three categories with the assumption that they lead to green behaviours.

Rayner and Morgan (2018) empirically found a positive relationship between green AMO and green behaviours, but it is stronger for employees' domestic green behaviours. In line with management literature, line managers mediated the relationship between AMO and green behaviours except for environmental knowledge and employee green behaviours (ibid). This study focuses on the behaviour outcomes of AMO-creating practices, such as self-efficacy (possibly an ability as a result of training), environmentally-conscious habits (motivation) and availability to engage in green behaviours (opportunity). However, when examining the questionnaire, items focus on conservation activities such as waste reduction and recycling, somewhat neglecting proactive, initiating and activist green behaviours.

In HRM, the mother discipline of GHRM, AMO theory is dominated by extrinsic motivation research, but there is also a small presence of intrinsic motivation as a dimension, with some empirical studies. These include motivation to learn,

personal or team satisfaction, willingness to perform, corporate sense and collaborative climate) (see Marin-Garcia and Martinez Tomas, 2016). Other non-AMO GHRM literature highlights the importance of softer GHRM factors (Dumont et al., 2016), such as psychological green climate and employee green values. It seems surprising that the motivation category in AMO GHRM literature ascribes such little empirical importance to softer intrinsic motivation dimensions of GHRM. There are valuable insights from the motivation literature that emphasise warrants deeper exploration of intrinsic motivation tools. For example, firms that want to get results from CSR activities relatively quickly can use financial incentives and vouchers to elicit green behaviours (Kolk and Perego, 2013). However, once financial incentives ceased, the behaviours are likely to recede as well. In other words, financial (extrinsic) incentives are short-lived and said to crowd out intrinsic (value-based) behaviours (Deci, 1971, Deci and Ryan, 2002a). It can be argued that this inhibits long-term and lasting environmental betterment. Furthermore, it cannot be assumed that everyone is motivated extrinsically. Particularly in SMEs, which are more informally organised and values driven and highly influenced by owner-managers' values, intrinsic motivation factors should be more prevalent (Blackburn et al., 2013).

Intrinsic and extrinsic motivation belong to Self Determination Theory (SDT). Intrinsic motivation is engaging in a task out of personal endorsement and enjoyment (Deci and Ryan, 1985). Extrinsic motivation is more instrumental in nature. Intrinsic motivation is desired because it can foster quality of experience, performance, learning and creativity. This suggests that extrinsic motivation leads to poor outcomes, as there are varying degrees of extrinsic motivation. At the most unmotivated end of the spectrum (before amotivation), extrinsic motivation is externally regulated, compliant and hardly self-determined. However, when behaviour becomes more self-determined, individuals are motivated to engage in tasks because they identify with the values, assign personal importance, and even align them with a sense of self. In SDT, processes that foster internalisation and integration of values can move unwillingness to participate in a specific behaviour to compliance and personal commitment (Ryan and Deci, 2000). This happens through meeting three psychological needs, which are needs for autonomy, competence and relatedness. Studies find increased work engagement by meeting high order psychological needs and intrinsic motivation (Bhattacharya et al., 2008).

Psychological needs are influenced by social situations (Ryan and Deci, 2000). This is important for the context of our case study; as mentioned in the introduction,

SMEs experience increasing pressures for explicit CSR where implicit CSR had been dominant. In other words, the social environment is changing. Individuals' involvement and response to CSR can be examined using SDT, e.g. by looking at how organisations provide employees with relative autonomy. Rupp et al. (2013) suggest including the model of peripheral and embedded CSR by Aguinis and Glavas (2013) to appreciate contextual factors that influence employee motivation in CSR. For example, Rupp et al. (2018) found strong relationships between employees' perceived CSR and work engagement when they felt high levels of relative autonomy. The authors (ibid.) also, find CSR relative autonomy effects on autonomy perceptions and work engagement perceptions is stronger in those participants with high individualism, and that preference for internally and externally regulated contexts can depend on individual preferences.

Less successful types of motivation are introjected, where behaviours are externally regulated. Traditionally, motivation research focuses on motivation and amotivation and contingency, control and competence influence motivation (Bandura, 1997). Ryan (1995) argued that it is not only the amount of motivation that needs to be considered but the framing of the activity. This includes the question of why one acts in specific ways? Thus, in addition to distinguishing between motivated and amotivated individuals, a further distinction on how introjection, identification and intrinsic regulation should be made. These types are most self-determined and internalised by individuals.

The purpose of this research is to explore the dynamics of GHRM in a green firm in a context of change. Therefore, the following research questions guided this research:

1. How do employees in a green firm experience GHRM in times of leadership change?
2. How does the reframing of GHRM by employees relate to employee motivation?
3. How does the reframing of GHRM by employees in a green firm relate to implicit and explicit CSR communication?

6.5 Methods

Aligned with the purpose of this study of researching GHRM and exploring value-based GHRM in an environmentally-rich environment, which is rapidly changing, the approach to data collection is suitably participant and data-led (Gioia et al.,

2013). This study assumes a social constructivist stance. Social life is shaped by context, interactions, meaning making, sharing, and interpreting (Vygotsky, 1978). This social constructivist position is suitable because research by Dahlsrud (2008), who analysed definitions of CSR revealed that it is a social construct which is highly dependent on context, and the author (ibid.) recommended firms need to understand their specific conceptualisation of CSR. In this vein, we aim to unveil a breadth of possible explanations between values and GHRM, and green behaviour creation. Inductive reasoning is suitable to analyse socially constructed meanings of those implementing GHRM and carrying out green behaviours, and to be guided by constructs that are developing in the GHRM literature (Gioia et al., 2013). The social constructivist stance and the context of a green firm aims to reveal a different conceptualisation of GHRM and green behaviours than that known in the literature. Through reciprocal internal processes, individuals make sense of their self, mainly because of the ability to view actions and the impact of actions through the eyes of important others. Humans interact with the outside world through language and symbols and create shared meanings and ultimately have impacts on real-life situations. During this dynamic process situations change and so do the interpretations of the situations. This premise offers a promising opportunity to research GHRM in a company that is experiencing rapid growth in a changed situation (succession of leadership).

6.5.1 Sample and procedure

As mentioned in the introduction, the sister publication to this paper explored GHRM practice implementation in the same setting. Interview questions investigated Ability, Motivation and Opportunity creating GHRM practices. We found a strong existence of soft GHRM practices that focus on recruiting interviewees for value internalisation, using GHRM to influence the behaviour of others and a rejection of extrinsic rewards. The researchers did not expect during data collection were the strongly held views about a loss of values due to leadership change. This paper explores the dimension of change in the context of GHRM practices. We aim to illuminate the emerging dynamics in a move from intrinsic to extrinsic CSR in a company setting.

Before access to the case study company was granted, the project's scope, access and confidentiality were negotiated between the researcher and a representative at Vetiver. The firm had a very cautious and democratic process in granting access. At Vetiver, employees were democratically consulted to decide the firm's

participation in the research, and a comprehensive NDA (Non Disclosure Agreement) between the research institution and the green firm was developed. On reflection, this lengthy process resulted in the researcher experiencing notably higher levels of perceived trust, cooperation and rapport with participants after access had been granted. The researcher spent two weeks in the company headquarters, where they were given a space for data collection. The researcher also immersed in the company culture by participating in lunches, company tours for suppliers and the public, carpooling, and tea rounds. The observations and impressions of these activities triangulated data collection. Both primary data and secondary data were used to aid analysis. 31 qualitative interviews were conducted. The initial interview guide was loosely informed by AMO practices from the literature and aimed at prompting participants to speak about motives for green behaviours and practices in the area of talent attraction, recruitment and selection, induction, ET, and reward and recognition.

Literature and data emergent themes were combined, interview topics ranged from participants' meaning prescribed to environmental sustainability and its relation to the job role, interpretations on the development of green behaviours along with rapid company growth, increased measuring of green behaviours and new focus, succession planning of the current leadership, new leadership challenges, the company's role as a leader in the sustainable SME sector, maintaining values and influencing others. Whereby participants were asked similar questions, interviews progressed from the individual's capacity to describe their experiences. Thus, depending on the needs of the interviewee, the order of the question varied. Interviewees were encouraged to share their experiences on these aspects, and, whenever necessary, the researchers could probe for more detailed information or verification (Bryman and Bell, 2011).

6.5.2 Analysis and technique

The initial in-depth case study of GHRM practices is presented in the sister publication to the present study. This publication focuses on the same company's strategic challenges and the management of change with GHRM as an a priori tool for said change. At the organisational level, this study considers GHRM. At the individual level of analysis, this study considers employee green behaviours. Coding was aligned with the inductive approach of this study. It captures relevant emerging themes in data through a rigorous analysis (Gioia et al., 2013). In the 1st stage of coding, the researcher creates codes from the smallest data segments that

are interesting to the researcher (Braun and Clarke, 2006). Such an approach to data analysis provides flexibility for emerging concepts and topics and the opportunity to conduct deep and detailed analysis.

Gioia's (2013, p. 17) methodology for data analysis was selected because it gives people a voice, who socially construct their organisational realities, and puts them at the forefront of the initial analysis. This is because the method assumes organisational members are 'knowledgeable agents' who can identify their own intentions and actions. GHRM and CSR concepts or terminology were not directly imposed on participants *a priori*, although the interviews topics were guided loosely on themes from those areas such as recruitment, talent attraction, training, reward and recognition and green behaviours (Corbin and Strauss, 2015).

Data were coded in three stages, and the researcher moved back and forth between these stages to ensure the credibility of the analysis. The first participant-centred step in the coding process was getting lost in data through open coding to capture how participants describe and make sense of phenomena (Strauss and Corbin, 1997). Here, participants experiences were directly interpreted for their meaning.

E.g. in the following statement, *"It [motivation] is almost the other way around. They (employees) know very well where things could be improved and sometimes complain that we as CEOs do not understand the implications."* It was recognised that many initiatives are employee-led. Hence it was coded as 'employee-led: (Interviewee O9, new CEO).

The interview stage and 1st order coding revealed a plethora of participant led' terms and concepts that revealed GHRM practices but also unexpected emerging concepts. Such concepts are the challenges arising from changes of the senior leadership team, the importance of the corporate philosophy, the constant questioning of all business practices, and influencing others to achieve systemic change. Gioia et al.'s (REF) method allowed us to recognise these themes early and incorporate the emerging themes in the remaining interviews.

At the end of what is often described as messy 1st order coding, or open coding (Strauss and Corbin, 1998, Gioia, 2004, new ref!), the researcher sought out similarities and differences between the participant-led terms to prepare for the next stage of coding.

In the second, researcher-led stage of coding, second-level themes were created. In this stage, concepts were brought together in meaningful ways, and theoretical lenses were considered. The following overarching themes were created:

For example, when data revealed that there were both a push for more commercial activities as well as a push to remain true to values, which would contradict such a move, the iterative process between concepts, themes and theories led to the emergence of the second-order theme '*emerging explicit framing of CSR communication*'. Another higher-level category encapsulates findings on '*perceived threats to existing values*'. This theme accounts for the perceived contextual changes within the company and a reframing in values and activities. Hereupon, the aggregate dimension '*Changing dynamics for framing of CSR*' was created in the third stage.

Data analysis was roughly guided by themes on green behaviours and GHRM from an initial literature review. Throughout the research process, secondary data were examined and compared and contrasted. This inclusion enriched and triangulated the research. The company website and environmental sustainability report aided the creation of the interview guide. Furthermore, ethnography-like observations aided understanding of the context, yielded additional information and instigated interest in additional topics to discuss with participants. Insights from later-stage interviews could be addressed and more information obtained, which could be considered a form of theoretical sampling (Charmaz, 2014)—being immersed in the corporate culture also established trust with participants. For example, carpooling every day of data collection with one participant or having coffee breaks and lunches with employees led to more open and personal conversations. Here, the researcher picked up cynicism about specific topics (e.g. new CEOs), which could be explored in the interview and led to the emerging findings of reframing and resisting new forces.

6.5.3 The case and culture

Vetiver³ is a German SME that was founded in 1986 with the intention to source chemical-free, fairly and ethically sourced organic products. The company has grown rapidly and become a pioneer for sustainable practice. Vetiver had 150 employees at the time of data collection and expanded its product segments to

³ Pseudonym given to case study company to protect its identity

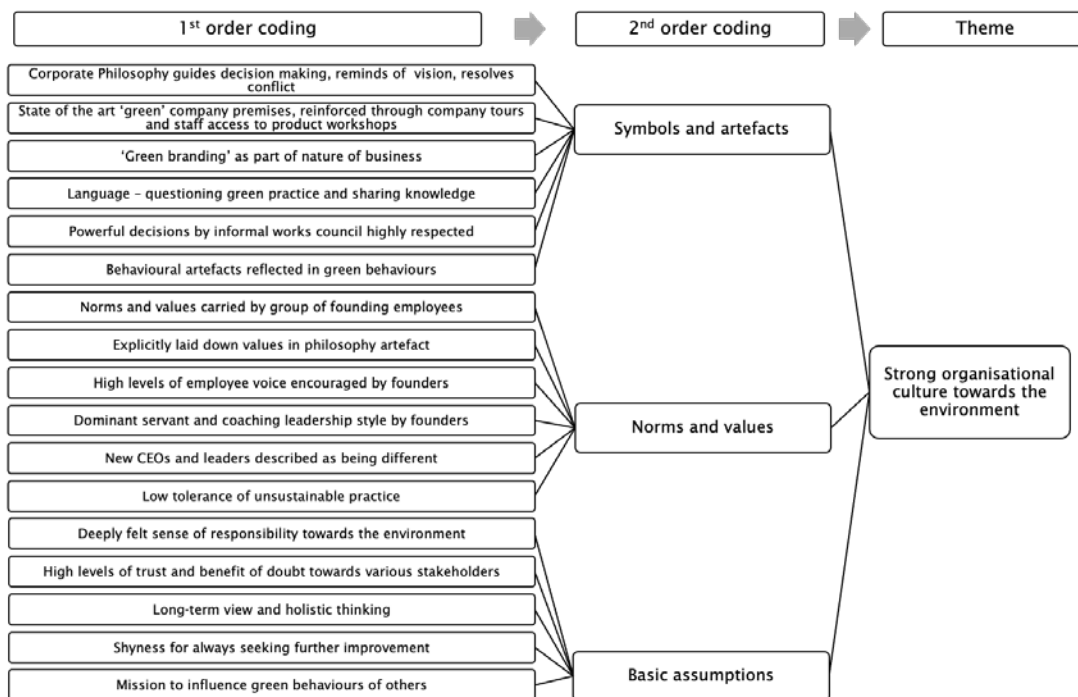
organic wellness products, natural cosmetics and offers a wide range of training to health care professionals and members of the public. The firm obtained several labels which signify the commitment to environmental sustainability, such as Natrue [sic], Demeter, Cruelty-Free, and Green Brand (translated from Vetiver Website). In 2015, the company had been awarded nationally ('brand of the century') and internationally for their excellent contribution to environmental practice and women in leadership (Vetiver website). However, competing for some other sustainability awards and prizes has been challenging, not due to a lack of environmental practice, but a lack of hard evidence that fit the certifying bodies' criteria [, not winning was viewed in a cynical vein by many participants]. In response to this, the company decided to move towards more measuring and reporting.

The organisational hierarchy has historically been relatively flat, emphasising democratic decision-making, regular large meetings, vertical and horizontal involvement of employees in decisions. Recent leadership changes as part of succession planning led to reorganisation and recruitment of more commercially-minded employees. Since then, a shift towards more measuring and reporting of sustainable practice has been initiated. CSR in the firm can be described as deeply embedded in the fabric of the company as per the model of Pandey et al. (2013, p. 79) because the company has a green reputation and demonstrates environmental stewardship, and employee attitudes are driven by moral needs.

The firm's strategy has emerged from the founders' and like-minded employees and prioritises fair and close supply chain relationships, environmental stewardship and mindfulness. Vetiver went as far as to incentivise suppliers to switch to organic production processes and support farmers financially in the three yearlong transition process and has supplier relationships in the second generation. Over the years, the company grew fast, and in 2010, the company moved to a new and more significant building, which was constructed following the principles of Feng-Shui using exclusively sustainable materials. Logistics is located in another area around 5km away from the headquarters. The new headquarter building has a negative CO2 balance sheet, meaning that it consumes more CO2 than it produces and uses rainwater to operate the sewage system, to name a few. The main challenges for the environmental activities within the firm are sustainable packaging solutions vs product handling and ratings by external parties, supply of products despite crop shortages, leadership change within the firm, and sustaining values while competing with more commercial competitors and customers.

Figure X provides an overview of the strong organisational culture towards the environment, which has been discovered in the sister publication to this paper. In this paper it serves as background information for the organisational culture towards the environment, which will be referred to in the analysis.

Figure 11: Data structure and analysis on org culture towards environment



Many participants described the corporate philosophy as a decision-making tool and a point of reference to check whether decisions are ethical and sustainable and in line with the corporate values (Table X). This can be illustrated by O11 stating:

"It only works if you follow the corporate philosophy and keep asking, "Are we acting upon it?" (O11)

Table 10: Corporate Philosophy at Vetiver (p3)

- 1 Treating people, the natural environment and nature responsibly is conditional to all of our decisions.
- 2 We successfully meet the present and future challenges as a team in creative and innovative ways.
- 3 We are committed to selling products of the highest quality and pureness possible. Building and supporting ecological farming projects and fair trade is a matter of our hearts.

- 4 Our thoughtfully selected products convey enthusiasm/excitement and joy of living/vitality
- 5 The collaborative partnerships with our producers and suppliers and all employees are based on transparent and fair agreements and contracts.
- 6 We offer reliable and warm-hearted advice to our customers and try our best to meet their wishes
- 7 We offer competent, sound and lively knowledge
- 8 We meet each other respectfully with openness, tolerance and trust. We are loyal to our company goals, which we realise based on our corporate philosophy.

The corporate philosophy is actively integrated into recruitment and daily decision making. In job interviews, applicants are asked whether they can identify with the eight points in the corporate philosophy. When signing the employment contract, the new employees are asked to sign the corporate philosophy, which is then attached to the main documentation. Leaders and managers regularly encourage staff to use the eight corporate philosophy principles in their daily decision-making and even resolve conflicts and disagreements between staff members. The following quote illustrates how strongly leadership urges employees to use the philosophy:

"Everyone has to sign the corporate philosophy before joining. And we work extensively with the philosophy. We also tell employees, who have an issue with others, even with their line managers, to address these issues and refer to the principles, which covers you in everything you do, as long as it [behaviour] complies with the principles. You [employees] are encouraged to highlight issues and speak up when things are going wrong. It really is an instrument that we use extensively." (O2)

Although higher levels of green behaviours can be expected in a green firm, the sustainability and morality of decisions is frequently discussed at Vetiver. Participants highlighted unsustainable behaviours and decisions, inconsiderate individuals, and room for improvement like one would expect in a regular firm. Some comments even included, *"People have to be constantly reminded (...) Some are still not aware enough"* (O2). This indicates morality of decisions needs to be maintained by keeping it in the daily dialogue. At this point, it is important to

highlight that the environmental standards are higher than in a regular firm. For example, a participant complains that people still need to be reminded not to put banana peels in the food waste bin because those peels are sprayed and would contaminate the headquarters' garden. farmers accidentally contaminating produce (on a molecular level), educating customers and communities to adopt sustainable change, refusing to export to China where animal testing would be required, the import of cheaper wooden pieces from suppliers in China over local more expensive suppliers, which are frequently discussed.

It is important to analyse where and when questioning can take place at an organisational level. As mentioned earlier, employees' constant questioning habit is a behaviour that new employees immediately notice when joining the organisation, and it is a type of behaviour adopted by new employees. Open-plan offices were designed following Feng-Shui principles; no closed offices exist, not even for the CEOs. This was perceived as unusual but accepted by the newly employed CEOs. Traditionally the company held large monthly plenary meetings, which everyone could attend. Some participants praise these meetings to be the platform for democratic and collective decision-making where employees are updated and invited to question other departments' decisions. A few (mainly newer) employees criticise the length of these meetings and feel a more top-down decision-making process would speed things up. Some line managers highlighted that there are plans to reduce this '*long meetings culture*'.

6.6 Findings

The sister paper to this study explored how GHRM and green behaviours manifest in a green firm. The current study explores a dominant emerging theme further: the maintenance of green behaviours and values in times of change, i.e. when employees reframed CSR activities. The following research questions were posed in this paper:

1. How do employees in a green firm experience GHRM in times of leadership change?
2. How does the reframing of GHRM by employees relate to employee motivation?
3. How does the reframing of GHRM by employees in a green firm relate to implicit and explicit CSR communication?

This study has two main findings. Firstly, the firm is exposed to internal and external pressures that lead to a move from framing CSR communication in a more explicit way. Internally, the reframing is caused by new leaders and employees who seem to have a more externally regulated motivation type. Externally, the pressures stem from product rating organisations and environmental sustainability award criteria. However, the firm also resists external pressures when they compromise environmental sustainability principles. This reframing affects CSR and GHRM practices. Secondly, with regards to employee motivation, introjected, identified and integrated types of extrinsic motivation show potential for long-term green behaviour motivation. Curiosity is a personal attribute that can be developed and seems to lead to green behaviours adoption and critical discussions on sustainable practice. Collectivist organisational culture aspects foster critical dialogue.

Early on during data collection, participants at Vetiver described situations, values and activities before the founders started succession planning (themed original dynamics of GHRM) and compared this to the current situation with new CEOs or CEOs who had been hired and fired before that. The following quote can highlight this:

"Yes, it is the two types of demands we have here. We have those who say we want to move forwards; we have to supply the big players, and those, the old ones, who were fed this so-called pioneering spirit in their mother milk, who says we have to tend the small things. This is the balancing act, which the CEOs have to manage." (O14)

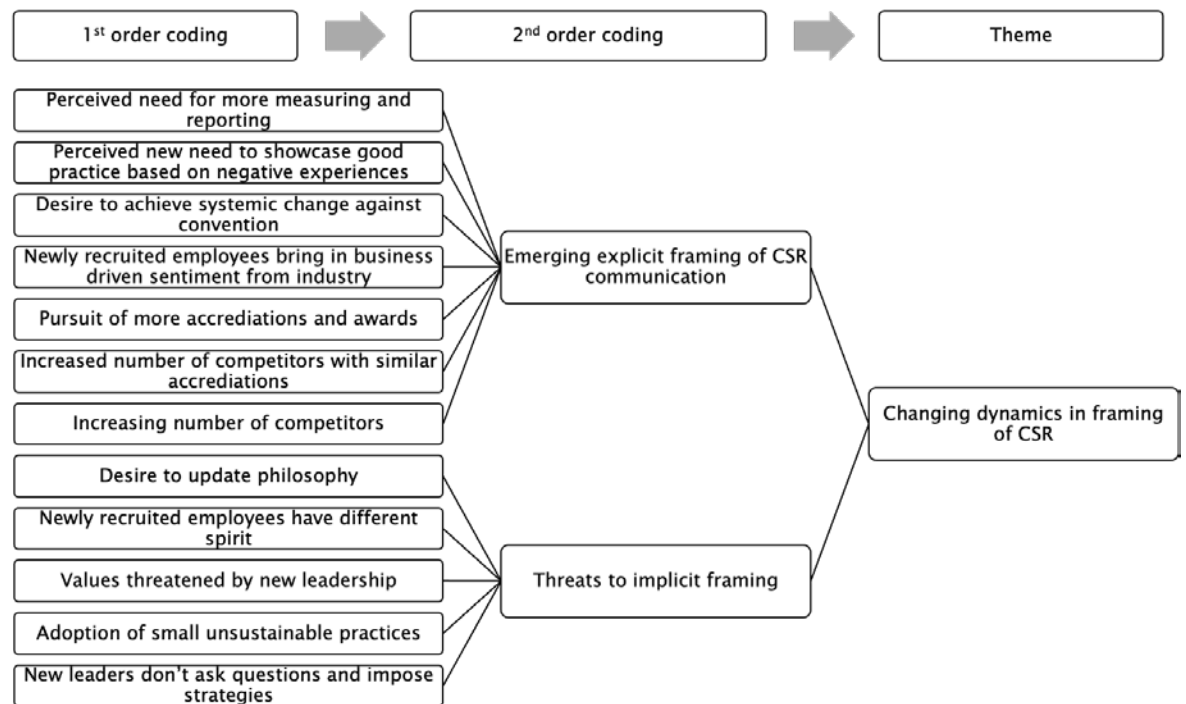
The researcher observed a reframing of CSR activities and green behaviours in most employees. For many participants, leadership change and company growth created ambiguities over environmental stewardship/leadership and values. One particular attempt at acculturating a new CEO failed created high levels of commotion and unrest among values-driven employees and led to an intervention by the informal works council. Many participants expressed concerns over a lack of direction and a potential loss of values due to a more commercial outlook. A leadership and values crisis can be expected in an SME in a high growth sector such as the organic brands sector, and further growth can be achieved by providing direction (Greiner, 1989). Providing direction is something many participants hoped for in the new CEOs. The findings in this paper present a number of key themes in the form of vignettes around the reframing of GHRM in terms of implicit and explicit communication, talent attraction and recruitment, and decision-making. This is

analysed against the backdrop of SDT theory (Deci et al., 1999) and implicit and explicit CSR (Matten and Moon, 2008b).

6.6.1 Vignette 1: Reframing CSR Communication

The transitioning of recruitment from the outgoing founders to the new CEOs seems to have had an impact on the workforce. Participants described a different mind-set of 'original' and 'newer' employees, and it was often highlighted that the new CEOs recruited employees with the 'newer' mindset. This blend of differently minded employees led to a change in dynamics in how CSR was expressed. Figure 11 shows the emerging explicit framing of CSR, and the perceived threats to implicit framing, which will be explored below.

Figure 12: Data structure and analysis on changing dynamics in framing of CSR



Almost all participants explained that Vetiver needs to overcome a certain shyness to showcase great practice. Explicit CSR is based on incentives and opportunities that reflect the perceived expectations of various stakeholders of a corporation, and it describes corporate activities in the interest of society. It consists of voluntary policies, programmes and strategies. In our data, we found responses to negative performance feedback created the need for more explicit CSR.

The first negative performance feedback was an "unjustified" down-rating by an independent product rating organisation [equivalent to the organisation called

'Which?']. Participants felt upset about the reasoning, e.g. how could product handling (slippery glass bottles and the absence of a plastic pump dispenser and cardboard repackaging) reduce the rating when the product quality was impeccable and the glass bottles more sustainable? Participants felt disheartened because those aspects were conscious decisions for environmental reasons, values, which the firm was not ready to forfeit. As a result, customer service staff were retrained and explained the lower rating to customers and defended this more environmentally sustainable choice.

Another theme was that many participants believed it was too easy to obtain sustainable brand accreditations and that these sustainable brand accreditations set the requirements bar too low. This means Vetiver perceived difficulties in differentiating themselves from competitors, which can be illustrated by the excerpt below:

"What I was not aware of is that (...) Lavera and Alverde, which offer inexpensive natural cosmetics, have the Natrue [sic] certificate, and we have it as well. However, internally we have imposed ourselves with a much higher quality standard (...). So, when Natrue [sic] is the highest certification in Germany, then we are at a completely different end of the spectrum. That completely restricts us in our development. We are much better than the market. But we cannot communicate it because there is no regulation." (O12)

The third reason for a push towards more explicit communication was the "unjustified" missing out on a sustainability award against multinational corporations deemed trendy 'greenwashers'.

"And (...) there was an award ceremony in Paris for a sustainable project, and L'Oreal or Nivea won it. That upset me. It was only because we had no records of the past. We exceed all criteria because it is the way we operate here, but nobody thought of documenting these things."(O12)

The above reasons led the firm to believe that increased measuring and reporting is necessary for competing in the market. In addition to this, it was felt that they could only achieve systemic change if they are to be seen and recognised in the industry. The firm seems to collectively move toward more explicit CSR through increased reporting and accrediting, which will be explored in Vignette 2 below.

Implicit CSR describes the role of organisations within a wider context for the interests and concerns of a society (Matten and Moon, 2008b). It is based on

values, norms and rules that filter into corporate practice. It is motivated by consensus on valid expectations of all major groups in society. Participants described a threat to their existing values, norms and sustainable practice. One indicator for this was the wish by many participants to update the philosophy and reinforce it more. Another perceived threat was the leadership change and the influx of differently minded employees recruited by the new CEOs. These new employees were described as having a different 'spirit'. Interviews with these newly recruited employees show a strong sense of increasing individual accountability in the firm, making work processes faster and more efficient, and measuring and reporting more activities. One newly recruited employee said:

"I am trying to bring in more structure (...). For me the culture for holding (large) meetings is...well, I am trying to tidy this up a little."

Participants describe that Vetiver has to learn to communicate environmental practice more explicitly and more confidently. Perhaps, it can be assumed that those people who act out of their intrinsic value-based conviction do not tend to exclaim their achievements because they are not striving for external recognition, like extrinsically motivated individuals would. More evidence of a threat to implicit CSR is that there are now discussions of adopting less environmentally friendly plastic pump dispensers for bottles. Some decisions have even violated the corporate philosophy principles and are highly debated and protested against by original employees in meetings and conversations. Examples of such violations include a company car, which does not comply with the company guidelines on emissions, the installation of an unsustainable water cleaning system, which uses harmful chemicals, the purchase of plastic tables instead of wooden tables, or the move to a new waste management company with a bad environmental reputation. The founder (O15) linked some unsustainable behaviours to individual employees where he either did not listen to his gut feeling and was influenced by others himself.

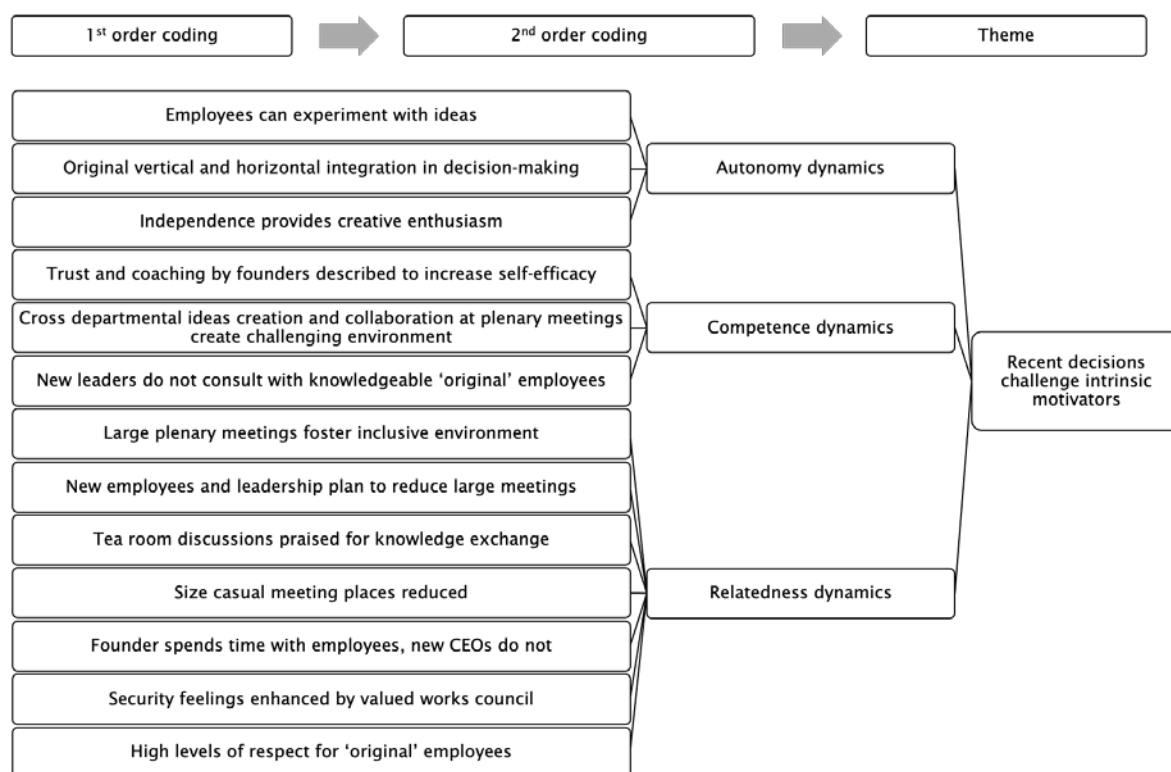
GHRM practices are used in response to these negative performance feedback types. Vetiver seems to respond in two different ways. Practices were either protected and defended, or new practices were adopted. This can be examined through the lens of open and closed GHRM systems. An open GHRM system can be viewed as the adoption of activities by taking on board external feedback. Vetiver did not win the above-mentioned award because of a lack of evidence and reporting. Evidence that had not been recorded because members of the firm implicitly assumed and carried out green behaviours. With this external feedback

in mind, the company has now begun to measure and report environmental practice and to choose green behaviours that are measurable. The aim is to receive recognition, potentially risking a shift from intrinsically normative behaviours to externally recognised practice.

In contrast to this, a closed GHRM system can be viewed as adopting activities regardless of external feedback. Vetiver refuses to adopt repackaging for glass bottles despite recent down ratings by independent product rating organisations and chooses instead to adopt the GHRM practice of training customer service personnel to explain and defend this more sustainable choice to customers. The intention here is to influence the mindset of the customers. In other words, the company believes in what is right, resists the external feedback, and decides to influence external stakeholders by adjusting GHRM practices internally.

6.6.2 Vignette 3: Changing dynamics for intrinsic motives

Figure 13: Data structure and analysis of Challenges to intrinsic motivators



SDT states that intrinsically motivated employees perceive high levels of autonomy and have high competence and relatedness (Deci and Ryan, 1985). Decision making can provide clues about relative autonomy. If individuals are allowed to make decisions, they feel autonomy. Our findings are mixed. Participants perceive high

levels of autonomy, but the collective makes decisions. Historically decisions at Vetiver had been made by democratic consensus in large regular meetings, including all employees. This way of making decisions is low in autonomy. However, high levels of perceived autonomy were perceived in the way employees can realise their projects. The following representative quote can illustrate this:

"It feels liberating to be more or less my own boss. Of course, I have to be in line with the overall goal, but the realisation of a project is in my own hands, which gives me a lot of freedom and creative enthusiasm. (...), and I become creative and think outside the box" (O6)

The quote also illustrates that the perceived independence creates enthusiasm for work.

Most participants praised the democratic way of decision making, highlighting it as a key indicator for the preservation of environmental values and as a quality check. Employees praised being actively included in important decisions, fairness, and advice. Although individual autonomy of making an important decision is low, the perceived relatedness feelings of this activity were strengthened.

Recently this way of making decisions has been criticised by some newer participants. Reasons for critique were the time-consuming nature of large meetings and decision-making processes by consensus and loss of individual accountability for decisions.

"I am trying to encourage that we can make our own decisions as product managers, and don't have to ask 20 people. So that you can make decisions in a smaller circle. But I learned recently that this transition has to happen in very small steps. It cannot be imposed because it's such a democratic sentiment here. But I am trying to see where I can bring this in a little bit" (O12)

Such comments implied a movement towards individualism in a company that is very collectivist.

Participants described the coaching style, attention, trust and encouragement of the founders as a main facilitator for their engagement in pursuing corporate values. Participants also felt highly respected when their input in decision-making was appreciated (competence acknowledged by colleagues). Knowing others' input is most likely to happen also increases a certain amount of challenge that can be

anticipated. This could work as a driver for critically reflecting on own pro-environmental decisions.

Contrasting to this, participants were concerned that the new CEOs did not value the competence and value of knowledge from existing employees. Many participants wondered why the new CEOs would not ask the 'bearer of values' how are things done around here? They felt it was essential for new CEOs to understand the values, norms and behaviours. New CEOs were also criticised for imposing new measures and strategies without consulting existing employees on whether this would be a fit.

The informal works council provides feelings of safety, because they safeguard corporate values.

The founders have always encouraged employees to speak up, to unite and form a group similar to a works council to raise important issues. For example, there was another attempt to recruit a CEO who was rejected by the workforce. The strong force of relatedness is highlighted in the following data sample from one of the founders:

"They [informal works council] have our full trust (..) and they unanimously stepped down, because they did not agree with certain decisions. And this triggered a lot things until the back-then CEO had to leave. (...) They said, they could not represent the voice of the employees and lost their influence for fairness. (...) Employees have stood their ground, which I liked, really impressive."

(O2)

Many employees expressed a feeling of pride about the level of trust and encouragement to speak up. The founders perceived this as even more important in the leadership change and emphasised the importance of the informal works council.

6.6.3 Vignette 4: Extrinsic incentives do not motivate employees at Vetiver yet

How participants view management support or incentives for sustainable practice can be illustrated by the quote below. The tone of voice of some participants implied they felt offended by the thought of needing recognition for green behaviours.

*"Why would my line manager reward me for something that goes without saying?
I don't want to be rewarded for this." (O16)*

Several years ago, the introduction of a bonus scheme was often mentioned to impose a model that would not fit the ethos of Vetiver. Employees also rejected the bonus scheme.

In the AMO literature, managing environmental performance and offering incentives are described as motivating employees to carry out green behaviours (Govindarajulu & Daily, 2004; Harvey et al., 2013). Incentives appeal to self-interest in employees. One explanation for the rejection of this type of motivation by participants could be the high levels of intrinsic motivation and strong beliefs in environmental protection.

In a similar vein, offering bonuses to employees was also considered unsuitable by most participants. It was described as unsuitable for the type and philosophy of the organisation. One founder explained that the company engages in collectivist capability-based planning and asserts that offering bonuses would not enable employees to be more capable. One founder explained how the implementation of a bonus system had failed in the past:

"We noticed that our employees are not motivated by this (bonuses). They [employees] are already motivated whether they receive more money or not. This does not motivate them to put more effort in. Only the sense of purpose has a motivating effect" (O2).

A bonus system would also not work because of how goals and targets are identified. The founder further explains experimenting with defining metrics for bonuses:

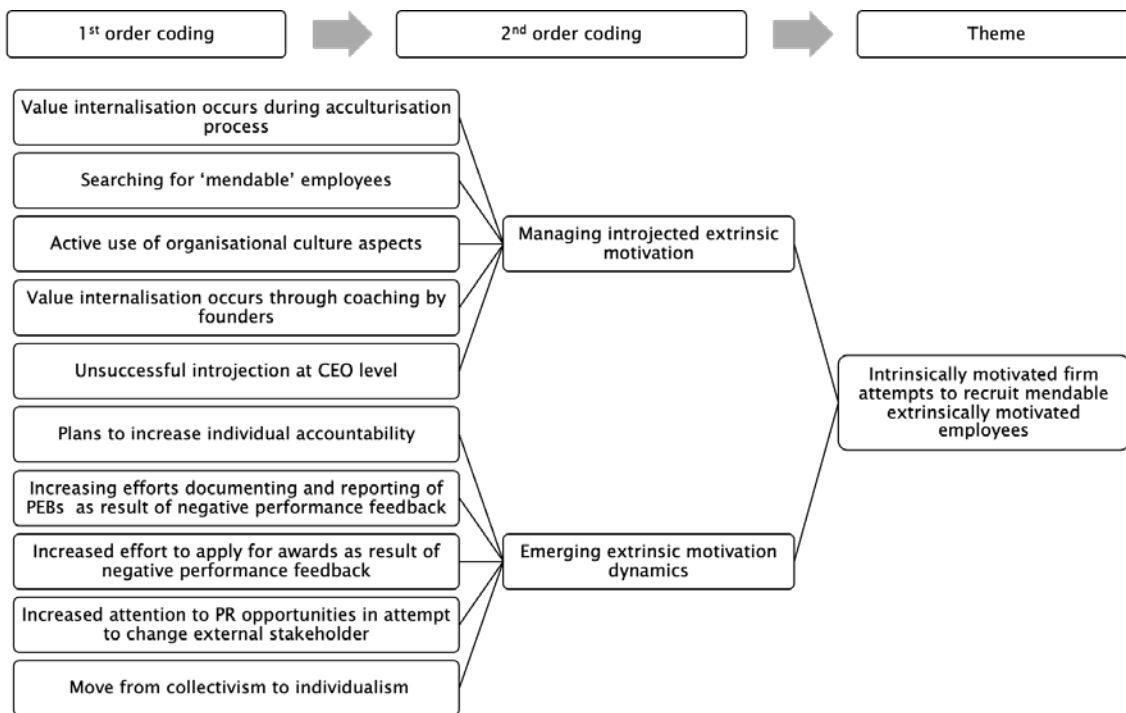
"Formulating the goals was so confusing. Normally, we make an annual plan and define what we feel capable for the upcoming year. And it's not like I'm suddenly more capable of doing something, just because I receive more money. This way of thinking is not effective here." (O2)

6.6.4 Vignette 5: recruitment and value internalisation

Within this vignette, we find that intrinsically motivated employees will be attracted to the firm and carry out green behaviours anyways, and that attention needs to be paid to extrinsically motivated applicants, where value internalisation is possible. The founder and several managers and employees explain that mainly intrinsically

motivated employees are drawn naturally to Vetiver because they want to work for a responsible or green firm. The male founder (O15) saw it upon himself to discover value internalisation and identification potential in applicants for extrinsically motivated applicants, using gut feeling and intuition. Many other participants explained how important value internalisation was to achieve 'culture and company fit'. O15 was outspoken about the importance of applicants being responsive to value internalisation and 'mendable'. Many other participants highlighted both founders' skills and unusual recruitment approach, which focuses on soft factors. The sister paper to this study already explored this GHRM practice implementation. The current study builds on this and explores this through the lens of intrinsic and extrinsic motivation (Deci et al., 1999). Applying self-determination theory, all of these activities imply a focus on recruiting extrinsically motivated employees with high potential for introjection, identification and integration of values (figure 13).

Figure 14: Data structure and analysis of recruitment for mendable employees



Combined with the emerging extrinsic motivation dynamics, it can be assumed that the firm with a intrinsically motivated workforce is recruiting extrinsically motivated employees and is managing an increasingly extrinsically driven workforce. Combined with the earlier findings about a move to some more unsustainable decisions, there could be a risk of the crowding out effect.

6.7 Discussion

The research questions posed in this study are centred around a reframing from implicit to explicit CSR communication, intrinsic and extrinsic motivation, and the underlying GHRM of this.

The researchers tried to make sense of why Vetiver adopted more business case GHRM for some areas and value-driven GHRM in other areas, despite being so vocal about value preservation. This study finds that reframing of CSR communication resulted in two outcomes. Practices were either protected and defended, or new practices were adopted. This can be examined through the lens of open and closed GHRM systems. An open GHRM system can be viewed as the adoption of activities by taking on board external feedback. Despite being openly regarded as the most sustainable company at a sustainability award, Vetiver did not win the award because of a lack of evidence and reporting. Evidence that had not been recorded because members of the firm implicitly assumed the green behaviours. With this external feedback in mind, the company has now begun to measure and report environmental practice and to choose green behaviours that are measurable. The aim is to receive recognition, potentially risking a shift from intrinsically normative behaviours to externally recognised practice.

In contrast to this, a closed GHRM system can be viewed as adopting activities regardless of external feedback. Vetiver refuses to adopt repackaging for glass bottles despite recent down ratings by independent product rating organisations and chooses instead to adopt the GHRM practice of training customer service personnel to explain and defend this more sustainable choice to customers. The intention here is to influence the mindset of the customers. In other words, the company believes in what is right, resists the external feedback, and decides to influence external stakeholders by adjusting GHRM practices internally.

Both of these developments seem to happen at the same time and seem to be inevitable. To remain competitive and increase explicit CSR communication, more measuring and reporting needs to occur in the company, and to preserve values and principles, resistance to external pressures needs to be maintained. This tension can be regarded as opposite poles of a paradox in GHRM, which was mentioned by Guerici and Carollo (2016). The authors indicate that a closed GHRM system could be problematic because a company would relinquish the opportunity to create synergies externally, in the present study, perhaps by not taking on board customer expectations on repackaging products. However, our findings indicate

that this reluctance to change, despite external pressure to do so, seems to play an important role in safeguarding sustainable practice and values, making a closed HRM system beneficial to a green company and environmental betterment if the purpose is to protect environmental values. In this case, a closed HRM system serves as a protector of values and influence others, which is an important finding. Indeed, Smith and Lewis (2011) argue that firms might encounter vicious circles focusing on either end of the pole (either/or) and missing out on important opportunities. This aspect of the paradox theory of GHRM helped shed light on the understanding that such contradictory tensions can exist, may not have to be solved and can be managed simultaneously.

With regards to individual motivation to engage in green behaviours, this study finds that although the majority of participants in the study presented do not rely on external recognition to be motivated to engage in green behaviours, gaining external recognition has become a necessity to be differentiated as a brand, and this shaped the GHRM practice within the firm. Hence, new internal metrics in pursuit of external recognition were adopted. Whether this affects the motivation of individual employees is unlikely, as could be seen by the rejection of a bonus scheme, which represents an extrinsic incentive. However, a similar crowding out effect to the one found by Deci (1971) could occur in the long term because once metrics that can be measured have been established, the firm might be tempted to adopt performance management for green behaviours. There is a risk of adopting extrinsic CSR, which can be perceived as dishonest and misleading (Looser and Wehrmeyer, 2016).

Another finding in the area of motivation is that initially, we expected to find a dominance of intrinsic motivation during data collection. Indeed, the founders and 'original' employees who joined Vetiver because of its mission were truly intrinsically motivated and were described as the 'bearers of values'. We also found a wealth of newer extrinsic motivation dynamics, particularly the types that introject, integrate or identify values. Therefore, this study presents empirical evidence for Turban et al.'s (2008) that there are positive advantages of internalised motivations. These people were particularly inspired by corporate environment factors such as leadership, values, company building, community, philosophy, mindfulness, and curiosity. They felt that the company had changed them. The GHRM practices displayed by the founder consisted of active approaches that seek out individuals who are open to value adoption, an attribute of extrinsic motivation. The key personality trait for long-term green behaviour adoption within

the firm seems to be the value of curiosity, an aspect of intrinsic motivation. Our data suggest that curiosity can be learned with long-lasting effects and adoption into private lives as well.

However, a threat to the more externally regulated forms of motivation could be the removal of factors that enhance relatedness, autonomy, and competence. Examples include reducing the size of meetings, moving from democratic decision-making to more individual decision-making and accountability. It could be argued that if these factors are removed, the introjected, integrated, and identified types of extrinsic motivation are not fostered sufficiently anymore. Particularly the habit of constant questioning could not be exercised as frequently as it is now if the meeting sizes and the collectivist and democratic decision-making culture will be changed. The removal of factors that enhance relatedness, autonomy and competence initiate the crowding-out effect reported in the literature (Deci, 1971).

Returning to the GHRM practices, it could be argued that how the corporate philosophy is used in the recruitment and selection process aids selection of individuals with intrinsic motivation. Nevertheless, more importantly, as mentioned above, the hiring practices at Vetiver appeal to the introjected, identified and integrated types of extrinsically motivated individuals as well. As Self Determination Theory posits, such types of motivated employees internalise values (Deci et al., 1999). Even the founder's terminology included sentences such as '*They were not open*' for candidates or employees who did not possess this quality. There was the belief that leaders and managers can then mould behaviours of those who are open to the principles in the firm. One might critique this approach as it could imply a preference for or 'workforce cloning'. However, as mentioned earlier, one of the most important employee characteristics participants highlighted for maintaining ethical conduct and green behaviours are the confidence to disagree, speak up, and suggest ideas. Hence, a balance between openness to adopt values set by a firm and confidence to resist may be required in applicants. This balance may be challenging to display by applicants.

Upon analysing concerns regarding the new leadership, it became apparent that the new female CEO may not have been able to fulfil her psychological needs of autonomy, competence and relatedness, because of the social environment she encountered at Vetiver. These findings emerged from other participants' views and compassion for O5's struggles to integrate and her loss of confidence over time as the integration did not seem to happen. This might have prevented her from internalising or identifying completely with the company ethos. This is interesting

because her background is in the same sustainable industry but her outlook more market-oriented.

The reframing from implicit to explicit CSR communication was aided by GHRM practices such as training and recruitment, as mentioned above. Another finding regarding reframing is that many participants were worried about the loss of values along with leadership change, i.e. the founders' departure from daily business and the requirements of more conventional customers as the firm grows. As discussed in the sister publication to this study, the firm uses GHRM to change the behaviour of external stakeholders and as outlined by this part of the study, this serves as a protector of values within the firm. Shortly after data collection, the new product catalogue featured plastic pump dispensers. This might indicate again that, in the long run, a crowding-out effect might occur. A reason for this could be the frequent exposure to values and pressures in the external environment.

6.8 Conclusion

The aim of this study was to explore the framing of CSR and GHRM practices in times of change in a green firm, where higher levels of green behaviours can be expected. The rationale was to learn from those who are doing well. This study has two main findings. Firstly, regarding framing, the firm is exposed to internal and external pressures that lead to a move from framing CSR communication in a more explicit way. Internally, the reframing is caused by new leaders and employees who have a more externally regulated motivation type. Externally, the pressures stem from product rating organisations and environmental sustainability award criteria. However, the firm also resists external pressures when they compromise environmental sustainability principles. Hence, the firm is managing tensions simultaneously. This reframing affects CSR and GHRM practices.

Secondly, this paper argues that a focus on intrinsic motivation as the holy grail might be overrated with regard to motivation dynamics. A study by Leidner et al. (2019) finds that sustainable firms attract intrinsically motivated employees naturally. This study also finds that participants believe little attention has to be paid to intrinsically motivated employees as long as there are organisational factors that support their way. More emphasis is needed to elicit introjection, identification and integration of values. GHRM practices should be designed based on this. Intrinsic motivation has strong roots in upbringing and exposure to values over a lifetime. Our data, however, shows that this is an aspect of the intrinsic motivation

category that can be learned over time, which is the personality trait 'curiosity'. If companies allow open discourse, involvement, and constructive criticism, this might elicit curiosity and constant questioning of others' decisions. In the GHRM literature, line management support and financial incentives are praised as valuable tools to elicit green employees' green behaviours (Govindarajulu and Daily, 2004, Harvey et al., 2013a). Financial and extrinsic incentives are only but a part of extrinsic motivation. More attention should be paid to factors that increase relatedness, autonomy and competence.

An important point of the paradox theory is that paradoxes exist and cannot be solved (Poole and Van de Ven, 1989). There are even voices that say firms should not attempt to solve them but rather manage their coexistence proactively. For Vetiver, this means finding the balance of business-case driven CSR without losing the roots and safeguarding values while maintaining growth and more exposure to commercially driven companies. Being companies can create virtuous cycles instead of vicious cycles and can ensure organisational survival in the long run (Handy, 1995, Probst and Raisch, 2005). This is realised by being aware of the tensions and managing them simultaneously and consciously.

The limitations of this study are the time horizon. This study is cross-sectional. Perhaps a longitudinal study would have revealed more insights from previous attempts to succession planning, or an additional data collection at a later point in time would have revealed how values were maintained over time. However, participants' experiences and perceived accounts align with this study's social constructivist position, and a comprehensive account of the context could be reported. Further supporting analysis was the scanning of documents published before and after data collection, which revealed the departure of one of the new CEOs and the adoption of the plastic pump dispenser, which was included in the analysis and aided understanding. Another limitation is the risk of researcher bias. As Mills et al. (2006) highlight, robust research can be ensured if there is a fit between the philosophical position of the study and the awareness that the researcher and participants are co-creators of knowledge. However, being immersed in the company culture might lead to researcher bias. Being aware of this, the researcher critically reflected in diaries on their own beliefs and observations regularly.

Implications for practice are a consideration of Campbell's law (Campbell 1979) regarding metrics. Metrics can distort behaviour in that as soon as metrics are in place, a distraction from the real goal occurs. As Strathern puts it, "When a measure

becomes a target, it ceases to be a good measure" (Strathern, 1996). Taking this further, the metric may also become the only target and other, more significant green behaviours and environmental practices cease to be pursued. An act of caution should be noted because one should not mistake the map for the territory.

Chapter 7: Conclusion

7.1 Introduction to chapter

This chapter revisits the aims and objectives, presents the main contributions of this research. Then practical implications are discussed before limitations and future research is identified. This thesis comprises of three papers in pursuit of a doctoral degree. The three papers are papers in their own right and contribute to a unified theme of research: GHRM implication research.

7.2 Revisiting aims and objectives of this research

Table 4 below summarises the research question in pursuit of exploring GHR implementation.

Table 11: Research objectives and research questions

Research objectives	Research questions
RO1 (paper one): To explore the intentions and implementation of GHRM.	<p>RQ1/1: How do sustainability advocates in organisations implement and experience GHRM policies to engage employees in green behaviours?</p> <p>RQ1/2: How does GHRM relate to peripheral, intermediate and embedded CES?</p>
RO2 (paper two): To explore GHRM practice and green behaviour implementation in a green firm	<p>RQ2/1: How do employees in a green firm experience green behaviour in the workplace?</p> <p>RQ2/2: What is the role of GHRM practices in eliciting the green behaviours?</p> <p>RQ2/3: How can employees in a green firm reach green behaviours of external stakeholders?</p>
RO3 (paper three): To explore reframing of CSR and GHRM communication and implementation in a green firm during times of change	<p>RQ3/1: How do employees in a green firm experience GHRM in times of leadership change?</p> <p>RQ3/2: How does the reframing of GHRM by employees relate to employee motivation?</p> <p>RQ3/3: How does the reframing of GHRM by employees in a green firm relate to implicit and explicit CSR communication?</p>

7.2.1 Contributions of Paper One

This paper attempted to explore how GHRM policies can be utilised by sustainability advocates in the pursuit of eliciting green behaviours in employees. The study used the model of Pandey et al. (2013) to investigate the embeddedness of GHRM. Findings on practices recruitment and attraction, ET, Rewards and incentives, and Communication by those implementing CES contribute to the body of knowledge in GHRM implementation.

With regards to how sustainability advocates experience and implement GHRM in their organisations, this study finds misalignments between their value-based intention and the GHRM practices supporting this, particularly with the communication approaches used to appeal to employees' values. Our findings confirm Renwick et al. (2013a) who suggested the ability-creating and opportunity-providing GHRM policies that are implemented might lag behind our understandings of factors that motivate employees to engage in green behaviours. Along with this, our study contributes to the AMO literature in that our empirical explanation for this is that the HRM practices used elicit self-interest based behaviours. In other words, sustainability advocates know the worth of a values-based approach, but a systemic change might be required to achieve this. This issue is further exacerbated by the GHRM incentives sustainability advocates in leading positions receive themselves, as these are in the form of bonuses, representing extrinsic incentives.

Communication approaches sustainability advocates use to achieve their goals was an emergent finding during data collection. This theme provided useful insights into why maintaining momentum was such a challenge for sustainability advocates and into types of behaviours sustainability advocates are trying to elicit. Reason for this could be the short-lived nature of self-interest based behaviours and extrinsic motivation (Deci, 1971). Therefore, our research contributes to motivation theory in that self-interest-based communication might enhance the crowding-out effect. These insights were integrated into paper three where the lens of implicit and explicit CSR communication was used to explore the data-set.

The contributions to specific GHRM policies are that including environmental criteria in the recruitment process is an intermediate GHRM practice, which can bear promising business benefits because it can attract higher-calibre applicants.

For this practice to be embedded, environmental criteria would need to be included as selection criteria, which was only an aspiration for participants in this study, except the renewable energy firm. With ET, our study finds that the provision of emergent training as part of organisational learning towards sustainability can be very effective. Here, participants reported low levels of self-efficacy might prevent engagement. This finding warranted a closer look at motivation in paper two and paper Three. Lastly, ET can also be misused for determining senior-managers' bonuses when they are based on ET training completion rates, making this a peripheral practice.

Theoretically, this study contributes to the development of Pandey et al.'s (2013) model of embedded CES. Overall, firms or the various GHRM practices are not in themselves peripheral, intermediate or embedded. A careful examination of the purpose of the practice, the context and the desired outcome is needed to classify the practice. Therefore, we propose a more specific categorisation. For example, training completion rates are peripheral CES, on-the-job training is embedded CES. Including environmental information in the recruitment process is peripheral CES as it creates business benefits, and using it as a selection criteria along with other job role criteria would be embedded CES.

7.2.2 Contributions of Paper Two

Insights from Paper One led to an intensified focus on a single green firm as the context for empirical investigation for paper Two and Paper Three. Firstly, we found misalignments between sustainability advocates' values-based intentions and the implementation practices. This was particularly the case because organisational features elicited and rewarded self-interest-based behaviours in Paper One. To illuminate more seamless green behaviour implementation a context where organisational systems could be expected to be more values based was sought out.

The insights about the embeddedness of GHRM practices in that a close examination of the purpose the GHRM practice serve, led to an intensified focus on green behaviour outcomes. The five green behaviours considered are working sustainably, avoiding harm, conserving, taking action and influencing others. Examining the literature and reviewing previous studies identified a gap in the behaviours taking action and influencing others, because most of environmental practice in conventional businesses is reactive or items on the two behaviours were not relevant in the firm studied and dropped from the questionnaire (Dumont et al., 2016). Influencing others and taking initiative behaviours were the strongest

behaviours exhibited in the green firm and it in combination with the findings that curiosity and constant questioning were the main drivers for gaining momentum and ensuring environmental practice improvement is key to understanding how a systemic change might be achieved in conventional firms as well.

This study reveals unique findings on ET. ET was not used to develop employee environmental knowledge, skills and abilities, but to influence the behaviour of others, even external to the firm. In a green firm higher environmental capability, awareness and skills levels can be expected. However, it is unique to observe that environmental values can be so strong that the firm believes employees need to be trained to change the mindset of customers to understand the environmental choices of the firm, even if that means accepting a lower rating by product rating agencies. This influencing of others has become an integral part of the firm's competitive strategy, in that extensive seminars, house tours and workshops have been created to increase exposure of the public to environmental values. Returning to the discussion on the two ways of conceptualising GHRM, i.e. function based or beyond the HRM function, the empirical evidence in this research indicates an effect of GHRM beyond the boundaries of the organisation. However, this link may be indirect and difficult to identify.

With regards to the GHRM practice recruitment and selection, applicants might struggle to find the balance between being open to adopt values and rebellious enough to speak up and criticise the practice of others. Both aspects were deemed a necessity to fit into the corporate culture.

The study contributes to the green behaviours literature in that categorising green behaviours led to overlaps. On the basis of this categories could be grouped differently to make them more distinct. For example, they could be grouped into environmental protection behaviours (conserving harm and avoiding harm), and environmental activism behaviours (influencing others, taking initiative), and working sustainably can be seen as an individual behaviour.

The main theoretical contribution of this paper is a proposed model of soft GHRM on the basis of practices found in our data. The GHRM practices we found add softer GHRM practices to the model of Renwick et al. (2013b). We mapped the practices onto the AMO model proposed by Renwick. HR practitioners in similar contexts facing similar challenges can use the model to inform their practices. A typology of soft GHRM practices that create Ability, Motivation and Opportunity is the theoretical and practical contribution of this study.

7.2.3 Contributions of Paper Three

A second insight from paper One led to the examination of the data from the point of view of intrinsic and extrinsic motivation (Deci and Ryan, 1985). A third insight from paper One in that the way CSR is communicated affects practice led to an inclusion of implicit and explicit CSR communication theory (Matten and Moon, 2008b). If there is such an over-representation of extrinsic motivators and self-interest-eliciting organisational factors and GHRM practices in regular firms, the study posed the question on how softer GHRM factors related to motivation of employees?

AMO theory uses mostly performance related and hard incentives in the motivation category, although the general HRM literature suggests many other (less researched) intrinsic motivators and softer extrinsic motivators (Marin-Garcia and Martinez Tomas, 2016). Our paper provides empirical evidence for such factors, which are distinct organisational and individual factors that can be incorporated in GHRM practices. For example, a practical implication of this study is that practitioners can use corporate philosophies in the recruitment process as a symbolic way to committing to the philosophy of the firm. Many but not all participants expressed the signing of the corporate philosophy as a psychologically binding act. Large meetings, open discussions and critical discourse of environmental decisions could foster environmental practices. One might even take this further and argue that a collectivist firm environment fosters environmental betterment practices.

With regards to motivation this study argues that focusing too much on achieving intrinsic motivation might not be practical because intrinsically motivated individuals don't need excessive attention. A useful example could be a comparison to a university student. Educators only have to ensure there is a challenging environment for highly motivated and capable students. Such students usually require least attention and will perform high regardless as long as educators are approachable. On the other hand, most educational work and innovation is aimed at bringing those students on board who have lower initial capabilities but a medium type of motivation. In our study setting, extensive efforts were paid to finding open-minded applicants with extrinsic motivation types, where a potential for value introjection, integration and identification is identified. Age and experience might be a moderating variable because the dataset shows that value identification was less successful when the firm tried to replace CEOs by

selecting successors with extensive industry experience, even if this was in the sustainability sector as well.

Returning to the research question posed in paper One, the overarching theme in this research was the implementation of GHRM from the perspective of those creating, experiencing and implementing it. A systematic and developmental inquiry took place and led the above-mentioned contributions.

7.3 Limitations of this study and future research

With any type of research, limitations and challenges are encountered. Within paper One the sample of sustainability advocates posed the challenge of bias. Sustainability advocates are in charge of driving the sustainability agenda through the firm and are more likely to identify with environmental values and represent corporate activities in a more positive light. This was anticipated and the bias was reduced probing questions in the interview, a good rapport and using secondary data from publicly accessible information. This has proven successful because management speak was identified in one case and it was identified that one participant's firm engaged in environmental malpractice. This led to insightful findings about training completion rates and self-interest-based behaviours. Another limitation of Paper One is that the sample was drawn from a wide range of European firms. However, applying the model of Pandey et al. (2013) helped to identify misalignments between intentions and implementation across the whole sample. Future research could investigate the dynamics between intention and implementation in more detail. Data on the recipients' distinct experiences could shed light on the motivating and demotivating effect of self-interest-based CSR communication, or different GHRM practices.

One major challenge encountered in this process was the issue of access to data. Whereby sustainability advocates were more than willing to participate in this research while attending the sustainability events, their busy schedules and locations and travelling arrangements meant that many of the firms dropped out from further data collection arrangement. On completion of the first paper, this challenge forced a refocus on a new data collection access. It also provided an excellent opportunity to a systematic development of a research design that builds on the knowledge gained from the findings in Paper One, which are the need to study GHRM in a context rich in environmental practices, the inclusion of implicit and explicit CSR communication and extrinsic and intrinsic motivation theory.

Because Paper Two and Paper Three are sister papers, the limitations are presented together. Again, participant bias towards environmental values was a limitation that needed addressing. The NDA and the inclusion of employees in deciding to grant access to the researcher for data collection was particularly helpful in establishing a good rapport with interview participants. Again, probing questions, and documentary analysis was used to triangulate data. With qualitative methods, credibility of data analysis was ensured by asking other researchers to interpret and code excerpts of data. The last limitation is that an emergent finding was the reframing of CSR communication in times of change. This change was the succession planning for the founders as they planned their departure from daily business. Our data collection was cross-sectional, collected at one point in time, which means data collection had to rely on the experiences of participants. However, this could be counteracted by posing probing questions and comparing and contrasting different participants' responses on the previous CEO replacements. Furthermore, spending one whole week in the firm and being immersed in the company culture allowed the researcher to speak to participants and ask participants about specific emerging experiences as the data collection progressed. Future research could perhaps collect a new dataset and make this study a longitudinal study. It would be interesting to find out how the resistance to adopt certain less environmentally friendly policies held up over time, and to explore how the workforce has manifested in terms of motivation over time. It would also be fascinating to observe whether, over the long run, there is a trade-off between implicit and explicit CSR communication? Theoretically, future research needs to build on the findings about influencing others and taking initiative and the influence GHRM can have on external stakeholder through the actions of employees as they engage with them. This can help theorise a typology of green behaviours in relation to GHRM that goes beyond the boundaries of the organisation. Extrinsic motivation GHRM research should focus on integrating curiosity-creating practices.

7.4 Conclusion to this chapter

This chapter restated the aims and research questions posed in each paper and provided a summary of contributions to each paper. Furthermore, detailed limitations were discussed, and future research avenues were identified.

Appendix 2 – Relevant for Paper One

Participant information (paper one)

Interview Code	Company	Country Code	Role
I14:1	Financial services	BE	CSR Director
I14:2	Banking and financial services	UK	Head of Corporate Citizenship
I14:4	Chemicals	NL	Global Sustainability Director
I14:3	Renewable energy	UK	Business Dev. & Sales Manager
I14:5	Finance and insurance	UK	Head of CSR
I14:6	Retail	UK	Head of Sustainability
I14:8	Consumer products (Spirits)	UK	Global Sustainability Director
I14:9	Banking and financial services	UK	Sourcing manager
I14:7	Sustainability Consultancy	NL	Founding partner
I15:9	Apparel	NL	PR and Internal Communication manager
I15:8	Non-financial data consultancy	UK	Principal Sustainability Consultant
I15:5	Recruitment firm	FR	CEO
I15:3	Professional services	UK	Corporate Sustainability Manager
I15:7	Hotel & event venues	UK	Managing Director
I15:2	Online booking service	NL	Sustainability officer
I15:4	Postal services	GER	Head of CR and Communication
I15:6	Higher education	UK	Sustainability action officer

Interview guide paper 1 (published)

- Introductions (explain research process) collect general info
- Approaches to sustainability
- Type of strategic focus
- GHRM Initiatives
- Reactions to initiative (if applicable)
- Implementation Challenges
- Motivation and engagement strategies
- Management of projects

Interview sample paper One: Code: I14

Me: Please describe the firms overall environmental strategy at the moment.

Interviewee: Okay, so you want to particularly focus on environmental sustainability?

Me: Yes, this could include CSR activities but also reducing the carbon footprint, waste, water, energy consumption or innovation. Or anything.

Interviewee: So, just a brief bit of context. So, [company name] is the UK's biggest building society. Everybody who is a customer with us is also our owner, so we have no shareholders. So, we are owned by a mutual. And one of the things that we therefore do is drive our CSR activities based on what our members are actually asking us to do. So, they have asked us to look at things such as housing and managing money and supporting local communities but then the fourth area was very much about the environment. So, what we have done over the past couple of years is really focus on getting the basics right to start with. So, we set ourselves challenging goals around managing waste we (..) from landfill, water use, carbon and so on and we are making good progress in that. What I am trying to take it to now, is getting our employees, we got 16,000 employees and 15,000,000 members more engaged in the same agenda to make changes to their own life. So we have done for example just recently, a what is called a 'branch power challenge', we got 700 branches and we have asked them to look at their usage of electricity and ever since the trial started, it's getting into report and set a charter of what they do and so on, the average usage of electricity use has dropped by 20% in like a couple of months. And I am doing a series of road shows in the summer to go out to our members and get them engaged in the agenda as well, to make a difference in their lives as well, so they will reduce their environmental impact.

Me: When these strategies are decided, how are they actually implemented?

Interviewee: Yeah, I have an experience in a previous company, where we got rid of bottled water and we replaced it with refillable water bottles and my sustainability lead got booed at a company conference. So, I am kind of, I am really keen to make sure that we bring people along with us, that we don't make things compulsory. We show people the impacts. So, for example, we have just introduced proximity printing, where rather than when you print, it goes out to the printers and just get printed, we find we get hundreds of thousands of sheets a year that just get left on printers. So, we are introducing a thing where you just swipe your badge at the printer and then it prints it out.

Me: Oh, we have this at the university.

Interviewee: Yeah, it's pretty common stuff at the moment but to make sure that people feel good about this, we are firstly not saying 'we are switching off the old ones', we are selling it with the benefits of it, so if it is confidential you can just print it out in the last minute and it saves a lot of paper. Also, if you are in a foreign bit of the building you are not familiar with, you don't have to set up the local printer, you can go to any printer. So, and what we will do is that we will make sure that enough people have signed up to use it and are actively using it before we switch off the ability to print directly to the printer. So, for me it is actually more about building it into the culture, making people comfortable about it and also showing them exactly how much paper is actually going to save by doing this. We are looking at planting trees locally in the UK locally near our sites, that will offset all the carbon that we produce. So, there are some really good offsetting projects that are happening overseas but the problem with that is that it is out of sight. People can't really see the impact it has. So, we are going to plant these community forests near [company name] admin centres in Swindon, in Bournemouth and Northampton. And they will be open to the local community, we will get our employees involved in doing the tree planting of it in the first place. We will put benches and picknicks in there.

Me: Make it relevant for them.

Interviewee: Exactly, so the local community as well can come along and use this space. You don't have to be a Nationwide member but you know one in four households are anyway. It's actually something where you can see, the carbon is going into making these trees, is being absorbed by the trees as they go. And I think sometimes in sustainability we get ab it too technical and a bit too clever and it's all about data and we need to do that. We need to bring it to life for people, so they actually know what it means for them.

Me: Okay, are there any policies and processes that you have in place that help you to realise the strategy?

Interviewee 1: Yeah, so there is a really serious piece of governance behind it in terms of how we run the business. Environmental sustainability is managed through our corporate citizenship committee, which is chaired by our chief executive. And we have targets that we have committed to by 2015 and 2017 in terms of reducing our impact. One of our executive directors, responsible for group operations, is responsible for delivering those targets. He has got his own committee to look at it and we produce reports. So, over the top you kind of got a series of things to engage people and make them feel good about it and get them on the side. Underneath that you got all of the rigour that you would expect to do with you know proper targets, proper capital investment plans and proper management information to enable the business to hit the hard targets. And I think you

need to have both. If you just have the top level it is sort of all light and fluffy stuff and if it's just down at the bottom, I think you can do a good job but the people in the business and our customers won't understand what we are doing and why we are doing it. I think you actually have to have both in order to be successful.

Me: What are the challenges the organisation is facing when creating sustainable behaviours in employees? What would be a bit difficult to achieve?

Interviewee: I mean, certainly some things are harder than others. I mean firstly, getting people to actually change their behaviours is a difficult thing to do. And what you have to do is make it really easy for people to make the right choice, effectively. For example, we have got electric bicycles, a bit like Boris bikes around our sites. People can borrow a bike really easily and if they go on a local meeting, rather than drive to it, they can cycle to it. It's just about making it easy.

Me: And who would make this decision to get these bikes?

Interviewee: Well, that comes from the corporate citizenship committee. We set goals.

Me: Is that your department?

Interviewee: Yes, I am head of citizenship. There is 10 of us and there is 16,000 people in [company name] so the only way we can be successful is that we help the business to make the right decision. So, the corporate citizenship committee is our chief executive and a number of our senior business leaders. I support the committee and I present papers to the committee and so on, but it needs to be owned by the business. That committee makes the decisions. I can then help, once the chief executive loves the sound of community forests, I can then go away with my team and the business to deliver it.

Me: So do different branches in different areas have maybe different approaches because they have the power to engage in other activities?

Interviewee: Yeah they do, and they do it in different ways. We have created a network of what we have called 'Green Champions', who are people who want to lead on the sustainability agenda.

Me: Is that voluntary?

Interviewee: Yes.

Me: So it is not part of their job description, they don't get paid for it.

Interviewee: Well, it is part of their job, it is voluntary, and it is sort of we encourage people to do something outside of their own little silo, their own little function. They are not required to do it. They, are volunteers but it is part of their job description in the sense of it's one of their goals for the year that they do a good job around their job, to be green champion in their office or in their branch or area.

Me: Would that be part of their appraisal then?

Interviewee: Yes, yes. Part of that performance plan. But because they wanted to be. So, we can reward them for doing the right thing. We don't say to them 'you got to do it, you got to be one, we are going to make you do it'. You can probably tell that is not...

Me: It also leads to resistance.

Interviewee: It does, yeah. everything I do is about encouraging the people to do the right thing, make it easy to do so. I once had a chief executive in another company, who said why don't we make volunteering compulsory? And of course, it is not volunteering if you have to do it.

Me: How do you approach those people who are not intrinsically motivated to engage in these behaviours?

Interviewee: Well, were you in this last session downstairs?

Me: No

Interviewee: Oh, okay. Too busy interviewing probably. Well, one of the comments somebody made, it was Justin King from, chief executive of Sainsburys and he was saying that there is a lot of focus of NGOs about naming and shaming the baddies around aspects of the sustainability agenda. What I like to do and what works well in my business is catch people doing something really well and then reward them and make people aware of it and that sort of brings everyone along. Around the citizenship agenda, we don't say to people 'you got to do it', it is very much voluntary, but we have rewards and recognition for people who are champions and who do good things in their area.

Me: So, you are hoping those people will just jump on the train.

Interviewee: Exactly, it's seen to be a good thing and one of the key bits is getting senior leadership by it. For example, one of our really capable executive directors [name], has set up a citizenship committee in group operation and asked people to volunteer, to be part of it but by doing so they will get visibility within their area, [name] himself is chairing the committee, you know and it is seen to be a good thing. And if we do that, I mean we

have grown the number of people who got involved from 6% to 56% over 2 years, has really come through that route. We are hoping that we will get to 80% plus, take actions in their own lives to do something about the local community and sustainability or whatever. But it will never be 100% but by making it very much part of who you are at [company name] and what you do, we can really embed it in the culture and then you won't have to tell people to do it, they will do it because they want to. And they are probably going to become quite challenging, because they will come to us and say 'hey why aren't you doing this and why aren't you doing that?' and that is a place where it is challenging, where I very much want to get to.

Me: Of all these things you just explained how much involvement do you see HR can have in this? Or is there HR involvement?

Interviewee: Yeah so, in a couple of ways. HR has just led a piece of work about what is our employee proposition. What is it to be a person at Nationwide? And one of the things was as part of that was about being involved in and supporting the local community because we think that people who think about the big picture and certainly the environment and sustainability really fits into that will also be really good in the workplace. Because, they won't just work in their own narrow area. They'll want to collaborate and think more broadly. So, one of the 6 things we are looking for when we hire somebody is that interest in the broader world about them and particularly their local community. More practically, we have done a lot of work with them looking at lots of big companies. We do an employee survey every year and measure engagement and enablement of our workforce. Last year we grew the number of people who said that Nationwide is good on the environment. The number grew from 59% to 81%, which is really good. That means most people think we do the right thing around the environment. And we want to grow that number into the 90ies next year. What they've done is, we have worked with them to identify people who get involved in sustainability, what impact does that have on their engagements to us with nationwide. We found that the ones that do, on average, get 6 points higher on their engagement with Nationwide overall. Again, it's that thinking big picture. HR got a big role to play and they are very much part of the, well they don't sit as part of my team, you know they are probably the bit of the business we engage with most deeply on the sustainability agenda.

Me: That's interesting and there is even more potential to get even more people on board and have more behaviour change.

Interviewee: Yes, because 56% is kind of a tipping point. It is now the majority; more people get involved than don't. I am hoping it's going to get easier now and that more people are going to get behind it and that this number is going to grow and grow.

Me: Are there financial incentives for employees to engage in sustainability behaviour, like bonuses, rewards, vouchers or anything?

Interviewee: There are some pride awards, some internal awards and things like that. Do I think they are the most important leavers? Probably not. There is an award for the best corporate citizen of the year, there is various forms of recognition and so on that we will give but I think the most powerful one is that message that comes down from the leader of the division they are in, who says this is a really important agenda. This is what I as a leader am doing to lead on that within our division and it's those messages that are probably the most telling but you do need to have a range of incentives across the piece(?). I mean, I should say there are still challenges yet to cover. We, like lots of companies, struggle with car parking space. We are in a place out on the edge of Swindon. It's reasonably well connected with public transport but too many of our staff still drive to work. We are putting into place initiatives around car sharing and encouraging people to take other forms of travel to work if they are nearby. Again, not with a perspective of trying to push and badger people into doing it but making it easy for them to do the right thing. For example, if you car-share, there is a special car park for you where it's always got space in, that stays open, so if you arrive at 9 o'clock and you would not car share, it's really difficult to park and when you are car sharing it's very easy to get a parking space.

Me: And would these ideas come from the citizenship committee?

Interviewee: It's sort of top-down and bottom-up. The committee is only a group of 11 people, so yes, they have some ideas. Some of the best ideas though, come from the grassroots. People will have an idea, we can use the corporate citizenship committee to float those ideas with senior leaders and have them say hopefully 'this is a brilliant idea, we like to do it' and then create the action. I think, usually, some of the best ideas actually come from somebody on the ground, who says 'why don't we...?' and then we can look at it to encourage people to do that and use the 'Green Champions' as our eyes and ears around the business to have ideas themselves but also to talk to other people to be a point of contact if somebody has an idea.

Me: It has to be very relevant for the community as well, yes.

Interviewee: Yes, I am really excited about the tree planting we are going to do because that is really about saying 'look, this environmental stuff does not all happen in a far-away place. It is actually going to mean that this piece of waste land is going to be turned into a local community wood because it is the right thing to do and it supports our citizenship agenda.

Me: Okay, that's been all of my questions. Thank you so much.

Interviewee: Ok.

Appendix 3 – Relevant for Paper Two and Three

ERGO application form – Ethics form

All mandatory fields are marked (M*). Applications without mandatory fields completed are likely to be rejected by reviewers. Other fields are marked “if applicable”. Help text is provided, where appropriate, in italics after each question.

1. APPLICANT DETAILS

7.4.1	1.1 (M*) Applicant name:	7.4.2	Sarah Leidner
7.4.3	1.2 Supervisor (if applicable):	7.4.4	Dr Denise Baden, Dr Melanie Ashleigh
7.4.5	1.3 Other researchers/collaborators (if applicable): <i>Name, address, email, telephone</i>	7.4.6	

2. STUDY DETAILS

2.1 (M*) Title of study:	An exploration of how employee environmental sustainability behaviour can be incentivised through human resource management practices
2.2 (M*) Type of study (<i>e.g. Undergraduate, Doctorate, Masters, Staff</i>):	Doctorate
2.3 i) (M*) Proposed start date:	May 2014
2.3 ii) (M*) Proposed end date:	October 2017

2.4 (M*) What are the aims and objectives of this study?
<p>Broad aims of this study are to:</p> <ol style="list-style-type: none"> 1. Explore the attempts of organisations to increase environmental sustainable practice in employees

2. Investigate the factors that influence employee sustainability behaviour
3. Explore how human resource management practices can incentivise sustainability behaviours
4. Analyse the effectiveness of the actions taken by organisations

2.5 (M*) Background to study (*a brief rationale for conducting the study. This involves providing a brief discussion of the past literature relevant to the project*):

In addition to pursuing economic targets, organisations need to ensure their long-term survival in the external environmental and social settings (Carroll, 1979; Elkington, 1994). The reasons for this can be attributed to a changing and more environmentally aware society, which puts pressures on policy makers, institutions and organisations alike (Jain and Kaur, 2004). In the current business environment, responsible behaviour is desired by many stakeholders and, thus, research needs to produce normative and strategic results that help to address issues within society and the environment (Arnaud and Wasieleski, 2013). Organisations have begun to implement measures that address three dimensions of responsibilities; economic, social and environmental responsibilities (Ehnert, 2008). However, the problem of how to instigate behaviour change at all levels in the organisation is one that is yet to be successfully addressed.

2.6 (M*) Key research question (*Specify hypothesis if applicable*):

How can human resource practices incentivise employee environmental sustainability behaviour?

2.7 (M*) Study design (*Give a brief outline of basic study design*)

Outline what approach is being used, why certain methods have been chosen.

This is an exploratory study because there are only few studies that addressed the issues outlined above. Therefore, a mixed-method approach is pursued and it will be a multiple case study design. The results from the initial data collection will be have helped to sharpen the focus of recent developments and challenges in organisations. Following this, questions for the next data gathering will be created using the results of the initial dataset. Triangulation will be implemented. However, at this stage it is yet to be established whether quantitative methods will complement qualitative methods or vice versa. Secondary data from case study companies will also be collected and analysed on site. This is research project is of opportunistic nature, where the researcher has to respond to research opportunities that emerge over time.

3. SAMPLE AND SETTING

3.1 (M*) How are participants to be *approached*? Give details of what you will do if recruitment is insufficient. If participants will be accessed through a third party (e.g. children accessed via a school, employees accessed via a specific organisation) state if you have permission to contact them and **upload any letters of agreement to your submission in ERGO or provide the name and contact details of the person granting you permission to access the sample (to check that permission has been granted).**

Contact to potential interviewees will be established through already existing relationships of the researcher and the supervisor. Furthermore, particular sustainability events will be selected to establish further contacts and research opportunities. Individuals at such an event will not be contacted without the consent of the organiser and the individuals' line manager. These contacts will establish access to employees of their organisations prior to the event and will receive participant information sheets and sign consent forms as well.

3.2 (M*) Who are the proposed sample and where are they from (e.g. fellow students, club members)? How many participants do you intend to recruit? List inclusion/exclusion criteria if applicable. NB The University does not condone the use of 'blanket emails' for contacting potential participants (i.e. fellow staff and/or students).

It is usually advised to ensure groups of students/staff have given prior permission to be contacted in this way, or to use of a third party to pass on these requests. This is because there is a potential to take advantage of the access to 'group emails' and the relationship with colleagues and subordinates; we therefore generally do not support this method of approach.

If this is the only way to access a chosen cohort, a reasonable compromise is to obtain explicit approval from the Faculty Ethics Committee (FEC) and also from a senior member of the Faculty in case of complaint.

The first points of contact are business leaders and senior managers who were identified on the responsible business summit in May 2014 in London and through personal contacts of the researcher and supervisors. Further participants are identified at sustainability events such as the NHS sustainability roadshow in London in February,

where care workers will be informed and trained about sustainable practice in the health sector.

At a later stage stage, the sample will be employees from several levels of the organisation. These will include individuals from groups such as senior management, human resource management, line management and the shop floor.

3.3 (M*) Describe the relationship between researcher and sample (*Describe any relationship e.g. teacher, friend, boss, clinician, etc.*)

With the contacts that will be established through the summit, there will be a researcher-participant relationship. If contact will be established through personal relationships, the relationship could be 'boss' or 'acquaintance'.

3.4 (M*) Describe how you will ensure that fully informed consent is being given. *You must specify how participants will be told what to expect by participating in your research. For example, will participants be given a participant information sheet before being asked to provide their consent? Upload copies of the participant information sheet and consent form to your submission in ERGO.*

The participants will receive a short overview of the study and a participant information sheet in question format. Furthermore, consent forms will be provided to the participant. Furthermore, the participants will be given the opportunity to ask questions at all times.

3.5 (M*) Describe the plans that you have for feeding back the findings of the study to participants. *You must specify how participants will be informed of your research questions and/or hypotheses. For example, will participants be given a debriefing form at the end of your study? Upload a copy of the debriefing form to your submission in ERGO.*

The participants will be debriefed after the interview. A short overview of the aim of the study will be provided. The purpose of the debriefing is to inform the participants about the purpose of the study and to provide contact details if the participant wishes to contact the researcher or to receive further information on the outcome of the study.

4. RESEARCH PROCEDURES, INTERVENTIONS AND MEASUREMENTS

4.1 (M*) Give a brief account of the procedure as experienced by the participant

Make clear who does what, how many times and in what order. Make clear the role of all assistants and collaborators. Make clear total demands made on participants, including time and travel. You must also describe the content of your questionnaire/interview questions and EXPLICITLY state if you are using existing measures. If you are using existing measures, please provide the full academic reference as to where the measures can be found. Upload any copies of questionnaires and interview schedules to your submission in ERGO.

The participant will be contacted and asked to participate either by the researcher or by another member of their organisation. The main data will be collected by conducting interviews. However, if needed, interviews might be carried out via Email, telephone or Skype. It will be explicitly stated that participation is voluntary and that the participant can withdraw from the study at any point, even after the interview has taken place. The researcher will provide a brief synopsis of the study. The researcher will aim to carry out the interviews on the case study company's venues or on the premises of a sustainability event. The interview time should not exceed one hour. The participant will be informed that the interview will be recorded and asked for consent. If consent is not given, the researcher will take notes during the interview. During the interview the participant will be asked about their experiences with and their opinion of the effectiveness of the organisation's sustainability practices. The researcher will ask the participants to be interviewed again after a specific sustainability event has taken place to see if such an event led to the desired change in behaviour. The data collected will be transcribed and translated (if applicable) and then coded and analysed.

In a later stage of this study quantitative data might be collected either to expand on the topics discovered or to confirm themes that emerged in the first stage of the study. This data will be sent out to companies and employees of these companies via email. The items of the questionnaire will be created after the first stage of this study has been completed.

5. STUDY MANAGEMENT

5.1 (M*) State any potential for psychological or physical discomfort and/or distress?

The potential for psychological or physical discomfort and/or distress is very low in this study.

5.2 Explain how you intend to alleviate any psychological or physical discomfort and/or distress that may arise? (if applicable)

The participants will be informed about the process in a very detailed way. Furthermore, the participants will be informed that they can ask questions or withdraw at any time.

5.3 Explain how you will care for any participants in ‘special groups’ (i.e. those in a dependent relationship, vulnerable or lacking in mental capacity) (if applicable)?

Not applicable

5.4 Please give details of any payments or incentives being used to recruit participants (if applicable)?

Not applicable

5.5 i) (M*) How will participant anonymity and/or data anonymity be maintained (if applicable)?

Two definitions of anonymity exist:

i) Unlinked anonymity - Complete anonymity can only be promised if questionnaires or other requests for information are not targeted to, or received from, individuals using their name or address or any other identifiable characteristics. For example if questionnaires are sent out with no possible identifiers when returned, or if they are picked up by respondents in a public place, then anonymity can be claimed. Research methods using interviews cannot usually claim anonymity - unless using telephone interviews when participants dial in.

ii) Linked anonymity - Using this method, complete anonymity cannot be promised because participants can be identified; their data may be coded so that participants are not identified by researchers, but the information provided to participants should indicate that they could be linked to their data.

Linked anonymity is applicable to this study. Furthermore, participating organisations will be given the choice as to whether the company name will be anonymous or named. Individuals’ anonymity will be ensured by coding. Furthermore, individual data will not be shared with any other members of the participating organisations. This study complies with the Data Protection Act and the University guidelines.

5.5 ii) (M*) How will participant confidentiality be maintained (if applicable)?

Confidentiality is defined as the non-disclosure of research information except to another authorised person. Confidential information can be shared with those who are already party to it, and may also be disclosed where the person providing the information provides explicit consent.

Data from participants will not be disclosed to other members of staff in the participating organisation nor will it be disclosed to any other person other than the researcher and the supervisory team.

5.6 (M*) How will personal data and study results be stored securely during and after the study? *Researchers should be aware of, and compliant with, the Data Protection policy of the University (for more information see www.southampton.ac.uk/inf/dppolicy.pdf). You must be able to demonstrate this in respect of handling, storage and retention of data (e.g. you must specify that personal identifiable data, such as consent forms, will be separate from other data and that the data will either be stored as an **encrypted file and/or stored in a locked filing cabinet**).*

The handling and storage of the data will be in line with the Data Protectino Policy. The data will only be stored on encrypted storage devices and deleted after a set period of time after the study.

5.7 (M*) Who will have access to these data?

The researcher (Sarah Leidner) and the supervisors (Dr Denise Baden & Dr Melanie Ashleigh)

Confidentiality agreement

CONFIDENTIALITY AGREEMENT

THIS AGREEMENT is made on the last day below written by and between:

- (1) **UNIVERSITY OF SOUTHAMPTON**, for the benefit of PhD doctoral student Sarah Leidner, as represented by the Faculty of Business and Law whose administrative offices are at University Road, Highfield, Southampton, SO17 1BJ, United Kingdom;

AND

[anonymised]

(collectively referred to as the "Parties")

WHEREAS

The Parties wish to enter into discussions relating to environmental sustainability ("the Technical Area")

During such discussions the disclosure of confidential information ("Information") may become necessary.

One party ("the Disclosing Party") is willing to disclose and the other party ("the Recipient Party") is willing to receive Information.

To ensure that disclosed Information is treated as secret and proprietary and in consideration of such disclosure it is hereby agreed as follows.

1. CONFIDENTIAL INFORMATION

- 1.1 Information may only be used for the authorised purpose of exploring the role of HRM practices in increasing environmental behaviours in employees, as outlined in Appendix A (the "Purpose").
- 1.2 Information means all information howsoever communicated by the Disclosing Party to the Recipient Party relating to the Purpose including, but not limited to, intellectual property, know-how, data, formulae, processes, designs, photographs, drawings, specifications, samples and any information ascertainable by the inspection or analysis of samples.
- 1.3 Information disclosed hereunder will at all times remain the property of the Disclosing Party.

2. OBLIGATIONS

- 2.1 The Recipient Party shall keep Information in the strictest confidence for a period of five (5) years from the date of its receipt.

- 2.2 The Recipient Party shall in respect of the Information use the same or a higher degree of care it uses to handle its own information of a similar nature and in any event will use its best efforts to ensure that Information is not disclosed, in whole or in part, to any third party, except where expressly permitted by this Agreement.
- 2.3 The Recipient Party will notify the Disclosing Party of any breach or intended breach of the obligations contained in this clause 2 or clauses 1 or 3.

3. LIMITATIONS ON USE

- 3.1 The Recipient Party shall not, without the prior written consent of the Disclosing Party disclose Information to any other party save for its employees, consultants and contractors, and then only on a need-to-know basis, who have been made aware that the Information is confidential and to whom disclosure is necessary for the Purpose. The Recipient Party will procure an undertaking from each individual recipient to be bound by the obligation of confidentiality contained herein.
- 3.2 Information shall not be disclosed to any affiliate or subsidiary of the Recipient Party without the prior written consent of the Disclosing Party.
- 3.3 The Recipient Party shall not make commercial use of Information during such time that it remains confidential and proprietary to the Disclosing Party by virtue of the obligations contained herein.
- 3.4 The Recipient Party shall, if so requested by the Disclosing Party at any time, return to the Disclosing Party on demand any or all Information whereupon the Recipient Party's rights to use the Information for the Purpose shall cease. Upon such request all Information shall be returned within 14 days by the Recipient Party who shall not be permitted to keep copies or duplicates of all or any Information.
- 3.5 This Agreement shall not hinder PhD doctoral student Sarah Leidner from submitting for degrees of the University thesis based on findings obtained during the course of discussions, or from following the University's procedures for examinations. Sarah Leidner will submit to [company name], in writing, a draft that she intends to publish at least 30 days before the date of the proposed submission for publication. [company name] may, by giving notice to the University (a 'Confidentiality Notice') require the University to delay publication for a maximum of 1 month after receipt of the Confidentiality Notice, if, in [company name] reasonable opinion, that delay is necessary in order to modify the publication in order to protect information deemed confidential by [company name]. [company name] must give the University that Confidentiality Notice within 14 days after [company name] receives details of the proposed publication. If the University does not receive a Confidentiality Notice within that period, Sarah Leidner may proceed with the proposed publication.

4. EXCEPTIONS

- 4.1 The confidentiality and non-use obligations of this Agreement shall not apply to:
 - 4.1.1 Information which at the time of disclosure was in the public domain; or
 - 4.1.2 Information which, after its disclosure hereunder, enters the public domain by lawful and proper publication; or

- 4.1.3 Information which the Recipient Party can establish by reasonable proof was in its possession or was known to it at time of disclosure hereunder or was subsequently developed by the Recipient Party without utilisation of Information; or
- 4.1.4 Information which the Recipient Party receives from any third party legally in possession of the Information not owing an obligation of confidence to the Disclosing Party and without any restriction on its disclosure; or
- 4.1.5 Information which is approved for release or use by the prior written authorisation of the Disclosing Party; or

- 4.1.6 Information which the Recipient Party is required by law to disclose.

5. TERM

- 5.1 This Agreement shall take effect from 01/08/2015 (“the Effective Date”) and shall automatically terminate one (1) year after the effective date unless extended in writing by both Parties.
- 5.2 This Agreement shall be terminable by either Party by thirty (30) days prior written notice or by mutual agreement in writing or immediately if either Party has reason to believe that the other is in breach of any of the obligations contained herein.
- 5.3 Clauses 2, 3 and 4 hereof shall continue to remain in force for a period of five (5) years from the date of the Recipient Party’s receipt of the Information regardless of the expiry or termination of this Agreement.

6. NO GRANT

- 6.1 This Agreement shall not be deemed to confer or imply the grant or agreement to grant by the Disclosing Party to the Recipient Party any of Disclosing Party’s rights under copyright, patent or any other intellectual property right. In particular no licence is granted either directly or indirectly under such rights.
- 6.2 The Disclosing Party makes no representation or warranty as to the adequacy or accuracy of Information disclosed hereunder nor for its fitness for purpose.
- 6.3 The Disclosing Party shall not be liable for any loss or damage, both direct and indirect, suffered by the Recipient Party as a result of its use of the Information.

7. NO WAIVER

- 7.1 It is further understood and agreed that any failure by the Disclosing Party in exercising any right, power or privilege under this Agreement shall not act as a waiver hereunder nor shall any single or partial exercise thereof preclude any further exercise of any right power or privilege.

8. RELATIONSHIP OF PARTIES

Nothing in this Agreement shall create, imply or evidence any partnership, joint venture or relationship of principal and agent between the Parties.

9. VARIATION

This Agreement may only be amended or varied by written instrument signed by both Parties hereto.

10. NOTICES

All notices shall be made by letter addressed, except as each Party may change in writing, to the destination and named recipient pursuant hereto, as follows:

University of Southampton:

[anonymised]

For the Attention of:

For the Attention of:

Director

[anonymised]

Research & Innovation Services

University of Southampton

Highfield

Southampton

SO17 1BJ

United Kingdom

11. GOVERNING LAW

This Agreement shall be governed by and construed in accordance with German law and the Parties agree to submit to the jurisdiction of the German Courts.

12. AGREEMENT

12.1 This Agreement:

12.1.1 constitutes the entire agreement between the Parties for the disclosure of Information;

12.1.2 shall be executed in two counterparts each of which shall be deemed an original.

IN WITNESS WHEREOF the Parties hereto have duly executed this Agreement in a manner binding upon them the day and year first before written.

Signed on behalf of

Signed on behalf of

University of Southampton**[company name]****Name:****Name:****Position:****Position:****Date:****Date:**

Appendix A: Scope of Work

'Purpose': Exploring the role of HRM practices in increasing environmental behaviours in employees

In order to establish an understanding of the role of human resource management practice (HRM) in increasing environmental behaviours in employees, the doctoral student, Sarah Leidner, uses a case study design. Three case studies form part of the data collection. With regards to this agreement, qualitative interviews will be carried out with employees at the premises of [companyname]. [company name] will provide valuable insights into how an environmental philosophy and environmental behaviours are experienced and managed by individual actors within the firm.

It has been agreed that 30 interviews will be conducted on different levels of the organisation. Data collection will take place between 01/09/2015 and 31/08/2016 on several occasions. Documents, emails and information given during meetings and phone calls will also form part of the data collection.

List of References

- ADAMS, W. M. The future of sustainability: Re-thinking environment and development in the twenty-first century. Report of the IUCN renowned thinkers meeting, 2006.
- AGUILERA, R. V., RUPP, D. E., WILLIAMS, C. A. & GANAPATHI, J. 2007. Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of Management Review*, 32, 836-863.
- AGUINIS, H. & GLAVAS, A. 2013. Embedded versus peripheral corporate social responsibility: psychological foundations. *Industrial Organizational Psychology*, 6, 314-332.
- AIMAN-SMITH, L., BAUER, T. & CABLE, D. 2001. Are you attracted? Do you intend to pursue. A recruiting policy capturing study. *Journal of Business and Psychology*, 16, 219-237.
- AJZEN, I. 1991. The Theory of planned behaviour. *Organisational Behaviour and Human Decision Processes*, 50, 179-211.
- ALBINGER, H. S. & FREEMAN, S. J. 2000a. Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 38, 243-253.
- ALBINGER, H. S. & FREEMAN, S. J. 2000b. Corporate social performance and attractiveness as an employer to different job seeking populations. *Journal of Business Ethics*, 38, 243-253.
- AMES, C. 1992. Classrooms: Goals, structures, and student motivation. *Journal of educational psychology*, 84, 261.
- ANTWEILER, W. 2018. *Elements of environmental management*, University of Toronto press.
- APPELBAUM, E., BAILEY, T., BERG, P. & KALLEBERG, A. 2000. *Manufacturing Advantage: Why High- Performance Work Systems Pay off*, Ithaca. NY, Cornell University Press.
- ARAGÃO, C. G. & JABBOUR, C. J. C. 2017. Green training for sustainable procurement? Insights from the Brazilian public sector. *Industrial and Commercial Training*, 49, 48-54.
- ARAGÓN AMONARRIZ, C. & ITURRIOZ LANDART, C. 2016. Responsible family ownership in small-and medium-sized family enterprises: an exploratory study. *Business Ethics: A European Review*, 25, 75-93.
- ARIELY, D., BRACHA, A. & MEIER, S. 2007. Doing Good or Doing Well? Image Motivation and Monetary Incentives in Behaving Prosocially. *IZA Discussion Paper No. 2968; FRB of Boston Working Paper No. 07-9*.
- ARNDT, H. W. 1987. *Economic Development; The History of an Idea*, Chicago, University of Chicago Press.
- BACKHAUS, K., STONE, B. A. & HEINER, K. 2002. Exploring relationships between corporate social performance and employer attractiveness. *Business and Society*, 41, 292-318.

- BADEN, D. A., HARWOOD, I. A. & WOODWARD, D. G. 2009. The effect of buyer pressure on suppliers in SMEs to demonstrate CSR practices: An added incentive or counter productive? *European Management Journal*, 27, 429-441.
- BADEN, D. A., HARWOOD, I. A. & WOODWARD, D. G. 2011. The effects of procurement policies on 'downstream' corporate social responsibility activity: Content-analytic insights into the views and actions of SME owner-managers. *International Small Business Journal*, 29, 259-277.
- BALAIN, S. & SPARROW, P. 2009. Engaged to Perform: A New Perspective on Employee Engagement: Academic Report. *Centre for Performance led HR*.
- BANDURA, A. 1991. Social cognitive theory of self-regulation. *Organizational behavior and human decision processes*, 50, 248-287.
- BANDURA, A. 1997. *Self-efficacy: The exercise of control.*, NY, W.H Freeman.
- BARNEY, J. B. 1997. *Gaining and Sustaining a Competitive Advantage*, Reading MA., Addison Wesley.
- BENN, S., TEO, S. T. T. & MARTIN, A. 2015. Employee participation and engagement in working for the environment. *Personnel Review*, 44, 492-510.
- BERMAN, S. L., WICKS, A. C., KOTHA, S. & JONES, T. M. 1999. Does stakeholder orientation matter? The relationship between stakeholder management models and firm financial performance. *Academy of Management Journal*, 42, 488-506.
- BHATTACHARYA, C. B., SEN, S. & KORSCHUN, D. 2008. Using corporate social responsibility to win the war for talent. *MIT Sloan Management Review*, 49, 37-44.
- BINGHAM, C. & DRUKER, J. 2016. Human Resources, Ethics and Corporate Social Responsibility: What Makes 'People' Count Within the Organisation's Corporate Social Responsibility Platform? *CIPD Applied Research Conference 2016: The shifting landscape of work and working lives*.
- BIRD, F. B. & WATERS, J. A. 1989. The moral muteness of managers. *California Management Review*, 32, 73-88.
- BLACKBURN, R. A., HART, M. & WAINWRIGHT, T. 2013. Small business performance: business, strategy and owner-manager characteristics. *Journal of small business and enterprise development*.
- BMWI 2018. SMEs are driving economic success: Facts and figures about German SMEs. In: BMWI (ed.).
- BOS-NEHLES, A. C., VAN RIEMSDIJK, M. J. & KEES LOOISE, J. 2013. Employee Perceptions of Line Management Performance: Applying the AMO Theory to Explain the Effectiveness of Line Managers' HRM Implementation. *Human Resource Management*, 52, 861-877.
- BRAND, U. 2012. Green economy—the next oxymoron? No lessons learned from failures of implementing sustainable development. *GAIA-Ecological Perspectives for Science and Society*, 21, 28-32.
- BRAUN, V. & CLARKE, V. 2006. Using thematic analysis in psychology. *Qualitative research in psychology*, 3, 77-101.

- BRUNDTLAND, G. 1987. *Report of the World Commission on Environment and Development: Our Common Future*, Oxford, Oxford University Press.
- BRYMAN, A. & BELL, E. 2011. *Business Research Methods*, Oxford, Oxford University Press.
- BUEHLER, R., JUNGJOHANN, A., KEELEY, M. & MEHLING, M. 2011. How Germany Became Europe's Green Leader: A Look at Four Decades of Sustainable Policymaking'. *Solutions-For a sustainable and desirable future*.
- CALDWELL, L. K. 1984. Political Aspects of Ecologically Sustainable Development. *Environmental Conservation*, 11, 299-308.
- CANTOR, D. E., MORROW, P. C. & MONTABON, F. 2012. Engagement in environmental behaviors among supply chain management employees: An organizational support theoretical perspective. *Journal of Supply Chain Management*, 48, 33-51.
- CARROLL, A. B. 1979. A Three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4, 497-505.
- CASTRO, C. J. 2004. Sustainable Development: Mainstream and Critical Perspectives. *Organization & Environment*, 17, 195-225.
- CHARMAZ, K. 2014. *Constructing Grounded Theory*, London, Sage Publications Ltd.
- CHAUDHARY, R. Can green human resource management attract young talent? An empirical analysis. Evidence-based HRM: A global forum for empirical scholarship, 2018. Emerald Publishing Limited.
- CIPD. 2021. *Corporate responsibility: an introduction* [Online]. Chartered Institute for Personnel and Development. Available: <https://www.cipd.co.uk/knowledge/strategy/corporate-responsibility/factsheet#gref> [Accessed 4th July 2021].
- COHEN, E. 2010. *CSR for HR: A necessary partnership for advancing responsible business practices*, Sheffield, Greenleaf.
- COLBERT, B. A. & KURUCZ, E. C. 2007. Three conceptions of triple bottom line business sustainability and the role for HRM. *People and Strategy*, 30, 21.
- COLLIS, J. & HUSSEY, R. 2013. *Business research: A practical guide for undergraduate and postgraduate students*, Palgrave macmillan.
- COMMISSION OF THE EUROPEAN COMMUNITIES 2001. Green Paper - Promoting a European framework for Corporate Social Responsibility. In: COMMUNITIES, C. O. T. E. (ed.). Brussels.
- CONGER, J. A. & KANUNGO, R. N. 1988. The empowerment process: Integrating theory and practice. *Academy of Management Review*, 13, 471-482.
- COPE, D. G. Methods and meanings: Credibility and trustworthiness of qualitative research. *Oncology nursing forum*, 2014. 89-91.
- CORBIN, J. M. & STRAUSS, A. 2015. *Basics of qualitative research*, London, Sage Publications.

- CORBIN, J. M. & STRAUSS, A. L. 2008. *Basics of qualitative research: Techniques and procedures for developing grounded theory*, Thousand Oaks, Sage Publication.
- CRESWELL, J. W. 2013. *Qualitative Inquiry and Research Design: Choosing among five approaches*, Thousand Oaks, Sage.
- CRESWELL, J. W., M.D., F. & IVANKOVA, N. V. 2004. Designing a mixed methods study in primary care. *Annals of Family Medicine*, 2, 7-12.
- DAHLSTRUD, A. 2008. How corporate social responsibility is defined: an analysis of 37 definitions. *Corporate social responsibility and environmental management*, 15, 1-13.
- DAILY, B. F., BISHOP, J. W. & MASSOUD, J. A. 2012. The role of training and empowerment in environmental performance: A study of the Mexican maquiladora industry. *International Journal of Operations & Production Management*, 32, 631-647.
- DAILY, B. F. & HUANG, S.-C. 2001. Achieving sustainability through attention to human resource factors in environmental management. *International Journal of operations & production management*, 21, 1539-1552.
- DE BAKKER, F. & NIJHOF, A. 2002. Responsible chain management: a capability assessment framework. *Business Strategy and the Environment*, 11, 63-75.
- DECI, E. L. 1971. Effects of externally mediated rewards on intrinsic motivation. *Journal of personality and social psychology*, 18, 105-115.
- DECI, E. L., KOESTNER, R. & RYAN, R. M. 1999. *Handbook of self-determination research*, Rochester, University of Rochester Press.
- DECI, E. L. & RYAN, R. M. 1985. *Intrinsic motivation and self-determination in human behaviour*, New York, Plenum.
- DECI, E. L. & RYAN, R. M. 2002a. *Handbook of self-determination research* Rochester, NY, University of Rochester Press.
- DECI, E. L. & RYAN, R. M. 2002b. *Handbook of self-determination research*, Rochester, NY, University of Rochester Press.
- DEMORTIER, A.-L. P., DELOBBE, N. & EL AKREMI, A. Opening the black box of hr practices-performance relationship: Testing a three pathways AMO model. *Academy of Management Proceedings*, 2014. Academy of Management Briarcliff Manor, NY 10510, 14932.
- DENZIN, N. K. & LINCOLN, Y. S. 2008. *Strategies of Qualitative Enquiry*, London, Sage.
- DIAMOND, J. & SMIL, V. 2005. COLLAPSE: How Societies Choose to Fail or Succeed. *International Journal*, 60, 886.
- DIAS-ANGELO, F., JABBOUR, C. J. C. & CALDERARO, J. A. 2014. Greening the work force in Brazilian hotels: The role of environmental training. *Work-a Journal of Prevention Assessment & Rehabilitation*, 49, 347-356.
- DONALDSON, T. & PRESON, L. E. 1995. The stakeholder theory of the corporation: concepts, evidence, and implications. *Academy of Management Review*, 20, 65-91.

- DRUMMOND, I. & STONE, I. 2007. Exploring the potential of high performance work systems in SMEs. *Employee Relations*, 29, 192-207.
- DUBOIS, C. L. Z. & DUBOIS, D. A. 2012. Strategic HRM as social design for environmental sustainability in organization. *Human Resource Management*, 51, 799-826.
- DUMONT, J., SHEN, J. & DENG, X. 2016. Effects of Green HRM practices on employee green workplace behaviour: The role of psychological green climate and employee green values. *Human Resource Management*, 56, 613-627.
- DWECK, C. S. 2000. *Self-theories: Their role in motivation, personality, and development*, Psychology press.
- EASTERBY-SMITH, M., THROPE, R. & JACKSON, P. 2012. *Management Research*, London, Sage Publications.
- ECCLES, J. S. & WIGFIELD, A. 2002. Motivational beliefs, values, and goals. *Annual review of psychology*, 53, 109-132.
- EHNERT, I. 2008. *Sustainable Human Resource Management*, Berlin Heidelberg, Springer.
- EHNERT, I. 2009. *Sustainable human resource management: A conceptual and exploratory analysis from a paradox perspective*, Heidelberg, Springer.
- EHNERT, I., HARRY, W. & ZINK, K. J. 2014. *Sustainability and Human Resource Management*, Heidelberg, Springer.
- EHNERT, I. & WES, H. 2012. Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. *Management Revue*, 23, 221-238.
- EHRENFELD, J. R. 2000. Industrial ecology: paradigm shift or normal science? *American Behavioral Scientist*, 44, 229-244.
- ELKINGTON, J. 1994. Towards the Sustainable Corporation- Winwin-business strategies for sustainable development. *California Management Review*, 36.
- ELLIS, C. & BOCHNER, A. 2000. Autoethnography, personal narrative, reflexivity: Researcher as subject.
- ENVIRONMENTAL LEADER 2009. How National Grid Ties Executive Pay to Carbon Reduction. <http://www.environmentalleader.com/2009/05/14/how-national-grid-ties-carbon-targets-to-executive-pay/>.
- ETHICAL CORPORATION 2018. The Responsible Business Trends Report 2018. Ethical Corporation.
- EUROPEAN COMMISSION 2002. Corporate Social Responsibility: A business contribution to sustainable development. In: AFFAIRS, E. A. S. (ed.). Brussels: European Communities.
- EUROPEAN COMMISSION 2016. European SMEs and the Circular Economy. The standard Eurobarometer.
- FESTING, M. 2012. Strategic human resource management in Germany: Evidence of convergence to the US model, the European model, or a distinctive national model? *Academy of Management Perspectives*, 26, 37-54.

- FREEMAN, R. E. 1984a. *Strategic Management - A Stakeholder Approach*, Boston MA, Pitman.
- FREEMAN, R. E. 1984b. *Strategic Management - A Stakeholder Approach*, Boston MA, Pitman.
- FREY, B. S. & OBERHOLZER-GEE, F. 1997. The Cost of Price Incentives: An Empirical Analysis of Motivation Crowding-Out. *American Economic Review*, 87, 746-755.
- FRIEDMAN, M. 1970. The social responsibility of business is to increase its profits. *New York Times Magazine*, 13 September.
- GARRIGA, E. & MELÉ, D. 2004. Corporate social responsibility theories: Mapping the territory. *Journal of business ethics*, 53, 51-71.
- GEORG, S. & FÜSSEL, L. 2000. Making sense of greening and organizational change. *Business Strategy and the Environment*, 9, 175-185.
- GERMAN FEDERAL MINISTRY OF ECONOMIC AFFAIRS AND ENERGY 2017. SMEs are driving economic success Facts and figures about German SMEs. In: ENERGY, F. M. O. E. A. A. (ed.).
- GIDDINGS, B., HOPWOOD, B. & O'BRIEN, G. 2002. Environment, economy and society: fitting them together into sustainable development. *Sustainable development*, 10, 187-196.
- GIOIA, D. A., CORLEY, K. G. & HAMILTON, A. L. 2013. Seeking qualitative rigor in inductive research: Notes on the Gioia methodology. *Organizational research methods*, 16, 15-31.
- GOLEMAN, D. & BOYATZIS, R. 2017. Emotional intelligence has 12 elements. Which do you need to work on. *Harvard Business Review*, 84, 1-5.
- GOVINDARAJULU, N. & DAILY, B. F. 2004. Motivating employees for environmental improvement. *Industrial Management & Data Systems*, 104, 364-372.
- GREINER, L. E. 1989. Evolution and revolution as organizations grow. *Readings in strategic management*. Springer.
- GUBA, E. G. & LINCOLN, Y. S. 1994. Competing paradigms in qualitative research. In: DENZIN, N. K. & LINCOLN, Y. S. (eds.) *Handbook of qualitative research*. Thousand Oaks, CA: SAGE.
- GUERCI, M. & CAROLLO, L. 2016. A paradox view on green human resource management: Insights from the Italian context. *The International Journal of Human Resource Management*, 27, 212-238.
- GUERCI, M., LONGONI, A. & LUZZINI, D. 2016a. Translating stakeholder pressures into environmental performance - the mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27, 262-289.
- GUERCI, M., MONTANARI, F., SCAPOLAN, A. & EPIFANIO, A. 2016b. Green and nongreen recruitment practices for attracting job applicants: exploring independent and interactive effects. *The International Journal of Human Resource Management*, 27, 129-150.

- HAACK, P., SCHOENEBOERN, D. & WICKERT, C. 2012. Talking the talk, moral entrapment, creeping commitment? Exploring narrative dynamics in corporate responsibility standardization. *Organization Studies*, 33, 815-845.
- HADDOCK-MILLAR, J., SANYAL, C. & MULLER-CAMEN, M. 2016. Green human resource management: a comparative qualitative study of a United States multinational corporation. *The International Journal of Human Resource Management*, 27, 192-211.
- HANDY, C. B. 1995. *The age of paradox*, Harvard Business Press.
- HARVEY, G., WILLIAMS, K. & PROBERT, J. 2013a. Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management*, 24, 152-166.
- HARVEY, G., WILLIAMS, K. & PROBERT, J. 2013b. Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management*, 24, 152-166.
- HEILBRONER, R. L. 1985. *The nature and logic of capitalism*, New York, W. W. Norton.
- HORRIGAN, B. 2007. 21st century corporate social responsibility trends-an emerging comparative body of law and regulation on corporate responsibility, governance, and sustainability. *Macquarie Journal of Business Law*, 4, 85-122.
- HUSSEY, J. & HUSSEY, R. 1997. *Business Research*, London, Macmillan Press LTD.
- JABBOUR, C. J. C. 2013. Environmental training in organisations: From a literature review to a framework for future research. *Resources, Conservation and Recycling*, 74, 144-155.
- JABBOUR, C. J. C. & JABBOUR, A. B. L. D. S. 2016. Green Human Resource Management and Green Supply Chain Management: linking two emerging agendas. *Journal of Cleaner Production*, 112, 1824-1833.
- JABBOUR, C. J. C., JABBOUR, A. B. L. D. S., GOVINDAN, K., TEIXEIRA, A. A. & FREITAS, W. R. D. S. 2013. Environmental management and operational performance in automotive companies in Brazil: the role of human resource management and lean manufacturing. *Journal of Cleaner Production*, 47, 129-140.
- JABBOUR, C. J. C., MAURICIO, A. L. & JABBOUR, A. B. L. D. S. 2017. Critical success factors and green supply chain management proactivity: shedding light on the human aspects of this relationship based on cases from the Brazilian industry. *Production Planning & Control*, 28, 671-683.
- JABBOUR, C. J. C. & SANTOS, F. C. A. 2008a. The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19, 2133-2154.
- JABBOUR, C. J. C. & SANTOS, F. C. A. 2008b. Relationships between human resource dimensions and environmental management in companies: proposal of a model. *Journal of Cleaner Production*, 16, 51-58.
- JABBOUR, C. J. C., SANTOS, F. C. A. & NAGANO, M. S. 2010a. Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *International Journal of Human Resource Management*, 21, 1049-1089.

- JABBOUR, C. J. C., TEIXEIRA, A. A., OLIVEIRA, J. H. C. & SOUBIHIA, D. F. 2010b. Managing environmental training in organizations: theoretical review and proposal of a model. *Management of Environmental Quality: An International Journal* 6, 830-44.
- JACKSON, S. E. 2012. Building empirical foundations to inform the future practice of environmental sustainability. In: JACKSON, S. E., ONES, D. S. & DILCHERT, S. (eds.) *Managing human resources for environmental sustainability*. San Francisco, CA: Josey-Bass.
- JACKSON, S. E., RENWICK, D. W. S., JABBOUR, C. J. C. & MULLER-CAMEN, M. 2011. State-of-the-art and future directions for green human resource management: Introduction to the special issue. *Zeitschrift fuer Personalforschung*, 25, 99-116.
- JACKSON, S. E., SCHULER, R. S. & JIANG, K. 2014. An aspirational framework for strategic human resource management. *The Academy of Management Annals*, 8, 1-56.
- JACKSON, S. E. & SEO, J. 2010. The greening of strategic HRM scholarship. *Organization Management Journal*, 7, 278-290.
- JENKINS, H. 2004. A critique of conventional CSR theory: An SME perspective. *Journal of general Management*, 29, 37-57.
- JENSEN, M. C. 2001. Value maximization, stakeholder theory, and corporate objective function. *Journal of Applied Corporate Finance*, 14, 8-21.
- JIANG, K., LEPAK, D. P., HU, J. & BAER, J. C. 2012. How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55, 1264-1294.
- JOHNSON, P. & DUBERLEY, J. 2000. *Understanding management research: An introduction to epistemology*, London, Sage Publications.
- JOHNSTON, P., EVERARD, M., SANTILLO, D. & ROBERT, K.-H. 2007. Reclaiming the definition of sustainability. *Environmental science and pollution research international*, 14, 60-66.
- KAPIL, P. 2015. Green HRM-Engaging Human Resource in reducing carbon footprint and enhancing environment sustainability: A case study based approach. *International Journal of Engineering Technology Science and Research*, 2, 14.
- KIM, B. 2001. Social constructivism. *Emerging perspectives on learning, teaching, and technology*, 1, 16.
- KIM, K. Y., PATHAK, S. & WERNER, S. 2015. When do international human capital enhancing practices benefit the bottom line? An ability, motivation, and opportunity perspective. *Journal of International Business Studies*, 46, 784-805.
- KIM, Y. J., KIM, W. G., CHOI, H. M. & PHETVAROON, K. 2019. The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93.

- KING, A. A. & LENOX, M. J. 2000. Industry self-regulation without sanctions: The chemical industry's responsible care program. *Academy of management journal*, 43, 698-716.
- KITAZAWA, S. & SARKIS, J. 2000. The relationship between ISO 14001 and continuous source reduction programmes. *International Journal of Operations and Production Management*, 20, 225-248.
- KOLEVA, P. 2020. Towards the development of an empirical model for Islamic corporate social responsibility: Evidence from the Middle East. *Journal of Business Ethics*, 1-25.
- KOLK, A. & PEREGO, P. 2013. Sustainable bonuses: Sign of corporate responsibility or window dressing? *Journal of Business Ethics*, 119, 1-15.
- KRAMAR, R. 2014. Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25, 1069-1089.
- LEAL FILHO, W., MANOLAS, E. & PACE, P. 2008. Education for sustainable development: current discourses and practices and their relevance to technology education. *International Journal of Technology and Design Education*, 19, 149-165.
- LEHMANN, A. 2019. German Greens are on the rise. But the nation is divided. *The Guardian*, 24/06/2019.
- LEIDNER, S., BADEN, D. & ASHLEIGH, M. J. 2019. Green (environmental) HRM: aligning ideals with appropriate practices. *Personnel Review*, 48, 1169-1185.
- LENT, T. & WELLS, R. P. 1994. Corporate environmental management survey shows shift from compliance to strategy. In: WILLIG, J. T. (ed.) *Environmental TQM*. New York: McGraw-Hill.
- LIEBLICH, A., TUVAL-MASHIACH, R. & ZILBER, T. 1998. *Narrative research: Reading, analysis, and interpretation*, Sage.
- LINCOLN, Y. S. & GUBA, E. G. 1985. *Naturalistic inquiry*, sage.
- LINCOLN, Y. S. & GUBA, E. G. 2013. *The constructivist Credo*, Walnut Creek, Left Coast Press, Inc.
- LONGONI, A., LUZZINI, D. & GUERCI, M. 2018. Deploying environmental management across functions: the relationship between green human resource management and green supply chain management. *Journal of Business Ethics*, 151, 1081-1095.
- LOOSER, S. & WEHRMEYER, W. 2016. Ethics of the firm, for the firm or in the firm? Purpose of extrinsic and intrinsic CSR in Switzerland. *Social Responsibility Journal*.
- LOVELOCK, J. 2000. *The ages of Gaia: A biography of our living earth*, Oxford University Press, USA.
- LOZANO, R. 2008. Envisioning sustainability three-dimensionally. *Journal of cleaner production*, 16, 1838-1846.
- MARIN-GARCIA, J. A. & MARTINEZ TOMAS, J. 2016. Deconstructing AMO framework: a systematic review. *2016*, 12, 48.

- MASRI, H. A. & JAARON, A. A. M. 2017. Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143, 474-489.
- MATTEN, D. & MOON, J. 2008a. Implicit and explicit CSR: a conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33, 404-424.
- MATTEN, D. & MOON, J. 2008b. Implicit and explicit CSR: a conceptual framework for a comparative understanding of corporate social responsibility. *Academy of Management Review*, 33, 404-424.
- MAYO, A. 2016. *Human resources or human capital?: Managing people as assets*, Routledge.
- MCWILLIAMS, A., SIEGEL, D. S. & WRIGHT, P. M. 2006. Corporate social responsibility: Strategic implications. *Journal of Management Studies*, 43, 1-18.
- MEHTA, K. & CHUGAN, P. K. 2015. Green HRM in pursuit of environmentally sustainable business. *Pursuit of Environmentally Sustainable Business (June 1, 2015)*. *Universal Journal of Industrial and Business Management*, 3, 74-81.
- MELLSTRÖM, C. & JOHANNESSON, M. 2008. Crowding out in blood donation: Was Titmuss right? *Journal of the European Economic Association*, 6, 845-863.
- MILES, M. B. & HUBERMAN, A. M. 1994. Data management and analysis methods.
- MILLS, J., BONNER, A. & FRANCIS, K. 2006. The development of constructivist grounded theory. *International journal of qualitative methods*, 5, 25-35.
- MISCHEL, W. & SHODA, Y. 1995. A Cognitive-affective System Theory of Personality: Reconceptualizing Situations, Dispositions, Dynamics, and Invariance in Personality Structure. *Psychological Review*, 102, 246-268.
- MOHTAR, N. S. & RAJANI, I. 2016. Conceptual model in using ability and opportunity as GHRM framework to determine environmental performance. *International Business Management*, 10, 3840-3846.
- MOLINA, J. F., TARÍ, J. J., CLAVER, E. & LÓPEZ, M. D. 2009a. Quality management, environmental management and firm performance: A review of empirical studies and issues of integration. *International Journal of Management Reviews*, 11, 197-222.
- MOLINA, J. F., TARÍ, J. J., CLAVER, E. & LÓPEZ, M. D. 2009b. Quality management, environmental management and firm performance: A review of empirical studies and issues of integration. *International Journal of Management Reviews*, 11, 197-222.
- MORATIS, L. 2014. The perversity of business case approaches to CSR. *International Journal of Sociology and Social Policy*, 34, 654-669.
- MORELLI, J. 2011. Environmental sustainability: A definition for environmental professionals. *Journal of environmental sustainability*, 1, 2.
- MORGAN, G. 1979. Response to Mintzberg. *Administrative Science Quarterly*, 24, 137-9.

- MORGESON, H., WALDMAN, D. A. & SIEGEL, D. S. 2013. Extending Corporate Social Responsibility Research To The Human Resource Management And Organizational Behavior Domains: A Look To The Future. *Personnel Psychology*, 66, 805-824.
- MUKHERJEE, B. & CHANDRA, B. 2018. Conceptualizing green human resource management in predicting employees' green intention and behaviour: a conceptual framework. *Prabandhan: Indian Journal of Management*, 11, 36-48.
- NEUMAYER, E. 2003. *Weak versus strong sustainability: exploring the limits of two opposing paradigms*, Edward Elgar Publishing.
- NIJHOF, A. H. J. & JEURISSEN, R. J. M. 2010. The glass ceiling of corporate social responsibility: Consequences of a business case approach towards CSR. *International Journal of Sociology*, 30, 618-631.
- NORTON, T. A., ZACHER, H. & ASHKANASY, N. M. 2015. Pro-environmental organizational culture and climate. In: ROBERTSON, J. L. & BARLING, J. (eds.) *The Psychology of Green Organizations*. Oxford: Oxford University Press.
- O'DONOHUE, W. & TORUGSA, N. 2016. The moderating effect of 'Green' HRM on the association between proactive environmental management and financial performance in small firms (vol 27, pg 239, 2015). *International Journal of Human Resource Management*, 27, E1-E1.
- O'REILLY, C. A. & TUSHMAN, M. L. 2008. Ambidexterity as a dynamic capability: Resolving the innovator's dilemma. *Research in Organizational Behavior*, 28, 185-206.
- OBEIDAT, S. M., AL BAKRI, A. A. & ELBANNA, S. 2018. Leveraging "Green" Human Resource Practices to Enable Environmental and Organizational Performance: Evidence from the Qatari Oil and Gas Industry. *Journal of Business Ethics*, 1-18.
- ONES, D. S. & DILCHERT, S. 2012. Employee green behaviors. In: JACKSON, S. E., ONES, D. S. & DILCHERT, S. (eds.) *Managing human resource for environmental sustainability*. San Francisco: Jossey-Bass.
- ONES, D. S. & DILCHERT, S. 2013. Measuring, Understanding and influencing employee green behaviours. In: HUFFMAN, A. H. & KLEIN, S. R. (eds.) *Green Organisations: Driving change with I-O Psychology*. Hove: Routledge.
- ONES, D. S., DILCHERT, S. & BIGA, A. 2010. Perceptions of organizational support and employee sustainability. *Annual international conference on business and sustainability*. Portland. Oregon.
- PANDEY, N., RUPP, D. E. & THORNTON, M. A. 2013. The morality of corporate environmental sustainability: A psychological and philosophical perspective. In: HUFFMAN, A. H. & KLEIN, R. M. (eds.) *Green Organizations: Driving Change with I-O Psychology*. Hove: Routledge.
- PHAM, N. T., HOANG, H. T. & PHAN, Q., P.T. 2019a. Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, ahead-of-print.
- PHAM, N. T., TUČKOVÁ, Z. & JABBOUR, C. J. C. 2019b. Greening the hospitality industry: How do green human resource management practices influence

- organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386-399.
- PINZONE, M., GUERCI, M., LETTIERI, E. & REDMAN, T. 2016. Progressing in the change journey towards sustainability in healthcare: the role of 'Green' HRM. *Journal of Cleaner Production*, 122, 201-211.
- POOLE, M. S. & VAN DE VEN, A. H. 1989. Using paradox to build management and organization theories. *Academy of management review*, 14, 562-578.
- PRASAD, R. S. 2013. Green HRM-partner in sustainable competitive growth. *Journal of Management Sciences and Technology*, 1, 15-18.
- PROBST, G. & RAISCH, S. 2005. Organizational crisis: The logic of failure. *Academy of Management Perspectives*, 19, 90-105.
- PURVIS, B., MAO, Y. & ROBINSON, D. 2019. Three pillars of sustainability: in search of conceptual origins. *Sustainability science*, 14, 681-695.
- RADKAU, J. 2011. *Die Ära der Ökologie: Eine Weltgeschichte*, CH Beck.
- RAJANI, I., MUSA, H. & HARDJONO, B. 2016. Ability, motivation and opportunity as determinants of green human resources management innovation. *Research Journal of Business Management*, 10, 51-57.
- RAMUS, C. A. & KILLMER, A. B. C. 2007. Corporate greening through prosocial extrarole behaviours – a conceptual framework for employee motivation. *Business Strategy and the Environment*, 16, 554-570.
- RAMUS, C. A. & STEGER, U. 2000. The roles of supervisory support behaviours and environmental policy in employee “ecoinitiatives” at leading-edge European companies. *Academy of Management Journal*, 43, 605-626.
- RANI, S. & MISHRA, K. 2014. Green HRM: Practices and strategic implementation in the organizations. *International Journal on Recent and Innovation Trends in Computing and Communication*, 2, 3633-3639.
- RAYNER, J. & MORGAN, D. 2018. An empirical study of ‘green’workplace behaviours: ability, motivation and opportunity. *Asia Pacific Journal of Human Resources*, 56, 56-78.
- REDCLIFT, M. 2005. Sustainable development (1987–2005): an oxymoron comes of age. *Sustainable development*, 13, 212-227.
- REN, S., TANG, G. & JACKSON, S. E. 2018. Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35, 769-803.
- RENWICK, D. W. S., JABBOUR, C. J. C., MULLER-CAMEN, M., REDMAN, T. & WILKINSON, A. 2015. Contemporary developments in Green (environmental) HRM scholarship. *The International Journal of Human Resource Management*, 27, 114-128.
- RENWICK, D. W. S., REDMAN, T. & MAGUIRE, S. 2008. Green HRM: A review, process model, and research agenda. *University of Sheffield Management School Discussion Paper*.

- RENWICK, D. W. S., REDMAN, T. & MAGUIRE, S. 2013a. Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15, 1-14.
- RENWICK, D. W. S., REDMAN, T. & MAGUIRE, S. 2013b. Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, 15, 1-14.
- ROSCOE, S., SUBRAMANIAN, N., JABBOUR, C. J. & CHONG, T. 2019. Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28, 737-749.
- RUPP, D. E., SKARLICKI, D. & SHAO, R. 2013. The Psychology of Corporate Social Responsibility and Humanitarian Work: A Person-Centric Perspective. *Industrial and Organizational Psychology*, 6, 361-368.
- RYAN, R. M. 1995. Psychological needs and the facilitation of integrative processes. *Journal of personality and social psychology*, 63, 397-429.
- RYAN, R. M. & DECI, E. L. 2000. Intrinsic and extrinsic motivational classic definitions and new directions. *Contemporary Educational Psychology*, 25, 54-67.
- SANDERS, K. & YANG, H. 2016. The HRM process approach: The influence of employees' attribution to explain the HRM-performance relationship. *Human Resource Management*, 55, 201-217.
- SARKAR, S. & SEARCY, C. 2016. Zeitgeist or chameleon? A quantitative analysis of CSR definitions. *Journal of Cleaner Production*, 135, 1423-1435.
- SAWANG, S. & KIVITS, R. A. 2014. Greener workplace: understanding senior management's adoption decisions through the Theory of Planned Behaviour. *Australasian Journal of Environmental Management*, 21, 22-36.
- SCHUMACHER, E. F. 1972. Implications of the Limits to Growth Debate--Small Is Beautiful. Anticipation.
- SCHUMACHER, E. F. 1973. Small is beautiful: Economics as if people mattered. *London: Blond & Briggs.*
- SHEN, J., DUMONT, J. & DENG, X. 2018. Employees' perceptions of green HRM and non-green employee work outcomes: The social identity and stakeholder perspectives. *Group & Organization Management*, 43, 594-622.
- SILVERMAN, D. 2013. *Doing Qualitative Research*, London, Sage.
- SMITH, W. K. & LEWIS, M. W. 2011. Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of management Review*, 36, 381-403.
- SNEDDON, C. S. 2000. 'Sustainability' in ecological economics, ecology and livelihoods: a review. *Progress in human geography*, 24, 521-549.
- SPENCE, L. J. & RUTHERFOORD, R. 2003a. Small Business and Empirical Perspectives in Business Ethics: Editorial. *Journal of Business Ethics*, 47, 1-5.
- SPENCE, L. J. & RUTHERFOORD, R. 2003b. Small Business and Empirical Perspectives in Business Ethics: Editorial. *Journal of Business Ethics* 47, 1-5.

- SPENCE, L. J., SCHMIDPETER, R. & HABISCH, A. 2003. Assessing Social Capital: Small and Medium Sized Enterprises in Germany and the U.K. *Journal of Business Ethics*, 47.
- STERLING, A. & BOXALL, P. 2013. Lean production, employee learning and workplace outcomes: a case analysis through the ability-motivation-opportunity framework. *Human Resource Management Journal*, 23, 227-240.
- STRANDBERG, C. 2009. The role of Human Resource Management in Corporate Social Responsibility. *Strandberg Consulting*. <http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf>.
- STRATHERN, M. 1996. From improvement to enhancement: an anthropological comment on the audit culture. *Cambridge Anthropology*, 1-21.
- STRAUSS, A. & CORBIN, J. M. 1997. *Grounded theory in practice*, Sage.
- SWAIN, B. R. 2018. SDG Measurement, Challenges and Policies.
- SYMON, G. & CASSELL, C. 2012. *Qualitative organizational research: core methods and current challenges*, London, Sage.
- TAJFEL, H., TURNER, J. C., AUSTIN, W. G. & WORCHEL, S. 1979. An integrative theory of intergroup conflict. *Organizational identity: A reader*, 56, 65.
- TARIQ, S., JAN, F. A. & AHMAD, M. S. 2016. Green employee empowerment: a systematic literature review on state-of-art in Green Human Resource Management. *Quality and Quantity*, 50, 237-269.
- TAYLOR, S., OSLAND, J. & EGRI, C. P. 2012. Guest editors' introduction: Introduction to HRM's role in sustainability: Systems, strategies, and practices. *Human Resource Management*, 51, 789-798.
- TEIXEIRA, A. A., JABBOUR, C. J. C., JABBOUR, A., LATAN, H. & DE OLIVEIRA, J. H. C. 2016. Green training and green supply chain management: evidence from Brazilian firms. *Journal of Cleaner Production*, 116, 170-176.
- TEIXEIRA, A. A., JABBOUR, C. J. C. & JABBOUR, A. B. L. 2012. Relationship between green management and environmental training in companies located in brazil: A theoretical framework and case studies. *International Journal of Production Economics*, 140, 318-329.
- TODOROV, V. & MARINOVA, D. Models of sustainability. Proceedings of MODSIM 2009 International Congress on Modelling and Simulation, 2009. The Modelling and Simulation Society of Australia and New Zealand.
- UNIVERSITY OF OXFORD. 2020. *Oxford students given access to employers' green credentials* [Online]. <http://www.ox.ac.uk/news/2020-02-14-oxford-students-given-access-employers-green-credentials>: University of Oxford. [Accessed 19/02 2020].
- VIDAL-SALAZAR, M. D., CORDÓN-POZO, E. & FERRÓN-VILCHEZ, V. 2012. Human resource management and developing proactive environmental strategies: The influence of environmental training and organizational learning. *Human Resource Management*, 51, 905-934.

- VIVES, A. 2006. Social and environmental responsibility in small and medium enterprises in Latin America. *Journal of Corporate Citizenship*, 39-50 %@ 1470-5001.
- VOS, R. O. 2007. Defining sustainability: a conceptual orientation. *Journal of Chemical Technology & Biotechnology: International Research in Process, Environmental & Clean Technology*, 82, 334-339.
- VYGOTSKY, L. 1962. *Thought and language*, Cambridge MA, MIT Press.
- VYGOTSKY, L. S. 1978. *Mind in society: The development of higher psychological processes*, Cambridge, MA, Harvard University Press.
- WADDOCK, S. A., BODWELL, C. & GRAVES, S. B. 2002. Responsibility: The new business imperative. *The Academy of Management Executive*, 16, 132-148.
- WAGNER, M. 2011. Environmental Management Activities and Sustainable HRM in German Manufacturing Firms – Incidence, Determinants, and Outcomes. *Zeitschrift fuer Personalforschung*, 25, 157-177.
- WATSON, T. J. 2003. Ethical choice in managerial work: The scope for moral choices in an ethically irrational world. *Human Relations*, 56, 167-185.
- WBCSD 2000. Corporate social responsibility: making good business sense. Geneva.
- WEBER, M. 1934. *Die protestantische Ethik und der Geist des Kapitalismus*, Tübingen, Mohr.
- WEHRMEYER, W. 1996. Green policies can help to bear fruit. *People Management*.
- WEICK, K. 1995. *Sensemaking in Organizations*, London, Sage Publications.
- WEICK, K. E., SUTCLIFFE, K. & OBSTFELD, D. 2000. High reliability: The power of mindfulness. *Leader to Leader*, 17, 33-38.
- WEINER, B. 2011. An Attribution Theory of Motivation. *Handbook of Theories of Social Psychology: Volume One*, 135.
- WICKERT, C., SCHERER, A. & SPENCE, L. J. 2016. Walking and talking corporate social responsibility: Implications of firm size and organizational costs. *Journal of Management Studies*, 53, 1169-1196.
- WOODHOUSE, E. J. 1972. Re-visioning the future of the third world: an ecological perspective on development. *World Politics*, 25, 1-33.
- YONG, J. Y., YUSLIZA, M. Y. & FAWEHINMI, O. O. 2019. Green human resource management: A systematic literature review from 2007 to 2019. *Benchmarking: An International Journal*.
- YUSLIZA, M.-Y., OTHMAN, N. Z. & JABBOUR, C. J. C. 2017. Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*.
- YUSOFF, Y. M., NEJATI, M., KEE, D. M. H. & AMRAN, A. 2018. Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 0972150918779294.
- ZAID, A. A., BON, A. & JAARON, A. 2018a. Green human resource management bundle practices and manufacturing organizations for performance

optimization: a conceptual model. *International Journal of Engineering & Technology*, 7, 87-91.

ZAID, A. A., JAARON, A. A. & BON, A. T. 2018b. The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of cleaner production*, 204, 965-979.

ZOOGAH, D. B. 2011a. The dynamics of green HRM behaviors: A cognitive social information processing approach. *Zeitschrift fur Personalforschung*, 25, 117-139.

ZOOGAH, D. B. 2011b. The Dynamics of Green HRM Behaviours: A Cognitive Social Information Processing Approach. *Zeitschrift fuer Personalforschung*, 25, 117-139.
