

**T.C.**  
**İSTANBUL KÜLTÜR UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**

**THE GREEN HRM PRACTICES AND THEIR IMPACTS ON THE CORPORATE  
IMAGE OF UAE ORGANISATIONS**

**Master of Business Administration Thesis**

**Ahmad Al Hafez**

**2000002345**

**Department: Business Administration**

**Program: Business Administration (English) Master's Degree Program (Thesis)**

**Supervisor: Assoc. Prof. Dr. Çiğdem Kaya**

**July, 2023**

**T.C.**  
**İSTANBUL KÜLTÜR UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**

**THE GREEN HRM PRACTICES AND THEIR IMPACTS ON THE CORPORATE  
IMAGE OF UAE ORGANISATIONS**

**Master of Business Administration Thesis**

**Ahmad Al Hafez**

**2000002345**

**Department: Business Administration**

**Program: Business Administration (English) Master's Degree Program (Thesis)**

**Supervisor: Assoc. Prof. Dr. Çiğdem Kaya**

**Members of Examining Committee:**  
**Assoc. Prof. Dr. Murat Taha Bilişik**  
**Prof. Dr. Erkut Altındağ**

**July, 2023**

## Table of Contents

List of Abbreviations .....	IV
List of Tables .....	V
List of Figures.....	VI
Acknowledgement .....	VII
Abstract.....	VIII
Kisa Özet.....	IX
<b>1 Chapter 1: Introduction .....</b>	<b>1</b>
1.1 Background .....	1
1.2 Problem Statement.....	2
1.3 Aim of the Study.....	3
1.4 Research Questions .....	4
1.5 Significance of Study.....	4
1.6 Brief Methodology .....	5
1.6.1 Limitations.....	5
1.6.2 Target Audience .....	5
1.7 Chapter Distribution .....	6
<b>2 Chapter 2: Theoretical Frame of Reference.....</b>	<b>8</b>
2.1 Human Resource Management.....	8
2.2 Human Resource Management and Personnel Management .....	9
2.2.1 Management and Leadership .....	9
2.2.2 Motivation.....	10
2.2.3 Communication .....	10
2.2.4 Corporate Culture.....	11
2.3 Personnel Department and the Role of HR .....	12
2.3.1 Role of HR .....	12
2.4 Personnel Activities.....	13
2.4.1 Creation and Analysis of Jobs.....	13
2.4.2 Human Resource Planning.....	14
2.4.3 Recruitment of Workers.....	14
2.4.4 Selection of Workers.....	15
2.4.5 Evaluation.....	16
2.4.6 Education and Development .....	16
2.4.7 Remuneration .....	17
2.5 Green HRM .....	17

2.5.1	Green Recruitment and Selection.....	18
2.5.2	Green Performance Assessment .....	19
2.5.3	Green Skills Development .....	20
2.5.4	Green Employment Relations (Involvement & Participation) .....	21
2.5.5	Green Reward .....	22
2.5.6	Green Exit Interviews.....	23
2.6	Green HRM in Relation to MNCs.....	23
2.7	Corporate Image .....	24
3	Chapter 3: Methodology.....	27
3.1	Choice of Subject.....	27
3.1.1	Philosophical Basis: Hermeneutic Approach .....	27
3.2	Choice of Method .....	29
3.2.1	Research Approach.....	30
3.2.2	Research Design .....	30
3.3	Choice of Theory .....	32
3.4	Method of Analysis .....	32
3.4.1	Quality Criteria.....	33
3.5	Source Criticism.....	34
3.5.1	Authenticity .....	34
3.5.2	Time.....	34
3.5.3	Dependent .....	35
3.5.4	Conflict of Interest .....	35
4	Chapter 4: Analysis.....	36
4.1	Green HR activities.....	36
4.2	Recruitment and Selection .....	36
4.2.1	Company 1.....	36
4.2.2	Company 2.....	37
4.2.3	Company 3.....	38
4.3	Performance Appraisal.....	38
4.3.1	Company 1.....	38
4.3.2	Company 2.....	38
4.3.3	Company 3.....	39
4.4	Competence Development .....	39
4.4.1	Company 1.....	39
4.4.2	Company 2.....	40

4.4.3	Company 3.....	40
4.5	Employment Relations.....	40
4.5.1	Company 1.....	40
4.5.2	Company 2.....	41
4.5.3	Company 3.....	41
4.6	Reward.....	42
4.6.1	Company 1.....	42
4.6.2	Company 2.....	42
4.6.3	Company 3.....	42
4.7	Impact of Green HRM practices on the Corporate Image.....	43
4.7.1	Company 1.....	43
4.7.2	Company 2.....	43
4.7.3	Company 3.....	43
4.8	Exit interviews.....	44
5	Chapter 5: Discussion and Conclusion.....	45
5.1	Theoretical Contribution.....	46
5.2	Practical Contribution.....	47
5.3	Limitations of the Study and Suggestions for Future Research .....	47
6	References.....	49
7	Appendices.....	62
7.1	Appendix A – Emerging Themes on Green HRM .....	62
7.2	Appendix B – Recent Green HRM Trends.....	62
7.3	Appendix C - Interview Guide.....	63
7.3.1	Interviews Methodology .....	65

## **List of Abbreviations**

<b>HRM</b>	Human Resource Management
<b>UAE</b>	United Arab Emirates
<b>MNCs</b>	Multi-National Companies
<b>HR</b>	Human Resource
<b>HQ</b>	Head Office
<b>EM</b>	Environmental Management
<b>E-Recruitment</b>	Electronic-based Recruiting
<b>CEO</b>	Chief Executive Officer
<b>CSR</b>	Corporate Social Responsibility
<b>SME</b>	Small and Medium-sized Enterprises

## List of Tables

<b>Table 1. Interview Guide</b> .....	63
<b>Table 2. Interview Guide</b> .....	65



## List of Figures

<b>Figure 1. Emerging Themes on Green HRM.....</b>	<b>62</b>
<b>Figure 2. Recent Green HRM Trends.....</b>	<b>62</b>



## **Acknowledgement**

I would like to express my sincere gratitude to my supervisor Assoc. Prof. Dr. ıgdem Kaya for her support, insight, and guidance during the writing of this work. Her expertise and knowledge on not only the subject matter, but overall, was key in me being able to complete this work. Additionally, I would like to thank my friends and family for their support and encouragement throughout this process.



**University: İstanbul Kültür University**  
**Institute: Institute of Graduate Studies**  
**Department: Business Administration**  
**Program: Business Administration (English)**  
**Master's Degree Program (Thesis)**  
**Supervisor: Assoc. Prof. Dr. Çiğdem Kaya**  
**Degree Awarded and Date: Masters – 07/June/2023**

**Abstract**

**THE GREEN HRM PRACTICES AND THEIR IMPACTS ON THE CORPORATE  
IMAGE OF UNITED ARAB EMIRATES (UAE) ORGANISATIONS**

**Ahmad Al Hafez**

Green HRM, the practice of integrating a sustainability philosophy into not only human resource selection, promotion, and training but also into the working practices of employees therein, has remained a somewhat under-investigated subject matter. Specifically, the current work, through its methodological approach, has focused on assessing those green HRM practices that are used by clothing and retail organizations operating in the UAE; the effects of such on the corporate image of said companies; and the manner in which green HRM helps such businesses improve their corporate image.

**Keywords:** Green Human Resource Management, Corporate Image

**Science Code: 114704**

**Üniversite: İstanbul Kültür Üniversitesi**  
**Enstitü: Lisansüstü Eğitim Enstitüsü**  
**Bölüm: İşletme**  
**Program: İşletme Tezli Yüksek Lisans Programı**  
**Danışman: Doç. Dr. Çiğdem Kaya**  
**Verilen Derece ve Tarih: Yüksek Lisans – 07/June/2023**

### **Kısa Özet**

## **YEŞİL İKY UYGULAMALARI VE BİRLEŞİK ARAP EMİRLİKLERİ (BAE) ORGANİZASYONLARININ KURUMSAL İMAJINA ETKİLERİ**

**Ahmad Al Hafez**

Bir sürdürülebilirlik felsefesini yalnızca insan kaynakları seçimi, terfisi ve eğitimine değil, aynı zamanda buradaki çalışanların çalışma uygulamalarına da entegre etme uygulaması olan Yeşil İKY, yeterince araştırılmamış bir konu olarak kalmıştır. Spesifik olarak, mevcut çalışma, metodolojik yaklaşımı aracılığıyla BAE'de faaliyet gösteren giyim ve perakende kuruluşları tarafından kullanılan yeşil İKY uygulamalarını değerlendirmeye odaklanmıştır. Yeşil İKY'nin söz konusu şirketlerin kurumsal imajına etkileri ve yeşil İKY'nin bu tür işletmelerin kurumsal imajlarını geliştirmelerine nasıl yardımcı olduğu açıklanmaya çalışılmıştır.

**Anahtar Kelimeler:** Yeşil İnsan Kaynakları Yönetimi, Kurumsal İmaj

**Bilim Kodu :** 114704



# **1 Chapter 1: Introduction**

The introductory chapter presents a background to why organizations have begun to integrate environmental issues into their human resource practices and how it impacts the company's corporate image. The background is followed by a problem discussion on environmental issues in relation to Human Resource Management (HRM) and which frames the research gap that the study intended to fill. This then leads into the study's aims, research questions, significance, a brief methodology, its limitations, and the target audience of the study. The chapter concludes by clarifying the study's outline and the content of the later chapters.

## **1.1 Background**

Environmental degradation and climate change have become some of the most obvious issues in our current century. This is illustrated, among other things, by Agenda 2030, which consists of 17 global goals for sustainable development and which, among other things, aim to stop climate change. These goals were adopted by the heads of state and government of many countries that are a part of the United Nations in 2015, and awareness of climate issues has thus placed increased demands on both society and individuals to take increased environmental responsibility and integrate more green initiatives. Acting green refers to a variety of activities that can help prevent environmental pollution and the term expresses according to Amrutha & Geetha (2020) that something is healthy, human and environmentally friendly. The globally increased concern about the environment has not only meant that individuals have begun to change their habits and act green in their everyday lives, but also that for-profit organizations have begun to move towards more sustainable activities and formulate their own green practices (Siyambalapitiya, Zhang & Liu, 2018).

Together with the economic and legal aspects of cleaner production, human resources have also become increasingly important in most organizations (Kim, et al., 2019). According to Siyambalapitiya, Zhang & Liu (2018), this is a result of an increased awareness of sustainability and social responsibility in companies. With the misconception that the world has infinite resources, we humans are responsible for many of the environmental challenges we now face. With regard to the impact that humans have on the environment, human resources in themselves

thus constitute the primary element for change and development regarding environmental issues within an organization.

One of the strategies that affects human resources and that an organization can implement in order to reduce its negative environmental impact is through Green Human Resource Management (hereinafter referred to as 'green HRM') (Shen, Dumont & Deng, 2018; Singh, et al., 2020). The idea behind green HRM is to transform an organization's HR activities and workforce into green HR activities and green employees, respectively (Bombiak & Marciniuk-Kluska, 2018). The HR function of an organization has thus become a potential contributor to being able to bring about necessary organizational changes in order to be able to adapt an organization to environmentally friendly behavior and improve the corporate image of the company (Amrutha & Geetha, 2020), and thus, also be considered a contributing part of meeting the global climate goals.

## **1.2 Problem Statement**

Despite its growing popularity in the research world, green HRM is still considered a relatively new field and an area in need of further research (Mishra, 2017; Bombiak & Marciniuk-Kluska, 2018; Singh, et al., 2020). The primary research method that has been used to study green HRM in various organizations has consisted of quantitative methods, of which the focus has mainly been on determining factors of green HRM and the results that the practice of green HRM can lead to (Chaudhary, 2020). Previous research has, for example, explored the relationship between green HRM and an organization's financial performance (Shen, Dumont & Deng, 2018; Kim, et al., 2019) and the effect that green HRM can have on employee behavior (Hameed, et al., 2020). It has also assessed the emerging trends within this field as Appendix B depicts (Khan & Muktar, 2020)

There are differences between HRM that are practiced within a national context compared to an international context and which therefore make it difficult to apply results from studies conducted within a national context to organizations that operate internationally. The differences are, among other things, the complexity that is present in international HRM and which is a result of the variety of contexts that characterize international HR activities (Hameed, et al., 2020). The complexity that exists within an international organizational context is also clear in relation to whether a parent company's HRM policy and practice should be adopted by its subsidiaries, i.e.,

how far they should merge or deviate from each other (Bombiak & Marciniuk-Kluska, 2018). This means that MNCs are faced with the choice of either standardizing their HRM practices based on their head office (HQ) or locating them based on each local company's local context (Mishra, 2017; Hameed, et al., 2020). In an MNC context, corporate image in the host country is important and the relation between green HRM and corporate image has not been studied.

The management of green HRM varies and is shaped by different contextual situations (Anwar, et al., 2020). Given that the importance of context is emphasized in both studies on international HRM and studies on green HRM, this study therefore examined green HRM in relation to a specific sector; the clothing and retail sector. Even within the UAE context, clothing and retail sector accounts for a significant share of total emissions, which thus makes this sector particularly interesting to study in relation to corporate image.

By studying multinational industry organizations operating in the UAE, this study therefore has aimed to investigate whether organizations in this sector integrate environmental issues into their HR activities and the impact of green HRM on the corporate image of the company. Based on stakeholder theory and institutional theory, the study also examined what mainly affects the introduction of green HR activities in the international clothing and retail sector. These two theories contributed to gaining a deeper understanding of why green HR activities are introduced within multinational organizations. This study thus aimed to contribute to research in the field of green HRM by providing a systematic literature review for green HR activities within multinational organizations operating in the UAE and the impact these activities have on their corporate image.

### **1.3 Aim of the Study**

Based on the background and problem discussion presented, the current of the study was as follows:

- The purpose was to create an increased understanding of how green HR activities are formed and used within multinational clothing and retail organizations operating in the UAE and the impact they have on their corporate image.

## **1.4 Research Questions**

The main research questions of the study were as follows:

- 1 What green HRM practices are being used by clothing and retail organizations operating in the UAE?
- 2 What is the impact of green HRM on the corporate image of the company?
- 3 How does green HRM help clothing and retail organization improve their corporate image?

## **1.5 Significance of Study**

The area of green HRM has received increased research attention since 2016 and is today considered a popular international academic area (Paillé, 2019). According to Anwar, et al. (2020), green HRM is a systematically planned adaptation of typical personnel management methods together with an organization's environmental goals. The area thus concerns HR aspects of Environmental Management (EM) and refers to the environmentally friendly policies, methods and systems that are implemented within an organization. These measures are introduced with the aim of reducing an organization's negative environmental impact on its environment and instead make the company green for the benefit of the business (Kim, et al., 2019; Anwar, et al., 2020; Yusoff, et al., 2020).

In addition to the organizations' own drive to want to become green companies, they are also increasingly pressured by stakeholders to adopt a more proactive approach to environmental issues and to take increased responsibility for their environmental impact (Roscoe, et al., 2019). The social pressure that companies should take responsibility for reducing their negative impact on the environment thus reflects that it is no longer enough for an organization to meet its financial goals alone to be able to ensure its success. Rather, companies are required to clearly demonstrate their commitment to a sustainable society by finding methods and techniques that help them reduce their negative environmental footprint (Yusoff, et al., 2020). In line with stakeholder theory, which believes that organizations should take into account the demands and interests of their stakeholders when implementing HR practices (Roscoe, et al., 2019; Yu, et al., 2020), previous research has been able to highlight different stakeholders which in different contexts can have an impact on the introduction of green HR methods (Tang, et al., 2018; Paillé, 2019; Yusoff, et al., 2020; Yu, et al.,

2020). Hence, it is necessary for companies to incorporate green HRM practices to have a good corporate image.

## **1.6 Brief Methodology**

The main methodology utilized for this research paper was qualitative. The researcher utilized the systematic literature review as well as thematic interviews as their primary data collection instruments. In this context, it should be understood that the systematic literature review has involved the author gathering and reviewing articles for three multinational companies operating in the UAE namely Company 1, Company 2 and Company 3. Existing literature related to Green HRM practices and corporate image were also studied. The researcher divided the results in three sub-chapters under the subheading of Analysis providing one heading for each organization with relevant results.

### **1.6.1 Limitations**

The qualitative data presented in the study and on which the study's conclusions are based are limited to three different MNCs in the UAE that are active in the clothing and retail sector. The study was also limited to including studies that have investigated the green HRM practices of the parent companies, their green HRM initiatives within the UAE and their corporate image in UAE. Thus, the study was limited to examining green HRM from a business perspective. In order to fulfill the purpose of the study, the study has also been limited to two theories that are applicable in relation to studies on HRM: the stakeholder theory and institutional theory. The researcher has thus consciously chosen to exclude other business economics theories that can be used to gain an increased understanding of green HRM and corporate image within multinational organizations within UAE.

### **1.6.2 Target Audience**

This study was partly aimed at organizations in the clothing and retail sector that want to develop and implement green HR activities and improve their corporate image. This study provided an insight into how companies in this sector work on environmental issues in relation to HRM and also offered an overview of which HR areas need to be further developed to improve corporate image and gain competitive advantage. The study was also aimed at researchers and

students with an interest in green HRM within multinational organizations and the researcher hoped that this study would inspire them to further research in the subject.

## **1.7 Chapter Distribution**

This study consists of a total of five chapters. These five chapters are arranged as follows:

**Chapter 1. Introduction:** The chapter gives the reader an introduction to the field of study and is followed by a problematization of the field of green HRM and corporate image where the research gap that the study intended to fill is presented. Then the purpose of the study is clarified together with the three questions that the study intended to answer. The study's target group and limitations were also clarified in this chapter.

**Chapter 2. Theoretical frame of reference:** The theories and concepts on which the study was based are presented together with previous research conducted in the field of study. The theoretical frame of reference mainly consists of theory of HRM, green HRM (recruitment and selection, performance appraisal, competence development, employment relations, reward and exit interviews) standardization versus localization of HRM practice, stakeholder theory and institutional theory.

**Chapter 3. Methodology:** The chapter contains an account of the study's approach and justifies the methodological choices that have been made. The chapter presents, among other things, how secondary and primary data has been collected. The chapter concludes with a critical reflection and discussion on the study's methodological choices and source criticism.

**Chapter 4. Analysis:** This chapter was comprised of eight sub chapters focused on each of these three companies that were analyzed. These included components of Green HRM such as employment relations and rewards wherein each section, with the exclusion of the last and first, being segmented to offer individualized insight with regard to the three companies in question including Company 1, Company 2, and Company 3.

**Chapter 5. Conclusion:** The study's three questions are answered based on the analysis and discussion conducted in the previous chapters. The chapter concludes by presenting both

theoretical and practical contributions that the study has resulted in together with suggestions on what future research can study in the field.



## 2 Chapter 2: Theoretical Frame of Reference

### 2.1 Human Resource Management

Human resource management is understood as "a strategic and logically thought-out approach to managing the most valuable thing that organizations have - the people who work in the organization and who individually and collectively contribute to the achievement of the organization's goals" (Hamouche, 2021). Workers are seen as an asset that will bring benefits if treated well. Human and information resources can be classified as decisive impulses about the direction and pace of movement of the organization (Stone, Cox & Gavin, 2020). Today, the determining source and main factor of production is not capital, land or labor, but rather information and, above all, the knowledge and skills of workers. Human resources and their successful management largely decide how an organization will succeed or fail in the fight against competition. Human resource management is the core of the entire corporate management, its most important component (Stewart & Brown, 2019).

The goal of human resource management is to ensure the successful fulfillment of the organization's goals through people (Bamberger, Biron & Boon, 2014). Human resource management also refers to the fulfillment of objectives in areas such as:

- The effectiveness of the organization,
- Human capital management (business success depends on people – maintaining a qualified, dedicated and well-motivated workforce),
- Knowledge management (procedures for improving the performance of organizations),
- Remuneration management (increasing motivation),
- Employee relations (harmonious relations between managers, workers and trade unions),
- Satisfying different needs (implementation of a policy that respects the needs of all involved),
- Bridging the gap between rhetoric and reality (difference in managers' intentions and their implementation) (Aswathappa, 2013).

Four typical processes associated with human resource management are performed in all organizations, namely:

1. Selection – filling jobs with existing human resources,
2. Assessment – performance management,
3. Remuneration – it is among the insufficiently used management tools for stimulating performance, both long-term and short-term results should be rewarded;
4. Development.

## **2.2 Human Resource Management and Personnel Management**

The term personnel management has to some extent been replaced by the term human resource management, as regards the designation of processes of people management in organizations (Bahuguna, Srivastava & Tiwari, 2023; Li, et al., 2023). Comparing these two terms, we find more similarities than differences.

The strategy of both terms is based on corporate strategy, and they equally recognize that the responsibility for managing people lies with line managers. Another commonality of these terms is the same methods used in selection, capability analysis, training, compensation and development of workers. It is essential for them to adapt workers to the ever-changing requirements of the organization. The differences between human resource management and personnel management are mainly in the emphasis on individual activities and functions (Macke & Genari, 2019; Stone, Cox & Gavin, 2020). Human resource management can be distinguished from personnel management, for example, by the fact that it refers to the upper management of the organization. In contrast, personnel management is aimed at people other than managers.

### **2.2.1 Management and Leadership**

People management represents ways of assigning tasks in order to achieve goals as efficiently as possible and at the same time ways of controlling the fulfillment of tasks. Simply put, managing people means assigning tasks and controlling their fulfillment. Leadership, on the other hand, consists of finding new ways of setting goals and recruiting the workforce for those goals. However, the workforce here is not understood as subordinates, but as active and motivated collaborators and co-creators of goals, who try to find new ways and strategies of a specific organization.

### **2.2.2 Motivation**

A job that motivates one person may not motivate another. The same applies to management style, interpersonal relationships and teaching methods. So, managers must always be ready to listen and talk to their employees. Motivation means an internal process expressing a person's desire and willingness to make efforts to achieve a subjectively significant goal. Thus, motivation is directly related to behavior (Boon, Den Hartog & Lepak, 2019). As already mentioned, motivation is a process and as a process it has a cyclical character:

- In the beginning, there is a kind of lack or excess - an internal imbalance that causes motivational tension.
- The individual's goal is to restore internal balance - if the motive is strong enough, the individual's purposeful behavior occurs.
- The goal is achieved.
- There is a reduction of the motive - satisfaction of the need.

Work motivation, on the other hand, refers to an individual's approach to work, based on a person's inner motivations. Motives leading to the choice of work activity are distinguished into direct and indirect motives. Direct or internal motives - are, for example, the need for contact with people, work as such (work is a source of satisfaction), and indirect or external motives - are, for example, salary, employment, the need for security, etc.

### **2.2.3 Communication**

The corporate communication system is one of the management tools that affects processes within the organization and dealings with people inside and outside. It is also one of the means to develop or change corporate culture. Corporate communication means the type of communication that takes place within the organization, which affects the relationships between employees (superiors and subordinates) as well as the organization's relationships with its surroundings. In other words, it is about connecting employees at all levels of management (Garavan, et al., 2023).

Two-way communication is essential for continuous information about individual areas of corporate culture and plans. Employees can thus immediately respond with their initiatives and

intentions. It is clear that workers want to be informed about matters that directly concern them - methods in changes and conditions of work, changes to overtime, remuneration and conditions of employment. The aim of the communication system is to ensure a reasonable number of communication channels to ensure the delivery of the message to the addressees. Communication channels can be, for example:

- **Intranet:** An internal e-mail system, especially used in workplaces where workers have direct access to a computer. The advantage is the quick transmission of communication to a large number of workers.
- **Magazines:** To inform employees about events in the organization. It serves to inform about the achieved successes and thus increase the loyalty of the workers.
- **Company Newspapers:** Focus on the immediate concerns of workers, unlike magazines.
- **Bulletins and Circulars:** Immediate information on matters that are in a hurry and cannot wait until the next issue of newspapers or magazines (Alavi & Aghakhani, 2023).
- **Team Briefings:** To involve everyone in the organization in joint meetings to discuss and gather information. The goal is to overcome the shortcomings of the briefing through the introduction of a certain order. Dealing face to face is a big advantage.

#### 2.2.4 Corporate Culture

The term corporate culture has been used in organizational theory since the early 1980s. It is about understanding the company as a system of mutually applicable economic, technological, cultural and socio-psychological factors. Otherwise, also as a value and meaning basis for the actions of co-workers (Collins, 2021). Corporate culture is the result of previous development, it affects the innovation capabilities of the company and at the same time interpersonal relationships. It represents the formation, promotion and adherence to principles that define what makes an organization different from others

Management and development of corporate culture is the role of company management, which is also a model of work behavior. Corporate culture is created in the minds of the company founders themselves, who bring, among other things, visions of how the organization will function, in terms of relationships between people and relationships to work and to the organization. Corporate culture can act as an important stimulator and thus contribute to the development of

people in the organization or the creation of a positive image of the company from the outside (Carnevale & Hatak, 2020).

### **2.3 Personnel Department and the Role of HR**

Since the middle of the 20th century, there has been recognition of the importance of personnel work for companies and the creation of personnel departments. Personnel management as a managerial discipline was promoted in practice from the 1960s to the 1970s under the name personnel management. The personnel department is a workplace that is specialized in human resources management and that performs consulting, methodical, administrative, control and organizational activities. In this area, it provides special services to managers of all levels and to individual employees. It is involved in the creation of strategies, policies and some HR activities that serve to employ, develop and manage relations with workers. The personnel department should play a major role in increasing and improving the performance of the organization and individual workers (Davidescu, et al., 2020).

The personnel department also communicates with non-company institutions (e.g. labor market institutions, local administration, self-government). The size and division of the personnel department depends on the size and type of the organization, and the internal organization depends on the range of personnel activities provided by the organization.

The main role of personnel departments is the management and development of people in the organization. The personnel department should play a major role in increasing and improving the performance of the organization and individual workers. Assessing the contribution of the personnel department is important to ensure effectiveness (Bratton, et al., 2021).

#### **2.3.1 Role of HR**

The roles of HR professionals differ according to their position in the organization (directors, managers, and heads of departments). HR professionals are often recruited into roles where their role is proactive – creating strategies, innovating, providing expert advice, collaborating with line managers. Sometimes they play a reactive role, especially when performing administrative tasks and when assigned work by higher-ranking workers (Stewart & Brown, 2019). A HR professional

is a creative worker for whom daily contact with employees and managers and their problems (personal and work) is a matter of course.

To be able to effectively contribute to the creation of corporate strategy and policy, the head of HR should fall into the innermost management of the organization and be responsible directly to the executive director (Yong, Yusliza & Fawehinmi, 2019). In practice, we do not often encounter this, there are a large number of organizations in which there is no director who is only in charge of human resources.

## **2.4 Personnel Activities**

Personnel activities represent the executive part of the work of the personnel department. Different numbers and different forms of personnel activities are reported in the literature, but most often they are reported in the following form:

- Creation and analysis of jobs;
- Human resource planning;
- Recruitment of workers;
- Selection of workers;
- Employee evaluation;
- Education and development;
- And Remuneration (Obeidat, Abdalla & Al Bakri, 2023; Gomes, Sabino & Antunes, 2023).

### **2.4.1 Creation and Analysis of Jobs**

This is a process during which the content of the work activity is defined, which, together with the powers for these tasks, are grouped into elements of the organizational structure - jobs. The goal of the analysis is the processing of all information about them in the form of a so-called job description and working conditions there, which serves as a basis for processing the so-called job specification. After processing all the necessary information, it is clear who to approach with a job offer and what to require from applicants (Stahl, et al., 2020).

## 2.4.2 Human Resource Planning

Human resources planning is one of the strategic roles of the personnel department. The personnel department acquires and develops human capital (Mahapatro, 2022). Personnel planning recognizes the need for manpower in the organization and its main objective is to achieve a balance between the demand for manpower and the supply of manpower inside and outside the organization. At the same time, it has the task of ensuring the personnel development of workers and helping them meet their social needs, as well as increasing satisfaction from the work performed (Pham, et al., 2020). Another typical objective is to obtain and retain a skilled and capable workforce in the required numbers and to prevent surplus or surplus of labor.

## 2.4.3 Recruitment of Workers

Recruiting workers is a process whose task is to obtain a certain quantity and a certain quality of workers in order to achieve the satisfaction of the organization's human resource needs with minimal costs. If the organization does not take advantage of the possibility of filling vacant positions from among existing employees, it acquires applicants for a vacant position on the external labor market. In this case, it is necessary to have a ready offer in the position of an organization looking for workers (Meijerink & Keegan, 2019). The main sources for obtaining applicants are advertising, internet, external search and intermediary services, educational facilities.

Advertising is the most common and widespread form of attracting applicants. However, the first thing to do is to ask yourself whether this form of recruitment is really necessary, or whether it is better to use one of the intermediary agencies. If the organization decides to advertise, it is necessary to pay attention to the preparation, content and selection of the media through which the advertisement will be published. These factors can affect whether the funds spent will not go to waste.

1. **E-recruitment:** Recruitment of workers using computer networks, has the advantage of saving costs and at the same time offering more space for the presentation of job offers. Another advantage is the electronic sorting and testing of applicants, where electronic tests can be easily standardized and evaluated (Yusliza, et al., 2019).

2. **The Use of External Services:** Outsourcing is beneficial mainly in terms of saving time and energy, on the other hand, the costs incurred when using this type of staff recruitment are relatively high. The key factor for success is, above all, sufficient awareness of the intermediary about what is expected of them, so as not to be occupied by an unsuitable applicant (Khamdamov, Tang & Hussain, 2023).
3. **Educational Institutions:** The main source for recruiting workers can also be universities, educational institutions, etc. Organizations that continuously fill jobs from among graduates often allow practice in the given organization. Students (applicants) will thus get to know the company culture and the content of the work, which may arouse interest in establishing an employment relationship after graduation. In the same way, the organization has the opportunity to select suitable candidates in advance and decide whether they are a suitable or unsuitable candidate (Marrucci, Daddi & Iraldo, 2023).

#### 2.4.4 Selection of Workers

The selection of workers follows on from the acquisition of workers. During the selection process, applicants are evaluated in terms of contribution to the organization, both according to the requirements for the job and the requirements of the organization as a whole. These requirements also include the ability to work as a team member. The main task of personnel selection is to identify the most suitable candidate for a job, who has the development potential to adapt to anticipated changes in the workplace, the work group and in the organization (Armstrong & Taylor, 2020).

After the end of the applicant testing phase, a preliminary decision must be made to whom the organization will offer employment. This offer may be subject to references. The purpose of references is to obtain confidential information about the future worker and opinions about him. Opinions on the applicant's suitability may be less reliable when it comes to recommendations from previous employers (Shafaei & Nejati, 2023; Yasin, Huseynova & Atif, 2023).

The final stage is the confirmation of the job offer, when the employment contract is drawn up (Boxall & Purcell, 2022). The subsequent monitoring of the introduction of a new employee is an essential part of the evaluation of employee selection procedures for the organization - to reveal the reasons for the selection of unsuitable employees due to advertising, the interview method or

faulty tests. Once errors are detected, appropriate steps can be taken to ensure that they cannot be repeated.

#### **2.4.5 Evaluation**

Evaluation is a personnel activity that determines how a worker performs her work, what her work behavior is and what her relationships are with colleagues and other persons with whom she comes into contact in the course of her work. Another area of assessment is the worker's abilities and potential for development. Two levels of employee evaluation can be distinguished:

- **Informal:** Continuous evaluation of the worker by the superior during the performance of work, this is a continuous control of the performance of tasks and work behavior,
- **Formal:** Systematic assessment, which has a regular character, documents are obtained from it, which serve as a basis for further personnel activities.

The evaluation of the work results and the behavior of the worker must be supplemented with an evaluation of the extent to which it corresponds to the job requirements given by its specification. Employee evaluation is one of the most important prerequisites for the fulfillment of personnel management tasks - placing the employee in the right place, optimally using her abilities, effectively leading people, creating interpersonal relationships and carrying out the development of employees in the field of personnel and social

#### **2.4.6 Education and Development**

The demands on the worker in terms of her skills and knowledge are constantly changing, so that a person can function as a workforce and be employable, she must deepen, expand and supplement her knowledge. In order for education to be effective and meaningful for the organization, workers need to be motivated to learn and find it useful (Wilton, 2019). In today's dynamic times, companies are discovering that a quality strategy that will help them succeed is ensured by human resources, which is why considerable financial resources are invested in this area. They are also looking for suitable procedures to effectively develop the potential of their own workforce.

The goal of training programs is to secure qualified and capable people to meet both the current and future needs of the organization. Education is a continuous process that not only enhances existing abilities, but also leads to the development of skills, knowledge and attitudes that prepare people for future broader, more demanding and higher-level tasks (Armstrong, 2021).

#### **2.4.7 Remuneration**

Compensation management is a kind of formulation of strategies and policies for the purpose of decent and fair compensation. The essence of human resource management is an investment in human capital from which a reasonable rate of return is expected (Greer, 2021). In today's concept of human resources management, remuneration does not mean only wages, salary or other forms of monetary reward. The modern concept includes remuneration such as promotion, recognition or perhaps employee benefits. Training provided by the organization is often included among the rewards. Greater attention is also paid to so-called internal rewards, which are related to employee satisfaction - due to participation in various activities, a sense of usefulness, status and recognition.

### **2.5 Green HRM**

Green HRM concerns a systematically planned adaptation of typical personnel management methods together with an organization's environmental goals (Jia, et al., 2018). Green HRM is thus the side of HRM that is about transforming a company's employees into 'green employees' and that takes place from staff stepping into an organization until they have terminated their employment. This means that an organization has established policies, methods and systems to be able to achieve its environmental goals for the benefit of the individual, society and the environment (Chiappetta Jabbour, Mauricio & Jabbour, 2017; Bombiak & Marciniuk-Kluska, 2018). Appendix A further shows the themes emerging within the greater Green HRM literature (Sharma, Sakhuja & Nijjer, 2022)

According to Paillé (2019), green initiatives within HRM are part of a company's social responsibility (CSR), which means that companies, in addition to generating profit for their shareholders, also have a responsibility towards society. One of these social responsibilities concerns climate change and which is, among other things, covered by the global goals for the

year 2030 (Chiappetta Jabbour, Mauricio & Jabbour, 2017). Human resources within an organization can therefore play a key role in the success or failure of an organization's efforts to become a green organization and to be able to be a contributing force to the global goals. This is because the HR function of an organization makes it possible to adapt policies of green goals and drives the integration of green methods and programs within an organization (Dumont, Shen & Deng, 2017; Tang, et al., 2018). In the existing literature on green HRM, six powerful green HR functions and activities have been identified (Dumont, Shen & Deng, 2017; Tang, et al., 2018; Paillé, 2019; Saeed, et al., 2019).

### **2.5.1 Green Recruitment and Selection**

Recruitment and selection involves the process of identifying, attracting and selecting suitable individuals to meet an organization's human resource requirements (Saeed, et al., 2019). In a green recruitment process, issues of sustainable development are integrated into the recruitment and selection process of new labor. This means, among other things, that an organization carefully considers its long-term competence requirements, informs new employees about its policies and commitments for sustainable development and uses recruitment procedures that support a fair representation of applicants and recruits (Dumont, Shen & Deng, 2017). In a green recruitment process, the job description of the job in question that is requested should also reflect an organization's sustainability agenda (Anwar, et al., 2020; Chaudhary, 2020). According to Chaudhary (2020), if the environment is part of everyone's work within an organization, it must also be part of all employees' job descriptions.

Environmentally friendly approaches to recruit involve publishing job applications online instead of in paper form, and if possible also conducting interviews with candidates by phone or video call instead of in a physical location (Saeed, et al., 2019; Anwar, et al., 2020). These measures should be implemented in order to minimize travel-related environmental effects that may otherwise occur (Abbas, 2020; Szabo & Webster, 2021). Online recruitment can, for example, reduce energy use and pollution that could otherwise have arisen in connection with the manufacture, transport and recycling of paper products (Szabo & Webster, 2021). Green recruitment thus means that an organization is still making an effort in its search for the right

candidate for its resource needs, but that the organization's process is becoming a more environmentally friendly process (Chaudhary, 2020).

According to Abbas (2020), the interview questions used in a green recruitment process should also be tailored to concretize potential compatibility between potential recruits and an organization's green goals. Masri & Jaaron (2017) believe that green recruitment should also test the candidates' willingness and ability to preserve the environment. The candidates who are more environmentally conscious and environmentally friendly suggest that organizations can then be given benefits in the selection process. A green recruitment and selection process can therefore be considered to have two parts: partly to use environmentally friendly methods to employees through and partly to measure green attitudes when choosing new employees (Masri & Jaaron, 2017).

### **2.5.2 Green Performance Assessment**

Performance management within EM entails challenges for how environmental performance standards should be measured across different units within an organization and to obtain useful data on employees' environmental performance (Mishra, 2017; Bombiak & Marciniuk-Kluska, 2018; Singh & El-Kassar, 2019). Measuring the environmental performance of employees is a challenging task and to complement green HRM practice, performance management systems are therefore required to develop standards for environmental performance and indicators to increase the implementation of green HRM (Mishra, 2017; Jyoti, 2019; Yong, et al., 2020). Green performance assessment according to Saeed, et al. (2019) is partly about the need for managers to be held responsible for EM performance, in addition to their broader performance goals.

Green performance management systems can be initiated by linking employees' performance evaluation to green goals and tasks. Such systems incorporate environmental policies and concerns into performance management wherein workers are rewarded and incentivized to performance their duties in abidance with such and deviation leads to potential demerits or similar. A learning culture within the organizations can thus be encouraged by including and specifying green areas of responsibility, goals and tasks in all employees' job descriptions and assessment processes (Singh & El-Kassar, 2019; Yong, et al., 2020). Yong, et al. (2020) also believe that managers can ask their employees to highlight specific green ideas that concern the employee's

individual work during performance evaluation meetings. These green ideas can later be included in the employee's goals for the coming year and thus form the basis for the employee's green performance evaluation (Pinzone, et al., 2019). For example, areas such as reducing carbon dioxide emissions, green performance targets and green behavioral indicators can be key areas for performance appraisals at all levels within an organization (Mishra, 2017; Singh & El-Kassar, 2019).

### **2.5.3 Green Skills Development**

When an organization decides that organizational change is necessary, training activities are often the first area in which the HR function is involved (Pinzone, et al., 2019). Although employees can have their own drive to implement environmental initiatives, Pinzone, et al. (2019) emphasize that employees also need the opportunity to develop the right skills and competencies for the performance of green activities to increase organizational environmental performance. Green training and education is therefore seen as a key element in green HRM and is carried out with the aim of educating an organization's employees about the necessary skills and knowledge to ensure the sustainability of environmental performance (Jyoti, 2019).

According to Ren, Tang & Jackson (2018), training and development programs should include environmental issues at all levels, both from technical and strategic levels. They should thus be adapted to the development of competencies for different business functions and job levels (Jyoti, 2019). Jyoti (2019) also believe that such programs should cover social, environmental and economic risks and opportunities associated with the specific activity and how these elements can be identified. For new employees, Jyoti (2019) believe that green orientation programs should be an integral part of the training and development process and should, among other things, contain information about the company's green routines and policies. Training and development processes can, for example, include programs, workshops, seminars and presentations and should aim to develop and help employees achieve knowledge in green management skills (Ren, Tang & Jackson, 2018; Chams & García-Blandón, 2019). Issues such as safety, energy efficiency, waste management and recycling can, for example, be the core of such green educations (Chams & García-Blandón, 2019). In training and development programs, Chams & García-Blandón (2019) also highlight the importance of using online and web-based tools instead of printed printouts. This

is because a transition from paper printing to online tools can result in an organization's paper use decreasing and thus also decrease the organization's negative environmental footprint (Gürlek & Tuna, 2018).

#### **2.5.4 Green Employment Relations (Involvement & Participation)**

In HRM, employment relationships are an aspect that is about creating friendly relationships between employees within an organization (Gürlek & Tuna, 2018). A good relationship between employees facilitates their motivation, morale and productivity and includes their participation and involvement (Ren, Tang & Jackson, 2018). Employee participation and involvement in environmental issues therefore form the basis for green employment relationships and employees should thus be encouraged to participate in social and ecological initiatives (Nejati, Rabiei & Jabbour, 2017).

Creative environmental initiatives can arise from all employees within an organization and therefore Ren, Tang & Jackson (2018) emphasize that mechanisms are needed that ensure that all employees are involved in environmental work. An example of involving employees is to give employees the independence to be able to create creative solutions to be able to solve environmental problems (Gürlek & Tuna, 2018). To encourage employees to get involved and participate, Zaid, Jaaron & Bon (2018) believe that an organization can also look for entrepreneurs within its operations who are either socially or ecologically oriented, and who can be called environmental entrepreneurs. Research on the matter shows that human resource managers should have the ability to organize existing financial, human and nature-based resources in a way that can add value to an organization's products or services where added value has not existed before.

Involvement of employees is also something that can be beneficial for an organization because employees' knowledge of the work processes and products involved can contribute to creative environmental solutions and that an organization's waste is reduced (Singh, et al., 2020). Employees can also be involved in green behavior by encouraging green commuting habits (Gilal, et al., 2019). For example, by an organization allowing employees to work flexible working weeks and setting up a car pool program or offer free/discounted transport cards (Gilal, et al., 2019). Another current example is to offer employees the opportunity for telework, which allows

employees to perform their tasks from home and thus reduces commuting costs in the form of both money and environmental emissions (Gilal, et al., 2019).

### **2.5.5 Green Reward**

Both monetary and non-monetary rewards can be potentially powerful tools for supporting environmental management activities within an organization (Yong, et al., 2020). According to Singh, et al. (2020), environmental rewards are considered to have a significant impact on employees' willingness to generate environmental initiatives for their organization. It is also a tool that in various ways can benefit both the individual employee and the business. For the employee, reward can, for example, lead to an effort to want to contribute further to an organization's environmental goals, while any waste-reduced methods that the employee develops can also lead to financial savings for the business (Yong, et al., 2020). For example, by introducing benefit packages in their compensation system, which reward employees for a change in behavior and which are activated when an employee achieves a specific sustainable initiative, reward thus has the ability to contribute to an organization's fulfillment of its environmental goals (Nejati, Rabiei & Jabbour, 2017; Pham, Tučková & Jabbour, 2019; Su & Swanson, 2019).

In addition to monetary rewards in the form of salary increases, cash incentives or bonuses for grants in environmental management, Nejati, Rabiei & Jabbour (2017) believe that non-monetary rewards can also be used. These forms of rewards can, for example, consist of special leave or gifts to the employee (Su & Swanson, 2019). In order to highlight green contributions from employees, “recognition-based” awards can also be handed out from an organization's CEO or managers (Singh, et al., 2020). Like monetary forms of rewards, Pham, Tučková & Jabbour (2019) believe that attentional rewards also have the ability to encourage employees to want to contribute to their organization's environmental goals. An example of this would be employees participating or engaging in behaviors and producing results that align with the environmental policies of the organization. Herein, rewards can take a monetary or non-monetary form. The former includes that of bonuses, salary increases, etc. whereas the latter includes non-financial rewards such as acknowledgement, appraisal, etc.

### **2.5.6 Green Exit Interviews**

Closing interviews with an employee who has chosen to terminate their employment with an organization is an HRM tool that can be used for the purpose of finding out critical information about their organization. Documentation from concluding interviews can be used, among other things, to be able to revise and formulate an organization's policies with the goal of being able to retain skilled employees in the long term (Yusliza, Othman & Jabbour, 2017). Closing interviews thus aim to find out the reasons and motives for why an employee has chosen to leave an organization and to possibly be able to take measures that improve the organization.

In relation to green HRM, concluding interviews can be used to examine an employee's perception of an organization's green practice (Su & Swanson, 2019). Jabbour, et al. (2019) believe that the employee's closing meeting should therefore include issues that reflect environmental dimensions. If an employee has voluntarily chosen to terminate their employment, it is important to find the underlying motives for why and whether the dismissal may be linked to environmental issues in the workplace (Jabbour, et al., 2019). According to Gilal, et al. (2019), environmental factors can play a vital role for self-motivated or highly sought-after staff who are not only looking for financial assets from their workplace. Research shows that organizations can strive to also obtain ethical and environmental involvements, which highlights the importance of such aspects being examined and captured in concluding interviews.

### **2.6 Green HRM in Relation to MNCs**

Studies that treat green HRM in relation to MNCs seem to be a narrow field and which currently lack extensive empirical evidence. The current author has only succeeded in identifying three previous studies that touch on these two areas together. One of these studies is a case study that has examined and compared the way in which an American MNC in the food service industry approaches green HRM in its British, German and Swedish subsidiaries (Haddock-Millar, Sanyal & Müller-Camen, 2016). Through their study, Haddock-Millar, Sanyal & Müller-Camen (2016) offer two similarities between the organization's green HRM practices in its foreign subsidiaries: partly their overall commitment to sustainability and partly the lack of specific environmental key indicators within their performance management systems. They show that the main factors affecting the organization's green HRM practices involve the organization's global environmental

vision and the challenges that exist to be able to define operational goals and anchor these in environmental practices (Haddock-Millar, Sanyal & Müller-Camen, 2016).

The second study that studied green HRM in relation to MNCs was conducted by Yusoff, et al., (2015) who studied MNCs in Malaysia. The study aimed to examine both HR managers' understanding of green HRM and to identify similarities and differences in practice between companies in Malaysia and companies in Western countries (Yusoff et al., 2015). The researchers show that the existing literature on green HRM largely deals with the area within a Western context and that their study is thus necessary to be able to provide empirical data that has been produced within an Asian context. The results of the study show that most of the Malaysian companies place emphasis on green HRM, which the researchers, throughout the course of their study, show is actively reflected in CSR, electronic HRM, work-life balance, green practices and extra care programs. The third and final study the author has regarded to be highly appropriate for the subject matter at hand was that of Suharti & Sugiarto (2020), who has focused on green HRM in relation to MNCs in Indonesia. They have focused on the cement industry and its HR activities. Through the study, they were able to find that the company they focused on, one operating in Indonesia's cement industry, has applied green values in the HR activities of recruitment, skills development, employment relations, performance evaluation and reward systems.

## **2.7 Corporate Image**

A company's image, or corporate image, is an image of the company formed in people's minds. Just like about people, we form our own opinions about companies. As Virvilaite and Daubaraite (2011) interprets image as the perceived value of a company, a subjective assessment of it formed by people. The purpose of building an image is to give the customer such an image of the company, on the basis of which customer would choose the product or service of that particular company. Building and managing an image is called design management (Tang, 2007).

Image consists of such factors that the company itself can influence, and those that the company cannot directly influence (Maruf & Afeez, 2013). Those that the company can influence are the information, experiences and observations people have received or acquired from it. Those that it cannot directly influence are the recipient's values, attitudes and prejudices as well as hearsay and beliefs. In addition to these, the background of the image is people's feelings,

expectations, interest and conclusions. The company's reputation is again based on images and experiences. Personal experiences have the greatest importance for image formation. However, it can be formed even without your own experiences, by being influenced by the opinions of those close to you, such as family, relatives, friends, acquaintances and colleagues, the media and advertising or otherwise observed corporate communication (Cornelissen, 2000).

On the part of the company, the formation of the image is influenced by its identity and operations. Influential factors are industry, size, products and services, scope of operations, personnel and management, competitors' activities and changes in the competitive environment and in the community, market position, ownership background, and industry and employer organizations (Furman, 2010). The possible long history of the company strengthens the image. Stereotypes formed from the company's home country and nationality also strengthen or weaken it. The company has limited opportunities to influence them. Just like music, you get physical experiences, media experiences, and pre-chosen confirmation or rejection experiences from public opinion. Images can arise from it in direct contacts, i.e., through transactions, in indirect contacts, i.e., from the company's communication or from information we hear from others, and in peripheral contacts and as collective images from public opinion (Minkiewicz, Evans, Bridson & Mavondo, 2011).

In particular, the company's visible nature and operations have considerable importance for the image, because unlike reputation, it is primarily based on visibility. Most of its trigger associations are visual, since most of the perception of the outside world is seen by the human eye. Verbal, auditory, tactile, olfactory and sometimes gustatory images are also important, as well as multi-sensual associations, where, for example, a sound triggers an image or an image triggers a smell (Maruf & Afeez, 2013).

Imaginative things play a big role in all our decision-making. According to Imago, a person decides how he feels about the company. Its construction aims to create a favorable image for the company. This goal image is called the goal image (Minkiewicz, Evans, Bridson & Mavondo, 2011).

It is not always possible to influence the customer's image, but one way to do that is, in addition to the company's operations, communication. Its purpose is to shape customers' opinions towards the company's true identity or desired image. Corporate identity gives communication a face. With its operations and communication, a company can influence what the information and experiences given about it are like. Not communicating is also communication, and that also affects the image in its own way. Varying and even incorrect interpretations of received messages also affect image formation (Virvilaite & Daubaraite, 2011).

However, modern times have shown that the image does not always necessarily correspond to reality. Proof of that is, for example, global companies operating on the internet, of which no one knows where they really are, what they look like or who works there. The most important equivalent of image in reality is trust (Gürhan-Canli & Batra, 2004).

Image has a different facade in different target groups. They can be roughly grouped into, among other things, marketing targets, economic activity participants, entities independent of the company and products, and various opinion climate participants, stock investors and media users. All groups perceive the company differently. For young people, a certain company may represent international trend waves, while for older people, it may be a company that represents the shelf image of a familiar shopping place (Foroudi, Melewar & Gupta, 2014).

If a company has a bad image, even though it didn't deserve it, it's because of bad communication (Gürhan-Canli & Batra, 2004). As mentioned earlier, an undeserved good image will not last. In both cases, the issue can be influenced by designing the corporate image, which would organize the company's visual communication more effectively.

### **3 Chapter 3: Methodology**

This chapter describes the method that has been used to be able to answer the study's questions and to be able to achieve the purpose of the study. The chapter presents, among other things, how secondary and primary data have been collected, how interview questions have been designed and how data have been analyzed. The chapter concludes with a critical reflection on the study's methodological choices and source criticism.

#### **3.1 Choice of Subject**

The first step of the study has consisted of an overall literature review in the field of green HRM in order to find an interesting research area that falls within the framework of the matter. During this initial step, the author found several articles that dealt with the matter from a business stand point. Such articles aroused the interest of the author in the subject and they then found several articles that highlighted the area's academic age and need for further research, especially in relation to empirical data from the UAE (Singh, et al., 2019). In relation to MNC's and green HRM, the author has only found three studies that treated the areas together. In view of this limited amount of empirical research on green HRM in relation to MNCs, the author has therefore chosen to write about the subject in order to further expand the empirical research base.

##### **3.1.1 Philosophical Basis: Hermeneutic Approach**

This study followed a hermeneutic approach as the purpose of the study was to create an increased understanding of green HR activities within multinational retail and clothing companies. A study based on a hermeneutic philosophy of science is about interpretations and about understanding different phenomena (Singh, et al., 2019; Tomaszewski, Zarestky & Gonzalez, 2020). A study with a hermeneutic view thus wants to understand its study objects and not only observe them, which coincides with what the author has wanted to achieve with this study. The study thus aimed not only to identify green HR activities but rather to interpret and understand its phenomena. Based on this philosophical approach to science, the study's ontology, epistemology, and assumptions are presented below.

### **3.1.1.1 Ontology**

The term ontology denotes questions about what are the basic principles of the world and assumptions made about it (Levitt, et al., 2021). Different ontological positions thus give different perceptions of what ultimately exists and how the world is shaped. Hermeneutics often stands for a subjectivist view of reality, which means that reality is seen as dependent on the observer and something that is ambiguous and relative. According to this study's view of reality, there are thus no true and universal facts about reality, but what is studied becomes rather an individual interpretation of it (Levitt, et al., 2021).

### **3.1.1.2 Epistemology**

The term epistemology is usually defined as the doctrine of knowledge (Ishtiaq, 2019). Questions such as what knowledge is, how we obtain knowledge and how it should be sought are questions that epistemology thus deals with. Hermeneutics' connection to the subjectivist paradigm means that an organization is seen as a socially constructed product and as a label that individuals use to create meaning in their social experiences (Astroth & Chung, 2018). Within the subjectivist paradigm, an organization can therefore only be understood on the basis of the perceptions of the individuals who are directly involved in the organization's activities (Ishtiaq, 2019). Based on this theoretical basis of science, knowledge can thus be reached with the help of man who is part of the social reality and context that is intended to be studied. In relation to this study, the source of knowledge thus consists of HR operatives within multinational industry organizations.

### **3.1.1.3 Assumptions**

In hermeneutics, man is strongly involved in the research process and is seen as an interpretive being. According to Korstjens & Moser (2017), man's inevitable preconception is a starting point for interpretations of the world. Thus, this study assumed that man's own interpretation, which is characterized by our own pre-understanding, is necessary for the social reality that the study intended to examine. Thus, there is no access to a reality that is independent of human senses (Korstjens & Moser, 2017) and hermeneutics thus sees the human interpretation of data as part of the process of being able to reach understanding of various phenomena. The human interpretation of data is also illustrated by the analysis method used in this study in the form of a directed content analysis with a focus on the latent content (Mohajan, 2018).

### 3.2 Choice of Method

In order to achieve a deeper understanding of green HRM within multinational industry organizations, the author has, in this study, chosen to use a qualitative method. This methodological choice coincides with the scientific-philosophical basis on which the study was based, as in the hermeneutic tradition it is common to start from a qualitative research method as it is most suitable for studies that aim to achieve an increased understanding of a subject (Mohajan, 2018). Research conducted using a qualitative method describes phenomena in a context and allows researchers to interpret processes and meaning (Guest, Namey & Chen, 2020). In comparison with a quantitative method, a qualitative method according to Guest, Namey & Chen (2020) provides a deeper data and a nuanced understanding of different phenomena.

The choice of a qualitative method has also been motivated by the fact that the method according to Wadams & Park (2018) is less structured and more open and flexible in comparison with a quantitative method. The advantage of the openness that a qualitative method entails is thus that a study's research participant is given the opportunity to reveal their own perspectives on the phenomenon that a study intends to investigate instead of the researcher imposing predetermined concepts or opinions on research participants (Wadams & Park, 2018). This added openness and flexibility is an aspect the author has perceived as an advantage in relation to this study as they assumed that the term 'green HRM' may be a relatively unknown term for HR professionals and that their use of the term could therefore have risked limiting the respondents' responses. With the help of a qualitative method, the author has therefore been able to develop questions that were easier for the respondents to understand and has been able to adapt to each respondent's pre-understanding in the area.

Since the majority of the existing research that has studied green HRM has applied quantitative methods (Azungah, 2018), the author also found that the lack of qualitative empirical data as another reason why this form of method should be applied. Green HRM has been identified as an area where there is a lack of empirical evidence (Azungah, 2018) and suggestions from a number of literary works allowed the author to ensure that the use of qualitative study would aid them in offering detailed insight that would add to them matter. In this regard, the current work has gathered data in the form of secondary data from the greater literature as well as primary data

from interview responses from human resource professionals working at three multinational corporations within the UAE. With the help of a qualitative method, this study was thus able to meet its needs and contribute to an expanded research base in the field.

### **3.2.1 Research Approach**

Within the qualitative research tradition, an inductive approach is often applied. An inductive approach means that research focuses on generating theory based on collected data (Gaudet & Robert, 2018). It is thus a theory development process that begins with researchers observing a specific case and then trying to establish generalizations about the phenomenon being studied (Gaudet & Robert, 2018). In contrast to the inductive approach, the deductive approach is a theory process that begins with starting from an established theory and is then tested against specific cases (Astroth & Chung, 2018). Since this study was based on existing theories (e.g. green HRM) in order to be able to answer the study's questions, this study was based on a deductive approach. Existing literature has thus initially been collected in order to later be able to compare it with the empirical data that the interviews have generated.

### **3.2.2 Research Design**

#### **3.2.2.1 Semi-structured Interview**

In qualitative research, interviews are a common method that is applied and is a methodological tool that allows researchers to gain a deeper understanding of a topic (Williams, 2019). Since the purpose of this study was to create an increased understanding of green HRM in relation to multinational industry organizations, the study's primary data was collected through semi-structured interviews with HR practitioners. In addition, Williams (2019) highlight that semi-structured interviews correspond to the qualitative research design that should be applied when a study intends to answer the questions 'how' and 'why' (Yin, 2008; Eisenhardt, 1989), which coincides with the kind of understanding that the study's questions aim to meet. The use of semi-structured interviews has afforded the author the opportunity to ask follow-up questions that were adapted based on each respondent's initial answers to their interview questions. The author has believed that this flexibility that semi-structured interviews added have given them the opportunity

to capture additional information that may be relevant to the study and allowed them to get deeper and more in-depth answers in comparison with a structured form of interview.

The study also constituted a cross-sectional study as primary data from most cases have been collected during a specific time and data thus represent how the study's case companies work with green HRM at present. A cross-sectional study thus provides a picture of a population at a certain point in time and also allows researchers to be able to compare cases and be able to see possible connection patterns (Tuffour, 2017). The cross-sectional approach has added a deep and detailed examination of the current situation by allowing the author to corroborate their primary data with their secondary data – the author has evaluated their findings from the responses of their participants under the light of the greater literature on the matter. Through the use of online semi-structured interviews, the author was able to interview fifteen human resource management professionals, including five from each individual corporation focused on.

#### **3.2.2.2 Literature Review**

This study was structured with the help of both primary and secondary data, of which secondary data has been collected to build up the study's theoretical frame of reference. Through a literature review of both relevant theories and existing research, the author was able to identify green HRM areas and HRM theories that were applied to answer the study's questions and fulfill the study's purpose. The study as a whole was based on a total of 110 different sources. The study's secondary data has mainly been collected through the databases Google Scholar and Emerald. When searching for relevant literature through these databases, key terms have been used as keywords, which have consisted of subject concepts in the field. The subject concepts that have been frequently used and that represent theory / concepts on which the study was primarily based included terms such as Green HRM, Sustainability, Corporate Image, UAE, etc. The keywords mentioned herein have been used in the literature searches both individually and in combination with each other. The search results allowed the author to gather articles published during the last five to ten years and thus afforded the author the ability to provide up-to-date information on the matter. These, whilst gathered from various different accredited journals, were relevant to the subject matter at hand. In total, 50 works were assessed. During the study's literature review, the author has consistently been selective in their choice of sources in order to be able to ensure that

the study's theoretical frame of reference was credible and of high relevance in relation to the purpose of the study. Since green HRM was the central concept on which this study was based, the author has therefore used inclusion and exclusion criteria in their collection of data that concerns that area.

### **3.3 Choice of Theory**

During their literature review of studies that dealt with the area of green HRM, the author was able to discern a variation in the HR activities studied with a green application. As mentioned earlier, this has been illustrated through previous studies in the field, which have often included various forms of HR activities. The author has therefore chosen to include the most common HR activities in the existing literature that could be conducted with a green application and that previous studies have found can constitute powerful green HR activities (Shen, Dumont & Deng, 2018; Mousa & Othman, 2020; Yusoff, et al., 2020). The author has thus deliberately opted out of other HR activities that occur in previous studies and which can also be conducted with a green application.

There are several established theories that have an ability to add an understanding of green HR activities within an organization (Mousa & Othman, 2020). Stakeholder theory can be applied in studies with questions that include for whom HRM initiatives are introduced while institutional theory can be applied to understand how an organization works with HR activities and to be able to explain why (Shen, Dumont & Deng, 2018; Zaid, Jaaron & Bon, 2018). These theories align with the third question of this study and are therefore the reason why these two theories have been applied in this study. The theory of Ulrich's four HR roles (1997) has been included in order to be able to analyze and reflect on the four key roles in the future based on the results of the study in order to support the use of green HR methods in MNC's operations and what challenges the roles may face and the impact that they can have on the corporate image of said companies.

### **3.4 Method of Analysis**

In order for the study's primary data to be analyzed, the recorded material was initially transcribed directly after each interview. Transcribed primary data were subsequently analyzed using a directional content analysis of the transcribed material. According to Tuffour (2017), a

content analysis is a research method for subjective interpretation of content in text data through a systematic classification process for coding and identification of themes or patterns. A directed content analysis means that existing theory or concept is used with the goal of confirming or further developing the theory (Williams & Moser, 2019). This is thus in line with the deductive approach that this study was based on, and the author has therefore classified the transcribed data material based on the theories mentioned previously.

There are also two levels of abstraction of content analysis: the manifest content or the latent content. In this study, the latent content of the interviews conducted have been analyzed, which involved a process of interpreting the content in order to be able to discover underlying meanings (Williams & Moser, 2019). This approach was motivated by the fact that it was in line with the research tradition that the study followed (hermeneutics) and the deeper understanding that this study strived to achieve.

### **3.4.1 Quality Criteria**

Within the qualitative research tradition, there are four general quality criteria to relate to. These quality criteria are presented below and discussed in relation to the current study. The advantage of this approach was that the data presented in the study has largely been validated by the study's primary sources. On the other hand, the author has experienced that a disadvantage was that reality changes over time, and so can the respondents' answers as well. That is, the respondents' possible correction of their answers means that their statements no longer represent a cross-sectional study. The respondent validation was thus necessary and meant that the data presented could be considered concurrent to the views of the respondents. This was performed by the author conducting their data collection and then analyzing said gathered data. Accordingly, the author provided summaries of the analysis to their respondents in order to ensure that their analysis and findings reflected the matter truthfully and in a manner that the respondents agreed with. An additional risk with respondent validation is that participants may want to censor statements that they have previously made (Shekhar, et al., 2019). On the other hand, this was not something the author has experienced as the study's respondents did not want to do so, but the corrections that have been received through the respondent validation showed that the author was able to infer their respondents' responses directly and with very little, if any, potential bias therein.

### **3.5 Source Criticism**

The following sections present information on how secondary sources have been handled in the study, i.e. the sources that have been used to build up the study's theoretical frame of reference in Chapter Two. This was done with the help of discussions about the sources' authenticity, time, dependence and party interest.

#### **3.5.1 Authenticity**

Today, according to Shekhar, et al. (2019), it is not a matter of course that a source is genuine, which thus makes it important to investigate whether a source is what it claims to be. Due to current restrictions due to the ongoing COVID-19 pandemic, the availability of physical literature has been limited. For example, the author has not had the opportunity to go to the library to borrow relevant literature, but have instead been forced to rely on sources that are available online. The fact that the author has had to rely on electronic sources has made the authenticity aspect particularly clear and author has therefore tried to be careful in checking which journal in which each article has been published (Maxwell, 2019). The author has primarily used peer-reviewed articles or ones published in reputable journals and by reputable sources to ensure that the information used was appropriate and meet the aims of authenticity of the current work.

#### **3.5.2 Time**

Time is something that has an impact on the quality of a source (Maxwell, 2019). The longer the time that elapses between an event and the fact that the event is documented, the more unreliable Ashworth, McDermott & Currie (2019) believe that the source will be. This study was based on scientific articles where the author has predominantly not had access to information that specifies when the material in each article has been collected in relation to when the material has been documented. From this aspect, the author has therefore not had any opportunity to control the time requirement on all sources included in the study's theoretical frame of reference. On the other hand, they have taken time into account in the form of the time period that the current study reflects being relevant in today's context. This means that the author has tried to strive to use as current research as possible (based on the stated publication date) and only supplemented with older studies in cases where new sources have not been able to offer the same information.

### **3.5.3 Dependent**

Dependence in the management of sources refers to checking whether the sources used are interdependent (Hennink, Hutter & Bailey, 2020). A primary source is the original source of information, and the information can then be reproduced by others and thus become a secondary source (Peditto, 2018). Since information is rarely reproduced exactly as in the original source, Karam, et al., (2018) believe that there can be various forms of more or less distortions and that can thus contribute to information loss. To avoid this risk, the author has used primary sources to build up the study's theoretical frame of reference and excluded secondary references.

### **3.5.4 Conflict of Interest**

According to Tomaszewski, Zarestky & Gonzalez (2020), party interests are about whether the informant of a source has their own interests in a certain answer. On such occasions, it can mean that the party's interests can interfere with the information and can, for example, find expression through the choice of words, expressions or selection (Cardano, 2020). This may, for example, consist of the information coming from an interest group to advertising messages and, according to Maditati, et al., (2018), one should be particularly questionable when it comes to financial interests behind the information that is conveyed. In order to avoid the potential of a conflict of interests being mixed into the data that the study presented, the author has carefully checked who was behind the sources that did not have a specific author specified, i.e. the few web pages that have been used. However, the websites of the organizations from which the author has obtained information can be considered biased because the sender of the information is a for-profit organization. However, the author has included a limited amount of information from these websites and they do not feel that any conflict of interest has distorted this basic information about the companies, such as the number of employees and the organizations' respective areas of activity.

## **4 Chapter 4: Analysis**

### **4.1 Green HR activities**

The author was able to indicate that all the companies in this study has set clear environmental goals for their activities, which made them potentially contributing forces for society to be able to achieve the global sustainability goals for the year 2030. Based on the study material, it can also be seen that the companies have taken measures to some part is in line with the theory of green HRM while some HR activities on the other hand are not perceived to have any green application at all.

### **4.2 Recruitment and Selection**

Based on the interview data collected, the author interpreted the data that the case companies in this study fulfill one of the two parts that Singh, et al. (2019) believe that a green recruitment and selection process should include: the companies largely used environmentally friendly methods to recruit through but they did not measure green attitudes in all candidates. The companies' environmentally friendly methods are included in job advertisements being published online and interviews with candidates being held through online tools. Although the methods follow a green recruitment and selection process (Jabbour, et al., 2019), companies 'use of online tools can be interpreted as a result of something other than the companies' efforts to conduct HR area environmentally friendly. It can be interpreted as a result of and an adaptation to current COVID-19 restrictions. The reasoning is supported by the fact that all respondents highlight that their respective organizations during the past year have had to adapt their recruitment processes regarding how they work. The forced change in working methods has meant that digital interviews and environmentally friendly HRM processes have increased in use as, for example, physical interviews have no longer been a possible alternative. Current restrictions can therefore be interpreted as an obstacle to the performance of traditional recruitment and selection processes that have included physical (in this case environmentally unfriendly) work processes and are instead seen as a positive driving force for the introduction of green HR methods.

#### **4.2.1 Company 1**

Although, for example, the respondents from Company 1 has described that they valued recruiting employees who shared the company's views on environmental and sustainability issues,

it was not considered standard for the company to integrate issues on environmental aspects in new recruitment, which the author believes can lead to fulfillment of this desire is hindered. It is also not clear from all the case companies' job descriptions how individual employees contribute to each company's environmental goals, which job descriptions for green HRM should reflect (Szabo & Webster, 2021). In addition to current restrictions, the author has interpreted that green elements in this HR activity are also driven by the younger generation, who represent potential future employees for the companies. All respondents mentioned that green processes and measures are both valued and demanded by the younger generation, which based on stakeholder theory can therefore be interpreted as an influential group in the design of companies' recruitment methods. Additionally, its younger employees, who were more likely to be environmentally conscious, were likely to have brought their environmental concerns with them into their employment and impacted the policies at play at Company 1.

A similarity between the case companies and this partly green HR activity is that, based on the respondents' description, the author was able to interpret that selection and recruitment practices are necessary to be a locally desired organization. Despite the fact that all organizations have central recruitment functions, it appears that local HR managers have a certain influence in the recruitment processes and the freedom to make their own mark on the processes. This supports the study's overall results that green HR activities tend to be locally designed. The measure to introduce environmental dimensions in the job description at Company 1 is a practical example that supports this conclusion and which suggests that green HRM initiatives are more likely to be shaped locally than outside HQ.

#### **4.2.2 Company 2**

Only Company 2 works to introduce environmental and sustainability goals in all its employees' job descriptions, which in accordance with Gilal, et al. (2019) can signal that the company has an awareness that the environment is something that all employees are responsible for and can contribute through their work roles and tasks. The author believes that Company 2 was the only company in this study that has introduced this green measure and can possibly be explained by the fact that the company, in its global marketing, emphasizes that they see sustainability as part of their company's identity and that they have therefore taken the initiative to

sustainability as part of each individual employee's identity. Company 2, akin to Company 3 and Company 1, have mainly focused on also recruiting younger generation workers in the modern environment.

### **4.2.3 Company 3**

This study shows that only work roles whose tasks are directly linked to environmental aspects are involved in tests regarding environmental competence and questions about the candidates' attitudes to the environment and sustainability. Since a green HR application should test compatibility between recruits and an organization's green goals for all positions (Yusliza, Othman & Jabbour, 2017), Company 3 thus does not fulfill this part of a green recruitment and selection process. Although Company 3 emphasizes that their green measures are not primarily driven by attracting new employees, the author was able to interpret that the company nevertheless has an influence with regard to the fact that candidates belonging to this generation have, among other things, made Company 3 adapt their job advertisements in a way that is in line with green recruitment. The younger generation's influence regarding environmentally friendly methods is also a stakeholder group that has been highlighted in previous studies on green HRM in relation to national companies and which is claimed to be a reason why green HR activities are introduced (Pham, Tučková & Jabbour, 2019).

## **4.3 Performance Appraisal**

### **4.3.1 Company 1**

Performance appraisal is an HR activity that this study indicates that Company 1 does not conduct a green performance appraisal, which is also in line with Haddock-Millar, Sanyal & Müller-Camen (2016) case study that found that the multinational organization studied lacked specific environmental key indicators within its performance assessment systems.

### **4.3.2 Company 2**

Common between the study's case companies is that this HR activity is mainly perceived to be standardized based on HQ, which can be interpreted to be in line with Yusliza, Othman & Jabbour (2017) who found that performance appraisal has a high level of transfer between HQ and

subsidiaries. Company 2's use of Green HRM practices to an extent seems to be an outcome of the organization's global and domestic practices.

### **4.3.3 Company 3**

With the exception of specific work roles that are covered by issues concerning the environment and sustainability, this study shows that employees within the Company 3 are generally not assessed according to environmental goals. The results of the study are thus not in line with a green HRM management, which means that green goals should form the basis for all employees' performance evaluations (Yusliza, Othman & Jabbour, 2017).

Since this non-green HR activity is standardized in all of the study's case companies, it can be interpreted to mean that standardization of HR activities is a potential explanation for why this HR activity is not currently conducted green. If HQ's management does not demand more environmentally friendly processes, the author can interpret that it can be difficult to transform an HR activity into a green HR activity because HQ's standardized guidelines in this study are interpreted as a potential barrier to the introduction of green HR activities. It also strengthens the study's overall results and interpretation that green HR activities are primarily locally designed, while standardized HR activities tend not to be conducted with a green application.

## **4.4 Competence Development**

### **4.4.1 Company 1**

Like recruitment and selection, this study suggests that skills development is also partly conducted with a green application. In all of the study's case companies, employees are given the opportunity to take part in various educations that involve areas of knowledge that correspond to what should be conveyed in green educations (Siyambalapitiya, Zhang & Liu, 2018). On the other hand, it differs with regard to whether new employees are given an introduction to each company's green routines and policies. Specifically, with regard to Company 1 and Company 2, new employees must undergo compulsory basic training that involves environmental aspects. It can be interpreted to give an introduction to employees about the company's green routines and policies and thus coincide with a green HRM management (Hameed, et al., 2020). Green competence development is affected by national requirements and legislation can be explained with the help of

institutional theory as they can be considered to represent different sets of institutional pressures that local companies need to adapt to in order to be compatible with their institutional environment. They thus represent an external pressure that has an impact on how, for example, competence development is conducted and shaped (Gilal, et al., 2019; Kim, et al., 2019; Yong, et al., 2019). As a company, Company 1, among other things, carries out training to conduct their business, which means that countries that have laws and requirements regarding environmental and sustainability issues can be interpreted as having a positive influence on the introduction of green HRM.

#### **4.4.2 Company 2**

Despite some standardized elements, Company 2 mainly has locally adapted educations. This could be explained on the basis of national laws and local rules and, like Kim, et al. (2019) illustrate, standardization and localization regarding competence development can be consistently feasible - even with a green application. The reasoning that the partially green competence development could be explained by national legislation and local requirements also coincides with the research on the matter that have found that legislation is one of the factors that have an impact on how HRM practices are implemented in subsidiaries and that have also been shown to have an impact on the implementation of green HRM (Siyambalapitiya, Zhang & Liu, 2018; Su & Swanson, 2019; Hameed, et al., 2020).

#### **4.4.3 Company 3**

For Company 3, it was found that the organization does not offer such basic training, which can instead be considered to limit employees' knowledge of the company's green policy and competence development in environmental and sustainability issues for employees whose work roles have no obvious connection to environmental issues.

### **4.5 Employment Relations**

#### **4.5.1 Company 1**

Like recruitment and selection as well as competence development, this HR activity also seems to be partly conducted with a green application. Within Company 1 and Company 2, there

are local initiatives that the author interprets are implemented in order to involve and get employees to participate in environmental and sustainability issues, which is in line with green employment relations (Jia, et al., 2018). These green initiatives are mainly interpreted to be locally designed according to the local company's specific activities and are represented, for example, by proposal activities that can be interpreted to give employees independence to create solutions to environmental problems and which can thus be considered to follow a green employment relationship (Yu, et al., 2020).

#### **4.5.2 Company 2**

Since the green measures and initiatives the author has identified at Company 2 mainly seem to be locally adapted, the author interpreted that green employment relationships also tend to be a localized HR activity. The interview responses and literature showed that Company 2's environmental requirements for company-leased cars and shared minibuses that run between the company's sites can be interpreted as aimed at encouraging employees to participate in green behavior (Srivastava & Shree, 2018). Freedom of teleworking is another measure that companies can introduce in order to encourage green behavior, but since there are many work functions in the retail and clothing sector that require physical presence, teleworking therefore becomes problematic.

#### **4.5.3 Company 3**

However, as Company 3 was perceived as lacking in involving and encouraging employees to participate in green initiatives, the author has interpreted that the organization risks losing employees' knowledge which could possibly lead to creative environmental solutions and which ultimately also have the potential to benefit the organization in question (Siyambalapitiya, Zhang & Liu, 2018).

Specifically, it seems that those working at these companies were unable to engage in actively green practices such as remote working and various others due to the nature of the industry itself. This problem can therefore be interpreted as limiting companies' opportunities to be able to encourage green behavior through teleworking in this sector (Srivastava & Shree, 2018). The study's interviews showed that a retail establishment can have a negative impact on the

environment, which can mean that a physical presence for certain work roles works preventively against a negative environmental impact. Despite the fact that teleworking is currently underway for certain work roles at the companies, it can, like green selection and recruitment as well as skills development, be seen as a result of the ongoing pandemic and adaptation to current restrictions rather than the desire to pursue green employment relationships.

## **4.6 Reward**

### **4.6.1 Company 1**

Reward is the second last HR activity that the author has focused on with regard to the interview questions. In line with the theory of green HRM (Singh, et al., 2020) it appears, for example, that employees within Company 1 and Company 2 can be awarded a small financial compensation if they contribute with proposals that develop the business or that they can be awarded environment-related awards, which instead constitutes a non-financial form of green reward (Tang, et al., 2018).

### **4.6.2 Company 2**

These forms of green rewards the author has interpreted can be both a standardized and a localized HR activity. This is because those who receive rewards from Company 2 and Company 1 were employees who reflected green initiatives and were selected by the organizations' HQ, which can be interpreted as making green rewards a standardized HR activity.

### **4.6.3 Company 3**

Company 3's financial reward system, which may include compensation for environmental initiatives, on the other hand, looks different in different countries and can thus be interpreted as a localized green HR activity. Based on this study, it is interpreted that green reward can therefore be shaped both locally and based on HQ.

In this study, it was found that all companies' overall reward systems to be primarily based on financial results and not on environmental aspects. Since each organization that has participated in this study, on the other hand, works profit-making, the author believes that it is not particularly

strange that the calculation bases for reward to employees are primarily based on financial results. However, the author does believe that the current absence of environmental calculation bases may change in the future as the study's respondents suggest that the environment and reduction of environmental emissions have become an integral part of companies' business strategy and respondents also speculate that the issues will become increasingly important for their organizations. The author thus believes that environmental dimensions may be included in the organizations' calculation bases for reward in the future.

## **4.7 Impact of Green HRM practices on the Corporate Image**

### **4.7.1 Company 1**

The impact of Green HRM practices on the Corporate Image was asked about in the interview questions in relation to the literature discussed in the corporate image part of the study. The employees within Company 1 expressed that the Green HRM practices were indeed a motivator for them in applying for the company. The transparency of the recruitment process provided them with a clear image of the company and they were more motivated to join the company.

### **4.7.2 Company 2**

For Company 2, the corporate image of the company was dependent on the way the company presents itself. Some employees expressed concerns that companies that do not have a good corporate image are not preferred by workers as employees want to work for companies that align with their personal moral and social values. Hence, companies with Green HRM practices are likely to attract more employees that are socially aware of green practices and personally practice it themselves as well.

### **4.7.3 Company 3**

For Company 3, it was found that the employees are highly aware of the impact of Green HRM practice on the corporate image. There was also some skepticism related to the MNCs using Green HRM to greenwash their corporate image and it was found that greenwashing or a greater emphasis on showcasing Green practices use to build up corporate image was detrimental

to the overall reputation of the company as it can come off as unauthentic. The employees interviews expressed that Green HRM can positively impact the corporate image, however, it can also create a false perception of companies and that many times, the impact of Green practices was exaggerated for cleaning up the corporate image of companies. Hence, communication of the company's green practices need to be very careful or it risks developing a bad corporate image (Gürhan-Canli & Batra, 2004).

#### **4.8 Exit interviews**

All case companies in this study were found to conduct exit interviews in order to find reasons why an employee has chosen to move on from their organization. None of the study's respondents, on the other hand, have agreed that environmental issues have been cited as a reason why an employee has chosen to terminate their employment, but these companies also do not seem to include environmental issues in their exit interviews. These companies are thus not interpreted to examine whether a dismissal is linked to environmental issues in the workplace (Chaudhary, 2020) and are thus not interpreted to have a green application to their exit interviews. Questions about environmental aspects are not perceived to be asked by standard or for the purpose of examining an employee's perception of an organization's green practice, which a green exit interview should examine (Zaid, Jaaron & Bon, 2018). According to this study, exit interviews thus represent the second HR activity that MNCs in the UAE tend not to pursue with a green application, which in accordance with the theory of green HRM may mean that companies may risk losing skilled employees in the long term (Amrutha & Geetha, 2020).

## 5 Chapter 5: Discussion and Conclusion

Based on the discussion in the previous chapter, the study's three questions will be answered in this concluding chapter. The chapter also describes the theoretical and practical contributions that this study entails, discusses the study's limitations and provides suggestions for further research in the field of green HRM.

This study has aimed to create an increased understanding of how green HR activities are shaped and used in multinational organizations and to investigate what the impact that they have on the corporate image of these organizations. With regard to the first research question, the study has not been able to find any HR activity that is fully conducted with a green application. On the other hand, the study has been able to show that the case companies partly conduct four different HR activities green. These include green recruitment and selection; green competence development; and green employment relationships. The focus of the current work was that of the clothing and retail sector of the UAE, particularly Company 1, Company 3, and Company 2. Through both the primary and secondary data gathered, the author was also able to answer their second research question that Green HRM activities are partially conducted with a green application. These activities are designed through local initiatives and their usage and regularity coincides with both the global and local demand for green practices from the company. This offers the suggestion that green HRM activities tend to be localized with companies able to conduct these activities actively advertising their efforts to ensure that the greater public is aware of them attempting to meet their needs and demands as well as that they abide by government regulations.

Conversely, a considerable amount of dissimilarity between the three organizations was found with Company 3 lacking in its green HRM practices and ecological focus whereas the remainder, Company 2 and Company 1, have actively focused on the matter through standardized policies based on each organization's HQ. The results of the study thus suggest that green HRM tends to be localized rather than standardized – a trend that is becoming more and more commonplace as highlighted by previous studies (Veerasamy, Joseph & Parayitam, 2023). Lastly, with regard to the third research question, it was found that the introduction of green HRM activities can be explained by institutional theory and the external pressure that organizations are exposed to and

which can be attributed to their institutional environment. This finding was also corroborated by the literature on the matter (Meng, et al., 2023). According to this study, this consists of national requirements and legislation, societal trends and current restrictions that have been introduced as a result of the COVID-19 pandemic. The introduction of green HRM activities can also be explained on the basis of stakeholder theory as this study shows that the younger generation (who represent potential future employees) and an organization's management are groups that have an influence regarding a green application to HRM activities with higher focus on green HRM leading to greater sales and popularity amid consumers.

## **5.1 Theoretical Contribution**

The theoretical contribution that this study can offer in the field of international human resource management, business studies, and communications is that the study has been able to show that MNC's operators in the retail and clothing sector tend to conduct four different HR activities (green recruitment and selection; green competence development; and green employment relationships) with a partially green application and all of them tend to be localized as also found in the study by Yusoff, et al., (2015) where they found that most MNCs integrate green practice in various parts of their HRM practices. The study observed that multinational industry organizations tend to standardize their HRM activities with a green approach, reflecting the company's global orientation, as evident in Jyoti (2019) where the author has also emphasized that MNCs need to standardize the green HRM practices according to the company goals. The study makes a valuable contribution to the theory of green HRM by demonstrating that HRM activities in UAE-based MNCs have greater potential for adopting a greener approach, in contrast to situations where HRM activities are overseen and formulated by global management and operators of these companies. This finding thus contributes to the theory of green HRM by also involving the aspects of either standardizing or locating green HRM practices, which the author has found that no previous studies have done. In summary, this means that the study's empirical material in an international context has contributed with theoretical knowledge that adds a deeper understanding of how green HR activities are conducted, shaped and what can influence their introduction.

## **5.2 Practical Contribution**

Based on the theoretical results of the study, the study also contributes with suggestions regarding what will be required for multinational industry organizations' HR units in the future to be able to work greener within their HRM processes. According to the analysis and results, HR will be required to be more responsive to the needs and requirements of its employees in order to be able to satisfy tomorrow's workforce as well as customers and to be able to retain valuable employees within their organizations and maintain customer loyalty. The HR function also needs to be further included as a strategic partner in relation to an organization's environmental goals and is seen as a valuable function whose work can contribute to an organizational environmental goal fulfillment. According to the analysis, it will also require HR to identify possible areas for change in processes and be allowed to take an active part in the change work regarding environmental issues and find new innovative approaches to being able to conduct green HRM and deliver effective green HR routines.

## **5.3 Limitations of the Study and Suggestions for Future Research**

The study was conducted with the help of three different MNCs that are active in the clothing and retail sector of the UAE. Considering that the study is limited to organizations active in this sector, this means that one of the limitations of the study is that the results can only be claimed to apply to organizations operating in the same industry, of the UAE alone. Analyses for other countries will need to be conducted by further investigations. The number of case companies that have been investigated can also be considered quite limited and thus constitute an additional study limitation of the study with regard to the fact that studies with an examination of a small number of companies can limit the generalizability of the study (Ashworth, McDermott & Currie, 2019). The few study objects that were included and the generalizability of the results can thus be considered to be one of the limitations of the study. Another limitation of the current work was in the form of the methodological approach utilized. As such, it would be appropriate for further works to make use of the quantitative approach instead of the qualitative approach to further attain a detailed assessment of the subject matter. Based on this study, there are several research opportunities in relation to green HRM. Some of these suggestions are listed below:

- 1 The study was conducted during the COVID-19 pandemic and under current restrictions, which has had an impact on how companies work and thus also on the results of the study. A proposal for future research is therefore to study the same industry and organizational form at a later time when the COVID-19 restrictions no longer apply. Such a study may aim to examine whether the pandemic has left lasting traces in how organizations work with green HRM or whether it has only been a short-term adaptation.
- 2 With regard to the study's delimitation to industrial organizations, future research is proposed to replicate this study with the exception that the study objects constitute organizations in other industries or other forms of organizations. Future research can, for example, study small and medium-sized enterprises (SME). A comparison between different industries, organizational forms and local companies within the same group can also be carried out in order to investigate whether there are differences between how green HRM is conducted in different industries, organizational forms and subsidiaries.

## 6 References

- Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, 242, 118458.
- Alavi, S., & Aghakhani, H. (2023). Identifying the effect of green human resource management practices on lean-agile (LEAGILE) and prioritizing its practices. *International journal of productivity and performance management*, 72(3), 599-624.
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.
- Armstrong, M. (2021). *Strategic human resource management*. Kogan page.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
- Ashworth, R. E., McDermott, A. M., & Currie, G. (2019). Theorizing from qualitative research in public administration: Plurality through a combination of rigor and richness. *Journal of public administration research and theory*, 29(2), 318-333.
- Astroth, K. S., & Chung, S. Y. (2018). Focusing on the fundamentals: Reading qualitative research with a critical eye. *Nephrology Nursing Journal*, 45(4), 381-348.
- Azungah, T. (2018). *Qualitative research: deductive and inductive approaches to data analysis*. Qualitative Research Journal.

- Bahuguna, P. C., Srivastava, R., & Tiwari, S. (2023). Two-decade journey of green human resource management research: a bibliometric analysis. *Benchmarking: An International Journal*, 30(2), 585-602.
- Bamberger, P.A., Biron, M., & Boon, C. (2014). *Human Resource Strategy: Formulation, Implementation, and Impact* (2nd ed.).
- Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, 10(6), 1739.
- Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), 2498-2537.
- Boxall, P., & Purcell, J. (2022). *Strategy and human resource management*. Bloomsbury Publishing.
- Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing.
- Cardano, M. (2020). *Defending qualitative research: Design, analysis, and textualization*. Routledge.
- Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of business research*, 116, 183-187.
- Chams, N., & García-Blandón, J. (2019). On the importance of sustainable human resource management for the adoption of sustainable development goals. *Resources, Conservation and Recycling*, 141, 109-122.
- Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641.

- Chiappetta Jabbour, C. J., 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(6-8), 671-683.
- Collins, C. J. (2021). Expanding the resource based view model of strategic human resource management. *The International Journal of Human Resource Management*, 32(2), 331-358.
- Cornelissen, J. (2000). Corporate image: an audience centred model. *Corporate Communications: An International Journal*, 5(2), 119-125.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management*, 56(4), 613-627.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532-550.
- Foroudi, P., Melewar, T. C., & Gupta, S. (2014). Linking corporate logo, corporate image, and reputation: An examination of consumer perceptions in the financial setting. *Journal of Business Research*, 67(11), 2269-2281.
- Furman, D. M. (2010). The development of corporate image: A historiographic approach to a marketing concept. *Corporate Reputation Review*, 13, 63-75.
- Garavan, T., Ullah, I., O'Brien, F., Darcy, C., Wisetsri, W., Afshan, G., & Mughal, Y. H. (2023). Employee perceptions of individual green HRM practices and voluntary green work behaviour: a signalling theory perspective. *Asia Pacific Journal of Human Resources*, 61(1), 32-56.

- Gaudet, S., & Robert, D. (2018). *A journey through qualitative research: From design to reporting*. Sage.
- Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, 26(6), 1579-1590.
- Gomes, J. F., Sabino, A., & Antunes, V. (2023). The Effect of Green Human Resources Management Practices on Employees' Affective Commitment and Work Engagement: The Moderating Role of Employees' Biospheric Value. *Sustainability*, 15(3), 2190.
- Greer, C. R. (2021). *Strategic human resource management*. Pearson Custom Publishing.
- Guest, G., Namey, E., & Chen, M. (2020). A simple method to assess and report thematic saturation in qualitative research. *PLoS One*, 15(5), e0232076.
- Gürhan-Canli, Z., & Batra, R. (2004). When corporate image affects product evaluations: The moderating role of perceived risk. *Journal of marketing research*, 41(2), 197-205.
- Gürlek, M., & Tuna, M. (2018). Reinforcing competitive advantage through green organizational culture and green innovation. *The service industries journal*, 38(7-8), 467-491.
- Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: a comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management*, 27(2), 192-211.
- Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance?. *International Journal of Manpower*.
- Hamouche, S. (2021). Human resource management and the COVID-19 crisis: Implications, challenges, opportunities, and future organizational directions. *Journal of Management & Organization*, 1-16.

- Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods*. Sage.
- Ishtiaq, M. (2019). Book Review Creswell, JW (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. Thousand Oaks, CA: Sage. *English Language Teaching*, 12(5), 40.
- Jabbour, C. J. C., Sarkis, J., de Sousa Jabbour, A. B. L., Renwick, D. W. S., Singh, S. K., Grebinevych, O., ... & Godinho Filho, M. (2019). Who is in charge? A review and a research agenda on the ‘human side’ of the circular economy. *Journal of cleaner production*, 222, 793-801.
- Jia, J., Liu, H., Chin, T., & Hu, D. (2018). The continuous mediating effects of GHRM on employees’ green passion via transformational leadership and green creativity. *Sustainability*, 10(9), 3237.
- Jyoti, K. (2019). Green HRM—people management commitment to environmental sustainability. In proceedings of 10th international conference on digital strategies for organizational success.
- Karam, M., Brault, I., Van Durme, T., & Macq, J. (2018). Comparing interprofessional and interorganizational collaboration in healthcare: A systematic review of the qualitative research. *International journal of nursing studies*, 79, 70-83.
- Khamdamov, A., Tang, Z., & Hussain, M. A. (2023). Unpacking Parallel Mediation Processes between Green HRM Practices and Sustainable Environmental Performance: Evidence from Uzbekistan. *Sustainability*, 15(2), 1434.
- Khan, M. H., & Muktar, S. N. (2020). A bibliometric analysis of green human resource management based on scopus platform. *Cogent Business & Management*, 7(1), 1831165.
- 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.

- Korstjens, I., & Moser, A. (2017). Series: Practical guidance to qualitative research. Part 2: Context, research questions and designs. *European Journal of General Practice*, 23(1), 274-279.
- Levitt, H. M., Morrill, Z., Collins, K. M., & Rizo, J. L. (2021). The methodological integrity of critical qualitative research: Principles to support design and research review. *Journal of Counseling Psychology*, 68(3), 357.
- Li, W., Abdalla, A. A., Mohammad, T., Khassawneh, O., & Parveen, M. (2023). Towards Examining the Link Between Green HRM Practices and Employee Green in-Role Behavior: Spiritual Leadership as a Moderator. *Psychology Research and Behavior Management*, 383-396.
- Macke, J., & Genari, D. (2019). Systematic literature review on sustainable human resource management. *Journal of cleaner production*, 208, 806-815.
- Maditati, D. R., Munim, Z. H., Schramm, H. J., & Kummer, S. (2018). A review of green supply chain management: From bibliometric analysis to a conceptual framework and future research directions. *Resources, Conservation and Recycling*, 139, 150-162.
- Mahapatro, B. B. (2022). Human resource management. PG Department of Business Management.
- Marrucci, L., Daddi, T., & Iraldo, F. (2023). Institutional and stakeholder pressures on organisational performance and green human resources management. *Corporate Social Responsibility and Environmental Management*, 30(1), 324-341.
- Maruf, A. A., & Afeez, B. A. (2013). Corporate social responsibility and corporate image. *Transnational Journal of Science and Technology*, 3(8), 29-49.
- Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of cleaner production*, 143, 474-489.

- Maxwell, J. A. (2019). Distinguishing between quantitative and qualitative research: A response to Morgan. *Journal of mixed methods research*, 13(2), 132-137.
- Meijerink, J., & Keegan, A. (2019). Conceptualizing human resource management in the gig economy: Toward a platform ecosystem perspective. *Journal of managerial psychology*, 34(4), 214-232.
- Meng, J., Murad, M., Li, C., Bakhtawar, A., & Ashraf, S. F. (2023). Green Lifestyle: A Tie between Green Human Resource Management Practices and Green Organizational Citizenship Behavior. *Sustainability*, 15(1), 44.
- Minkiewicz, J., Evans, J., Bridson, K., & Mavondo, F. (2011). Corporate image in the leisure services sector. *Journal of Services Marketing*, 25(3), 190-201.
- Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*.
- Mohajan, H. K. (2018). Qualitative research methodology in social sciences and related subjects. *Journal of Economic Development, Environment and People*, 7(1), 23-48.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
- Muhammad Hamza Khan & Syaharizatul Noorizwan Muktar | (2020) A bibliometric analysis of green human resource management based on scopus platform, *Cogent Business & Management*, 7(1), 1831165
- Nejati, M., Rabiei, S., & Jabbour, C. J. C. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of cleaner production*, 168, 163-172.

- Obeidat, S. M., Abdalla, S., & Al Bakri, A. A. K. (2023). Integrating green human resource management and circular economy to enhance sustainable performance: an empirical study from the Qatari service sector. *Employee Relations: The International Journal*, 45(2), 535-563.
- Paillé, P. (2019). Green recruitment and selection: an insight into green patterns. *International journal of manpower*.
- Peditto, K. (2018). Reporting qualitative research: Standards, challenges, and implications for health design. *HERD: Health Environments Research & Design Journal*, 11(2), 16-19.
- Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management*, 88, 102392.
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). 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., & Huisinigh, D. (2019). Effects of 'green' training on pro-environmental behaviors and job satisfaction: evidence from the Italian healthcare sector. *Journal of Cleaner Production*, 226, 221-232.
- 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(3), 769-803.
- 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(5), 737-749.
- Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management

- practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438.
- Shafaei, A., & Nejati, M. (2023). Green human resource management and employee innovative behaviour: does inclusive leadership play a role?. *Personnel Review*, (ahead-of-print).
- Sharma, C., Sakhuja, S., & Nijjer, S. (2022). Recent trends of green human resource management: Text mining and network analysis. *Environmental Science and Pollution Research*, 29(56), 84916-84935.
- Shekhar, P., Prince, M., Finelli, C., Demonbrun, M., & Waters, C. (2019). Integrating quantitative and qualitative research methods to examine student resistance to active learning. *European Journal of Engineering Education*, 44(1-2), 6-18.
- 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(4), 594-622.
- Singh, S. K., & El-Kassar, A. N. (2019). Role of big data analytics in developing sustainable capabilities. *Journal of cleaner production*, 213, 1264-1273.
- Singh, S. K., Chen, J., Del Giudice, M., & El-Kassar, A. N. (2019). Environmental ethics, environmental performance, and competitive advantage: role of environmental training. *Technological Forecasting and Social Change*, 146, 203-211.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762.
- Siyambalapitiya, J., Zhang, X., & Liu, X. (2018). Green human resource management: A proposed model in the context of Sri Lanka's tourism industry. *Journal of Cleaner Production*, 201, 542-555.

- Srivastava, A. P., & Shree, S. (2018). Examining the effect of employee green involvement on perception of corporate social responsibility: Moderating role of green training. *Management of Environmental Quality: An International Journal*.
- Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, 30(3), 100708.
- Stewart, G. L., & Brown, K. G. (2019). *Human resource management*. John Wiley & Sons.
- Stone, R. J., Cox, A., & Gavin, M. (2020). *Human resource management*. John Wiley & Sons.
- Su, L., & Swanson, S. R. (2019). Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship. *Tourism management*, 72, 437-450.
- Suharti, L., & Sugiarto, A. (2020). A qualitative study OF Green HRM practices and their benefits in the organization: An Indonesian company experience. *Business: Theory and Practice*, 21(1), 200-211.
- Szabo, S., & Webster, J. (2021). Perceived greenwashing: the effects of green marketing on environmental and product perceptions. *Journal of Business Ethics*, 171(4), 719-739.
- Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- TANG, W. W. (2007). Impact of corporate image and corporate reputation on customer loyalty: A review. *Management Science and Engineering*, 1(2), 57-62.
- Tomaszewski, L. E., Zarestky, J., & Gonzalez, E. (2020). Planning qualitative research: design and decision making for new researchers. *International Journal of Qualitative Methods*, 19, 1609406920967174.

- Tuffour, I. (2017). A critical overview of interpretative phenomenological analysis: A contemporary qualitative research approach. *Journal of Healthcare Communications*, 2(4), 52.
- Veerasamy, U., Joseph, M. S., & Parayitam, S. (2023). Green Human Resource Management and Employee Green Behaviour: Participation and Involvement, and Training and Development as Moderators. *South Asian Journal of Human Resources Management*, 23220937221144361.
- Virvilaite, R., & Daubaraite, U. (2011). Corporate social responsibility in forming corporate image. *Inžinerinė ekonomika*, 22(5), 534-543.
- Wadams, M., & Park, T. (2018). Qualitative research in correctional settings: Researcher bias, western ideological influences, and social justice. *Journal of forensic nursing*, 14(2), 72-79.
- Williams, G. (2019). *Applied qualitative research design*. Scientific e-Resources.
- Williams, M., & Moser, T. (2019). The art of coding and thematic exploration in qualitative research. *International Management Review*, 15(1), 45-55.
- Wilton, N. (2019). An introduction to human resource management. *An Introduction to Human Resource Management*, 1-632.
- Yasin, R., Huseynova, A., & Atif, M. (2023). Green human resource management, a gateway to employer branding: Mediating role of corporate environmental sustainability and corporate social sustainability. *Corporate Social Responsibility and Environmental Management*, 30(1), 369-383.
- Yin, R. K. (2008). *Case study research: Design and methods*. Thousand Oaks, CA: Sage Publications.

- 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*, 27(7), 2005-2027.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of cleaner production*, 215, 364-374.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Yu, W., Chavez, R., Feng, M., Wong, C. Y., & Fynes, B. (2020). Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective. *International Journal of Production Economics*, 219, 224-235.
- Yusliza, M. Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. *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. (2020). Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review*, 21(3), 663-680.
- Yusoff, Y. M., Othman, N. Z., Fernando, Y., Amran, A., Surlenty, L., & Ramayah, T. (2015). Conceptualization of green human resource management: an exploratory study from

Malaysian-based multinational companies. *International Journal of Business Management & Economic Research*, 6(3), 158-166.

Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). 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.



## 7 Appendices

### 7.1 Appendix A – Emerging Themes on Green HRM

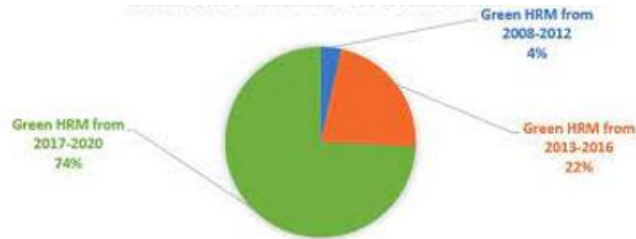


Figure 1. Emerging Themes on Green HRM, Muhammad Khan & Syaharizatul Muktar | (2020)

### 7.2 Appendix B – Recent Green HRM Trends



Figure 2. Recent Green HRM Trends, (Sharma, Sakhuja & Nijjer, 2022)

### 7.3 Appendix C - Interview Guide

Table 1. Interview Guide

Interview Questions	Aim of the question
1. Does the organization use sustainable alternatives to recruitment and selection, such as online recruitment and online interviews?	This question aims to assess whether the organization incorporates sustainable practices in its recruitment and selection processes. Sustainable alternatives, such as online recruitment platforms and virtual interviews, reduce the need for physical resources and minimize carbon emissions associated with travel.
2. Has your organization, over the past year, adapted its recruitment process to current advances and standards?	This question explores whether the organization has updated its recruitment process to align with the latest advances and standards in the field. It focuses on the organization's ability to stay up to date with technological advancements and industry best practices.
3. Does the organization integrate green practices and goals into its job descriptions?	This question examines whether the organization includes green practices and goals in its job descriptions. It assesses whether the organization explicitly communicates its commitment to environmental sustainability and seeks candidates who align with these values.
4. Does the organization recruit employees who share its environmental and sustainability views?	This question investigates whether the organization actively seeks to recruit employees who share its environmental and sustainability perspectives. It emphasizes the importance of aligning employee values with the organization's environmental goals.
5. Are there any environmental aspects integrated into the assessment of candidates?	This question aims to determine whether environmental considerations are included in the assessment process for candidates. It explores whether the organization evaluates candidates based on their knowledge, skills, or experiences related to environmental issues.
6. Are green measures and processes valued by the organization and its customers? Which generations do you think demand and value it the most?	This question assesses the value placed by both the organization and its customers on green measures and processes. It also seeks to identify which generations, such as millennials or Gen Z, demonstrate a higher demand and appreciation for environmental initiatives.
7. Although there are central recruitment functions, does the local HRM impact the recruitment process, and if so, in what ways?	This question investigates the influence of local HRM (Human Resource Management) on the recruitment process, despite the presence of central recruitment functions. It explores whether local HRM teams have autonomy in shaping recruitment practices and the specific ways in which they impact the process.

<p>8. Does your organization use green performance appraisal?</p>	<p>This question examines whether the organization incorporates green or environmentally focused criteria into its performance appraisal system. It assesses whether employees' environmental contributions or sustainability efforts are considered when evaluating their performance.</p>
<p>9. Are employees given the opportunity to participate in green education programs or initiatives?</p>	<p>This question explores whether the organization provides employees with opportunities to engage in green education programs or initiatives. It emphasizes the organization's commitment to employee development in the context of environmental sustainability.</p>
<p>10. Does the organization use green employment relation initiatives, such as encouraging employees to collectively participate in green programs and education?</p>	<p>This question investigates whether the organization promotes green employment relation initiatives, such as encouraging collective employee participation in green programs and education. It assesses the organization's efforts to foster a culture of environmental responsibility and engagement.</p>
<p>11. Does your organization use green rewards?</p>	<p>This question explores whether the organization utilizes green rewards or incentives to recognize and motivate employees' environmentally friendly behaviors. It assesses whether environmental considerations are integrated into the organization's reward and recognition systems.</p>
<p>12. Are environmental issues cited as a reason for employees leaving?</p>	<p>This question aims to determine if employees cite environmental issues as a reason for leaving the organization. It explores the potential impact of environmental concerns on employee turnover and retention.</p>
<p>13. Does green HRM practices have a positive impact on the corporate image of the company?</p>	<p>This question investigates the relationship between green HRM practices and the corporate image of the company. It seeks to understand whether the organization's commitment to environmentally sustainable HRM practices enhances its reputation and public perception.</p>
<p>14. In what ways can green HRM practices make it difficult for companies to maintain their corporate image?</p>	<p>This question examines potential challenges or drawbacks associated with implementing green HRM practices. It explores the potential risks or complexities that organizations may face when aligning their HRM practices with environmental sustainability goals.</p>

Table 2. Interview Guide

Number of Interviews	Duration of each interview	Participators designation	Number of companies	Interview model
15	45 minutes	Human resource management professionals, including five from each individual corporation focused on.	3	online semi-structured interviews

### 7.3.1 Interviews Methodology

Each interview lasted around 45 to 55 minutes.

Interview questions were focused on sustainable alternatives to recruitment and selection, the integration of green practices, the relation between environmental aspects and the assessment of candidates, green measures and processes, and the impact of local HRM on the recruitment process.

The interviews also covered the green performance appraisal of the organization, the green rewards, the impact of the environmental issues, the impact of the green HRM practices on the corporate image of the company, and the potential risks that organizations may face when aligning their HRM practices with environmental sustainability goals.