Green Human Resource Management in Chinese Enterprises

Corporate social responsibility (CSR), and particularly environmental management, has now become a global social norm. As the largest developing economy in the world, China is currently a major environmental polluter. This book examines how Chinese enterprises, including both indigenous firms and foreign-owned organizations operating in China, utilize human resource management (HRM) to conduct environmental management, i.e. green HRM, also referred to as environmentally friendly HRM.

Green HRM integrates HRM with environmental management and is implemented by firms to realize corporate green strategies by providing opportunities and motivating employees to become involved in environmental activities. This book explores how green recruitment and selection, green training, green performance management, and green pay and rewards are managed in Chinese enterprises, and how green HRM affects organizational green and non-green workplace behaviors. It enriches the current literature on green HRM practices and measures. It also advances our understanding of employee organizational behavioral consequences of green HRM, which is an emerging and understudied field of research. As such, this book offers practical implications on how to elicit desirable employee green and non-green workplace behaviors through green HRM policies and practices.

This book will appeal to anyone interested in learning more about green HRM practices and the social and psychological processes through which green HRM influences employees, promotes green workplace behaviors and improves a firm's environmental performance.

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Green Human Resource Management in Chinese Enterprises
Jie Shen, Jenny Dumont and Xin Deng
Green Human Resource Management in Chinese Enterprises

Jie Shen, Jenny Dumont and Xin Deng
This achievement is dedicated to our loved ones especially: Les Lewis, Ashleigh Dumont, Mitchell Jackett, Ruby Flavel, Ci Song, Ben Shen, Alyssa Zhou, and Rachel Deng, for whom we sacrificed precious family time to pursue our research interests.
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As international pressure mounts on corporate accountability and the global practices of multinational organizations, firms are increasingly developing alternative strategies to improve performance and meet corporate social responsibility (CSR) obligations. This book, *Green Human Resource Management in Chinese Enterprises*, explores an emerging social structure and culture, and seeks to highlight many of the factors and mechanisms that promote and affect employee green workplace behaviors.

Influencing organizational behavior (OB) through company policies and processes has long been a human resource strategy that companies implement to improve corporate performance largely related to quality, profit, and efficiency. What the authors have successfully done in this book is to bring to light the ability for companies to use human resource processes to positively affect employee green workplace behavior. The intent of green human resource management (green HRM) is to improve corporate performance from an environmental perspective, by influencing and changing the behaviors of workers through green-based corporate policies, practices, and processes.

Personal norms are a key determinant of how employees will likely behave and react in the workplace. This is a challenge for organizations that are seeking to instill a level of accountability toward environmental practices within the firm. To achieve these corporate objectives, it will be necessary for human resource departments to develop new ways of approaching the employment process including job advertising, induction, training and development, and remuneration. In order for organizations to undertake these tasks, the firm needs employees to adopt the organization’s environmental goals, ensure that organizational objectives align with the beliefs of employees, reward employees for meeting corporate environmental goals, and understand why employees leave the firm. Training and development processes will also have a positive impact on employees and their personal norms, with employees subsequently applying these new ideas and skills outside of the workplace. This will lead to a significant and positive flow-on effect felt throughout the community.

Due to a growing global environmental movement aimed at finding new ways to reduce water and air pollution and environmental degradation,
employees are now attracted to work for organizations that are environmentally responsible. Employees with ideals that align with their organization’s goals will be committed individuals who will work hard to achieve corporate objectives. Committed employees are sought after as they positively contribute to the workplace. As such, the green HRM approach is likely to form the basis of human resource practices and processes as we move through the twenty-first century.

This book provides a level of hope and optimism for corporations seeking to decrease their environmental footprint by using available resources and their existing workforce to achieve these objectives. Moreover, the book places confidence in the ability of human resource professionals to find ways to influence worker behavior to both improve the performance of an organization, and to positively inspire employees to embrace processes that are in the best interests of the organization, the environment, and the local community.

Professor John Benson
Head, School of Business
Monash University Malaysia
This book, *Green Human Resource Management in Chinese Enterprises*, is establishing a new era of research that explores environmentally focused strategies alongside general human resource policies. The book will make a significant contribution to the literature by providing a variety of readers with access to data and information about the behaviors and intent of Chinese workers and their embracement of environmentally related human resource processes.

What is exciting about this book is that it combines and explores two of the most current and important topics in global intellectual thought: China and the environment. It is now impossible to ignore the role of China in today’s world, due to its population, economic growth, and regional and global influence. So, a book that explores environmentally focused management processes in Chinese society will undoubtedly attract readers and researchers alike. The book is ground-breaking in that it has explored the underlying mechanisms and behaviors of Chinese workers in both Chinese and wholly owned foreign enterprises (WOFE) operating in China. This provides a broader understanding of how employees in developing countries respond to corporate environmental policies, which will allow researchers to use and apply this work further afield.

China’s stunning evolution into a regional and global power over the past few decades has resulted in significant challenges, including addressing issues around sustainable growth, pollution, socially responsible programs, and maintaining the balance between the economy and society to ensure a ‘harmonious society’. ‘Green human resource management’ (green HRM) offers businesses and workers the opportunity to contribute to overcoming these social challenges by applying the fundamentals of human resource policies while embracing environmental ideals.

The Communist Party of China (CPC) under the leadership of President Xi Jinping and Premier Li Keqiang has been pursuing an environmentally focused agenda as China’s exponential growth in previous decades has resulted in excessive pollution and smog, poor health standards and corporate accountability, environmental degradation, and unreliable access to safe water and food supplies. Chinese citizens now consider environmental conditions...
just as important as economic security, and the CPC has responded with
tighter environmental regulations and standards, as well as embracing cli-
mate change policies. This book answers the call from the CPC and aligns
with their national agenda. Using human resource policies to influence the
behaviors of workers in China will not only bring about changes in the work-
place but it will likely have a flow-on effect in the home and in the wider
community. The overall effects of corporations embracing such green HRM
policies could fundamentally change the way that businesses, society, and the
environment interact.

The authors, Professor Shen, Dr. Dumont, and Dr. Deng should be
commended for their work on this pivotal topic that is critically important
to the environment and the wider global community. Readers of this book
should consider and use it as a useful resource because it provides key insights
into the underlying mechanisms that affect workplace behavior in China,
the world’s most populous country. Understanding how workers in this vast
economy respond to and embrace environmentally targeted policies can only
be helpful when developing culturally specific policies in other developing
countries around the world.

Professor Christophe GERMAIN
Dean, Audencia Business School
Dean, Shenzhen Audencia Business School
Preface

There is one thing in common for the three authors of this book: we travel frequently between China and Australia. It was always sad to see all the beautiful images of Beijing from a bygone era vanishing before our eyes, and then be disappointed by the gloomy scenes masked by foggy air and grey skies in today’s Beijing. However, our disappointment is nothing in comparison with the suffering of millions of people in China, who breathe in toxic air and consume contaminated food and water on a daily basis. The damage to the environment is immense. A recent study estimates that air pollution is killing 1 million people annually and costing the Chinese economy RMB267 billion (USD$38 billion) a year (Kao, 2018; Fang et al., 2018).

To tackle these environmental problems proportionately, governments, firms, and individuals must all bear a responsibility to find innovative ways to repair the damage. The timing of this study is adventitious, as it comes at a period when the Chinese government is reviewing its economic development policies to address public concerns about the adverse effects of corporatization on the environment and the wider society. The Chinese government’s recent record of tackling environmental damage is stunning: it has exceeded its target set in their air pollution action plan in 2013, and it has now set up tougher environmental goals in a new three-year plan that was announced in 2018 (Cai, 2014; Deng, 2017; Leng, 2018).

The concept green human resource management – ‘green HRM’ was developed in response to the question ‘is there a role for HRM in pollution prevention?’, first raised by scholars such as Bunge, Cohen-Rosenthal, and Ruiz-Quintanilla (1996). This book demonstrates that green HRM can lead to employee in-role and extra-role green behaviors, which is an element of green management. Green HRM also contributes to developing non-green behaviors such as higher performance, corporate citizenship behaviors, and lower levels of intention to leave. This book demonstrates that environmental initiatives do not always translate into higher costs, and companies that merge green initiatives into their operations can benefit in many and unintended ways.

Excited by our findings and positive responses from fellow researchers around the world, we decided to share our work to the wider community
through this book as we feel we have a responsibility as members of society, and we have an obligation to engage with the community. It is easy to be pessimistic about whether it is possible for one person to make a difference to this world, but history does give us a reason to be optimistic. Recent climate change protests across the world is an example. If school children participating in a street demonstration use these protests as a sign of taking responsibility for action on climate change, then as adults and researchers, we have the means and the power to do more. Producing evidence-based research is part of our calling and disseminating our findings to the wider community is a natural and responsible next step. The traditional images of researchers living in an ivory tower disconnected from the real world have long gone. In the words of Robert Swan: ‘The greatest threat to our planet is the belief that someone else will save it’. Being researchers, this book is our effort toward making a difference to save the planet, and we hope it can lead to encouraging your effort to do something too.

We are hopeful that this book will facilitate new studies on green HRM, and that organizations will choose to embrace and apply fundamental insights that were generated from within this leading-edge research, in order to achieve much needed corporate conservation reform. Although the case studies discussed in the book are accurate and reflect true responses and events in real organizations, names of persons and organizations have not been included to protect the identity of participants and firms. Finally, any errors that may be evident in the book remain our responsibility.
The road to this book’s publication was long and reaching this destination would not have been impossible without the support of so many wonderful individuals. It is not possible to produce a full list of names here, but we would like to express our gratitude to those whose support has been and is particularly special for each of us.

First and foremost, we wish to thank our families for their understanding and support, which have taken many forms. Their financial support has allowed us to focus on this work and their physical support in taking care of household chores, which meant that we could spend an enormous amount of time on our research. Their assurance and emotional support kept us motivated during many challenging times.

We also wish to acknowledge the support of the companies that contributed to this book. Not only have they done great work to address environmental issues through organizational efforts, they have also generously opened their doors for us to study their practices. Just to name a few of the people that facilitated in this project: Michelle Yi, Sue Chen, Terry Zhang, and Doris Shi, the wonderful Chinese employees of Detmold Group China, and Xing Luo from Promab Biotechnology.

We are eternally grateful to Ms. Yongling Lam of Taylor and Francis (Singapore) for her enthusiasm for this book, and her overseeing of the publication process. Her guidance and proficiencies have made the process a smooth one. We also wish to thank the three anonymous referees for their valuable insight and suggestions, which we used to improve this work. Finally, we are honored that Professor John Benson, Head of the School of Business, Monash University Malaysia, and Professor Christophe Germain, Dean of Audencia Business School and Shenzhen Audencia Business School, have endorsed this book.

Gǎnxìè gèwèi de bāngzhù, zhīchǐ hé cānyù–
感谢各位的帮助, 支持和参与
Abbreviations

AIB American Institute of Baking
AIC Akaike information criterion
AMO ability-motivation-opportunity
APC Australian Packaging Covenant
BRC British Retail Consortium
CAPA Corrective and Preventative Actions
CFA confirmatory factor analysis
CFI comparative fit index
CI confidence intervals
CIPD Chartered Institute of Personal Development
CMV common method variance
CPC Communist Party of China
CSR corporate social responsibility
DIY do-it-yourself
EI employee involvement
EM environmental management
EMS environmental management system
ESO Environmental and Safety Officer
FSC Forestry Stewardship Council
GFI goodness of fit index
GM General Manager
green HRM green human resource management
HR human resources
HREC Human Research Ethics Committee
HRM human resources management
IGSB International Graduate School of Business
IFI incremental fit index
ISO International Organization for Standardization
IT information technology
kg kilograms
KI kiloliters
KPI key performance indicator
KWh kilowatt hours
<table>
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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>LTI</td>
<td>lost time injury</td>
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<tr>
<td>MBA</td>
<td>Master of Business Administration</td>
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<td>MNE</td>
<td>multinational enterprise</td>
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<td>NFI</td>
<td>normed fit index</td>
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<td>NGO</td>
<td>non-governmental organization</td>
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<td>OB</td>
<td>organizational behavior</td>
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<td>OCB</td>
<td>organizational citizenship behavior</td>
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<td>OCB-E</td>
<td>organizational citizenship behavior-environment</td>
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<td>OH&amp;S</td>
<td>Occupational Health and Safety</td>
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<td>OI</td>
<td>organizational identification</td>
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<td>PEFC</td>
<td>Program for Endorsement of Forestry Certification</td>
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<td>PhD</td>
<td>Doctor of Philosophy</td>
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<td>PM</td>
<td>performance management</td>
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<td>PMA</td>
<td>performance/management/appraisal</td>
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<td>POS</td>
<td>perceived organizational support</td>
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<td>QS</td>
<td>quality system</td>
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<td>QSR</td>
<td>quick service restaurants</td>
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<td>RM</td>
<td>raw material</td>
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<td>RMSEA</td>
<td>root mean square error of approximation</td>
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<td>RQ</td>
<td>research question</td>
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<td>SEDEX</td>
<td>Supplier Ethical Data Exchange</td>
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<td>SEM</td>
<td>structural equation modeling</td>
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<td>SET</td>
<td>social exchange theory</td>
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<td>SIT</td>
<td>social identity theory</td>
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<td>SME</td>
<td>small and medium-sized enterprise</td>
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<td>SMETA</td>
<td>Sedex Member Ethical Trade Audit</td>
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<td>SQ</td>
<td>sub-question</td>
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<td>SRHRM</td>
<td>socially responsible human resource management</td>
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<td>SVF</td>
<td>supplies-values fit theory</td>
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<td>SWA</td>
<td>Supplier Workplace Accountability</td>
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<td>TUC</td>
<td>Trade Union Congress</td>
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<td>UniSA</td>
<td>University of South Australia</td>
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<td>USA</td>
<td>United States of America</td>
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<tr>
<td>VBN</td>
<td>value-belief-norm theory</td>
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<tr>
<td>WCED</td>
<td>World Commission on Environment and Development</td>
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<td>WOFE</td>
<td>wholly owned foreign enterprises</td>
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Abstract

The need to integrate human resource management (HRM) with environmental management (EM) has been increasingly recognized over the last decade (Orlitzky & Swanson, 2006; Renwick et al., 2013; Tang et al., 2018). Against this background, the concept ‘green HRM’ has emerged and is defined as ‘HRM practices that are implemented by firms to realize corporate green strategies through providing opportunities to employees and motivating employees to become involved in environmental activities’ (Dumont et al., 2016; Renwick et al., 2013; Shen et al., 2018; Tang et al., 2018). It can be interchangeably used with environmentally friendly HRM and its practices include green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement (Dumont et al., 2016; Renwick et al., 2013; Shen et al., 2018; Tang et al., 2018).

Green HRM research is still considered piecemeal, with current research mainly conducted in Western countries (Renwick et al., 2013; Tang et al., 2018). Recently, there has been growing research interest in green HRM in Asia, such as Malaysia (e.g. Ooi, Amran, Goh, & Nejati, 2017; Yusoff et al., 2015) and India (e.g. Bose & Gupta, 2017; Mishra, 2017; Pandey, Viswanathan, & Kamboj, 2016). The studies of Ooi et al. (2017) and Yusoff et al. (2015) reveal that although green HRM is recognized by organizations as an important element of human resources (HR), its implementation is still in the introductory stages in the Malaysian financial service industry. In India, the potential of green HRM practices used to encourage employee pro-environmental behavior in firms has not yet been explored (Mishra, 2017). As argued by Renwick et al. (2013), ‘given the importance of Asian economic development for environmental management, this is an important gap for future studies to reduce’ (p.11).

Using both interview and survey techniques the current research investigates what type and how green HRM practices have been implemented in 16 companies in China. Of these firms, 13 are indigenous Chinese firms and three are wholly foreign-owned multinational enterprises. The results of this research demonstrated that Chinese and foreign companies based in China have already begun actively implementing a range of green HRM practices. The results also revealed a range of motivations and obstacles that these
companies face when confronted with the reality of embracing a new HR strategy, such as green HRM.

HRM has been established in the literature as a key facilitator within organizations, which can positively affect organizational performance and employee behavior through targeted, effective, and transparent people management policies (Becker & Gerhart, 1996; Daily & Huang, 2001; Huselid, 1995). Green HRM is a contemporary derivative of HRM, which has been constructed from within analogous green management concepts to essentially encourage employee green behaviors (Ehnert & Harry, 2012; Renwick et al., 2013). Underpinned by the ability-motivation-opportunity (AMO) model, green HRM is expected to influence employee organizational behaviors (Bowen & Ostroff, 2004; Jiang, Lepak, Hu, & Baer, 2012).

However, to date, the green HRM literature has been primarily conceptual in nature. Only a handful of studies have empirically explored the concept (see Harvey, Williams, & Probert, 2013), with findings of the existing literature particularly limiting in its practical application, such as inadequate sample sizes (i.e. Harvey et al., 2013). The extent to which an employee’s perceptions of an organization’s green HRM policies influence employee workplace behaviors and the social and psychological processes, have not yet been adequately nor widely empirically explored.

As an emerging concept, green HRM has been conceptualized to elucidate how it influences employee workplace green behavior. However, this study did not limit its research to determining merely green employee workplace behaviors, but rather developed an integrated model that encompassed the effects of green HRM on in-role and extra-role, green and non-green employee workplace behaviors, as well as an employee’s intention to quit. The results revealed that green HRM both directly and indirectly influences in-role employee green workplace behavior. However, green HRM is limited to a singular effect on extra-role employee green workplace behavior by an indirect influence through the mediation of psychological green climate. Individual green values moderated the effect of psychological green climate on extra-role employee green workplace behavior, but it did not moderate the effect of either green HRM or psychological green climate on in-role employee green workplace behavior. These findings indicate that green HRM impacts both in-role and extra-role employee workplace green behaviors; however, this transpires through different individual social and psychological processes.

The study also sought to determine if green HRM could affect non-green, or fortuitous, employee workplace behaviors. The results revealed that green HRM generated unexpected and significant effects on employee workplace outcomes. More specifically, green HRM was positively related to in-role and extra-role employee non-green workplace behavior, and negatively related to an employee’s intention to quit via the mediation of organizational identification. Moreover, while green HRM is a positive force for employee organizational identification, perceived organizational support (POS) moderated
their relationship and the indirect effect of green HRM on the three criterion variables via the mediation of organizational identification.

We believe that this research makes some important contributions to the green HRM literature. Firstly, this research developed and subsequently tested green HRM measures. The measures were developed as a result of inadequate identifiable green HRM measures found in the current green management or green HRM literature. Although researchers have strived to develop instruments for measuring green HRM (for example, Tang et al., 2018), existing measures were found to be incomplete or too detailed. The levels of attention that companies have paid to green HRM practices differs, and so do the amount and types of green HRM practices that are implemented. Moreover, existing measures such as Tang et al.’s (2018), lack rigorous validation. To accurately develop green HRM measures, a series of activities were undertaken, such as: an extensive literature review; consultation with experts in the field; interviews with senior representatives and shop-floor employees of the case study companies; a review of company documentation; focus groups were conducted to check the applicability and intelligibility of the measures to the survey participants; large-scale surveys; and a rigorous statistical validation was ultimately conducted. As a result of this process, six items were developed, tested, and validated.

Secondly, this study explored the effects of green HRM on both in-role and extra-role, green and non-green employee workplace behaviors as well as an employee’s intention to quit. The research also analyzed the social and psychological processes and boundary conditions under which green HRM affects employee organizational attitudes and behaviors. Some of these relationships had not been previously conceptualized nor empirically tested. Therefore, the findings of this research have significant theoretical and practical implications, beyond the parameters of the obvious application of green HRM to employee green workplace behaviors. As such, this research provides relatively simple and applicable solutions on how to encourage and advance desirable employee workplace behaviors, motivations, and attitudes.

Thirdly, since the call for more studies on green HRM in Asia by Renwick et al. (2013), research studies regarding green HRM in the Asian region have been steadily growing. However, adequate research is yet to be completed in China, which is the largest developing economy and the second largest economy in the world. This book therefore enriches the literature about green HRM practices in a non-Western context. Given existing work on green HRM in Western nations, the findings of this research provide a base to compare the similarities and differences in, and organizational and macro antecedents of, green HRM practices at a cross-cultural level. By so doing, this research helps identify the shortcomings in green HRM for developing nations, such as China. Finally, this study characterizes some avenues for future research on green HRM.
1 Introduction

1.1 Introduction
This chapter introduces the subject that is at the core of this book. Firstly, it presents the aims of the research, along with illustrating the background and justification for conducting the research. This is followed by a brief discussion of the research questions, research hypotheses and the conceptual framework. The chapter will provide a brief overview of the participating enterprises from which the data were collected and analyzed. Next, it presents a concise analysis of the methodology. It then outlines the major research findings and structure of the book and will conclude with a brief review of the contents of the chapter.

1.2 Aim of the research
Various interest groups around the world have been closely scrutinizing the environmental consequences of business activities over the past few decades (Shen & Benson, 2016; Waddock, Bodwell, & Graves, 2002). As a result, business organizations are under increasing pressure from a raft of stakeholders to put environmental and green policies in place in order to gain institutional legitimacy and cultivate positive external reputations (Jabbour & Santos, 2008). The development of corporate reputations and effective engagement in social activities, which are important aspects of corporate social responsibility (CSR), have become an important source of organizational competitive advantage strategies (Porter & Kramer, 2011). Human resource management (HRM) plays an important role in the successful facilitation of these organizational strategies (Jiang, Lepak, Hu, & Baer, 2012; Lis, 2012) and positively influences employee workplace behaviors and attitudes (Huselid, Jackson, & Schuler, 1997). Current and recent green HRM literature, albeit largely conceptual, suggests that organizations should adopt effective green HRM policies, processes, and practices to promote and elicit employee green behaviors. To help achieve organizational green goals, the use of green HRM practices is being encouraged (Ones & Dilchert, 2012a, 2012b; Renwick, Redman, & Maguire, 2013; Shen et al., 2018; Tang et al., 2018). The outcomes are expected to be much like the consequences of general HRM, which has been found to positively influence organizational CSR outcomes (Lis, 2012).
Green HRM may include processes and HR practices such as taking into account a candidate’s green values during the recruitment and selection process, cultivating green awareness, developing environmental skills and capabilities training, considering employee green behaviors during promotions and performance appraisals, and compensating employees for achieving green related targets (Cohen, Taylor, & Müller-Camen, 2010; Jackson & Seo, 2010; Renwick et al., 2013; Shen et al., 2018; Tang et al., 2018; Turban & Greening, 1997). The HRM behavioral literature suggests that HRM, or potentially green HRM, might not directly influence employee workplace behaviors, but rather, this is likely to occur through the virtue of individual social and psychological processes (Jiang et al., 2012). Therefore, this research set out to explore the veracity of current HRM, green HRM, and green management literature, with the primary aims of the research to:

- examine existing literature pertaining to foundational concepts from which green HRM evolved. The concepts to be explored include HRM, environmental management (EM) and CSR, which will help to illuminate our understanding behind the emergence of green HRM
- discuss and explore how green HRM is currently defined and measured
- identify and discuss green HRM practices in detail to determine their appropriateness and/or effectiveness when applying them to contemporary workplaces and
- extend our understanding of the what, the how, the why, and the when green HRM influences individual employee outcomes by investigating:
  1. a number of underlying mechanisms that are expected to link employee participation in organizational environmental initiatives to employee-level outcomes and
  2. the extent of the influence of these social and psychological processes on in-role and extra-role employee green and non-green workplace behaviors, and on an employee's intention to quit.

1.3 Justification of the research

In the 1990s, the United Nation’s World Commission on Environment and Development (WCED) called for a report to be conducted to investigate the deterioration of the world’s natural resources. The report by Brundtland (1987) highlighted the importance of HRM when building a sustainable competitive advantage. It is acknowledged in the report that it is difficult to successfully transform traditional policies, processes, and practices without developing and converting the attitudes of an organization's workforce (Brundtland, 1987). The Brundtland report defines sustainable development as:

development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

(Brundtland, 1987, p. 16)
This definition has become one of the most cited sustainability definitions in environmental literature. The emotive sentiment generated from the findings of the report encouraged the development of a number of contemporaneous interpretations of sustainability, and significantly influenced the emergence of contemporary management constructs in the green management domain (Dubois & Dubois, 2012; Johnson, 2006; Lis, 2012; Ones & Dilchert, 2012b).

Green HRM began its journey within the milieu of green management applications in order to address the growing concerns from corporate stakeholders (Haddockmillar, Sanyal, & Müller-Camen, 2016; Roberts, 1992; Tang et al., 2018), and in response to the negative impacts of organizational operations on the environment (Dumont et al., 2016; Waddock, 2004). By embracing green management policies and strategies, and green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improvements in supply chain functionality, increases in sales, productivity gains, and competitive advantages (Longoni, Luzzini, & Guerci, 2018; Wee & Quazi, 2005). In addition, advantageous employee behaviors (Shultz & Holbrook, 1999; Vandermerwe & Oliff, 1990) and increases in corporate efficiencies, including improvements in water and energy usage and waste reduction (Klassen & McLaughlin, 1996; Guerci, Longoni, & Luzzini, 2016), are likely to occur.

As it is employees that are recognized as the agents that implement organizational policies, it is necessary for organizations to promote and ultimately seek to manage and change employee behavior so that it aligns with organizational green goals (Anderton & Jack, 2011; Daily, Bishop, & Govindarajulu, 2009; Ones & Dilchert, 2012a; Tang et al., 2018). Increasingly, organizations are considering the adoption of green HRM practices, i.e. ‘HRM aspects of green management’, to promote employee green behaviors in the workplace (Renwick et al., 2013, p. 1; Tang et al., 2018). However, despite increasing levels of academic literature conceptualizing the anticipated correlations between green HRM and employee green workplace behavior (e.g. Jackson & Seo, 2010; Kumari, 2012; Renwick et al., 2013), this link has not yet been sufficiently empirically explored.

A number of studies, such as those by Jabbour and his colleagues (e.g. Jabbour & Santos, 2008; Jabbour, Santos, & Nagano, 2008), along with papers published in a special issue of Human Resource Management Journal, 51(6), 2012, have examined the contributions of HRM practices to organizational environmental performance. A small number of empirical studies such as Harvey et al. (2013) and Paillé et al. (2014) have revealed that green HRM and HRM policies and practices are somewhat related to individual-level employee pro-environmental behavior. However, the Harvey et al. (2013) research is an undersized case study, with the extent of the sample limited in its ability to adequately validate the effect of green HRM on employee green workplace behavior, and the study by Paillé et al. (2014) focused on general HRM rather than green HRM. These studies do not sufficiently increase our understanding of the effects of green HRM on employee green workplace
Introduction

outcomes, but rather, they have given us a reason to explore the concept further. Therefore, despite a growing number of studies exploring green related management concepts, our understanding of the what, the how, the why, and the when green HRM influences employee green (or non-green) in-role and extra-role workplace behavior, remains largely unknown.

As highlighted by Dubois and Dubois (2012), the need for firms to engage with environmental sustainability strategies is due to three key pressures: declining global resources, increasing demands and expectations from multiple stakeholders, and radical transparency from media, activists, and non-governmental organizations (NGOs). Dubois and Dubois (2012, p. 801) add that when environmental sustainability policies, processes, and practices are fully embedded in an organization:

it pervades the thinking and behavior of employees who then choose to go beyond compliance with new rules and norms to participate in innovating job-related changes in work processes, set-up, and product and service design.

However, the challenge for organizations is to get all their employees on the same ‘green bandwagon’. Without a more targeted facilitation of HR policies, processes and practices, firms will most likely struggle to achieve their green goals and targets as highlighted in organizational sustainability agendas. Existing green management, CSR, and green HRM literature has been able to establish some limited empirical support for a relationship between green HRM and employee green workplace behaviors (Cherian & Jacob, 2012; Harvey et al., 2013; Jabbour, 2011). However, literature pertaining to green HRM and employee non-green workplace behaviors is noticeably absent. The HRM behavioral literature (i.e. Jiang et al., 2012) suggests that HRM practices are likely to influence employee behaviors through different social and psychological processes through the application of the ability-motivation-opportunity (AMO) model. Providing employees with the skills (abilities), motivation, and opportunity to contribute to organizational goals that are initiated and developed through HR practices, maximizes the likelihood that employees will perform the desired tasks. Using the logic as proposed by Jiang et al. (2012), green HRM will positively influence employee workplace behaviors both within and beyond the parameters of the green domain through a number of motivational social and psychological processes.

Given the potentiality these assumptions have for general and green management research, and their practical applications and implications for green HRM, it is surprising that more researchers have not sought to explore a range of organizational or employee consequences of green HRM. Notwithstanding the assumptions of Jiang et al. (2012), Bowen and Ostroff (2004) and other green HRM reviews such as Renwick et al. (2013; 2016) and Tang et al. (2018), whether green HRM does, in reality, influence green and non-green behavior through mediating or moderating pathways has not yet been confirmed. This
is due to a lack of supporting theory-based empirical research that could back up these speculative assumptions. This book explores these links and tackles the deficiencies in the current green HRM research as highlighted above.

1.4 Research questions, hypotheses, and conceptual framework

In order to achieve the research objectives as emphasized previously, this research implemented a mixed method approach to address the three key research questions that underpin this green HRM research:

Research Question 1: What, how, why and when are green HRM practices implemented at the firm level, and what are the difficulties associated with implementing green HRM practices in organizations?

Research Question 2: How does green HRM influence in-role and extra-role employee green workplace behaviors?

Research Question 3: How does green HRM influence in-role and extra-role employee non-green workplace behaviors and an employee’s intention to quit?

Research question one firstly sought to identify what the likely motives are for firms to implement green HRM practices. Secondly, it explored what types, in what form, and what green HRM processes and practices are implemented by organizations today in order to realize a corporate green strategy. Thirdly, it examined the effectiveness and the difficulties of implementing green HRM practices within the firm.

This research expected to find that green HRM would positively influence in-role and extra-role employee green and non-green workplace behaviors and an employee’s intention to quit. As identified by Jiang et al. (2012), HRM influences employee workplace outcomes through different mediating paths with different degrees of strength. It would therefore be logical to assume that green HRM will affect employee workplace behaviors in different ways (see Figure 1.1).

Due to multiple mediating and moderating pathways being tested during the course of this research, a number of appropriate theories were applied to substantiate the expected outcomes of the research. Specific theories applied to this research were:

- **institutional theory** – presupposes that organizations are guided in their decision making based on social norms, decrees, and internal motivations, which are largely driven by external pressures (i.e. stakeholders) (Meyer & Rowan, 1977)
- **attribution theory** – states that employees gauge the motivations and intentions of an organization through their perceptions of the firm’s policies and practices, such as HRM practices (Martinko, Harvey, & Dasborough, 2011)
stakeholder theory – posits that the better a firm can manage the expectations, demands, and concerns of a multitude of stakeholders, the more likely that the firm will be able to achieve its goals (Freeman, 1984)

value-belief-norm (VBN) theory – proposes that individual values and beliefs are likely to be highly influential with regard to the likelihood of employees exhibiting positive (green) workplace behaviors (Sahin, 2013)

‘fit’ theories – elicit that there needs to be a certain level of congruence between the values of the employee and those of the organization, and that high-value congruence between individual employees and the firm is likely to translate into increased levels of trust and work effort (Boon & Den Hartog, 2011; Yu, 2009)

social identity theory (SIT) – states that employees identify with organizations that treat employees benevolently, as well as being attracted to firms with a good external reputation. According to SIT, employees that identify strongly with their firm are more likely to engage and participate in organizational activities (Crane & Ruebottom, 2011; Tajfel & Turner, 1986) and

social exchange theory (SET) – suggests that individuals often personalize organizations, and when individuals receive economic and socioemotional resources from their organization, they feel obliged to respond in kind. HR practices are essentially a mutual investment involving interactions between an employee and the organization, with the perceived quality of these reciprocal exchanges likely to affect employee workplace outcomes including motivation, attitudes, and behaviors (Emerson, 1976).
Using the logic of these organizational behavioral (OB) theories, employees that: identify strongly with the organization; have strong social and reciprocal exchanges that benefit both the employee and the firm; have similar values and beliefs as the firm and therefore a strong congruence; and consider that their organization is reputable and ethical through its transparent motivations and policies, are more likely to actively participate and engage with organizational green initiatives and environmental sustainability programs. Hence, to address the remaining two key research questions, the following nine hypotheses were developed:

Hypothesis 1a: Green HRM is positively related to in-role employee green workplace behavior
Hypothesis 1b: Green HRM is positively related to extra-role employee green workplace behavior
Hypothesis 2a: Green HRM indirectly influences in-role employee green workplace behavior through the mediation of psychological green climate
Hypothesis 2b: Green HRM indirectly influences extra-role employee green workplace behavior through the mediation of psychological green climate
Hypothesis 3a: Individual green values will moderate the effects of green HRM on (1) in-role employee green workplace behavior and (2) extra-role employee green workplace behavior, such that the effects will be stronger when individual green values are high and weaker when low
Hypothesis 3b: Individual green values will moderate the effects of psychological green climate on (1) in-role employee green workplace behavior and (2) extra-role employee green workplace behavior, such that the effects will be stronger when individual green values are high and weaker when low
Hypothesis 4: Green HRM is positively related to (1) in-role employee non-green workplace behavior and (2) extra-role employee non-green workplace behavior and negatively related to (3) intention to quit through the mediation of organizational identification
Hypothesis 5: The relationship between green HRM and organizational identification is moderated by POS, such that the relationship is stronger when the level of POS is high and weaker when the level is low
Hypothesis 6: The indirect effect of green HRM on (1) in-role employee non-green workplace behavior, and (2) extra-role employee non-green workplace behavior, and on (3) intention to quit through organizational identification will be moderated by POS, such that the effects on in-role and extra-role employee non-green workplace behavior will be stronger, and on intention to quit it will be weaker, when POS is high in contrast to when POS is low.
1.5 Background of the research

The inspiration to conduct this research was twofold. The growing concerns about environmental degradation and declining natural resources amongst governments and corporations, have seen organizations scrambling to find alternative environmental strategies that can be effectively applied with minimal monetary outlay and organizational disruption (Leng, 2018; Olsen, 2008). Although green HRM conceptually offers organizations a novel and unconventional approach to potentially achieving these green outcomes, exactly how, why, or if this is likely to occur was unclear.

China and its role in the growth of global corporatization and consumerism over the past two decades has been astonishing (S.C., The Economist, 2014). Unfortunately, unprecedented growth in corporate and personal wealth has resulted in higher levels of consumerism, a surge in waste and pollution levels, increased energy and water usage, and further environmental degradation (Leng, 2018; Xiang, 2015). To tackle the decaying air quality and polluted land and water systems and Chinese citizens’ discontent with high levels of pollution, the Chinese government has embarked upon a range of substantial reforms to address these issues. These reforms have shifted from merely responding to pollution levels to seeking to prevent pollution (Xinhua, 2015). The Chinese government officially proposed the ‘green economy’ concept at the 19th National Congress of the Communist Party of China. While the initiatives being applied by the Chinese Government are commendable, they are insufficient to properly and fully address the growing levels of harmful air, water, and ground pollutants that affect the daily lives of the Chinese people.

Corporations operating in China should be proactive and socially responsible by taking charge and limiting the negative effects of their activities on the local environment. One way to achieve this is to implement innovative and contemporary HRM approaches to improving CSR outcomes, as well as by broadening and advancing the attitudes, motivations, and behaviors of their workers toward the environment (Weinrub, 2012). Such proposals could herald the start of revolutionary changes within the HR management domain, not only in China but globally. This book combines these areas of interest: green HRM and China – by exploring the green HRM policies, processes, and practices of Chinese indigenous firms and foreign-owned firms operating in China.

1.6 Overview of the methodology used in this book

1.6.1 Research design

This research is comprised of two distinct studies. Study 1 utilized qualitative techniques including in-depth semi-structured interviews with senior
managers and employee focus groups in a number of indigenous and foreign-owned companies in China. These were completed in conjunction with an analysis of these companies’ documentation to explore the what, the how, the why, and the when questions, and to determine how difficult it is for green HRM practices to be implemented in China-based organizations. The information and data collected from study 1 served to identify the firms’ stance on green HRM policies, practices, and processes. The information also contributed to the development of the measures for the singular independent variable used in study 2. Study 2 utilized a quantitative method to conduct surveys involving employees and their supervisors in an Australian-owned enterprise with operations in two separate locations in China. Study 2 was designed to explore the relationships between green HRM practices and employee in-role and extra-role green and non-green behaviors and intention to quit, and the underlying mechanisms.

1.6.2 Data collection and procedures

In study 1, a total of 24 interviews were conducted with senior managers in 16 firms in various industries, including manufacturing, water utilities, food packaging, traffic information, and cosmetology and beauty services. A series of focus groups were also conducted, which involved 210 employees from 11 different organizations. This approach helped to bridge the literature-practical application gap and served to assist in the development of suitable measurable items for the independent variable, green HRM. In the study 2 portion of the research project, a questionnaire was administered to 390 employees in the food packaging firm between February 15 and March 15, 2014. Existing measures from appropriately related literature were identified and used for all of the remaining variables: psychological green climate, individual green values, organizational identification, POS, in-role and extra-role employee green and non-green workplace behavior, and an employee's intention to quit. The survey data were collected from both employees and their supervisors. The use of multi-sourced data helped to reduce common method variance (CMV) (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

The foreign-owned food packaging company, which was an integral part of study 2, has been operating in China for more than two decades. Over the last decade, it has expanded its operations beyond Australia and China and it now has production facilities across Asia, with the total number of employees exceeding 3000.

Australia is a country that operates within the parameters of a Western and capitalist ideology and is considered to be highly developed, with strong accountability principles that are enforced alongside highly regulated industry standards. Australian companies, like the one that took part in this research, are expected to adhere to global standards, particularly in regard to CSR and environmental sustainability. Companies that produce goods
for the food packaging industry have intense levels of compliance because of the need for food-related products to be of extremely high quality to ensure public safety standards are met. Another level of complexity for this organization is that it produces paper products, which are largely sourced from trees and forests. This organization ensures that its paper supplies are sourced from ethically produced timber, by being a signatory to a formalized domestic pledge that requires that none of the products they source through their supply chain is sourced from old-growth forests. The company has sustainability at the forefront of all its operations, with many of its products considered to be recyclable and reusable. The company’s primary corporate aims are to substantially minimize and limit waste, reduce water and energy consumption, and continue to identify the most environmentally friendly products to use in the course of its production methods (source: company website).

This food packaging company has been able to secure business with some of the world’s most demanding organizations in regard to meeting environmental sustainability and CSR demands. Without meeting the demands of these customers by demonstrating the firm’s commitment to environmental protection protocols, it would be impossible to secure business with leading food suppliers. The company’s continuing engagement with organizations in its supply chain, as well as seeking new ethical suppliers, ensures that it addresses the concerns and meets the demands of their well-informed stakeholders, which include governments, customers, consumers, and employees. This discourse is a testament to the organization’s ongoing efforts to implement green management and environmental sustainability processes in all of its production and manufacturing facilities regardless of their location.

1.6.3 Data analytical strategies

A content analysis was performed to analyze the qualitative data during study 1 of the research project. In study 2, structural equation modeling (SEM) was conducted to analyze the survey data, which involved testing both the measurement model and proposed hypotheses. A series of confirmatory factor analyses (CFA) were conducted to compare the goodness-of-fit indices of the proposed conceptual model and several alternative models. These analyses ensured that the study variables would be distinctive. We adopted Preacher and Hayes’s (2008) approach to test the existence of mediation and the size of the mediation effects. The variables were mean-centered when the interactive terms were created and when the moderation effects were examined. We plotted the interaction effects at different levels of each of the moderators. We followed Hayes’s (2013) suggestion to conduct a path analysis to calculate: first mediation stage effects, second mediation stage effects, direct effects, indirect effects, and total effects, of green HRM on various employee organizational behavioral outcomes.
1.7 Research findings

1.7.1 Green HRM and its implementation by firms operating in China

Firms in China engage in green management activities largely to comply with government environmental regulations, which have become much stricter in recent years. The Chinese public has also begun to demand that firms fulfill their environmental responsibilities because of the negative effects of their operations on local communities. Corporations and managers generally acknowledge that green management can indirectly benefit a firm’s financial performance via increased investment and sales, and that HRM is an important tool that can effectively implement corporate strategies to achieve these objectives. Although green HRM is an emerging concept and is relatively new to many managers and businesses, aspects of green HRM management already exist. Organizational green goals are likely to be achieved through the application of specific green HRM policies and practices implemented at four core stages of HRM, namely: recruitment and selection, training and development, performance and appraisal, and rewards and compensation. These policies and practices should be administered at the organizational level through HR practitioners (Govindarajulu & Daily, 2004; Lis, 2012; Renwick et al., 2013; Tang et al., 2018). In particular, to achieve green goals and environmental initiatives, firms should:

1) promote a green image and develop recruitment processes that enlist capable and motivated employees that share common values and principles (i.e. green ideals) to those of the organization
2) initiate processes and activities that motivate, engage, and encourage employees to participate in green initiatives and improve employee green skills
3) ensure that corporate values pertaining to the achievement of green goals are clearly disseminated to employees
4) ensure that employee green performance is properly monitored, assessed, and recorded and
5) link employee green contributions to in-house promotions and visibly promote financial and non-financial rewards.

(Daily & Huang, 2001; Garavan & McGuire, 2010; Renwick et al., 2013)

Most of the firms that participated in this research did not attempt to portray themselves as environmentally friendly employers in their job advertisements for most positions, and they did not generally require job candidates to be environmentally knowledgeable or have green management related skills. Companies were found to primarily choose to assess a candidate’s environmentally related skills (mainly prior working experience) and awareness of green management during face-to-face recruitment and
selection processes, especially when the job involved capabilities relating to or knowledge of environmental issues. However, rather than limiting themselves to conducting face-to-face interviews for new job roles, Chinese firms were found to be increasingly using formats such as Skype interviews to save resources and reduce costs associated with the recruitment process. This is an interesting HRM strategy being used by domestic Chinese firms, particularly now that job candidates, especially younger and university-educated job seekers, are known to be attracted to firms that are socially reputable and environmentally responsible (Peretz, Fried, & Levi, 2018).

Most of the sample firms that took part in this research conducted inductions for new employees and on-the-job training to promote green values, improve fire safety, decrease water and electricity use, help understand general waste disposal procedures, and to reinforce other basic green management knowledge and skills. Some of the companies conducted post training evaluations to assess the effectiveness of the training and to collect feedback from trainees. These evaluations can be used to improve and further develop environmental training programs. However, it is necessary to note that senior managers and regular employees held quite different views regarding the extent of green training that was provided within the organizations.

Green performance management is regarded as one of the most important green HRM functions in organizations (Renwick et al., 2013). Most of the sample companies had set clear green goals for their employees in accordance with governmental and industry regulations, and employee green performance was assessed either monthly or quarterly. Managers in these organizations were responsible for the green performance of their subordinates. Green performance indicators were periodically reviewed and adjusted, such as during the normal mid-year review period. The companies that considered that their operations had little direct and/or no adverse impacts on the environment tended not to set formalized green objectives for their employees. However, these companies did emphasize relevant environmental responsibilities for employees in their daily tasks.

Only a few of the sample companies that participated in the research linked employee green performance with financial rewards. Water Utilities A, Manufacturing B, TrafficInfo C, Electronic Devices Manufacturing E, and Food Packaging P did better than the other companies in this regard. More of the sample companies acknowledged green contributions in non-financial ways, such as through promotions, praising employee green workplace behaviors at staff meetings, and by publishing related reports on their websites. These non-financial rewards were regarded by the majority of the interviewed employees to be ineffective in promoting positive green workplace behaviors. During the interview process, several obstacles to the successful execution of green HRM were identified, including: that the significance of green HRM was not yet fully understood by management and employees; that there were inadequate levels of knowledge and skills for the application of
green management; and that there was a lack of clear messages from external stakeholders to guide green management implementation at the firm level.

1.7.2 Green HRM and in-role and extra-role employee green workplace behavior

The findings of the study were able to demonstrate that green HRM was directly and indirectly related to in-role employee green workplace behaviors. However, green HRM was only indirectly related to extra-role employee green workplace behavior through the mediation of psychological green climate. These findings supported existing behavioral HRM literature in that: HRM practices are significantly related to particular employee workplace behaviors; attributes of HRM practices determine what type of employee behavior is likely to be influenced by HRM; and that HRM may influence employee workplace outcomes through individual and organizational social and psychological processes, such as organizational climate (Bowen & Ostroff, 2004; Jiang et al., 2012).

The effects of individual green values were explored via a mediating pathway, with the results indicating that individual green values do moderate the effect of psychological green climate on extra-role employee green workplace behaviors. However, no evidence was found that individual green values moderated the effects of green HRM and psychological green climate on in-role employee green workplace behaviors.

1.7.3 Green HRM and in-role and extra-role employee non-green workplace behavior and intention to quit

Results of the study also revealed that green HRM generated notable effects on unexpected employee workplace outcomes such as employee non-green workplace behaviors. Logically, this was not an unexpected outcome. Current literature assumes that green HRM would be limited to positively affecting employee green behaviors. However, this study found that green HRM was positively related to in-role and extra-role employee non-green workplace behaviors and negatively related to an employee’s intention to quit, via the mediation of organizational identification. Although green HRM was found to be a favorable source that affected an employee’s organizational identification, POS moderated this relationship. POS also caused an indirect effect of green HRM on the three dependent variables through the mediation of organizational identification.

1.7.4 Theoretical contributions and practical implications

This research makes several key contributions to the green management and green HRM literature. One of the key contributions made during the course of this research, was the development of green HRM measures. These
measures were subsequently used to empirically validate the green HRM concept and now provide a useful platform on which to develop a set of cross-cultural comprehensive measures for green HRM.

As the concept was still considered to be in its embryonic state, its ability to be formally and practically applied was somewhat limited, as our knowledge of exactly how green HRM influenced employee workplace behaviors was at best, piecemeal, at worst, unknown. The findings presented in this book have added a substantial amount of information to the body of knowledge of green HRM through its exploration of the social and psychological processes through which green HRM exerts its influence on a range of employee workplace outcomes.

From a practical application perspective, this research was able to ascertain that in order to achieve organizational green goals, firms should consider adopting and promulgating green HRM policies, processes, and practices. Organizations should construct job designs that meet the organization’s green policy agenda and ensure that employees are adequately trained, educated, and equipped with the necessary skills and abilities needed for them to undertake their assigned job duties. These duties include the successful completion of assigned green workplace tasks. HR practitioners also need to ensure that there is an effective appraisal process and that appropriate rewards and compensation are provided to employees when they achieve their individual green tasks or key performance indicators (KPI) as set out by the organization.

Finally, HR practitioners should ensure high levels of clarity and transparency when it comes to broadcasting the firm’s policies and green agendas. Greater transparency ensures that employees have a clear and unequivocal understanding of what the organization stands for and what its primary objectives are. This includes clearly articulating its values, ethics, and principles, as well as visibly presenting its policies and processes regarding environmental and socially responsible issues.

1.8 Structure of the book

This book is comprised of eight chapters, as well as an extensive reference list and associated appendices. Chapter 1 introduces the subject of this research by outlining its aims, justifications, and significance. The research questions, hypotheses, methodology, and research findings are briefly discussed.

Chapters 2 to 4 investigate and conduct a literature review of green HRM, including its evolution from within the current green management and associated EM and CSR literature, as well as exploring and defining the concept. Practices associated with green HRM are discussed along with identifying the antecedents and consequences of green HRM. In addition, there is a discussion to clarify what internal or external factors drive organizations to implement green HRM policies, processes, and activities. Existing research on HRM, green HRM, and green performance are reviewed, with the chapters
also exploring green HRM and employee workplace behaviors, articulating current literature gaps, and identifying future research directions. The theoretical model and applicable theories are illustrated along with a discussion of all the model variables. Nine hypotheses are developed.

Chapter 5 discusses the methodology and the specific qualitative and quantitative methods that were used during the research. Specific items discussed in this chapter are the research design, data collection, procedures and the measures used, as well as presenting the data analytical strategies.

Chapter 6 presents the findings of the qualitative study by addressing the questions regarding the what, the how, the why, and the when green HRM practices are implemented at the firm level in China. It also explores any obstacles that may arise when implementing green HRM practices at the organizational level.

Chapter 7 presents the findings of the quantitative study. It reports on the role of green HRM and the underlying mechanisms that directly and indirectly affect in-role and extra-role employee green and non-green workplace behaviors, and an employee’s intention to quit.

Chapter 8 contains the discussion and conclusion sections. This closing chapter brings together and summarizes the research findings presented in Chapter 6 and Chapter 7. It concludes with an examination of both the theoretical and practical implications of the research project. The final chapter also discusses the limitations of the study and identifies directions for future research on green HRM.

A reference list, which alphabetizes an extensive review of green HRM and associated management constructs, is followed by several appendices that include:

- the list of questions used during the interview process conducted during study 1 (Appendix 1)
- a copy of the Ethics Committee approval email (Appendix 2)
- the cover letter that was provided to survey respondents, i.e. employees and supervisors (Appendices 3 and 4) and
- the survey questionnaire that was completed by employees and their corresponding supervisors (combined English and Chinese versions) (Appendices 5 and 6).

1.9 Conclusion

This chapter outlined the topic that is at the heart of this book. Specifically, it briefly discussed the green HRM concept and its likely role in the achievement of organizational green and non-green corporate goals, along with the social and psychological processes that are expected to impact employee green workplace behaviors. The chapter clearly articulated, albeit briefly, the research questions and nine testable hypotheses. An outline of the research methodology, including a brief discussion of the data collection and analytical
techniques applied to the two studies, was also provided. This chapter succinctly presented the research findings, along with a summary of the construction of the book.

Chapter 2 reviews the literature on how green HRM has emerged from within the green management and HRM literature. It also examines how green HRM is currently defined; it will identify and examine green HRM practices, and it will discuss organizational antecedents.
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