

**ASSESSING SUSTAINABLE HUMAN RESOURCES
MANAGEMENT PRACTICES USED BY
ORGANIZATIONS TO ENCOURGE EMPLOYEE'S PRO-
ENVIRONMENTAL BEHAVIOUR IN THE
WORKPLACE IN THE CITY OF VAASA - FINLAND: A
PERSPECTIVE OF MANAGERS**

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**Author: Peter Malual
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Supervisor: Tiina Onkila PhD**



**JYVÄSKYLÄN YLIOPISTO
UNIVERSITY OF JYVÄSKYLÄ**

ABSTRACT

Author Peter Malual	
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Subject Corporate environmental management	Type of work Master's thesis
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Abstract <p>The purpose of this study is to investigate the extent to which organizations operating in the city of Vaasa use human resource management (HRM) practices to encourage employee's pro-environmental behaviours in the workplace. Based on a comprehensive literature review, this study covers HRM practices that are used to encourage employee's pro-environmental behaviour's (PEBs) in the workplace. These practices include the employee life cycle; reward and compensation; education and training; empowerment and participation; and manager involvement. The data for this research were collected through a survey in which a self-administered questionnaire was used as a quantitative research tool. In this regard, data were collected from 100 participants whose companies operate in the city of Vaasa in Finland during the period between September and December 2021. Moreover, an exploratory approach was adopted to analyse the data with the aim of investigating the extent to which human resource management practices are used by organizations to enhance employee's Pro-environmental behaviours in the workplace. The results of this study indicate the moderate level of the overall mean of implementation of sustainable human resource management (HRM) practices which is 3.07 on a scale of 5. Practices of Manager involvement, education and training, and life cycle respectively scored 3 which are considered as moderate levels. This study suggests that organizations must include sustainable HRM practices in their organizational strategies if they aim to achieve a higher level of sustainability. Thus, commitment to sustainability initiatives requires companies to invest in practices that enable their employees to acquire skills and abilities that facilitate pro-environmental behaviours in the workplace.</p>	
Key words Sustainable HRM practices, Green HRM practices, Environmental management system, Employee's pro-environmental behaviour, Ability-Motivation-Opportunity theory,	
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TIIVISTELMÄ

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Työn nimi Organisaatioiden käyttämien kestävän henkilöstöhallinnon (HRM) käytäntöjen arviointi työntekijöiden ympäristömyönteisen käyttäytymisen edistämiseksi työpaikalla: Vaasassa - Suomi	
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Tiivistelmä <p>Tämän tutkimuksen tarkoituksena on selvittää, missä määrin Vaasan kaupungissa toimivat organisaatiot käyttävät henkilöstöjohtamisen (HRM) käytäntöjä työntekijöiden ympäristöystävälliseen käyttäytymiseen työpaikalla. Tämä tutkimus perustuu kattavaan kirjallisuuskatsaukseen, joka kattaa henkilöstöjohtamisen (HRM) käytännöt, joilla kannustetaan työntekijöiden ympäristömyönteistä käyttäytymistä työpaikalla. Nämä käytännöt sisältävät työntekijän elinkaaren; palkkiot ja korvaukset; koulutus ja koulutus; voimaannuttaminen ja osallistuminen; ja esimiehen osallistuminen. Tämän tutkimuksen aineisto on kuitenkin kerätty kyselyllä, jossa kvantitatiivisena tutkimustyökaluna käytettiin itse tehtyä kyselylomaketta. Tältä osin kerättiin tietoja 100 osallistujalta, joiden yritykset toimivat Vaasan kaupungissa syys-joulukuun 2021 välisenä aikana. Lisäksi otettiin tutkiva lähestymistapa data-analyysiin, jonka tavoitteena oli selvittää, missä määrin ihmisten organisaatiot käyttävät resurssienhallintaa käytännöt, joilla parannetaan työntekijöiden ympäristömyönteistä käyttäytymistä työpaikalla. Tämän tutkimuksen tulokset osoittavat kestävän henkilöstöjohtamisen (HRM) toteuttamisen kokonaispistemäärän kohtalaisen tason, joka on 3,07 asteikolla 5. Esimiesten osallistumiskäytännöt, koulutus ja valmennus sekä elinkaari sai 3 kohtia, joita pidetään kohtalaisina. Tämä tutkimus ehdottaa, että organisaatioiden tulisi sisällyttää kestävät HRM-käytännöt organisaatiostrategioihinsa, jos ne pyrkivät saavuttamaan korkeamman kestävän tason. Sitoutuminen kestävän kehityksen aloitteisiin vaatii siksi yrityksiä investoimaan käytäntöihin, joiden avulla työntekijät voivat hankkia taitoja ja kykyjä, jotka helpottavat ympäristömyönteistä käyttäytymistä työpaikalla.</p>	
Asiasanat Kestävät HRM-käytännöt, Vihreät HRM-käytännöt, Ympäristöjohtamisjärjestelmä, ympäristömyönteisyys, Kyvykkyys, motivaatio ja mahdollisuus teoria (AMO-teoria)	
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1 INTRODUCTION

The current generation of humanity has been exposed for decades to climate crises, natural disasters, and crises resulting from waste and environmental pollution; additionally, the emergence of the deadly Corona pandemic (COVID-19) since 2019, which has been threatened human existence on the globe. Because of all these crises, humanity began to think clearly about finding ways and means for effective solutions by adopting sustainable production and consumption to recover from them (Zaidi, Azmi & Reza, 2021). On the other hand, because of global warming, organizations are facing increasing pressure from stakeholders to reduce their greenhouse gas (GHG) emissions, reduce waste production, and become more responsible in their practices towards the environment, society, and the economy. In this regard, researchers pay more attention on organizational human resource practices, which have great importance in leading human behaviours towards sustainability (Ahmad, Ullah, & Khan., 2022). Thus, organizations and managers launch very broad environmental initiatives and policies to address the concerns of emerging markets (Renwick, Redman, & Maguire, 2013). Simultaneously, in this era, economic activities such as industrial, service, etc. have become a huge burden on natural resources; therefore, organizations must move from practicing traditional activities to environmentally friendly activities and set clear environmental performance targets to reduce their carbon footprint. Additionally, employees are considered as the greatest common denominator for achieving sustainable transformation of the economic activities of the organizations (Siyambalapitiya, Zhang & Liu, 2018).

Shafaei and others argue that firms often compliance with minimum requirements of regulations that consider environmental protection as a priority to acquire licence to operate. On the other hand, stakeholders impose more pressure on those firms to let them take more actions against their environmental issues and to become more responsible for their environmental impacts to meet needs and objectives of future generations. Therefore, businesses are required to exceed more than compliance by adopting more pro-environmental activities to meet environmental sustainability (Shafaei et al., 2020). Traditionally, environmental activities are managed by Corporate Social Responsibility (CSR) departments in most organizations. Therefore, the employee's job description does not include environmental activities unless the employee specifically belongs to the environmental activities management department. This makes it difficult for an employee who does not belong to this department to perform duties related to environmental activities during working hours. From this point of view, organizations must take environmental aspects into account when making important decisions such as those related to a new product, services, selection of employees or potential partners. Processes of change management require pro-environmental behaviours in the workplace to be perceived by organizations to assist the management to identify the variables that are related to organization's environmental activities. Most of the important decisions related to the environmental

management of any organization require the approval of employees to be successfully implemented (Ture & Ganesh, 2014). However, Singh and others (2020) suggest that businesses must invest more in adopting environmental management system which enable firms to gain trust of stakeholders. Investing in strategic sustainable HRM practices to promote employee's pro-environmental behaviour (PEB) assists organizations to implement their environmental management initiatives (Singh et al., 2020). Thus, investing in the development of transitional environmental leadership and sustainable human resource management (sustainable HRM) policies enhances the reputation of organizations among stakeholders and equally attracts future environmentally oriented talents and environmentally sensitive clients that enables organizations to build environmentally friendly reputations, create competitive advantage and increase the market value of the organization (Omarova & Jo, 2022).

Organizations that want to manage their environmental impacts requires environmental management systems (EMS). The (EMS) is defined as a voluntary management system used by institutions to manage their environmental aspects, which lead to the fulfilment of obligations, compliance and addressing environmental risks and potential opportunities (ISO 14001, 2015). Simultaneously, it is a tool that ensures the effective implementation of the environmental management plan or procedures, which are concerned with compliance with the goals and objectives of the environmental policy. For an organization to implement effective environmental management system, the EMS is required to establish documented procedures and instructions for the system to ensure effective communication and continuity of implementation (European Commission, 1999). Several companies use the EMS because it is closely related to the foundations established to deal with environmental issues in a comprehensive manner and motivates these companies to continuously improve their environmental performance (Jabbour et al., 2008). In this regard, there are various environmental management system standards that companies can abide with, such as ISO 14001 standard (Zabarras and Coan, 2015); The Eco-Management and Audit Scheme (EMAS), which is used by organizations as a tool to evaluate, report, and improve their environmental performance (European commission, environment). Thus, employees are the key role to implementing the EMS; consequently, employees' behaviours should be changed towards environmentally friendly practices.

To change the behaviours of employees to be environmentally friendly in the workplace, sustainability must be embedded into the core business functions such as human resource management (HRM) practices and various administrative structures, because it enables organizations to spread knowledge that is related to environmentally friendly behaviours among major part of the workforce, instead of just those who have positive tendencies towards the environment. In this context, environmental awareness should be based on training rather than attitudinal change (Young et. al., 2015). Importantly, Employees should be encouraged to save energy and reduce material consumption which will lead to reduce organization's greenhouse gas emissions (Ly, & Ly, 2022). Further, for the continued organizational sustainability, sustainability values must be promoted

by organizations amongst their recruits from the beginning of recruitment and especially, during induction processes (Yusliza et al., 2019).

The objective of this study is to investigate the extent to which sustainable human resource management (sustainable HRM) practices are used by organizations to encourage employees' pro-environmental behaviours in the workplace in the city of Vaasa in Finland. This study responds to a call made by Jabbour and Renwick in their research review on the role of soft and human in building environmentally organizations, in which they proposed a research question of "To what extent do ability-motivation-opportunity (AMO) theory help staff behaviour in sustainable HRM?" That question was proposed as an agenda for future studies on sustainable human resource management (HRM) to advance the scientific discourse on sustainable HRM (Jabbour & Renwick, 2018). Additionally, the same study was conducted by Zibarras and Coan (2015) in which they examined the role of HRM practices in motivating employee's pro-environmental behaviour in the workplace amongst organizations in the United Kingdom (Zibarras & Coan, 2015). Consequently, this study adopts the Zibarras and Coan's (2015) research question, but it is carried out in a different geographical context, which is Finland. The research question of this paper is "To which extent do organizations operate in the city of Vaasa use human resource management (HRM) practices to promote employee's pro-environmental behaviour in the workplace.

In the scientific literature, human resource management (HRM) practices that are used to encourage employee's pro-environmental behaviours in workplaces are sometimes referred to as green human resource management (green HRM) practices, sustainable human resource management (sustainable HRM) practices, or environmental human resource management (Environmental HRM) practices (see e.g., Gutiérrez Crocco & Martin, 2022; Podgorodnichenko et al., 2022; Piwovar-Sulej, 2021). Therefore, for the avoidance of terminological confusion, the term to be used in this thesis is Sustainable Human Resource Management Practices, which is abbreviated as sustainable HRM practices.

This study investigates the extent to which sustainable human resource management (sustainable HRM) practices used by organizations to encourage employee's pro-environmental behaviour in the workplace in the city of Vaasa in Finland. This investigation accomplished by adopting theoretical analysis of sustainable HRM practices in the lens of Ability-Motivation-Opportunity. To make the picture clearer, the employee's pro-environmental behaviour literature was highlighted.

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This master's thesis report is structured as follows: First, the introduction, in which the motives that make organizations care about environmentally friendly

aspects of their business management are explained. The second section covers theoretical framework of the study, in which literature of Ability-Motivation-Opportunity (AMO) theory, employee's pro-environmental behaviour (employee PEB), and sustainable HRM practices. The literature of Sustainable HRM practices covered in this section includes practices of the employee life cycle, employee training and education, employee empowerment and participation, employee rewards and compensations, and manager involvement. This section also concludes with compendium of the literature review. The third part of this study covers research methodology, which includes the method used for collecting data and the organizations involved in the research. The fourth section of this report includes data analysis and results. However, the fifth section contains the discussion and conclusions, implications and limitations, and potential future research for the study.

2 THEORETICAL FRAMEWORK

2.1 ABILITY-MOTIVATION-OPPORTUNITY THEORY

The theory of Ability-Motivation-Opportunity (AMO), which was developed by Appelbaum et al. (2000), assumes that employees should possess necessary skills (Ability) and appropriate motivation to perform the task. Opportunities grant employees to participate in decision-making initiatives which is considered as the cornerstone of the effective performance of the employee. According to the AMO theory, the human resource management is based on three main pillars. The first pillar is to enhancing employee ability through attracting and selecting; and training and developing high-performance employees. Second, enhancing employee motivation and commitment through managing and evaluating job performance; and reward and compensation practices. The third pillar includes providing employees with the opportunities to participate in decision-making processes through empowerment and participation practices; and supportive culture or climate, for example, support from top management (Renwick, Redman, & Maguire, 2013). As cited in Rayner and Morgan (2018), the ability-motivation-opportunity theory indicates that the skills and knowledge possessed by employees have a positive relationship with the ability of employees to perform their duties well, but in terms of motivation, employees are motivated to carry out their duties when they are rewarded for their behaviours. Also, the employees should have the opportunities in terms of the necessary facilities and support in the workplace. Further, Kundu and Gahlawat (2018) argue that HR practices that enhance capabilities and motivation have a positive effect in raising organizational performance effectiveness (Kundu & Gahlawat (2018)). As cited in Chin, Yean and Yahya (2017), for organizations to enhance the ability of employees to achieve organizational goals through human resource management practices, they must use recruitment, selection, training and development activities, in which recruitment and selection activities aim to attract potential employees who have the right skills and competencies for the specific job to be filled; training and development activities enhance the skills and knowledge acquired by employees. Moreover, Chin and others assert that organizations can motivate their employees through reward systems and performance management and provide them opportunities such as involving them in the processes of designing jobs and decision-making for solving environmental issues (Chin, Yean & Yahya, 2017). Further, the role of AMO theory in this study is to provide comprehensive understanding of the relationship between sustainable HRM practices and employees' pro-environmental behaviour in leveraging environmental performance of organization.

2.2 EMPLOYEE'S PRO-ENVIRONMENTAL BEHAVIOUR

Employee's pro-environmental behaviours (PEB) in the workplace is defined as a direct or indirect participation of any person in official or voluntary activities organized by the organization or any group concerned with environmental management within the scope of the organization to improve the environment or mitigate environmental damage resulting from work performance (Ture & Ganesh, 2014). Simultaneously, employee's pro-environmental behaviours (PEBs) are perceived as a set of environmentally responsible activities that include gaining more knowledge about the environment to devise ways and means that can be implemented to reduce the negative environmental impacts of the organization. This enables organizations to develop sustainable methods and processes that can be used in production while taking recycling and reuse into account (Graves, Sarkis & Zhu, 2013). However, there are some small unnoticed activities that are carried out by employees individually during working hours, such as turning off the lights inside empty rooms, disconnecting the electrical current from non-essential devices when leaving or when not in use, reducing waste production, rationalizing water consumption, reducing the use of paper and adherence to stringent environmental standards. These activities have a significant environmental impact when carried out independently by a large group of employees (Ture & Ganesh, 2014).

Lu and others (2019) divide employee PEBs into two sections. The first section is called employee PEBs in the private sphere which includes activities such as actively turning off lights, waste sorting, recycling, and reuse. As for the second section, it is called employee PEBs in the public sphere which includes activities that are related to persuading others to protect the environment such as submitting employees with environmental protection suggestions that support the organization in achieving organization's environmental goals. Employee PEBs in the private sphere is the self-practice of pro-environmental behaviour, which leads to the benefit of reducing costs resulting from the foundations of achieving the environmental management goals of the organization. In contrast, the public sphere is based on the practice of pro-environmental behaviour indirectly in the context of interaction between employees to achieve the environmental goals of the organization (Lu, Liu, Chen & Long, 2019). Additionally, the individual's sense of responsibility towards preserving the environment falls under sustainability programs, for example, publishing information that relates to the environmental status of the organization among co-workers, which supports in improving the environmental performance of the organization (Ture & Ganesh, 2014).

According to psychologists, the source that motivates pro-environmental behaviors PEBs in individuals is either a self-interest such as saving money or a greater social motive such as concern for the ecosystem (Ture & Ganesh, 2014). In this context, PEBs relate to the interrelationship between social, intellectual, behavioral, and psychological factors of the individual that play an important

role in determining the level of PEBs in the workplace for the individuals. These psychological factors have been divided into internal and external factors. Internal psychological factors in terms of environmental protection include beliefs, values, commitment, awareness, and knowledge. In terms of the individual's subjectivity, internal psychological factors include, for instance, personal and social norms, self-identity, perceived behavioural control, job satisfaction and personal intention and motivation. The external psychological factors include leadership support, organizational climate, environmental infrastructure, organization policies, and economic context. Among all these internal and external factors, the environmental attitude and leadership support are considered as important factors for behaving rationally towards the environment (Zaidi, Azmi & Reza, 2021). Thus, the main drivers of employee's pro-environmental behaviours are generated from individual, and the organization level factors (Ture & Ganesh, 2014).

2.3 SUSTAINABLE HUMAN RESOURCE MANAGEMENT

Recently, several scholars such as Ari et al. (2020); Hameed et al. (2020); Pham et al. (2020); Leidner, Baden and Ashleigh (2019); Chaudhary (2019); Roscoe et al. (2019); Zhang et al. (2019); and Masri and Jaaron (2017) conducted studies on the relationship between sustainable human resource management (HRM) practices and employee environmental performance (EEP). In this regard, this research project will depend on relevant research literature that include sustainable human resource management (HRM) practices, green human resource practices, environmental performance, and environmental management system.

Ehnert and others define sustainable human resource management (sustainable HRM) as a transformation of conventional human resource management (HRM) strategies and practices for achieving organizational economic, environmental, and social objectives. They also added that in the long term, sustainable HRM practices positively influence organizational internal and external stakeholders (Ehnert et al., 2016). Hence, sustainable HRM is concerned with the use of HRM practices to promote environmentally friendly practices and raise the efficiency of employees on issues that target the preservation of the environment. However, sustainable HRM considers the values and concerns of Environmental Management (EM) when implementing human resources (HR) initiatives that result in greater employee competencies and better environmental performance to reduce the carbon footprint of employees (Masri and Jaaron, 2017). Further, sustainable HRM encompasses all practices that enable organizations to balance amongst economic, environmental, and social aspects from the viewpoint of employees based on corporate sustainability demands (Benevene & Buonomo, 2020). On the other hand, Iqbal and others (2018) state that pro-environmental behaviour of an employee has a positive impact on organizational environmental sustainability (Iqbal et al., 2018). Moreover, Sighn and others (2020) also assert that

sustainable HRM practices are intrinsic in obtaining, evolving, and keeping employees who fetch pro-environmental capabilities to workplace to facilitate organization's strategy through sustainable processes and sustainable products, which enables a firm to gain competitive advantage (Sighn et al., 2020).

Sustainable HRM practices enable organization to promote employees' commitment and involvement that increase employee Sustainable performance, which leads to sense of belongingness and pride amongst employees in the workplace (Tang et al., 2018). Consequently, if an organization requires to build a good image and reputation in the market, then it is required to embed sustainable HRM practices into its organizational strategies. Being a leader amongst competitors in the marketplace enables the organization to be considered as an attractive workplace by potential employees; therefore, sustainable HRM practices enhance organizational competitiveness and employer attractiveness in acquiring talent potential employees (Chaudhary, 2019). Further, Managers must adhere to and support sustainable HRM practices within the organization and pay attention to incorporating sustainable human resource management practices into business strategies. Managers must also be committed to implementing sustainable human resource management practices to achieve environmental management objectives (Yusliza et al., 2019).

This study adopts HRM practices that are used to promote employee PEBs in the workplace as was initiated by Zibarras and Coan (2015). For this study, HRM practices which are adopted consist of employee life cycle; reward and compensation; education and training; employee empowerment; and manager involvement. Simultaneously, these practices have positive impacts on employee's pro-environmental behaviour and the successful implementation of an environmental management system (see e.g., Jabbour et al., 2008; Renwick, Redman, & Maguire, 2013). However, Ghouri and others (2020) found that organizational environmental performance has a mediating role in the relationship amongst sustainable HRM practices (Ghouri et al., 2020). The success of sustainable HRM practices to achieve organization's environmental management goals depends mainly on the commitment of top management. Consequently, managers must set clear definitions of sustainable HRM practices and allocate sufficient resources to train key personnel involving in implementation of sustainable HRM practices to ensure optimal performance results (Yusliza et al., 2019).

Ansari, Farrukh and Raza (2021) assert that adopting and implementing sustainable HRM practices by the organization enables employees to exhibit environmentally friendly behaviours. The more effective the HRM initiatives that stimulate pro-environmental behaviour among employees in the organization, the more employees will demonstrate pro-environmental behaviours in the workplace (Ansari, Farrukh & Raza, 2021). Mishra (2020) highlights that some HRM practices, such as recruitment, evaluation, training, and rewards have a significant positive impact on the sustainability of organizations (Mishra, 2020, p. 777). Additionally, Ture and Ganesh (2018) state that sustainable HRM practices have the significant positive impact on signaling employees towards environmentally friendly behaviours. Embedding environmental management aspects

into HRM practices motivates employees to behave in environmentally friendly manner. (Ture & Ganesh, 2018, p. 3760). In this regard, implementing sustainable HRM practices in the workplace enables organizations to promote pro-environmental behaviors of employees, which reflects positively on the environmental performance of the organization. Effective environmental performance supports organizations in reducing production costs and preserving the environment (Ansari, Farrukh, & Raza, 2021). For instance, several multinational organizations such as Dell, Tesla, Google, and others are paying more attention to embed sustainable human resource management in their business strategies to promote pro-environmental practices that lead to effective environmental performance of their organizations (Zaidi, H., Azmi & Reza, 2021).

2.3.1 Employee life cycle practice (recruitment and selection, induction programs and performance management and appraisal)

Jabbour and others (2008) define recruitment practice as an activity in which potential candidates are identified and motivated to apply for a vacant job in the present or future. They also assert that the recruitment activities of companies are based on increasing the quantity and diversity of candidates to fill any vacant position. As for the aspects that support the preservation of the environment, the activities of companies, whether external or internal, are concerned with showing the desire to employ candidates who are committed to aspects that preserve the environment; selection activities aim to reduce the quantity of candidates to fill the vacant position by selecting the candidate who best meets the criteria for the vacant position. As for the aspects that support the environmental management system, the selection activities have the most important role in selecting people who have commitment and sensitivity to environmental issues and are likely to contribute to the environmental management of the company (Jabbour et al., 2008). However, graduates who support environmentally friendly practices demonstrate their desire to work for companies that are more involved in environmental management activities. Job seekers with pro-environmental attitudes are more attracted to working for organizations that signalling sustainability values through recruitment and job selection processes. All above mentioned are done through sustainability reporting which is considered as a major success in managing the image of an organization in terms of environmental concerns that can be used to attract potential employees with environmentally friendly behaviours (Renwick et al., 2016). In this regard, in recruiting and selecting processes an organization must be aware of selecting and hiring employees with environmental protection capabilities that are consistent with the objectives of the organization. This can be done through communicating company environmental protection culture information with prospective employees through the company's selection criteria. This approach can promote reasonable compatibilities between the parties involved (Zhang et al., 2019).

Performance appraisal is defined as analysing the job performance of employees by comparing goals and results. Thus, employees' environmental

performance must be evaluated and recorded throughout their careers in the company to make employee performance appraisal supportive of the company's environmental management system (Jabbour et al., 2008). Renwick and others (2013) assert that in motivating employees for going green, performance management and appraisal practice should include sustainable performance indicators; communication of sustainable schemes to all employees through establishing a comprehensive dialogue on sustainable matters; organization's managers and employees must set environmental management objectives; goals and responsibilities (Renwick, Redman, & Maguire, 2013). According to Chaudhary (2019), the process of engaging in sustainable HRM refers to an organization's environmental values, principles, and guidelines. However, commitment to environmental protection makes the company gain a competitive advantage in this highly competitive market. On the other hand, it can be a great benefit to organizations when designing their recruitment campaigns that carry the realistic practices of sustainable HRM in job advertisements. Additionally, the relevant institutions must report their sustainable practices through environmental reporting system. Moreover, organizations are encouraged to adopt various sustainable HRM practices, which assist organizations to attract employee with pro-environmental behaviours. Meanwhile, these employees support organizations in achieving their environmental management goals when their talents are effectively utilized by employers (Chaudhary, 2019).

2.3.2 Employee education and training practice

Training is defined as a systematic process of directing the behaviour of trainees towards work that assists the organization to achieve its goals (Jabbour et al., 2008). Therefore, organizations should organize environmental education training courses to improve employee environmental knowledge and encourage their employees through informing them of the importance of environmentally friendly workplaces. Employees are motivated to seek information related to the environmental management system through training. Employees also receive environmental information from their organization and by collecting other information personally, which enables them to supplement the environmental knowledge that raises the level of employee's environmental awareness. If the pursuit of information about environmentally friendly behaviour is high among employees, then employees' understanding of the strategic objectives of the organization and the importance of environmental management increase amongst organization's workforces, which enables the employees to adopt pro-environmental behaviour at workplace (Zhang et al., 2019). Furthermore, Masri and Jaaron (2017) stated that the training could have additional costs to the organization. However, it is considered as the only effective way to make employees more aware of the organization's attempts towards sustainability. Therefore, organizations should organize employee training sessions that aim to develop and encourage employees to adopt pro-environmental behaviour (Masri & Jaaron, 2017).

Thus, in Sustainable training the organization's employees or contractors must be trained. This training should also focus on aspects of environmental management to make the training supportive of the organization's environmental management system (EMS) (Jabbour et al., 2008).

Importantly, it is significant for an organization to understand what pro-environmental behaviours contain at all phases of human resource management (HRM) practices and trainers are required to train employees on environmentally responsible performance. Thus, individual characteristics that relate to pro-environmental behaviour must be known in advance of selecting any potential employees who will exhibit such behaviours at workplaces (Ones & Dilchert (2012). Further, Zhang and others (2019) found that series of lectures, seminars, discussions, and posters containing pro-environmental information are effective to stimulate the employee's pursuit of information related to the activities and environmental policy towards the sustainability of the organization (Zhang et al., 2019).

Organizations should provide sustainable training and education to enhance the capabilities and behaviours of environmentally friendly employees, which will reflect positively on the ability of employees to achieve the environmental management goals of the organization. Sustainable training and education also motivate employees to make decisions that increase the environmental performance of the organization. On the other hand, employees who have received sustainable training and education are more aware of collecting data related to the environmental performance of the organization such as waste and various sources of pollution (Iftikar et al., 2022). Thus, developing sustainable employee capabilities through environmental management system aims at increasing environmental related awareness, skills, and experience among employees. These can be achieved through workshops and training courses with the active participation of managers (Renwick, Redman & Maguire, 2013). Simultaneously, equipping employees with environmental knowledge improves environmental management capabilities of employees which enhances the PEBs of employees in the workplace. In addition, employee training must be consistent with aspects of pro-environmental behaviours that are in line with environmental management requirements of the organization (Ansari, Farrukh, & Raza, 2021).

2.3.3 Employee empowerment and participation practice

Employee involvement in the organization's activities is important to increase organizational effectiveness which leads to achieving the organization's desired objectives and thus gaining competitive advantage (Ruck et al., 2017). The employee's participation in environmental initiatives is positively related to the employee's job satisfaction. Participation in environmental initiatives has a positive relationship with perceptions of environmental performance and is also mediated by levels of job satisfaction (Benn et al., 2015). Consequently, organizations should empower their employees by making them take ownership of some challenges or initiatives related to environmental management (EM) such as

planning and implementing new environmental initiatives to improve the organization's environmental performance and rewarding them for that (Zibarras & Coan, 2015). Simultaneously, employee's pro-environmental behaviour can be improved through workshops, forums or setting up green teams (Zhang et al. (2019).

Methods used for implementing an employee empowerment and participating practice in environmental management includes, for instance, exchanging news and messages, submitting plans and suggestions, forming groups to solve problems related to environmental performance, naming low carbon champions, and forming green teams for the organization. (Renwick, Redman & Maguire, 2013). Employees have a pivotal role in making organizations commit to sustainability. This important role of employees requires organizations to take serious steps to raise the capabilities of employees in the field of collecting information about the environmental status of their organizations and adopting behaviours that support the preservation of the environment. This is done by incorporating environmentally friendly policies and initiatives into the organization's strategies and practices that help employees obtain information effortlessly. Employees feel job satisfaction when they could obtain necessary information from the organization in accessible ways (Ture & Ganesh, 2018).

Teamwork is defined as a small group of people with complementary knowledge working collectively to achieve common goals and objectives (Jabour et al., 2008). However, in several cases employees are not attracted to activities that care about preserving the environment when they carry out their daily activities and duties in the workplace, except for those who have a strong attachment and tendency towards environmental issues (Ansari, Farrukh & Raza, 2021). In this context, organizations should encourage their employees by involving them in environmental management decision-making processes; consequently, organizations can benefit from employees' capabilities that contribute to improving environmental performance (Tang et al., 2018). Meanwhile, it was found that senior management has the essential responsibility in making employees to actively engage in the organization by allowing them to participate and implement environmental activities (Benn et al., 2015). Further, employee empowerment and participation are considered as a practice of providing employees with opportunities such as encouraging employees to innovate significant practices for environmental management improvements. Employee engagement can be developed through support from managers and supervisors (Renwick, Redman & Maguire, 2013).

The study conducted by Asfar, Al-Ghazali and Umrani (2020) shows that the organization can leave a positive perception among its employees by participating in sustainability activities, which may support the organization to show environmentally friendly behaviors among its employees. To raise awareness about environmentally friendly behaviors, organizations can organize meetings, workshops, and seminars for their employees (Afsar, Al-Ghazali & Umrani, 2020). Simultaneously, giving employees the authority to participate in schemes that relate to sustainable proposals supports in motivating employee's pro-

environmental behaviors in the workplace (Ansari, Farrukh & Raza, 2021). Furthermore, Cheng and others (2021) indicate that empowering leadership has a positive effect on encouraging pro-environmental behaviors of employees in the workplace. Therefore, managers should adopt an empowering leadership approach to make the workplace more concerned with environmentally friendly practices. From this perspective, managers can, for example, encourage employees to participate in decision-making processes by taking their opinions and ideas into account before beginning to make any decision and giving them the opportunity to perform their duties independently. Managers also must trust their employees in dealing with thorny issues and delivering high performance (Cheng et al., 2021).

2.3.4 Employee rewards and compensations practice

The rewarding policy is defined as the use of financial and non-financial rewards to attract, retain, and motivate the best employees and encourage them to acquire knowledge, skills and attitudes that help the organization to achieve its goals that contribute to the environmental management (EM) (Jabbour et al., 2008). For instance, traditional financial rewards in companies should include environmental aspects, which in turn will motivate most of the workforce instead of individuals who are only enthusiastic about environmentally friendly businesses (Young et. al., 2015). Likewise, Zhang and others (2019) argue that incentives or reward programs can be set for individuals or teams which can be organization-based rewards or bonus schemes that motivate employee's pro-environmental behaviour in the workplace (Zhang et al., 2019). In this context, Jackson and Seo (2010) assert that the system of incentives and rewards is the most powerful tool for linking the interests of employers with the personal interests of employees. These systems also may affect employees positively by motivating them to exert maximum effort in performing their professional duties and vice versa; however, if the financial reward system is poorly designed, it may harm the interests of the employer, customers, or society (Jackson and Seo, 2010). Consequently, non-financial incentives must be introduced beside financial rewards, for instance, environmentally friendly travel benefits such as tax exemption for using bicycles or public transportation; organization-wide public recognition; paid vacations; presents or certificates. Additionally, the reward policy is implemented to encourage employees to reduce their carbon footprints and raise environmental protection awareness amongst them. Meanwhile, penalties can be applied for noncompliance (Tang et al., 2018).

Employee's pro-environmental behaviours can be motivated in the workplace through rewards and compensation systems, in which employee environmental suggestions are rewarded. The employee reward schemes shall be related to environmental management skills that are gained by the employee (skill-based pay). Additionally, employees can be also reward when they use public transport for business traveling or less polluting transportations. However, rewards

should combine monetary-based environmental management reward such as bonuses or sustainable tax incentives. On the other hand, recognition-based rewards include, for instance, public recognition, paid vacations, appreciation certificates, or time off (Renwick, Redman, & Maguire, 2013). Simultaneously, Tang and others (2018) asserted that employees could gain sustainable travel benefits in terms of rewards that acquired by employees who use less polluting transport and travel. However, organizations have responsibilities to guide their employees in reducing their carbon footprints and environmental protection awareness. Another form of incentives could be sustainable tax incentives which include tax exemptions to encourage the use of bicycles and less-polluting vehicles. Additionally, sustainable recognitions are considered as non-financial rewards for employees which include public recognition, paid vacations, and gift certificates (Tang et al., 2018).

Sustainable rewards and compensation encourage employees to actively participate in environmentally friendly activities. It acts as a catalyst in stimulating employee emotions that incentivise employees to work hard in accomplishing tasks related to environmental conservation because their efforts have been appreciated by the organization (Iftikar et al., 2022). As a contrast, Davis and others (2020) asserted that low-value rewards and incentives, as well as external recognition and praise, may undermine individual intrinsic environmental motivation. (Davis et al., 2020).

Embedding aspects concerned with protecting the natural environment into human resource management motivates employees to be more interested in environmentally friendly activities, which encourages employees' pro-environmental behaviors in the workplace. Integrating environmental initiatives into rewarding, recognition and training practices encourages employees to take environmentally friendly practices into account and that enhances employee's pro-environmental behaviours. In addition, care must be taken when designing the reward system that is related to environmental activities, so that the employee does not visualize that environmentally friendly practices are only related to the rewards paid (Ture & Ganesh, 2018). If some employees are incentivized with rewards for their improved environmental performance, other employees will also be encouraged to adopt pro-environmental behaviours (Ansari, Farrukh, & Raza, 2021).

2.3.5 Manager involvement practice

The environmental management system cannot be successful without the commitment of all levels and functions of the organization that are guided by the direction of the top management. Top management responsibilities lie in the possibility of addressing those negative environmental impacts and taking advantage of the resulting opportunities by integrating the EMS into all organization's business activities; strategic direction; and the decision-making process. The effective implementation of the environmental management system (EMS)

has benefits for the organization such as mitigating harmful environmental impacts and enhancing positive environmental effects that have strategic and competitive advantage for the organization (ISO 14001, 2015). In this regard, Masri and Jaaron (2017) emphasized that human resource managers consider environmental performance a priority for their organizations. Thus, human resource managers could directly influence the results of recruitment procedures by assigning individuals to potential jobs who are adequately prepared to protect the environmental protection values of the organization (Masri and Jaaron, 2017).

The responsibilities of senior management, as specified in the ISO 14001 standard requirements for an effective environmental management system (EMS), lie in having the leadership and commitment to bearing accountability for the effectiveness of the environmental management system. Second, the ability to harmonize between environmental policy and the objectives of the environmental management system, which are in line with the strategic direction of the organization. Third, providing the necessary resources for the environmental management system and ensuring that this system achieves the desired results. Fourth, direct and support staff to contribute to the effectiveness of the EMS. Fifth, communicate the importance of effective management and its conformity with the requirements of environmental management. Sixth, promoting continuous improvement in the organization's environmental performance. Seventh, other administrative aspects that are relevant to the organization's environmental management should be supported (ISO 14001, 2015).

Robertson and Barling (2013) highlight that there is an indirect positive impact of environmental transformational leadership on environmentally friendly behaviours of their followers, and it occurs in several ways, for example, when the leadership shares its values with its followers which is called idealized influence. Secondly, inspirational motivation which occurs when employees are persuaded to enhance their ability to accomplish duties that were previously difficult. Thirdly, intellectual stimulation influence in which employees can be indirectly influenced by their leaders through helping them to come up with innovations and new ideas. Fourthly, the indirect effect also occurs through individualized consideration, in which a relationship can be established between managers and employees which positively influence employees' environmentally friendly behaviours (Robertson & Barling, 2013).

However, Organizations should focus on the important roles that senior managers play in the environmental management system rather than placing environmental issues only in organizational visions and mission statements, however, senior management should be concerned with activities that support the organization's environmental management system (Zhang et al., 2019). Simultaneously, results of the study of Singh and others (2020) suggest that businesses should assure and enhance sustainable leadership behaviour indispensable for performing sustainable HRM practices (Singh et al., 2020). Moreover, the results of the study conducted by Masri and Jaaron (2017) on assessing green human resources management practices in Palestinian manufacturing context confirm that the top management is the catalyst in motivating employees to acquire

environmentally friendly behaviours in the workplace by setting the environmental frameworks of the organization (Masri and Jaaron, 2017). Furthermore, Yusliza and others (2019) found that top management involvement has a positive relationship with all sustainable HRM practices (Yusliza et al., 2019).

Organizations' environmental orientations should be clearly articulated in their vision and mission statements. Clarity of the environmental orientation alone is not enough, therefore, environmental activities and initiatives must be integrated into organizations' strategies and operations. This should happen at the organizational and functional level. Taking care of the environmental aspects in isolation from the other activities of the organization is not enough; therefore, all environmental initiatives must be integrated into the activities of the departments in the organizations. It also requires managers and employees to be fully aware of the policies for managing environmental activities and their extreme importance to the organization. That is why human resource management can play a pivotal role in achieving employee high environmental performance in the workplace (Ture & Ganesh, 2014).

Chung, Shi and Sun (2019) suggest that top management should give their employees the opportunity to feel a sense of belonging to the organization by involving them in sub-groups that concern environmental management activities. Managers' social influence those groups must be significant to help in developing more employee's pro-environmental behaviours. Managers also must build a clear image of the internal and external pro-environmental issues of the organization to make the organizational identity more attractive (Chung, Shi & Sun, 2019). Further, top management should concentrate on green job analysis and job descriptions, with the aim of aligning sustainable HRM policies with sustainable strategies and adequate methods to implement these strategies (Yusliza et al., 2019).

2.4 Compendium of the literature review

Ghouri and others found that the sustainable human resources management (sustainable HRM) practices have positive impact on organizational environmental performance when the organization embeds environmental targets into human resource management practices, which enables employees to become aware of sustainable organizational culture; consequently, all employees require education and training to develop pro-environmental behaviour which facilitates sustainable organizational outcomes (Ghouri et al. 2020). In this regard, Ragas and others assert that the implementation of sustainable HRM practices by organizations may improve the performance of employees in the workplace, which increases the degree of employee job satisfaction and reflects positively on employee's productivity (Ragas et al., 2017). Nonetheless, the employee's self-perception is considered as a reflection of the formal activities of the organization.

These perceptions affect the employee in terms of determining his behavior and reactions towards environmental issues. For instance, when employees perceive that their organization is committed to sustainability, they become proud of their organization and make them more inclined to be closely associated with it, which reflects positively on their commitment to the organization's activities. However, environmental commitment was defined as a psychological state related to the internal behavior of the individual, which makes the person feel connected and responsible towards the aspects that preserve the environment in the workplace. Employees may develop pro-environmental behaviours through a sense of affiliation to their organization regardless of personal involvement in environmental initiatives (Afsar, Al-Ghazali & Umrani, 2020).

Human resources management (HRM) policies and practices must include balanced rewards that include financial rewards and recognition, in addition to environment rewards. Organizations should design a reward system to promote environmentally friendly activities in and outside the workplace. Supporting external activities can be done by supporting employees who advocate environmentally friendly behaviors outside the organization. Rewards for external environmental initiatives can be provided as support for organic farming activities, vouchers for purchasing organic products, support for reforestation efforts or tree planting, or support for employees and their family members to become attached to the natural environment. Organizations can also develop a system of individual or group rewards for pro-environmental behavior, such as reducing waste production and rationalizing energy consumption (Ture and Ganesh, 2018). Additionally, individual characteristics and organizational efforts have a significant impact on the development of pro-environmental behaviours in the workplace through the support of organizational norms. Better understanding of the individual characteristics and pro-environmental behaviours of employees by managers may facilitate in selecting genuine leaders for the organization's environmental initiatives. This procedure enables managers to identify types of employees in terms of their tendencies to pro-environmental behaviors. If a group of employees who need more training is identified by the managers, then special environmental orientation programs are designed for this group (Ture & Ganesh, 2014). In this regard, human resource managers should create opportunities for volunteer environmental activities that done by employees and be part of the job analysis and employee job descriptions and establish systems to appreciate the volunteer work that is carried out as part of sustainable human resource management practices. Voluntary activities may continue if employees aware that volunteer jobs are mentioned in their job description as part of their duties in the workplace (Yusliza et al., 2019).

Investors may take environmental aspects into account as important factors when making important decisions. Therefore, in our current era, senior leaders who are active in the field of work and business must take care of protecting the environment to the maximum extent possible. Organizations should focus on raising the level of environmental awareness of their leaders and guiding them to adopt environmentally friendly practices in performing activities. Senior

management must show roles that make them role models for their followers, which facilitates in enhancing their environmental impact on the organization's employees. The employee's positive perceptions of the organization's sustainable human resource management practices can motivate the employee's PEBs, which may facilitate the process of reducing the negative impacts of the organization's activities on the environment (Omarova, & Jo, 2022). In this context, it may be more beneficial for organizations to organize regular training sessions for senior leadership on how to empower employees in an effective manner, especially for those with less managerial experience. If the organization cannot organize such trainings, the alternative method is to encourage leaders to demonstrate PEBs in effective ways to enable green practices in the workplace. When the senior leadership demonstrates an empowering leadership style, it reflects positively on their subordinates, which enables subordinates to develop a high level of psychological ownership that assists them to engage in PEBs (Cheng et al., 2021). In summary, Iftikar and others confirmed that sustainable human resource management practices promote pro-environmental behaviors of employees. In practice, these sustainable HRM practices such as practice of sustainable recruitment and selection reveals the environmental concerns of those selected for positions in the organization. The practice of sustainable training and development contributes to building the capabilities and skills of the employee necessary and required to achieve the objectives of the environmental management of the organization. The practice of sustainable performance management and evaluation facilitates organizations to assess the extent to which its environmental management objectives are achieved, which enables employees to develop their pro-environmental behaviours. The practice of sustainable rewards and compensation motivates employees to actively participate in environmental initiatives and encourage them to provide environmental management suggestions that raise the environmental performance of the organization (Iftikar et al., 2022).

3 METHODOLOGY

3.1 Survey

The methodological approach of data collection for answering the research question of this study is a quantitative research method, in which questionnaire was employed. The quantitative research method was adopted for this study because the survey was designed based on a previous study that was conducted by Zibarras and Coan (2015) in which the entire questions of the survey were extracted from that. The survey was designed by reviewing previous surveys (e.g Zibarras and Coan, 2015; Saeed et al., 2018) and literature review (e.g Jabbour and Renwick, 2018). The survey was designed based on previous studies of Zibarras & Coan (2015) and Saeed et al. (2018).

The survey covered four research significant areas as follows: (1) Company and respondent demographics that include respondent age range, gender, and managerial level, and organization size in terms of number of employees, turnover, and sector.

(2) Human resource management (HRM) practices used by organizations to promote pro-environmental behaviour. In this part, respondents were asked "To what extent does your company use the following methods to motivate employee's pro-environmental behaviour?" with response options as follows: (a) employee life cycle that includes recruitment and selection criteria that recognize environmental behaviour and commitment; induction programs that emphasize environmental issues and concerns; and performance indicators and appraisal that include environmental behaviour which targets promotion decisions. (b) employee education and training practice comprise of training courses aimed at developing and encouraging environmental behaviour; encouraged via internal awareness-raising campaigns or publicity etc., for example, series of lectures, seminars, debates for employees, or posters; and through leadership or management training on environmental issues. (c) employee rewards and compensations which includes individual incentives or reward programs that encourage environmental behaviour; team incentives or reward programs that encourage environmental behaviour; organization-based incentives or bonus schemes that encourage environmental behaviour; and penalties for noncompliance. (d) employee empowerment practices that consist of Engagement workshops or forums for staff to improve environmental behaviour; and set up of sustainable champions, taskforce, or sustainable team etc. (e) manager involvement practices which include actively championed by senior management; informal encouragement by line management; environmental impact factored into team and departmental budgets; and in organizational vision and mission statement. Moreover, each item of the above-mentioned items was scaled based on Five-Likert scale of 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly agree.

(3) The most three successful HRM practices in motivating employees to be pro-environmental in which respondents were asked to select from the list of five the most successful three practices to encourage employee to be pro-environmental. The question was: Based on the above mentioned HRM practices, which are the most three successful practices in motivating employees to be pro-environmental? Select three!

(4) The last question asked was to determine the effectiveness of environmental policies and initiatives through evaluation. However, the question was "Have you done anything to evaluate the effectiveness of environmental policies and initiatives on employee behaviour? If the response is YES then respondents were asked to continue with the next question in which they were asked to mention type of evaluation methods used by their organizations to evaluate the effectiveness of the environmental policies and initiatives and the question was "If your previous answer was YES, please specify what type of evaluation method your organization has used to evaluate the effectiveness of environmental policies / initiatives on employee behaviour?"

3.2 Sampling procedure

The sampling frame for this study was considered by visiting the Ostrobothnia Chamber of Commerce website. However, 350 organizations operate in the city of Vaasa were identified from the membership list of the Chamber of Commerce. 70% of this number (N=245) were selected based on complete contact information found on selected organizations' official websites.

All managerial levels including directors, managers, owners, sustainability managers, or HR managers of the selected organizations were contacted via email and invited to respond to the survey. However, the email survey link was sent to invite selected people through Webropol 3.0 software. Moreover, the survey was in the form of self-administered questionnaire which means no direct or indirect involvement of the researcher in answering questionnaire questions. The invitation email included information about the researcher and the survey; simultaneously, research notification and privacy notice were sent as email attached files to respondents to assure that the data would be anonymously collected and acquired data will be confidentially processed.

3.3 Participating organizations

The sample population of this research consists of 245 companies that operate in Finland mainly in the city of Vaasa. This sample includes companies operating in four sectors, namely, business services; energy; manufacturing and retail; public and voluntary.

Data collection for this study was conducted through self-administered survey. Targeted potential respondents to the survey questions were from different managerial positions of potential participating organizations such as top-level, middle-level and operational/lower-level management; consequently, 550 emails were sent as a total possible sample of the research although the number of targeted companies were 245. Out of 550 possible respondents only 34 respondents completed the survey that was sent through waves of emails in September and October 2021; however, most of the possible respondents suggested that the questionnaire must be translated from English into Finnish language so that they could participate in answering questionnaire questions. In this regard, the survey was translated into Finnish language and validated based on feedback given by the supervisor of this research. Consequently, the Finnish version was sent in two waves of emails in November and December 2021. However, after translating the questionnaire into Finnish, the participants responded more in which 66 questionnaires were answered. Consequently, the total answered questionnaires were 100 out of 550; i.e., 18.2 per cent of questionnaires were answered.

Meanwhile, Hair and others recommend that a survey must be totally excluded from the analysis if its missing data exceeded 15 percent (Hair et al., 2015). In this regard, after collecting 100 answered questionnaires for this research, three of them were totally removed from analysis because their missing data exceeded 15 percent and the remaining 97 surveys were analysed.

3.4 Data analysis

This section demonstrates quantitative analysis of the data that collected through self-administered questionnaire. The quantitative data analysis for this study involves descriptive statistics because the analysis focuses mainly on describing the sample not the population. Consequently, types of descriptive analysis statistics that are used in this study include methods such univariate analysis methods in which a single variable can be individually analysed and bivariate analysis which involves methods for analysing relationships between two variables (See Bryman, 2012 & Hair et al., 2015). Univariate analysis methods used in this study are frequency tables and diagrams such as bar charts and pie charts. Additionally, some statistical tests as measures of dispersion such as mean, range and standard deviation are used. However, a bivariate analysis method used is a contingency table that illustrating the relationship between two variables. The quantitative analysis methods used in this study create information that describe each variable and the relationships between variables such as organizational size and the use of HRM practices, which contribute to answering of the research question.

However, after the data were collected and edited the software of Statistical Package for the Social Sciences (SPSS), version 28 has been used in the process of analysing the collected data. At the beginning of the data analysis, the internal

consistency of the questionnaire was tested by using Cronbach's Alpha method. The Cronbach's Alpha test results as shown in **Table 1** illustrate that the reliability of all categories of the questionnaire are above 70%, which is considered as good and the total reliability of the questionnaire is more than 90% which is also considered as excellent although, the number of items of one category (Employee empowerment practice) are less than three (See Hair et al., 2015). From this perspective, the results of the Cronbach's test show that the questionnaire items contain appropriate associations (see Creswell and Creswell, 2017).

Table 1: Reliability test (Results of Cronbach's alpha test)

Category	No. of items	Cronbach's Alpha
Employee life cycle	3	0,788
Employee education and training practices	3	0,823
Employee reward and compensation	4	0,863
Employee empowerment practices	2	0,859
Manager involvement practices	4	0,804
Total	16	0,929

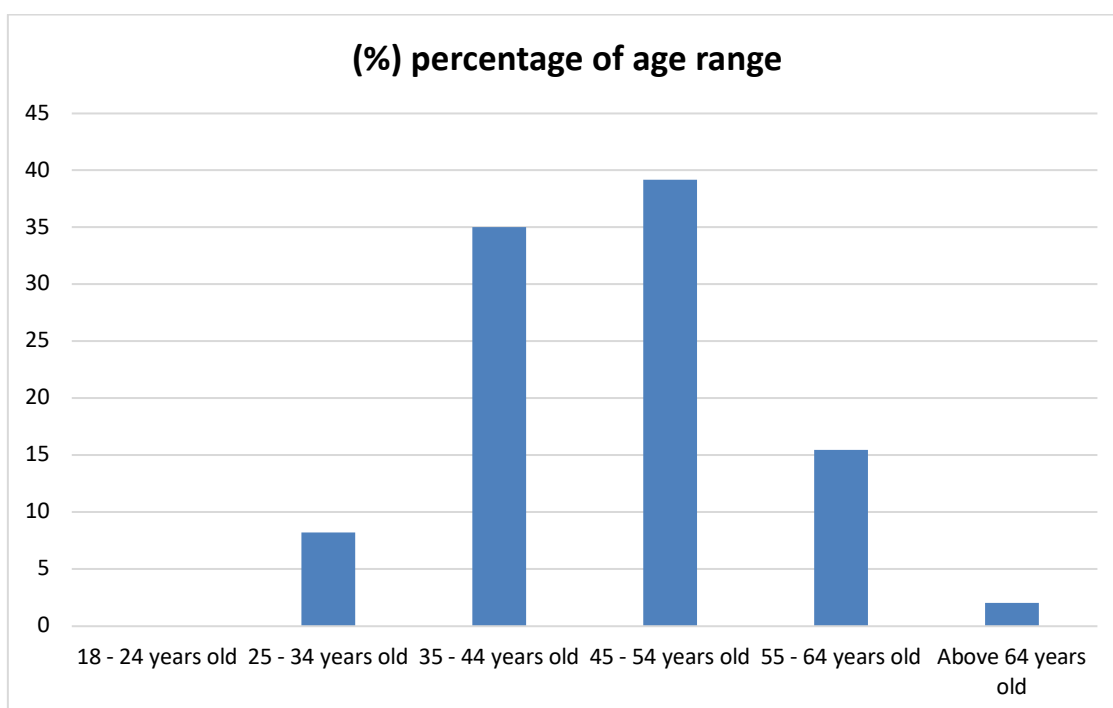
4 RESULTS

This chapter highlights the results of the descriptive analysis methods used to analyse the data. The sectors that participating organizations operate are as following: 37% operate in the sector of business services, 29% in energy sector, 28% in manufacturing and retail sector, and 6% only in public and voluntary sector.

4.1 Respondents' profile

Respondents' profile analysis demonstrates that 67% of the respondents from participating organizations are males, 32% are females, and only 1% are others.

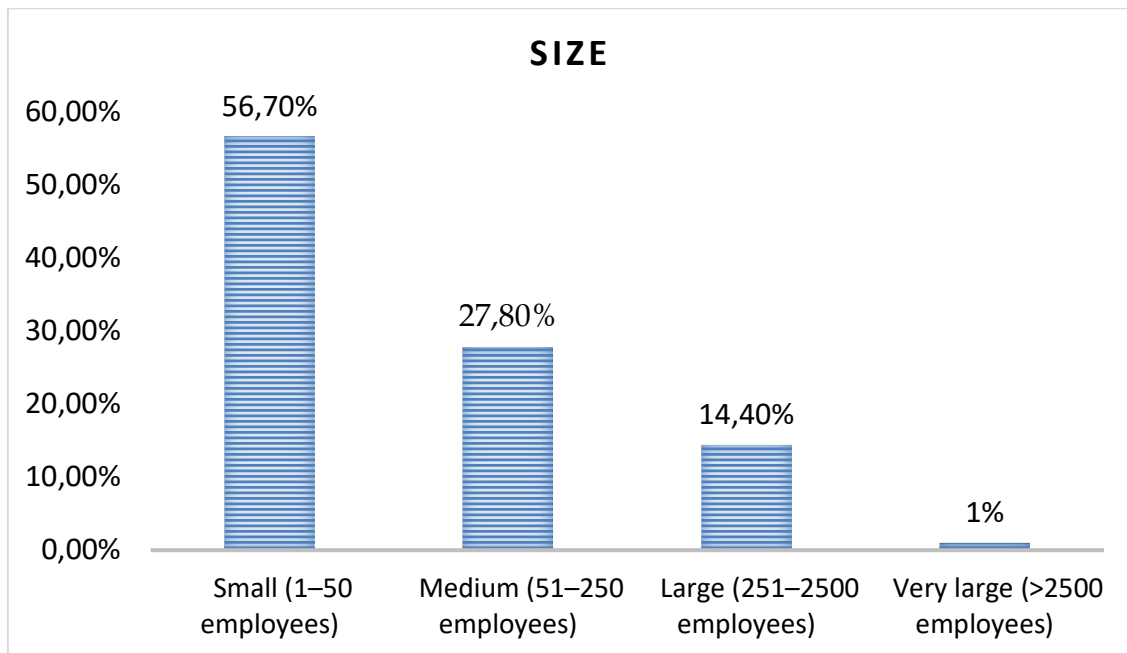
Figure 1: Respondents' age ranges



Percentages of respondents' age range as shown in **Figure 1** are as following: 39% of respondents' age range are between 45-54 years old, 35% are between 35-44 years old, 15% are between 55-64 years old, 8% are between 25-34 years old, and 2% only are above 64 years old.

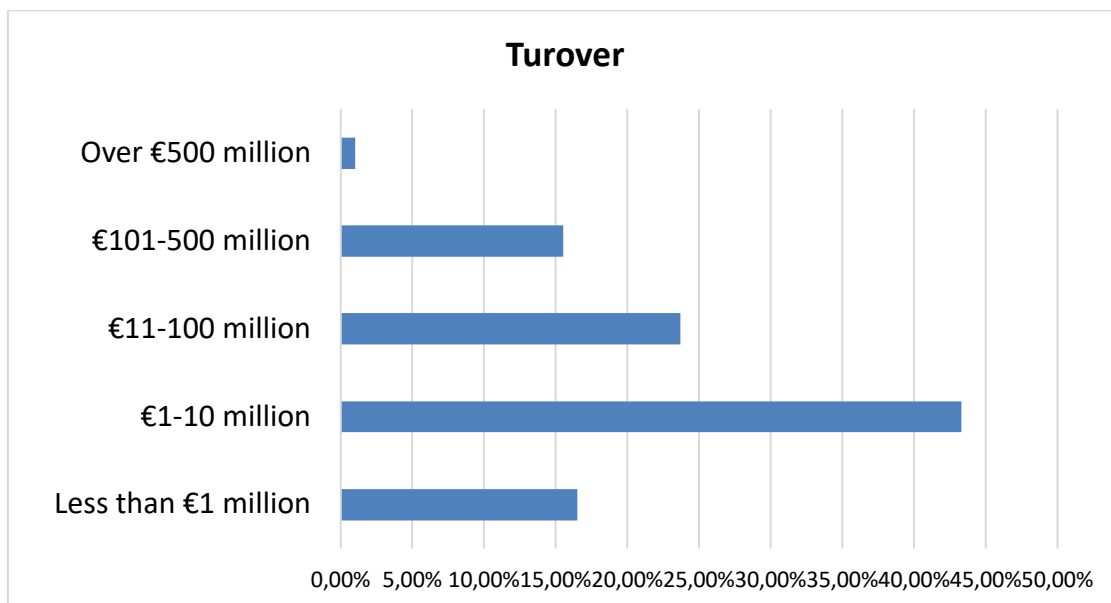
Regarding managerial levels of respondents, the result shows that 57% of the participants are top-level managers, 35% are middle-level managers, and 8% are operational or lower-level managers.

Figure 2: Organizations' sizes



Concerning the sizes of participating organizations in terms of number of employees (shown in *Figure 2*), it was found that 57% of participants' organizations have 1 to 50 employees (small), 28% have 51 to 250 employees (medium), 14% have 251-2500 (large), and 1% only have more than 2500 employees (very large).

Figure 3: Organizations' turnover



With respect to turnover of participating organizations per annum (shown in *figure 3*), the analysis shows that 43% of participating organizations have 1 to 10 million euros per annum, 24% have 11 to 100 million euros per annum, 16,5% have less than a million per annum, 15,5% have 101 to 500 million per annum, and 1% only have more than 500 million per annum.

4.2 The extent to which organizations use HRM practices to motivate employee's pro-environmental behaviour in the workplace

Table 2. Illustrates HRM practices used by organizations to promote pro-environmental behaviour amongst employees in the workplaces. In this part of the survey, respondents were asked "To what extent does your organization use the HRM practices to motivate pro-environmental behaviour." However, each practice was specified based on its own items and a Five-point Likert scale was employed to answer the question (strongly disagree, disagree, neutral, agree, or strongly agree). Based on frequency distribution analysis in Table 2, the final column signalizes the rank of HRM practices that are used by organizations to encourage pro-environmental behaviour in the workplace. However, these practices are ranked based on the response of at least neutral. The rank column indicates that the manager involvement is the most used practice in which its three items out of four are amongst the top four spread HRM practices used by organizations to promote employee's pro-environmental behaviour in which "*in organizational vision/mission statement*" ranked first; *Actively championed by senior management*" ranked third; and *"Informal encouragement by line management"* shared the third rank with the previous method. The second most ranked prevalence practice was related to employee life cycle via "*Induction programs that emphasize environmental issues or concerns*". The fifth most used method relates to employee education and training, specifically encouraging through "*internal awareness raising campaigns/publicity etc., for example, series of lectures/seminars /debates for employees, posters*". The results also indicate that employee reward and compensation are the most least practice that used by organizations operate in the city of Vaasa to promote employee's pro-environmental behaviour in the workplace.

Table 2: HRM practices used in promoting employee PEBs

Table 2							
Percentage (%)	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	% at least neutral	Rank
Employee life cycle							
Recruitment and selection criteria that recognize environmental behaviour/commitment	9,3	12,4	50,5	24,7	3,1	78,3	8th
Induction programs that emphasize environmental issues/concerns	7,2	5,2	33	41,2	13,4	87,6	2nd
Performance indicators/appraisal that include environmental behaviour/ targets promotion decisions	11,2	19,4	40,8	25,5	3,1	69,4	11th
Employee education and training							
Training courses aimed at developing/encouraging environmental behaviour	5,2	14,4	29,9	44,3	6,2	80,4	7th
Encouraged via internal awarenessraising campaigns / publicity etc., for example, series of lectures/seminars / debates for employees, posters	6,2	10,3	28,9	45,4	9,3	83,6	5th
Leadership/ management training on environmental issues	7,2	11,3	37,1	39,2	5,2	81,5	6th
Employee reward and compensation							
Individual incentives or reward programs that encourage environmental behavior	18,6	19,6	47,4	12,4	2,1	61,9	13th
Team incentives or reward programs that encourage environmental behaviour	19,6	18,6	41,2	18,6	2,1	61,9	13th
Organization-based incentives or bonus schemes that encourage environmental behaviour	21,6	17,5	41,2	17,5	2,1	60,8	15th
Penalties for noncompliance	23,7	15,5	41,2	17,5	2,1	60,8	15th
Employee empowerment							
Engagement workshops or forums for staff to improve environmental behaviour	11,3	15,5	39,2	26,8	7,2	73,2	9th
Set up of green champions/taskforce /green team etc.	13,4	21,6	46,4	14,4	4,1	64,9	12th
Manager involvement							
Actively championed by senior management	6,2	8,2	28,9	44,3	12,4	85,6	3rd
Informal encouragement by line management	5,2	9,3	35,1	46,4	4,1	85,6	3rd
Environmental impact factored into team/ departmental budgets	9,3	18,6	45,4	21,6	5,2	72,2	10th
In organizational vision/mission statement	3,1	7,2	20,6	40,2	28,9	89,7	1st

Table 3: The effect of organizational size on the use of HRM practices

Table 3 Illustrates the effect of organizational size on the use of HRM practices by organizations operate in the city of Vaasa. In this section the organizational size effect on the use of HRM practices by organizations was examined. In respect of examining the relationship between organizational size (independent variable) and the frequency of the use of HRM practices by organizations (dependent variable), jointly Pearson's chi-square (X^2) and Cramer's $V(crv)$ were employed. Pearson's chi-square signalizes the relationship between dependent and independent variables; while Cramer's V illustrates the strength of the relationship between variables, where 0.10-0.20 illustrates a weak relationship, 0.20-0.40 a moderate relationship, and 0.40-60 relatively strong relationship. As shown in Table 3, results illustrate negative relationship between the organizational size and the extent to which HRM practices were implemented to promote employee's pro-environmental behaviour at workplace. The only one method of category of employee life cycle of "induction programs that emphasize environmental issues/ concerns" shows a moderate relationship with ($X^2 = 22,923, p = 0.28, crv = 0,28$), while in the category of manager involvement the only item shows a weak relationship is the item of "in organizational vision/mission statement" in which ($X^2 = 10,869, p = 0.540, crv = 0,193$).

Table 3: The effect of organizational size on the use of HRM practices

Table 3		
The effect of organizational size on the use of HRM practices to promote employee PEBs (the answer was at least neutral)		
HRM Practices	Organization	
	SME N=82	Large N=15
Employee life cycle		
Recruitment and selection criteria that recognize environmental behaviour/commitment	79,3	73,3
Induction programs that emphasize environmental issues/concerns	86,6	93,3
Performance indicators/appraisal that include environmental behaviour/ targets promotion decisions	70,7	66,7
Employee education and training		
Training courses aimed at developing/encouraging environmental behaviour	81,7	73,3
Encouraged via internal awareness raising campaigns/publicity etc., for example, series of lectures/seminars /debates for employees, posters	84,1	80,0
Leadership/management training on environmental issues	81,7	80,0
Employee reward and compensation		
Individual incentives or reward programs that encourage environmental behaviour	63,4	53,3
Team incentives or reward programs that encourage environmental behaviour	62,2	60,0
Organization-based incentives or bonus schemes that encourage environmental behaviour	62,2	53,3
Penalties for noncompliance	61,0	53,3
Employee empowerment		
Engagement workshops or forums for staff to improve environmental behaviour	74,4	66,7
Set up of green champions/taskforce /green team etc.	65,9	60,0
Manager involvement		
Actively championed by senior management	86,6	80,0
Informal encouragement by line management	87,8	73,3
Environmental impact factored into team/departmental budgets	72,0	73,3
In organizational vision/mission statement	89,0	93,3

Figure 4: The three most successful HRM practices

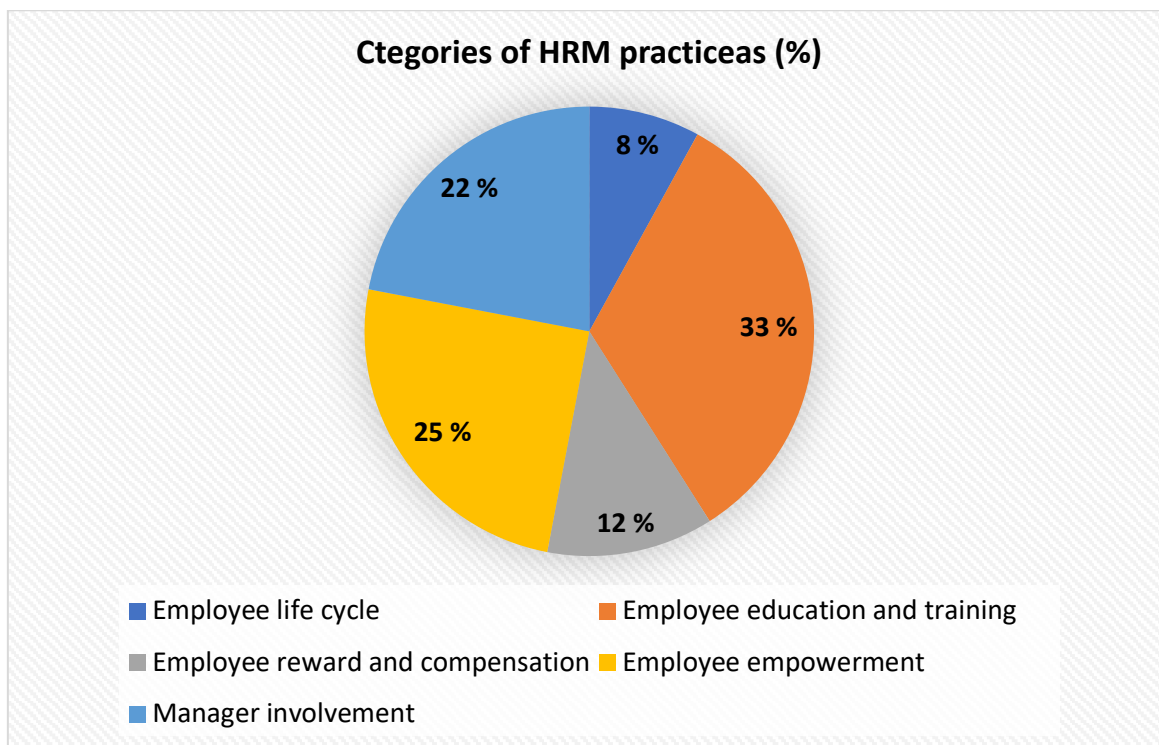


Figure 4 illustrates the percentage of each category of HRM practices used by organizations to encourage pro-environmental behaviours amongst employees in the workplace. In this part, participants were asked to select three out of five HRM practices that are most successful in motivating employee's pro-environmental behaviour in the workplace. In this regard, the result shows (shown in **Figure 4**) that employee education and training (33%) is the first most successful practice used by organizations to encourage employee's pro-environmental behaviours in the workplace, the second is employee empowerment (25%), and the third is manager involvement (22%). However, the practice of employee reward and compensation is the second least practice (12%), while employee life cycle is considered as the most least successful practice with the score of only 8%.

Table 4: Overall means of HRM practices used by organizations

Table 4 illustrates the overall means of HRM practices used by organizations to encourage employee's pro-environmental behaviours in the workplace.

Table 4.

HRM Practice	N	Mini- mum	Maxi- mum	Mean	Std. De- viation
Employee Life Cycle	97	1,00	5,00	3,1340	,82868
Employee Education and Training	97	1,00	5,00	3,3230	,84773
Employee Reward and Compensation	97	1,00	5,00	2,6108	,89047
Employee Empowerment	97	1,00	5,00	2,8866	,97763
Manager Involvement	97	1,00	5,00	3,4072	,78256
HRM (overall mean)	97	1,00	4,95	3,0723	,71186

4.3 Evaluating the effectiveness of environmental policies or initiatives on employee's behaviour.

In this section, respondents were asked if their organizations done anything to evaluate the effectiveness of environmental policies or initiatives on employee behaviour. This question is considered as the most important question in the survey because the aim for that was to reveal whether participating organizations evaluate the effectiveness of their environmental policies or initiatives on employee behaviour. The result shows that only 14 respondents (14.4%) out of the 97 agreed that they evaluated the effectiveness of their environmental policies or initiatives on employee behaviour. 81% (N=79) answered that they do not evaluate the effectiveness of their environmental policies or initiatives on employee behaviour. In this context, the respondents that agreed that they evaluated the effectiveness of their environmental policies or initiatives on employee behaviour were directed to specify the type of evaluation methods that their organizations have used in the evaluation. All 14 respondents specified the methods that their organizations have used to evaluate the effectiveness of environmental policies or initiatives on employee pro-environmental behaviour. In this regard, the results reveal that some organizations are constantly monitoring their environmental impacts such as carbon dioxide (CO₂) emissions, sorting on site, waste volumes, waste costs, energy consumption, energy sources, business travels et cetera. On the other hand, some organizations use machines that can use less material

and generate less waste (generator commander) through production processes. In terms of managing these environmental impacts respondents explore that some of their organizations conduct internal and external audit. However, others follow their Key Performance Indicators (KPIs) related to employee behaviour and they are communicated to all in organizations. The KPIs among others include the amount of CO₂, energy consumption, energy source and traveling. Moreover, organizations operate in the energy sector show that environmental issues are considered, monitored and targets are set and implemented. Further, some of the respondents mentioned that environmental management metrics; environmental, social, and corporate governance; and training are implemented for tackling environmental issues. Furthermore, among the researched companies there are organizations that consider environmental certificates such Building Research Establishment Environmental Assessment Methodology (BREEAM) and Swan Label in their projects. However, the results reveal that some organizations started to purchase and use electric cars as sustainable way of reducing organization carbon footprint.

5 DISCUSSION AND CONCLUSION

The main objective of this research was to examine the extent to which organizations operating in the city of Vaasa use human resource management (HRM) practices to promote employee's pro-environmental behaviours at workplace and support environmental management initiatives. After extensive literature review was carried out, five key human resource management practices that are used to enhance employee environmental behaviour in workplace and support organizational environmental management initiatives have been extracted. The extracted practices were employee life cycle; employee education and training; employee reward and compensation; employee empowerment; and manager involvement. However, self-administered questionnaire was employed for data collection. Nonetheless, the results revealed that the overall implementation of sustainable HRM practices is 3,07 on the scale of 5, which is considered as a moderate level. Additionally, this result shows that there are some organizations that are seldom or not at all using these methods. Therefore, this result is perfectly in conformity with previous studies of Zabarras and Coan (2015); Masri and Jaaron (2017).

The results revealed that amongst the top five common methods used by organizations to encourage employees' pro-environmental behaviours in the workplace, there are three items of manager involvement practice which includes methods of "*in organizational vision/mission statement*" which was ranked first; the methods of '*Actively championed by senior management*' and '*Informal encouragement by line management*' share the third rank. This result could be considered as important because it confirms that the top management role has a significant positive impact on motivating employees to adopt pro-environmental behaviours in the workplace (e.g., ISO 14001, 2015; Masri and Jaaron, 2017; Zhang et al., 2019; Yusliza et al., 2019; Singh et al., 2020). However, the item of "Environmental impact factored into team/departmental budgets" was ranked 10th (It is amongst the most least used methods). The reason is that this method may require financial and administrative resources to be implemented (see Masri & Jaaron, 2017)

Employee life cycle practice methods, two of them were ranked among the most least used methods. Those methods comprise "*Recruitment and selection criteria that recognize environmental behaviour/commitment*" which was ranked 8th; and "*Performance indicators/appraisal that include environmental behaviour/ targets promotion decisions*" was ranked 11th despite the third method of Employee life cycle practice of "*Induction programs that emphasize environmental issues or concerns*" was ranked the second most used method by organizations. This result contradicts the certainty that literature (e.g., Jabbour et al., 2008; Renwick, Redman, & Maguire, 2013; Renwick et al., 2016; Zhang et al., 2019; Chaudhary, 2019) propose that recruitment and selection; induction

programs; performance management and appraisal would play a major role in promoting employee's pro-environmental behaviour in the workplace.

Although the method of *"Encouraged via internal awareness raising campaigns/publicity etc., for example, series of lectures/seminars /debates for employees, posters"* of employee education and training practice was ranked the fifth (5th) most used methods by organizations, the other methods of this practice were ranked out of the most five used methods as following: *"Leadership/management training on environmental issues was ranked the sixth (6th)"*; and *"Training courses aimed at developing/encouraging environmental behaviour" was ranked the seventh (7th)*. This result confirms the fact that implementing awareness raising campaigns through series of lectures, seminars, posters, or debates for employees is more efficient and less costly (Zibarras & Coan, 2015).

However, findings also reveal that methods of employee empowerment and participation practice are not extensively used by organizations. This finding opposes the fact that literature considers employee empowerment practice as a useful tool in encouraging employee's pro-environmental behaviours (see Jabbour et al., 2008; Benn et al., 2015; Zibarras & Coan, 2015; Ruck et al., 2017, Tang et al., 2018; Zhang et al., 2019). Additionally, it is salient that findings show the reward and compensation practice methods as the most least used methods by organizations. This is despite literature suggesting that employee reward and compensation practice is one of the most powerful tool for encouraging employee's pro-environmental behaviours in the workplace (Jabbour et al., 2008; Jackson and Seo, 2010; Tang et al., 2018; Zhang et al., 2019).

According to Zibarras and Coan (2015) study, most large organizations implement human resource management practices particularly those related to reward and compensation (Zibarras and Coan, 2015). Conversely, the results of this study indicate a negative relationship between the organizational size and the implementation of sustainable HRM practices. Possible reasons for this variance could be the participating of a few large sized organizations in the study and the second reason is that the study was carried out in a different geographical context (See, E.g., Zhang et. al., 2019).

In considering HRM practices as the most successful practices in motivating employee's pro-environmental behaviours in the workplace, the findings revealed that the managers consider education and training; employee empowerment; and manager involvement practice respectively as the top three practices amongst HRM practices used to encourage employee PEBs in the workplace.

As for the methods used by organizations to evaluate the effectiveness of environmental policies or initiatives that encourage environmentally friendly behaviour of employees in the workplace, the result indicates that a very small percentage (only 14%) reported that they evaluate the effectiveness of environmental policies or initiatives on employee pro-environmental behaviours of their organizations ; However, most of these organizations have demonstrated in a clear manner in how to conduct this assessment. From this perspective, this study finds that a few participating organizations do have clear methods for evaluating

the effectiveness of their environmental policies or initiatives that encourage environmentally friendly behaviour of employees. These methods include monitoring, evaluating and auditing. Thus, this conclusion is consistent with ISO 14001 which specifies that performance evaluation shall be carried out by the organization through monitoring, measuring, analysing, and evaluating organization's environmental performance. This can be done through conducting internal audit and top management shall review the organization's environmental management system at planned periods to ensure its continuing appropriateness, sufficiency, and effectiveness (ISO 14001, 2015).

5.1 Implications of the study

5.1.1 Practical implications

Organizations that are considered the main drivers of global economic growth contribute to environmental deterioration, because they rely extensively on non-renewable natural resources such as oil, gas, minerals, etc. which leads to its depletion. The depletion of natural resources by present human being threatens the survival of future generations. Additionally, the role of these organizations in emitting greenhouse gases that caused global warming must not be also ignorant. The phenomenon of global warming causes, for instance, forest fires, hurricanes, floods, and droughts, which results in the displacement and starvation of vulnerable people around the world, the extinction of some living creatures, as well as epidemics. From this standpoint, the meeting of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) at its seventh session, which was held in Paris in 2019, recommended that biodiversity loss must be addressed in conjunction with the climate change as soon as possible (Bridgewater, Loyau & Schmeller, 2019). From this perspective, this study suggests that organizations should embed sustainable HRM practices into their organizational strategies if they are targeting to achieve higher level of sustainability. Committing to sustainability initiatives requires companies to invest in practices that enable their employees to acquire skills and abilities that facilitate pro-environmental behaviours in the workplace. Practicing pro-environmental behaviours by employees in the workplace supports organizations in reducing their level of consumption of raw materials which in turn reduces operating costs and minimising waste production. Reducing operating costs increases organization's profits. Simultaneously, reducing waste production also leads to effectiveness of environmental performance of the organization. Consequently, if an organization requires to build a good image and reputation amongst its stakeholders, then it is required to embed sustainable HRM practices into its organizational strategies. Subsequently, the organizations can gain additional competitive advantages

by achieving higher levels of sustainability which enable them to be leaders. Being a leader amongst competitors in the marketplace enables the organization to be considered as an attractive workplace by potential employees; therefore, sustainable HRM practices enhance organizational competitiveness and employer attractiveness in acquiring talent potential employees (Chaudhary, 2019). Nevertheless, organizations can make employees disciplined in the interest of the environment and exhibit pro-environmental behaviours that benefit stakeholders by adopting sustainable HRM practices in the workplace (Ansari, Farrukh & Raza, 2021).

5.1.2 Theoretical and practical implications

This study contains a considerable contribution for employee green performance researchers. This contribution lies in a relationship that integrates Sustainable Human Resource management (SHRM) practices with Employee pro-environmental behaviours EPEBs through Ability-Motivation-Opportunity (AMO) theory that did not take sufficient part of the scientific research except in the recent past. Practically, this study emphasizes specially on the role of managers to enhance employee PEBs in the workplace. Consequently, top management is considered as the primary drivers in accelerating the progress in adopting pro-environmental behaviours by employees in the workplace.

5.2 Limitations and future research

Data for this study were collected by means of survey in which self-complete questionnaire was employed. Questionnaires were delivered to the target population by e-mail; therefore, the researcher's control over the desired responses was missing. Missing of researcher's control may lead to failure to complete the questionnaires in the form required for the research or respondents can ask input from non-targeted population to complete the questionnaire. Thus, response bias may occur (see Hair et al., 2015, p. 211). In this regard, the major limitation for this study is the small sample size which restricts study results from generalization. The second limitation is that there is no information from the organizations involved in the research on whether they are implementing environmental management systems or not. This makes it difficult to ascertain the reliability of the response to the questionnaire.

The opportunity for future research lies in repeating the same research with the active and diverse participation of the organizations that are active in the city of Vaasa and different sizes of the organizations in terms of the number of employees should be considered. The same research can also be carried out in different geographical areas in Finland so that its results can be generalized. However,

proposed future topics for this study can include for instance; (a) An evaluation of the role of HRM practices in promoting employee pro-environmental behaviours in the workplace. (b) The effect of HRM practices on employee pro-environmental behaviours: A case study of the Employee life cycle practice (recruitment and selection, induction pro-grams and performance management and appraisal) on employee pro-environmental behaviours.

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7 APPENDICES

7.1 APPENDIX 1: Survey questions (English version)

HRM practices used by organizations to promote employee pro-environmental behaviours in the workplace Ostrobothnia region of Finland: a city of Vaasa survey

Note: This is a managerial level questionnaire that was extracted from the work of Zibarras and Coan (2015).

A) Demographic

Company information:

1. Organization's size:
 - a. Small (1 - 50)
 - b. Medium 51 - 250
 - c. Large 251- 2500
 - d. Very large 2500 plus
2. Industry sector
 - a. Business services
 - b. Public and voluntary
 - c. Manufacturing and retail
 - d. Energy
3. Turnover
 - a. Less than €1 million
 - b. € 1 -10 million
 - c. € 11 - 100 million
 - d. € 101 - 500 million
 - e. over € 500 million

B) HRM practices used by organizations to encourage employees to be pro-environmental.

1. Employee life cycle

- a. Recruitment and selection criteria that recognize environmental behaviour/commitment.
- b. Induction programs that emphasize environmental issues/ concerns
- c. Performance indicators/appraisal that include environmental behaviour/ targets promotion decisions.

2. Education and training

- a. Training courses aimed at developing/encouraging environmental behaviour.

- b. Encouraged via internal awareness-raising campaigns/publicity etc., for example, series of lectures/seminars/debates for employees, posters.
- c. Leadership/management training on environmental issues

3. Rewards and compensations

- a. Individual incentives or reward programs that encourage environmental behaviour.
- b. Team incentives or reward programs that encourage environmental behaviour.
- c. Organization-based incentives or bonus schemes that encourage environmental behaviour.
- d. Penalties for noncompliance

4. Employee empowerment

- a. Engagement workshops or forums for staff to improve environmental behaviour.
- b. Set up of green champions/taskforce/green team etc.

5. Manager involvement

- a. Actively championed by senior management
- b. Informal encouragement by line management
- c. Environmental impact factored into team/departmental budgets.
- d. In organizational vision/mission statement

7.2 APPENDIX 2: Survey questions (Finnish version)

Henkilöstöhallinnon (HRM) käytännöt, joita organisaatiot käyttävät edistämään työntekijöiden ympäristöystävällisen käyttäytymistä Pohjanmaalla: Vaasan kaupunki

1. Mikä on ikäryhmäsi?
 - 18–24 vuotta vanha
 - 25–34 vuotta vanha
 - 35–44 vuotta vanha
 - 45–54 vuotta vanha
 - 55–64 vuotta vanha
 - 65 vuotta vanha ja vanhempi

2. Mikä on sinun sukupuoli-identiteettisi?
- Nainen
 - Mies
 - Muu
3. Mikä on esimiestasosi?
- Ylimmän tason johtaja
 - Keskitason johtaja
 - operatiivisen/ alemman johtaja
4. Mikä on organisaatiosi koko?
- 1-50 työntekijää
 - 51-250 työntekijää
 - 251-2500 työntekijää
 - Yli 2500 työntekijää
5. Mikä on organisaatiosi liikevaihto?
- Alle miljoona euroa
 - 1-10 miljoonaa euroa
 - 11-100 miljoonaa euroa
 - 101-500 miljoonaa euroa
 - Yli 500 miljoonaa euroa
6. Millä sektorilla organisaatiosi toimii?
- Yrityspalvelut
 - Energia
 - Valmistus ja vähittäiskauppa
 - Julkinen ja vapaaehtoinen
7. Missä määrin organisaatiosi käyttää seuraavia työntekijän elinkaaren käytäntöjä motivoitakseen ympäristömyönteistä käyttäytymistä?

		Täysin eri mieltä	Eri mieltä	Ei samaa eikä eri mieltä	Samaa mieltä	Täysin samaa mieltä
(a)	Rekrytointi- ja valintakriteerit, jotka tunnistavat ympäristökäyttäytyminen/ sitoutuminen.					
(b)	Perehdytysohjelmat, jotka painottavat ympäristöongelmia/ huolenaiheita.					

(c)	Suorituskykyindikaattorit/arviointi, joka sisältää ympäristökäyttäytyminen/ kohdistaa edistämispäätökset.					
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8. Missä määrin organisaatiosi käyttää seuraavia työntekijän koulutus- ja kehittämiskäytäntöjä motivoitakseen ympäristömyönteistä käyttäytymistä?

		Täysin eri mieltä	Eri mieltä	Ei samaa eikä eri mieltä	Samaa mieltä	Täysin samaa mieltä
(a)	Koulutuskurssit, joita tähdätään kehittämään ja kannustamaan työntekijöiden ympäristömyönteistä käyttäytymistä.					
(b)	Kannustetaan sisäisillä tietoisuuden lisäämiskampanjoilla/julkaisulla jne., esimerkiksi luento-/seminaari-/keskusteluserjat työntekijöille/julisteet.					
(c)	Johtamiskoulutus ympäristöasioista					

9. Missä määrin organisaatiosi käyttää seuraavia työntekijän palkkio- ja korvauskäytäntöjä motivoidakseen ympäristömyönteistä käyttäytymistä?

		Täysin eri mieltä	Eri mieltä	Ei samaa eikä eri mieltä	Samaa mieltä	Täysin samaa mieltä
(a)	Yksilölliset kannustimet tai palkitsemisohjelmat, jotka kannustavat ympäristökäyttämistä					
(b)	Ryhmäkannustimet tai palkitsemisohjelmat, jotka kannustavat ympäristökäyttämistä					
(c)	Organisaatiopohjaiset kannustimet tai bonusjärjestelmät, jotka kannustavat ympäristökäyttämiseen					
(d)	Seuraamukset noudattamatta jättämisestä					

10. Missä määrin organisaatiosi käyttää seuraavia työntekijän vaikutusmahdollisuuksien lisäämistä motivoidakseen ympäristömyönteistä käyttäytymistä?

		Täysin eri mieltä	Eri mieltä	Ei samaa eikä eri mieltä	Samaa mieltä	Täysin samaa mieltä
(a)	Sitoutumistyöpajat tai foorumit henkilöstölle ympäristökäyttämisen parantamiseksi					
(b)	Ympäristömestarien/työryhmän/ympäristötiimin perustaminen jne.					

11. Missä määrin organisaatiosi käyttää seuraavia työntekijän esimiesten osallistumiskäytäntöjä motivoidakseen ympäristömyönteistä käyttäytymistä?

		Täysin eri mieltä	Eri mieltä	Ei samaa eikä eri mieltä	Samaa mieltä	Täysin samaa mieltä
(a)	Ylimmän johdon aktiivisesti puolustama					
(b)	Linjajohdon epävirallinen kannustus					
(c)	Ympäristövaikutukset huomioitu tiimin/osaston budje-teissa					
(d)	Organisaation visiossa/ missiotossa					

12. Edellä mainittujen HRM-käytäntöjen perusteella; mitkä ovat kolme menestyneintä käytäntöä työntekijöiden motivoimiseksi ympäristömyönteisyyteen? Valitse kolme.

1	työntekijän elinkaaren käytännöt	
2	koulutus- ja kehittämiskäytännöt	
3	palkkio- ja korvauskäytännöt	
4	työntekijän vaikutusmahdollisuuksien lisäämiskäytännöt	
5	esimiesten osallistumiskäytännöt	

13. Onko organisaatiosi tehnyt mitään arvioidakseen työntekijöiden käyttäytymiseen liittyvien ympäristöpolitiikkojen/aloitteiden tehokkuutta?

Kyllä	(Jatka kysymykseen 14)	
Ei		

14. Jos edellinen vastauksesi oli KYLLÄ, täsmennä, minkä tyyppistä arviointimenetelmää organisaatiosi on käyttänyt arvioidakseen työntekijöiden käyttäytymistä koskevien ympäristöpolitiikkojen/aloitteiden tehokkuutta?