

**How Are Green Human Resource Management  
Practices Promoting Employees' Pro-Environmental  
Behaviour in the Workplace Within the New Zealand  
Wine Industry?**

by

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## **Abstract**

Over the last few decades, the activities of organisations and their impact on the environment have received increasing attention as well as social, political and economic pressure to both address and improve their overall environmental performance. Consequently, environmental management is becoming an integral part of an organisation's systems such as supply chain management, marketing, finance and, more recently, human resources. Human resource management (HRM) plays a significant role in shaping the organisation's culture and development of its strategy with the goal being to maximise employee performance in order to achieve the organisation's strategic objectives. The integration of human resource practices within environmental management practices is known as Green Human Resource Management (GHRM).

This research intends to explore and assess the extent to which GHRM practices are used and implemented within the New Zealand wine industry. Although the New Zealand wine industry is widely perceived as a green and clean industry, it has environmental impacts that need to be assessed, monitored and modified.

Therefore, the purpose of this work is to supplement the current knowledge about GHRM through investigating its role and what barriers might exist in the adoption of green policies and practices in New Zealand small and medium-sized wineries. This understanding should assist in the future development of GHRM.

In this exploratory study a descriptive interpretive approach is used when conducting four semi-structured interviews with human resource managers from small and medium-sized wineries, to investigate current GHRM practices within the New Zealand wine industry.

The findings contribute a clearer understanding of the organisational and institutional processes through which GHRM influences employee workplace behaviour.

This study emphasises the importance of the role that GHRM has in promoting employees' green behaviours from both an organisational culture perspective and an HR management perspective. It also highlights the importance of establishing a meaningful link between the organisation's culture and its employees' to encourage desirable green values as well as green behaviours.

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## **List of Acronyms**

HRM:	Human Resource Management
EM:	Environmental Management
GHRM:	Green Human Resource Management
CSR:	Corporate Social Responsibility
WWFN:	World Wide Fund for Nature
GM:	Green Management
EMS:	Environmental Management System
HR:	Human Resource
SMEs:	Small Medium Enterprises
ROI:	Return on Investment
SWNZ:	Sustainable Wine New Zealand
NZ:	New Zealand

## **Attestation of Authorship**

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

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## Chapter 1: Introduction

### 1.1 Background

As mentioned, over recent decades organisations have been experiencing increased attention and the resultant social, political and economic pressure to address and improve their overall environmental performance (Andersson, Jackson & Russell, 2013). As a result, more organisations are reevaluating the way they operate with the onus being on senior management to identify, understand and assess the environmental risks. (Nishii, Lepak, & Schneider, 2008). These days, going green has become a key business strategy as organisations consider the incentives to address environmental issues and sustainability.

Human Resource Management (HRM) plays an important role in shaping the culture of the organisation and development of the organisation's strategies. Historically, the goal of human resource management (HRM) has been to maximise the employees' performance to achieve the organisation's strategic objectives (Knowles, Holton III, & Swanson, 2012). In more recent times, various studies have investigated the role that HRM has in the adoption of green environmental management and sustainability (Harris & Tregidga, 2012; D. W. Renwick, 2018; Sharma, Sharma, & Devi, 2011). They find that HRM has a key role in supporting Environmental Management (EM) practices. This relationship between HRM and EM is known as Green Human Resource Management (GHRM).

Some of the studies (e.g. Harris & Tregidga, 2012; Mehta & Chugan, 2015; Sharma & N. Gupta, 2015) demonstrate that GHRM has a positive impact on organisational performance through influencing the attitudes and work behaviour of employees. This is supported by Harris and Tregidga (2012), who found that responsible environmental behaviours of employees are stimulated by GHRM practices. The reason is that GRHM practices create environmental awareness in employees with the result that they adjust their behaviour to fit a pro-environmental attitude at work and also in their private life (Andersson et al., 2013). Sharma and N. Gupta (2015) agree with this assessment and also suggest that employees' pro-environmental behaviours are key determinants of, and contribute to, the success of organisational environmental sustainability. The literature further indicates that it is the alignment of HRM practices with the overall environmental objectives of the organisation that is a key driver for organisational



environmental sustainability. It is the undertaking of GHRM initiatives that leads to better employee engagement and retention that then leads to greater efficiencies (Andersson et al., 2013). However, organisations are still faced with challenges when trying to ensure HRM operations are fully integrated into environmental sustainability practices. Daily and Huang (2001) highlight the importance of understanding human resource factors when implementing and realising sustainability. Unfortunately, there has been limited research that explores green HRM and the behaviour of employees (Tziner, 2013). The purpose of this research is to add to the current literature about GHRM and create awareness of how employees behaviour can be influenced to help their organisation achieve environmental sustainability.

## **1.2 The Context of This Study**

In 2017 New Zealand was ranked 15<sup>th</sup>, in terms of volume, with its wine products accounting for approximately 0.41 percent of the world production (NZwine, 2017). The New Zealand wine industry has grown rapidly and now contributes approximately 60 percent to the total wine sales within New Zealand. In 2014 the industry had an estimated turnover of 2 billion NZ dollars, with \$1.33 billion of this coming from exports. Statistics indicate that the majority of the country's 582 wineries are small scale and boutique firms producing niche varieties in small volumes (NZwine, 2017). The winemakers are divided into three categories on the basis of the volumes they produce. The first category produces less than 200,000 litres, category two produces between 200,000 to four million litres and the last category are wineries that produce more than four million litres of wine (NZwine, 2017) . On this basis, the wineries are classified into small, medium and large companies respectively. The country markets itself as a "clean and green" food products source with much effort being made by the industry, government, and growers to promote this image of the wine industry in foreign markets for increased demand. New Zealand has environmental laws, that were introduced in 1984, which also address the management of human resources and the environment (Sinha & Akoorie, 2010).

Although the New Zealand wine industry is small when compared to its competitors, such as France, Spain and Italy, it has shown strong growth with the increase in volume produced, the area under production, and the current number of wineries (NZwine, 2017). Sinha and Akoorie (2010) suggest that NZ winemakers not only successfully

produce high-quality wine with consistency but also use innovative labelling and pricing strategies.

The introduction in 2002 of programs such as New Zealand Sustainable Winegrowing (NZSW) was intended to increase green practices within the wine industry. Many New Zealand winegrowers developed a policy of sustainability which focuses on producing wines and grapes using independently-audited and sustainable schemes. For example, NZSW program introduced a “best practice” model for winery and vineyard which has encouraged sustainability in winegrowing (Christ & Burritt, 2013). Under this program, the employees of a winery are required to observe “best practice” which includes using independently audited methods and schemes. The development of sustainable winegrowing has stimulated HR managers to develop new methods to assist employees in developing a complete system of environmental management (Paillé & Boiral, 2013).

### **1.3 Purpose and Objectives of This Study**

The purpose of this study is to add to the knowledge in the GHRM literature by investigating the role of GHRM. It will also identify and assist in eliminating the barriers that hinder the adoption of green practices in the small and medium wineries of New Zealand and help with the creation of green policies in the future. The specific objectives are to: investigate the effects of GHRM policies and practices on employee workplace outcomes, identify the main factors that encourage or discourage implementation of GHRM in small and medium NZ wineries, identify the expected benefits of adopting GHRM sustainability initiatives, and investigate how GHRM practices can promote employees’ pro-environmental behaviour in the workplace.

### **1.4 The Structure of the Dissertation**

The dissertation consists of five chapters.

Chapter One introduces the topic to be researched, as well as the background and context of the study and summarises its purpose, objectives, and potential implications. Chapter Two provides a review of literature related to the study. Several definitions of GHRM are presented and discussed and reasons provided for choosing one in particular. The practical implementation and benefits of GHRM policies and practices for the organisation are explored. The review of the literature then focuses on the NZ wine

industry, with the practices and policies of HRM in the industry which influence employees' behaviour towards environmental management being explained.

Chapter Three discusses the Methodology used in the research and provides justification for each of the methods. It will begin by explaining who was considered to be the target population, the selection criteria that was used to obtain interviewees, the process of how the data was collected, and then how the data was analysed so it could be evaluated.

Chapter Four presents the findings which are the results once the collected data has been analysed and evaluated. The degree that GHRM influences employees' behaviour in the management of wine industry environment will also be discussed. The scope of GHRM practices in the industry is assessed and will include a discussion about the impact of environmental management practices on sustainability.

Chapter Five provides an overall discussion about key conclusions reached after the data has been evaluated and highlights the barriers or aspects that can affect the implementation of GHRM in the New Zealand wine industry. It will include recommendations for future research and the management of the wine industry.

## **Chapter 2: Literature Review**

This chapter examines the current literature regarding green human resource management (GHRM). GHRM includes aspects of corporate social responsibility (CSR) and human resource management (HRM) so the relationship between CSR and HRM practices will be explored and an explanation given as to how the HRM function can support CSR. Next, a critical review of GHRM practices and the traditional role of HRM is presented after which the conceptual foundations of GHRM are discussed. Finally, the chapter discusses the emergence of GHRM, its influence on employees' green behaviour, and how an organisation can promote green behaviour. What drives an organisation to adopt and implement a GHRM strategy is then reviewed.

### **2.1 Background**

Traditionally, a firm's performance is evaluated by its financial performance. However, over the last two decades the success of a firm is attributed to not only its financial performance but also its environmental performance (Lee, 2009). There is the acknowledgement that in some circumstances environmental effects impact both within the firm, locally and beyond national boundaries. In response to negative environmental impacts social movements and public advocacy agendas have been established and have flourished (Carroll & Shabana, 2010). For example, organisations such as Greenpeace have taken direct action against corporates and governments that have been responsible for harming the environment (Doherty & Doyle, 2006). Other organisations, such as the World Wide Fund for Nature (WWFN), advocate sustainable development as the best way to protect natural resources as well as the environment (Doherty & Doyle, 2006). In response to these organisations and other movements, national and international corporates have begun to adopt environmental policies as an integral part of their vision and decision making processes and strategies (Waddock, 2004).

Despite an improvement in corporates alleviating the environmental impact of their operations, there has been ongoing pressure/demands from both internal and external stakeholders for corporates to demonstrate environmental responsibility (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

In response to demands to be more environmentally responsible, corporates are seeking ways in which they can reduce the direct and indirect environmental impact of their

operations through enhancing capabilities, encouraging environmental best practice, and improving operational efficiencies (Teixeira, Jabbour, & de Sousa Jabbour, 2012). As a consequence, the concept of Green Management (GM) has emerged as an environmental management approach (Lee, 2009). GM underpins the management of a firm's impact on the environment (Lee & Ball, 2003). It is, therefore, a set of practices with the purpose of going beyond regulatory compliance and actually improving the very foundation of management (Pullman, Maloni, & Carter, 2009; Siegel, 2009). GM is primarily focused on the development of personnel who are responsible for minimisation of waste and eco-efficiency initiatives (Huffman & Klein, 2013).

## **2.2 Corporate Social Responsibility (CSR)**

Corporate social responsibility is a complex multidimensional concept that includes several economic and non-economic aspects (Dilchert & Ones, 2012; Lis, 2018). Over the last few decades, and due to the complexity of CSR, different definitions of CSR have been proposed. For example, an extensive review of the literature by Dahlsrud (2008) identified 37 definitions for CSR. These findings demonstrate the difficulty of identifying one agreed definition for CSR. However, Dahlsrud (2008) also found that the 37 different definitions consistently cover five main dimensions: environmental, social, economic, stakeholder, and voluntariness. For example, CSR is defined by McWilliams, Siegel and Wright (2006, p. 1) as “situations where a firm goes beyond compliance and engages in actions that appear to further some social good, beyond the interests of the firm and that which is required by law”. This definition focuses on something to benefit or improve society, which is an external stakeholder. It is voluntary as it goes beyond mere compliance and sole economic benefit of the firm itself.

Steurer, Langer, Konrad and Martinuzzi (2005, p. 274) suggest CSR is “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”. This definition focuses on both external and internal stakeholders as it mentions the social, environmental, stakeholders, and voluntariness dimensions.

However, the challenge is not how to just define CSR, but how to relate CSR to a specific context, and how a firm does this when developing its business strategies (Carroll & Shabana, 2010). The motive for adopting CSR is driven by two competing

perspectives: the instrumental approach and the normative approach (Berman, Wicks, Kotha, & Jones, 1999). The instrumental approach is justified by the realisation that organisational financial performance can be enhanced through the adoption of CSR whereas the normative approach is not only concerned about the organisation's financial performance, but also demonstrates moral responsibilities to its stakeholders (Berman et al., 1999). As CSR has become more accepted as part of the business landscape, the challenge for an organisation is no longer just about how to commit to and initiate CSR, but about how CSR practices can be implemented, maintained, and improved over time (De Roeck & Delobbe, 2012; Shen & Benson, 2016; Smith, 2003).

Since, as previously mentioned, the definition of CSR varies among researchers, it has been decided that a generally accepted definition is required. Thus, this research will use the definition that was first introduced by WBCSD (2000, p. 10) which defines CSR as "Corporate social responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life". This definition includes all five dimensions that were identified by Dahsrud (2008).

At the core of CSR is the transition from a state of mere compliance and harm minimisation to a high level of employee engagement and value creation for the employees (Luetkenhorst, 2004). Thus, CSR has become more about how corporates motivate their employees to implement their CSR initiatives and how these organisations manage the expectations of the various stakeholders.

CSR covers a wide range of business practices that include organisational governance, human rights, labour practices, fair operational practices, consumer issues, as well as environmental issues (Zhu, Liu, & Lai, 2016). CSR practices are used to manage and promote the interests of a range of stakeholders beyond simply the owners of the company. The way that CSR practices are defined and implemented reflects the organisational behaviours toward all its stakeholders, and to what extent the organisation is being a socially responsible corporate citizen in society (Zhu et al., 2016).

While the large, and still growing, body of literature has investigated the effects of CSR policies on corporate performance (e.g. Ali, Rehman, Ali, Yousaf, & Zia, 2010; Becchetti, Di Giacomo, & Pinnacchio, 2008), and sustainability (e.g. Baumgartner,

2014; Schaltegger, Lüdeke-Freund, & Hansen, 2012), there has been a dearth of literature that examines CSR from the perspective of human resource management. Recently, however, there have been some studies that explore the link between CSR and HRM.

For example, a study by Edmans (2012) reveals that there is an increased level of employee commitment when an evaluation of employee satisfaction is included in the company's CSR. A study by Bučiūnienė and Kazlauskaitė (2012) found that those organisations with advanced HRM practices have better developed CSR policies and strategies. Bauman and Skitka (2012) and Turker (2009) identified that employees' responses to CSR initiatives have received little scholarly attention although when Turker (2009) conducted research on the influence of CSR on employees' commitment he found that employees prefer to work for those organisations that are socially responsible. The findings of Turker (2009) were later supported by De Roeck and Delobbe (2012) and subsequently by De Roeck, Marique, Stinglhamber and Swaen (2014). Each of the studies indicate that there is a strong relationship between employees' self-esteem and community perception of what the organisation represents. Further, De Roeck et al. (2014) suggest that CSR can be a positive influence on employees' attitudes and behaviours in the workplace.

However, until now, only a limited number of studies have examined how CSR influences employees' workplace attitudes and behaviours (Tziner, 2013) although Weybrecht (2010) suggests that HRM plays a significant part in promoting positive behaviour and creating an environment where CSR is situated at the heart of the employee's role. It is, therefore, important to clarify the concept of human resource management before discussing its role in organisational sustainability. HRM involves making the best use of the organisation's human resources or human capital.

Human capital refers to the education, work-related competencies, know-how, and psychometric assessments (McGregor, Tweed, & Pech, 2004) of workers or people in society. McWilliams et al. (2006) argue that it is the employees and their knowledge, skills, and abilities (KSAs) that are the organisation's most important resource, rather than the organisational practices and/ or procedures that are used.

Barney (1991) suggests that for a resource to be considered as the source of sustained competitive advantage, the resource must add value to the firm, it must be rare and

inimitable, and it must be non-substitutable. In this respect, it is the organisation's human resources that are critical in achieving competitive advantage through exploiting the organisation's internal resources, implementing policies and practices, and developing strategies (Wright, Dunford, & Snell, 2001). The available literature supports that there is a strong relationship between HRM and the firm's performance. Some studies demonstrate a relationship between bundles of HRM practices and the various indicators of organisational performance (Guest, 2011; Katou & Budhwar, 2014). Although a positive relationship exists between HRM and the firm's performance the current theories of HRM and the empirical evidence does not fully explain the relationship (Guest, 2011).

From an HRM perspective, and as argued by Sudin (2011), effective sustainable management requires the strategic implementation of human resource systems that are aligned with the overall organisational goals and strategies. Govindarajulu and Daily (2004) argue that employees at all levels need to be actively involved in the decision-making process to successfully improve a company's environmental performance. This claim is reinforced by Jackson and Seo (2010) who suggest that the role of HRM professionals is critical in the support of the organisation's environmental sustainability strategies. DuBois and Dubois (2012) highlight that environmental related policies and practices not only impact on employees directly connected to the environmental practices, such as the use of sustainable products, but that these policies and practices also affect other employees, not only while at work but also in their private life.

Dealing with environmental issues requires not only compliance with formal rules but also the engagement of the employees with voluntary initiatives such as improving compliance with existing environmental regulations, joining voluntary programs that encourage pollution reduction, and improving the firm's environmental performance through effective implementation of sustainable management and HRM management initiatives. Employees need to be aware of the environmental issues their organisation is dealing with as well as possess the advanced technical and management skills that enable them to manage the particular environmental challenges (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). Thus, for successful cultivation of environmental innovation HRM has an important role in developing and implementing environmental initiative programs and conducting relevant training of employees (Daily & Huang, 2001).



### 2.3 GHRM

The current environmental issues associated with corporate practices have influenced a range of organisations to adopt Green management practices, such as Green operations, Green accounting, and Green marketing (Simpson & Samson, 2010). With the growing societal demands that organisations are “seen” to be environmentally responsible, it has become evident that the implementation of Green practices within the organisation requires the support of relevant human resource practices such as training, performance evaluation, and rewards (Alfred & Adam, 2009; Daily & Huang, 2001; Govindarajulu & Daily, 2004). As human resources are involved in the undertaking, coordinating, and implementing of a firm’s Green activities, GHRM has emerged as a new concept both in the management of an organisation as well as in academic scholarship.

Milliman, Clair, and Mitroff (1994) found that organisations frequently implement environmental management system (EMS) programmes without integrating their HRM practices. This is supported by Wehrmeyer (1996) who noted that the role of HRM had been under-rated in the EMS arena. Wehrmeyer (2017, p. 7) states “if a company is to adopt an environmentally-aware approach to its activities, the employees are the key to its success or failure” (p. 7). It seems that an organisation will be unable to achieve its environmental goals without the energy, performance, and personal commitment of each employee. Despite this, businesses are placing increasing emphasis on sustainable management practices which mainly focus on economic, social, and environmental performance.

Prior to 2008, the role and involvement of HRM in the environmental aspects of the organisation was unacknowledged. A study by Douglas Renwick, Tom Redman, and Stuart Maguire (2008a) first introduced the term GHRM in relation to HRM and now, GHRM as previously mentioned, is an emerging line of research (Jackson et al., 2011; Jackson & Seo, 2010; D. Renwick, Redman, & Maguire, 2013). One of the first studies to establish the foundation of GHRM in NZ was conducted by Harris and Tregidga (2012) and found that responsible environmental behaviours by employees are stimulated through the practices of GHRM. This occurs by raising employees’ environmental consciousness and refining their behaviour so that they develop a pro-environmental attitude in both work life and in private life (Andersson et al., 2013).

## 2.4 The Role of GHRM

As mentioned, the concept of GHRM was first coined by Douglas Renwick, Tom Redman, and Stuart Maguire (2008b), and refers to the integration of corporate environmental management and human resource management. GHRM is the use of HRM policies and practices to promote the sustainable use of resources by the organisation. Further, GHRM is concerned with the transformation of employees into Green employees by influencing their workplace behaviour (Jackson et al., 2011). GHRM also involves understanding the relationship between organisational activities that impact on the environment as well as the design, evolution, and implementation of a green HRM system (Jackson et al., 2011; D. Renwick et al., 2008a, 2013).

Jackson et al. (2011) argue that the multiple definitions of GHRM can lead to misunderstandings. Therefore, the conceptual meaning of GHRM and how it will be used in this thesis will now be discussed. Since the emergence of GHRM two schools of thought have dominated the field.

The first, deals with GHRM as a human resource aspect of environmental management (EM), where HRM influences the environmentally driven changes within the organisation (Jabbour & de Sousa Jabbour, 2016; D. Renwick et al., 2013). This is an organisation-focused approach where researchers' thought is focused on understanding the adoption and the potential benefits of HRM practices in improving the environmental performance of the organisation. Thus, this approach is mainly concerned about the role of recruitment, performance management, and training and development in improving organisational environmental performance. For example, GHRM research has demonstrated that HRM practices are necessary for the sustainable implementation and maintenance of EM systems (Daily & Huang, 2001; Jabbour & Santos, 2008; Jabbour, Santos, & Nagano, 2008). The study by Graves, Sarkis, & Zhu (2013) identified that the adoption of more advanced environmental practices within the organisation requires the support of the human resources of the organisation. Therefore, the support of HR is critical for the development of products and services with a lower environmental impact (Govindarajulu & Daily, 2004; Jabbour & Santos, 2008). Later research validates this by finding that environmental training is at the heart of the HRM role when supporting the implementation of EM (Angel del Brio, Junquera, & Ordiz, 2008; Jabbour & de Sousa Jabbour, 2016). The results of these studies indicate the need for further research on how GHRM influences employees' Green behaviour.

The second school of thought is where employees are encouraged to change their attitudes and behaviours toward the environmental aspects of their organisation and so GHRM becomes a voluntary approach brought about by the employees themselves (Ehnert, 2009). Studies have demonstrated that it is the employees' cognitive processes, personal characteristics, and skills that support the implementation of EM practices within their organisation.

What has been recognised as a critical factor when adopting more advanced environmentally friendly practices is the degree of the employees' motivation in achieving them (Graves, Sarkis, & Zhu, 2013). A sustainable organisation is an organisation that is focused on being profitable while further developing the socio-environmental system in which it operates. Sustainable organisations, therefore, require a systematic approach to create and maintain a balanced level of environmental, social, and economic performance (Jackson (2012); Jackson and Seo (2010) and employees' behaviour is a major factor that significantly influences the organisation's environmental performance (Muster & Schrader, 2011).

## **2.5 GHRM Practices**

HRM practices are the set of programs, processes, and techniques that are implemented in the organisation or business unit (Huselid & Becker, 2000). R. Sharma and N. Gupta (2015) define GHRM as the use of HRM practices to promote the sustainable use of resources within the organisation. Thus, to reiterate, GHRM involves adopting such practices, policies, behaviours and learning processes to promote employees' pro-environmental behaviours and to maintain an environmental balance within, and by, the organisation (Graves et al., 2013; Jabbour, Santos, & Nagano, 2010). Sharma et al. (2011) suggest that there is a correlation between employees' engagement and their positive perception of the organisation's CSR initiatives, which is an added advantage for the organisation.

GHRM is comprised of the traditional HR practices of recruitment, selection, performance evaluation, education, training, and reward, as well as the strategic dimension of n HRM practices of organisational culture, teamwork, and employee empowerment (Jabbour & de Sousa Jabbour, 2016). Table 1 provides a brief explanation of some GHRM practices.

Table 1. Key GHRM practices

<b>HRM Practices</b>	<b>Implementation</b>
Recruitment and selection	The purpose is to attract potential applicants and hire them as employees. Selecting and hiring a candidate based on environment-related criteria is a proactive and a cost-effective approach for creating an environmentally oriented workforce (Jabbour & Santos, 2008).
Training	Environmental training was one of the first areas to gain attention in the studies that connected HRM and environmental management (Marshall, Cordano, & Silverman, 2005). Environmental training comprises two different approaches: 1) training to equip employees with the technical knowledge and skills to implement EMS initiatives; and 2) training that instills desirable attitudes and general knowledge about sustainability (Marshall et al., 2005).
Reward system	The reward system is concerned with formulating and implementing organisational policies and strategies that reward people fairly, equitably and consistently in accordance with their value to the organisation (Armstrong, 2010). Rewards are used as a tool to encourage employees to be engaged in pro-environmental practices (Daily & Huang, 2001).
Performance management and appraisal	Performance management is a key factor in motivating and enhancing employees' environmental attitudes and encouraging participation in organisational environmental initiatives (D. Renwick et al., 2008b).

Sharma and Gupta (2015) suggest that implementing HRM practices at the strategic level can result in more effective development planning that yields lasting results, with the potential to create a Greener organisational culture, while also empowering employees by providing them with the knowledge and autonomy to deal with complex environmental problems (Daily & Huang, 2001). Strategic HRM practices can be used to start a Green team or to leverage a team that already exists. The purpose of such a team is to analyse complex problems and to implement more advanced environmental practices in order to create a Greener organisational culture. Team members could be sourced from different departments or even different companies (Jabbour & de Sousa Jabbour, 2016).

## **2.6 Motivators for GHRM**

Despite the many studies that have discussed “what” firms need to do to deal with environmental challenges, few studies have considered or explicitly discussed “why” organisations should adopt GHRM policies (Bansal & Roth, 2000; Lee, 2009). The emerging literature of GHRM has multiple theoretical approaches. Among these approaches and within the empirical studies of GHRM, two levels of analysis are dominant: organisational-level motivations and employee-level motivations (Ren, Tang, & Jackson, 2017). The next section will provide an overview of the development of GHRM.

### **2.6.1 Organisation-Level Motivators**

Corporate environmentalists consider that it is organisational conditions that encourage pro-environmental initiatives and the practices that support those initiatives. Five elements are identified that influence the design and implementation of GHRM. These elements are strategy, organisational culture, leadership, structure, and reporting activities (DuBois & Dubois, 2012). In regard to leadership, it is top management commitment toward the environment that serves as an antecedent to the internal environmental orientation of the organisation and it can be influenced by public concern, regulatory forces, improving the organisation’s competitive advantage, or perhaps all three (Bissing-Olson, Iyer, Fielding, & Zacher, 2013). For example, public concern can encourage change. Within stakeholder theory, it is the pressure from stakeholders that forces the organisation to adopt Green management approaches (Bansal & Hunter, 2003).

Also at the organisational level, there is evidence that supports the importance of HRM practices and how these practices can influence the voluntary pro-environmental behaviour of employees (Norton, Parker, Zacher, & Ashkanasy, 2015; D. Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). Therefore, understanding the motivators from an organisational perspective helps to differentiate between management practices that are imposed and the voluntary management practices that support employee behaviours that align with the organisation’s environmental objectives (Camisón, 2010). However, little progress has been made in identifying and explaining exactly which factors and which approaches influence the adoption of GHRM policies and practices (Muster & Schrader, 2011). In addition to the organisation-level motivators which explain why and to what extent the company

shapes its HRM policies and practices to encourage pro-environmental practices and behaviours, another approach that needs to be considered is employee-level motivators.

### **2.6.2 Employee-Level Motivators**

This approach involves developing a better understanding of employees' eco-friendly behavioural differences. According to Jackson et al. (2011) some studies have investigated employee-level motivators and identified several aspects as being predictive for the pro-environmental behaviours of employees: knowledge about environmental management, conscientiousness, moral reflectiveness, environmental experiences, and even some demographic features such as gender, age, education, and income (Klein, D'Mello, & Wiernik, 2012). For example, some of the demographic markers that predict pro-environmental behaviours are employees' specific attitudes and beliefs, personal norms, social values, worldview, sense of obligation to act, and behavioural commitment and intentions (Klößner, 2013). Although several studies have been conducted about what drives organisations to adopt and implement CSR, EM initiatives, and Green management (Jackson et al., 2011) there are few GHRM studies that explore in depth what is meant by GHRM practices.

## **2.7 Conclusion**

Corporations and their operations can have a significant impact on society and the environment, both locally and across national boundaries. Thus, there is now greater pressure/demands by internal and external stakeholders on corporates to demonstrate environmental responsibility. As a consequence, the concept of GM has emerged as an environmental management approach and as part of this corporates have increasingly been adopting CSR policies and strategies.

To deal with the environmental challenges associated with, and faced by their organisation, employees need to acquire a certain level of awareness as well as the necessary technical and management skills that enable them to deal with these challenges. This requires direct support through relevant human resource practices such as training, performance evaluation, and the provision of appropriate rewards.

This review of the literature has revealed that GHRM enhances organisational outcomes, in a similar way that general HRM enhances organisational performance, which is by improving employees' behaviour in the workplace. Thus, adopting GHRM

has the potential to improve employees' Green behaviour and to motivate employees to engage in Green behaviours that align with the organisation's general strategies. However, the implementation of an environmentally responsible platform is required in order to be able to positively influence employees' Green behaviours. An organisation with a sound CSR strategy will be perceived by its employees as an ethical, and moral corporate citizen and the organisation will seem attractive when it is trying to recruit. This can result in hiring employees who tend to display desirable environmental behaviours and are also more likely to remain with the organisation for a longer period of time (Aminudin, 2013).

After reviewing the literature of GHRM and its associated concepts, several researchers have recognised the importance of GHRM and its potential to have a positive impact on employees' workplace outcomes (Jabbour & de Sousa Jabbour, 2016; Jackson et al., 2011; Teixeira et al., 2012). Although the studies provide insight into the concept of GHRM and identify a positive relationship between GHRM and employees' behaviour, they do not clarify how and why GHRM influences employee environmental behaviour and employee workplace outcomes. Thus, the intention of this work is to contribute to the current body of knowledge about GHRM through exploring the organisational level mechanisms and practices that in turn influence individual employees' workplace behaviour and employee pro-environmental behaviour. To address the gap in the literature, and to improve understanding of the role of GHRM on employee workplace behaviour, this dissertation explores the following research questions:

- How does GHRM influence employee Green workplace behaviour?
- In the workplace, what social and psychological factors can explain employee Green workplace behaviour?

## **Chapter 3: Methodology**

### **3.1 Introduction**

This chapter discusses the methodological approach employed in this research and addresses the philosophical assumptions that underpin the choice of methodology. The research design, research methodology, and ethical considerations of the study are discussed. Then, how the interview questions were initiated, developed, and introduced will be explained. Further, the chapter identifies the method used for analysis of the data, explains the benefits of using that particular method, and the process used for the analysis.

### **3.2 The Ontological Assumptions**

It is important to define the meaning of ontology before explaining the type of ontology used in this research. Ontology is a term broadly used to express the nature of reality (Hudson & Ozanne, 1988) and is primarily concerned with the investigation of the nature of existence and the structure of reality. Our ontological assumptions influence what we think and what we believe (Hudson & Ozanne, 1988). The approach to research is chosen based on what a researcher believes about truth and reality.

The ontology that underpins this research perceives reality as a social world of meaning, that is greatly influenced by the thoughts, beliefs, interpretations, and meanings of human beings (Scotland, 2012). The research method, and the technique used for interpreting the data and knowledge, will influence both the investigation and the findings of this social world. As the research question is concerned about a specific construct – “How do green human resource management practices promote employees’ pro-environmental behaviour in the New Zealand wine industry?” – it is vital to consider the issue as to whether the reality is going to be an objective or a subjective reality. Is it a universal (etic) or a contextual (emic) reality (Oswald, 2008)? Also, what factors could influence this reality? The research question will examine how GHRM practices could influence employees’ environmental performance within the New Zealand wine industry. This phenomenon will be observed and interpreted through the subjective lens of the researcher as well as the lenses of the participants. Within the scope of this research, the ontological perspective is influenced by how the researcher characterises the reality, and whether it is a limited or a predetermined reality.



It might not be possible to generate a universal understanding of “How do green human resource management practices promote employees’ pro-environmental behaviour” as the construct needs to be understood within a specific context, in this case the New Zealand wine industry. To conclude, the ontological stance of this research is “Relative Realism”. Relative realism suggests that there are no good reasons to think that science’s best theories are close to the truth (Mizrahi, 2013).

### **3.3 The Epistemological Assumption**

Epistemology is concerned with the process of knowledge; it attempts to understand and explain how we know what we know (Crotty, 1998, p. 42). Epistemology is also concerned with the nature of knowledge, the obstacles to the attainment of knowledge, and the difference between knowledge and belief (Crotty, 1998, p. 42). Furthermore, epistemology relates to whether knowledge is limited or unlimited.

As the research question guiding this study is not concerned about finding a causal relationship between GHRM practices and employees’ environmental behaviour, the epistemological stance that is used in this research is constructionism. Constructionism is not concerned with finding causal relationships, which implies that the meaning of reality is not discovered but is constructed. It seeks to understand a phenomenon within a specific context (Charmaz, 2014). In this instance, it is about understanding the subjective experiences of the participants in the wine industry. Moreover, constructionism acknowledges that it is the quality of the interactions between the different parties involved in the research that determines the knowledge gained (Charmaz & Belgrave, 2002). In this context, the knowledge can be expanded by changing the research design and, as a consequence, the dynamic relationship between researcher and participants.

### **3.4 Research Paradigm**

A research paradigm is a set of beliefs and precepts that rely on the core philosophies of science (Ponterotto, 2005). The conceptualisation of research philosophies and questions are influenced by different research paradigms such as interpretivism, positivism, post-positivism, social-constructivism, postmodernism, poststructuralism, and critical inquiry (Grant & Giddings, 2002; Gray, 2013). This research adopts the interpretivist paradigm for the following reasons: interpretivism denies the existence of

a single objective truth, and so acknowledges that there are multiple realities, and that interpretations of the world are culturally derived and historically situated (Grant & Giddings, 2002; Gray, 2013). Further, interpretivism is an approach that adopts the theoretical lens of that of social scientists' researchers. Interpretive researchers assume that "access to reality (given or socially constructed) is only through social constructions such as language, consciousness, shared meanings, and instruments" (Myers, 2013, p. 39).

### **3.5 Research Design**

#### **3.5.1 Qualitative approach**

According to Yin (2015), qualitative methods are inductive in nature, where the researcher comes to the research question without any prior hypothesis that requires to be tested or proven. Qualitative research design is commonly used to gather rich information and to provide an in-depth exploration of an individual's experiences (Hislop, 2002). Further, qualitative research is an ideal approach for measuring certain variables that are difficult to measure through predetermined information (Creswell & Poth, 2017). Therefore, qualitative research has the potential to improve understanding of those topics that have not been sufficiently explored (Creswell & Poth, 2017). For these reasons qualitative research is deemed the best method to explore how green human resource management practices influence employees' pro-environmental behaviour in the workplace.

#### **3.5.2 Methodology**

Interpretive description methodology has been widely used to study phenomena in practical fields such as nursing, teaching, and management (Thorne, 2016). It can be used to study how different social groups behave, and what influences their values and their experiences (Alasuutari, 2010). In addition to the describing and interpreting of people's experiences, the purpose of interpretive description methodology is to produce knowledge and a contextual understanding that can be directly implemented in management practices (Thorne, Kirkham, & MacDonald-Emes, 1997; Thorne, Kirkham, & O'Flynn-Magee, 2004).

An interpretive-descriptive approach is used to generate logical, systematic questions that can be justified in order to discover what else participants can contribute based on

their accumulated knowledge (Thorne, 2016). However, interpretive description requires an integrity of purpose which could be achieved by asking an actual real-world question, and by considering the context within which targeted audiences are positioned to receive the answer we are seeking to generate (Thorne, 2016).

Like other qualitative approaches, the interpretive descriptive approach considers the researcher as an instrument (Myers, 2013). However, this does not mean that the researcher can do whatever s/he wants but rather that the researcher's actions and thinking need to be utilised to play a meaningful role in shaping the nature of the inquiry and the outcomes. By recognising the researcher as an instrument implies that the researcher plays a meaningful role in determining the extent to which the research findings are valid and contribute to the current body of knowledge.

This study seeks understanding of employees' pro-environmental behaviour from a human resource manager's perspective. A descriptive, interpretive methodology is adopted consistent with the premise that an employee's knowledge and experiences are socially constructed and based on their previous experiences, and that these experiences are not able to be predicted. When the intention is to listen to a participant's experiences, analyse themes and then present explanations of emergent patterns and themes, a descriptive, interpretive methodology is recommended (Smythe, 2012). Since the purpose is to examine patterns, similarities and differences, and the unique encounters of individuals in the effort to identify key themes from their experiences, the aforementioned methodology is the most appropriate. In addition, using this particular methodology will assist in the understanding of how the participants experiences have impacted their lives and shaped their worldview. This will involve interpretation which is possible when using a descriptive, interpretive methodology. As well as interpretation of employees' shared experiences, it allows for description of the phenomenon, while generating findings that are applicable to GHRM practices.

### **3.5.3 Method**

The purpose of this research is to develop an understanding of employee behaviours and their interaction with their surrounding environment, while identifying patterns and themes within those experiences. Thus, a suitable research method is necessary to be able to elicit relevant information from the individuals and groups involved.

Qualitative research accepts that knowledge is subjectively derived so the use of interviews is the primary source of data collection for most qualitative social inquiries (Thorne et al., 2004). Also, in matters that involve human experiences, interpretive description is one of the philosophical traditions that provide the “more probable truths” (Cutcliffe & McKenna, 2002; Sandelowski, 1996). The more probable truths are often imperfect truths that can be uncovered by using ongoing investigation and multiple angles of vision (Cutcliffe & McKenna, 2002). Although the truths are imperfect, they provide an invitation for an ongoing investigation toward some better endpoint (Charmaz, 2014).

In the context of environmental behaviour, an interview provides an opportunity for the researcher to elicit and understand the experiences of the participant as well as encourage the interviewee to share and explain their attitudes, values, beliefs, and behaviours about the environment (Gifford, 2016). The interview is defined as a “verbal exchange in which one person, the interviewer attempts to acquire information from and gain an understanding of another person, the interviewee” (Gray, 2013, p.382). As well as the verbal content of the interview, it can include other useful aspects through the observation of the interviewee’s body language.

#### ***3.5.3.1 Questions development***

The questions used to guide the interview need to be related to both the research question and the literature that has been reviewed (Charmaz, 2014). Thus, the process to develop appropriate interview questions began by composing a list of questions related to the research question and included areas mentioned in the literature review. Some questions were obtained from earlier research about employees perceptions toward the environment. There were opening questions that were used to obtain demographic information, and clean-up questions were introduced to trigger contribution of any unanticipated data. The questions were designed and then clustered into a topic-based section and arranged to flow logically from the general to the specific. The wording and order of the questions is essential for conducting an effective interview (Charmaz, 2014). The list of questions can be found in Appendix 1: Interview Questions.

### ***3.5.3.2 Sample selection***

More than 50 HR managers throughout New Zealand were contacted by email inviting them to take part in the research. The email included a brief description of the research and its possible future outcomes.

Only four human resource managers, or managers who are responsible for the human resource management function, in New Zealand wine-producing companies agreed to take part in an interview. Participants, who have different degrees of involvement in environmental practices, were from small medium enterprises (SMEs) in the New Zealand wine industry.

### ***3.5.3.3 Interview procedure***

Three interviews took place in public venues and one interview was conducted at the interviewee's workplace. The identity of each participant is anonymous, and interviewees are referred to as Participant A, B, C and D. Participants A and B both are senior managers with HR responsibilities, and participants C and D both are exclusively HR managers. The interview was guided by the participant information sheet (Appendix 2: Participant Information Sheet). Although the interview was used as a flexible tool by the researcher so in each interview some intended questions were omitted and some unintended issues were discussed. With the interviewee's permission, each interview was recorded and then transcribed verbatim without corrections of grammar or sentence structure.

## **3.6 Ethical Considerations**

This research is a social science study that deals with peoples' motivations, actions, and the context for their behaviours and beliefs. Thus, strict ethical guidelines were followed to minimise any negative consequences on participants. As part of this, ethics approval for the project was sought from the AUT Ethics Committee prior to the research being conducted (Appendix 3: Ethical Approval Letter). All participants were provided with complete and clear written information about the research, and their participation in the research was voluntary. Prior to the interview written consent was obtained from each of the participants. The ethics approval number for this project is 18/83 (Appendix 4: Consent Form).

### **3.7 Data Analysis**

In qualitative research, data analysis is not perceived as a separate phase of research design and data collection. Rather, data analysis is a simultaneous and continuous process (Burgess, 2002). As this research is conducted using a qualitative descriptive, interpretive methodology both a content analysis and thematic analysis are suitable. These approaches are recommended when only a moderate level of interpretation is required (Sparkes, 2005) and when understanding answers concerned with people's experiences, concerns, and decisions (Ayres, 2007). Content analysis is concerned with analysing multifaceted, critical, and sensitive phenomena (Braun & Clarke, 2006), while thematic analysis is concerned with identifying common threads that extend across an entire interview or set of interviews (DeSantis & Ugarriza, 2000). It was decided that thematic analysis was the best method of analysis to obtain the desired outcome of the research.

### **3.8 Thematic Analysis**

As previously mentioned, a thematic analysis is a suitable approach when analysing the consequences of the social elements of human behaviour in the workplace, and is recommended when research requires a reasonable level of interpretation (Sparkes, 2005). Thematic analysis is appropriate for providing answers concerned with people's experiences, concerns, and decisions (Ayres, 2007), and in this instance, in the workplace of a New Zealand winery. As mentioned, the strength of thematic analysis is the opportunity to identify common threads that extend across an interview or a set of interviews (DeSantis & Ugarriza, 2000). Thematic analysis is appropriate because the research question is not concerned with identifying sensitive phenomena but with finding the common threads that extend across all four interviews.

Coding plays a significant part in thematic analysis. Systematic coding not only reduces the amount of the collected data but also helps in retrieving and organising the data (Myers, 2013). Charmaz (1990) defined coding as the process of categorising and sorting data, while "codes" serve to summarise, synthesise, and sort observations made from the data. Coding is, therefore, a key step to identifying features in the data that relate to the research question and so the coding process provides a link between data and conceptualisation. This makes it important for researchers to follow a transparent,

systematic, and consistent coding approach to reach a meaningful analysis whenever qualitative data is being used.

## Chapter 4: Findings

The research question is “How do green human resource management practices promote employees’ pro-environmental behaviour in the workplace?” The research setting is the New Zealand wine industry, and data was collected by conducting interviews with four HR managers who work in the wine industry. The transcripts of the interviews were subject to a thematic analysis to first identify and then to be able to explain the major themes that emerged from the participants’ responses. This chapter discusses the findings after first identifying the three major themes that emerged from the interviews: perceiving sustainability as a challenge or opportunity, personal perception of the role of the HR function when promoting sustainability within the organisation, and the impact of corporate culture on employee behaviour toward sustainability.

### 4.1 Theme One: Perceiving Sustainability as a Challenge or Opportunity

The participants differed in regard to whether they construed sustainability within the context of the New Zealand wine industry as “a challenge” or as “an opportunity.”

#### 4.1.1 Sustainability as a challenge

Participants “A” and “B” who both of them are perceive sustainability as a challenge as their perception is based mainly on short-term financial considerations. Both participants describe sustainability as having a low priority on the agenda of their organisation because of the lack of financial support. They believe that introducing and implementing sustainability would be expensive and the return on investment (ROI) could not be guaranteed.

The most common efforts towards sustainability impose short-term costs while the issues of sustainability are of a long-term nature. Participants “A” and “B” focus on a short-term cost reduction strategy rather than a long-term strategic value vision. This makes it difficult for these two participants to maintain a long-term strategic value vision in their day-to-day practices and decision-making processes.

Participant “A” spoke as follows about the financial barriers to sustainability practices of their organisation:

Probably the only, the biggest one would be money. If they’re a small company to implement those is money; it costs a lot to implement and whether you get it back in a reasonable time. That’s a lot of small companies don’t see that being a



lot greener is gonna get them a return. Probably there is no fixed idea of what they are going to get back.

We're not going to see any return for five, seven years, maybe ten years, and it's a lot of investment to get something back, but you're not going to see anything for several years (Participant A).

Participant "B" spoke as follows about the financial barriers to sustainability practices of their organisation:

The company is seven years old, and I guess the priority has always been keeping the business alive and working and being able to pay staff and pay for the stock and keep the wheels turning (Participant B).

The quotes above highlight two main issues. First, the individual perceptions of these two managers play a significant role in the sustainability practices of their organisations. Thus, to understand the corporate sustainability practices of their organisation, the individual manager's behaviours, policies, power, and strategies must be tracked and carefully identified. Second, environmental sustainability is not integrated into the financial considerations of either of the participants' organisations. There could be two reasons for this. These are: implementing environmental sustainability is not included in their capital allocation decisions; the organisations are not aware of the true costs associated with a long-term sustainability investment and the financial benefits that accrue from adopting sustainable practices

#### **4.1.2 Sustainability as an opportunity**

In contrast, the two other participants perceive sustainability as a long-term investment and as a source of sustainable competitive advantage. They also perceive sustainability as an important approach to protect the environment for future generations.

The organisation where participant "C" works maintains a philosophy of giving more than it takes in regard to the land. So, there was a deliberate decision to build the vineyard and winery to a sustainable code.

Participant "C" talked about sustainability as a source of value creation and as a brand initiative. Participant "C" believes that being a leading sustainable organisation has improved the reputation and the recognition of her organisation.

Our organisation hasn't looked into the costs, but it's about returns on that investment and because it's so dear to our hearts and one of the things that our

organisation actually sells its story. It's a brand initiative for us, so the investment is actually worth it because people like the sustainability ethos, they like the sustainability story and at the end of the day it sells wine. More people are becoming more aware of organisations that are sustainable and will buy your product. Our organisation actually sells its story; it's a brand initiative for us, so the investment is actually worth it (Participant C).

From the above quote, it is clear that the organisation of Participant "C" has adopted a long-term view of how they create value and differentiate themselves in the market-place and Participant "C" believes that sustainability builds a strong relationship between customers, suppliers, and her organisation. In fact, adopting environmentally sustainable practices enhances the company's accountability and maintains an effective relationship with different environmental stakeholders such as government, scientific communities, and interested public groups.

Participant "D" explained that sustainability is at the heart of her organisation. She explained that sustainability has several advantages and that it can enhance the recognition and profitability of her organisation by eliminating waste and helping them be more efficient in the way they use energy and materials. In addition, the organisation of participant "D" has adopted a rigid system that runs throughout their vineyard and in the winery to ensure that they are maintaining a highly recognised standard. For example, in the winery, they use an advanced programme called a WSMP which is the Wine Standards Maintenance Programme. A WSMP demonstrates how organisations meet requirements under the New Zealand Wine Act. Further, in the vineyard, they use SWNZ which is Sustainable Wine New Zealand (SWNZ) is a certification programme led by New Zealand Winegrowers and was developed to provide best practices and guidelines for the vineyard and winery. So, everything they do is measured against these standards. To meet the European standards, currently, this winery seeks to meet the requirements of the British Retail Consortium (BRC).

We recognise that there's a lot of good things, good ways that our business could change if we were to pick up that new sustainable model. We export 85% of the wine that we make here, so a lot of that wine goes to the USA, Australia, the UK, and Europe, and most of the markets in the UK, to get into a supermarket, your company has to be BRC, you have to run that model (Participant D).

## **4.2 Theme Two: Perceptions Toward HR's Role in Promoting Sustainability**

The data reveals that the interviewees' role in promoting sustainable participation of their organisations varies from non-engaged and partially-engaged managers to fully-engaged managers.

Although the non-engaged and partially-engaged managers are aware of the importance of environmental sustainability they have difficulty when converting their awareness into engagement and practical actions. They also find it difficult to evaluate the importance of their actions and to decide what course of action needs to be taken whereas the fully-engaged managers are aware of the importance of their engagement and the consequences of their actions. The fully-engaged managers are motivated by both the values of their organisation and by their personal beliefs and values.

### **4.2.1 Partially-engaged and non-engaged HR managers**

The participants in this category are Participant "A" and Participant "B", both of whom perceive sustainability as a challenge and as an additional cost. These participants said that responding to environmental issues will result in a direct cost for their organisation and could affect its competitive advantage. These two managers regard their HR role as a supportive element of the overall vision of their organisation. Therefore, they believe that their role should not exceed the prescribed aspects of recruiting, hiring, training, and maintaining employee-relationships. The following quotes provide an illustration.

Participant "A" who is partially-engaged in promoting sustainability at his organisation spoke about his role as a director and as an HR manager. Despite having the financial stability of his business at the heart of his priorities, Participant "A" is still concerned about making sustainable choices through recruiting and hiring the right people with values that support sustainability, and by choosing the right suppliers who support sustainable practices.

The priority has always been keeping the business alive and working, and being able to pay staff and pay for stock, and keep the wheels turning but then the underlying thing has always been to try and choose suppliers or act in a sustainable manner, but it's only now in the last six months that we've actually started to put plans in place where we put some structure around that and we've been looking at, do we try and get ourselves certified with a company like (Participant A).

Participant "A" elaborated on his role as an HR manager.

As the HR manager role and the role of the Director are the same, leading on sustainable practice and instilling our company's ethos is naturally part of the role. Having a philosophy that focuses on sustainable practice has attracted staff who want to work for a company that shares these values (Participant A).

Although sustainability initiatives are not at the top of Participant "A" priorities, he is aware that adopting sustainability-related practices could make a difference in enhancing the company image, and in attracting, engaging and retaining talented people. The commitment of Participant "A" to sustainability is secondary to those of profitability and market competitiveness.

Participant "B", who is completely non-engaged in the sustainable practices of his organisation, explained that his role is mainly focused on the hard aspects of managing people as a resource. Sustainability is therefore not on the agenda when it comes to recruiting and hiring people.

They wouldn't have a role in it at all. HR wouldn't have a role in it at all, so it's down to the department and the owner and directors again. HR can recommend people if there's a position available, only a recommendation and again it's not environmental. Hiring depends on the role, what experience they've had a person will fit this job. Further, interview process, then again, there's no environmental component to the interview. (Participant B).

The role of Participant "A", both as a director and an HR manager, encouraged him to be partially-engaged in the sustainable-related practices of his organisation. Participant "A" is a father of two children and is concerned about the environmental issues that could impact on their future.

Hopefully, the people that come and work for us understand that there are huge environmental issues so that we need to do something about those as a business to try and mitigate that. So those would be the main drivers that come from here and having, you know, two young children that I want to be able to grow up and have a world that still looks maybe like it does right now (Participant A).

However, Participant "B" does not feel that his role as an HR manager relates in any way to sustainability initiatives. In fact, Participant "B" does not have sufficient authority to do what he wants to do on his own volition.

#### **4.2.2 Fully-engaged HR managers**

On a personal level, the fully-engaged HR managers are positive about the importance of their role in promoting environmental sustainability-related practices in their

organisation. They believe that promoting these practices in their workplace has a positive impact on their organisation as well as its improvement. These managers can be perceived as environmental champions who express a personal vision about environmental protection that is aligned with the needs of their organisation as well as wider public concern. Further, these particular managers act as facilitators who focus on transferring knowledge and skills, creating opportunities for employees, focusing on employees' self-development, team building, and changing the attitude and perceptions of individuals about the environmental issues with regard to their organisation.

Participant "C" regards the HR role at her organisation as:

HR haven't looked into the costs, but it's about returns on that investment and because it's so dear to our hearts. I mean I guess it starts at employment branding and recruitment because even when we advertise for roles, we're looking for people that align with our culture and our ethos so right from attraction, recruitment, induction, yeah, and just I guess through how we behave, like some of our environmental practices, our policies, all align to sustainability initiatives. For example, and yeah, as I said, in terms of the whole recruitment phase. Just an office environment, just reminding people about waste, energy consumptions. Yeah. It's always looking for that opportunity to talk about the story really (Participant C).

Participant "C" also explained that HR is viewed as pivotal in her organisation when sustainability practices are promoted. The HR role is regarded as a critical part of the organisation's sustainability efforts due to their role in creating and building a strong brand through highly engaged and motivated employees.

When HR is developing a new policy, we're thinking about what the impact is going to be on sustainability initiatives. In the promotion of it, they can, because they're a key brand ambassador and if sustainability is part of your brand and part of your values, the owner of the employment brand or the employee proposition is the HR manager, so of course they own it from a promotion perspective (Participant C).

Participant "D" spoke about her role as senior HR manager and in promoting sustainable practices by her organisation. She emphasised the importance of listening to the organisation's employees and encouraging them to share their opinions and ideas about how to improve sustainable practices.

Allowing people to be heard by having processes and structures in place so that everyone can have a voice. Facilitate their ideas getting through to the right people and connecting people and just making sure information comes through (Participant D).

Participant “D” highlighted the important role that an HR manager can perform in improving employees’ sustainable practices and performance.

Raising our levels to this standard and lift people and get people doing things slightly differently in the workplace by connecting people, and just making sure information comes through. Also, by being an example and letting everybody is heard, providing a reward system where sustainability would be recognised as part of employees’ annual appraisal because they’d be kicking butt on their KPIs. Further, facilitate some of that training or point them in the right direction and get them started. (Participant D).

The different ways in which the four participants understood their HR role could be explained as each of them being attracted to a role that fits with their personal beliefs or by their role having shaped their management style, or perhaps both. Participants “A” and “B” seem to hold the traditional view of the role of HR whereas Participants “C” and “D” perceive their role as being key in supporting their organisation’s vision.

#### **4.3 Theme Three: The Impact of Corporate Culture on Employees’ Behaviour Towards Sustainability**

All participants share the perception about the influence of corporate culture on employees’ attitude toward sustainability. Participants referred to culture as the set of values that are shared by the employees and the behaviour that is encouraged in the organisation. All participants believe that a positive corporate culture toward the environment encourages employees to adopt and execute environmentally sustainable practices in their day to day practices.

Participant “A” spoke about sustainability from a philosophical perspective: responsibility toward future generations was the main motivation for promoting sustainability in their organisation.

I guess for us it’s from a philosophical level in that in this company both my business partner and I and hopefully the people that come and work for us understand that there’s huge environmental issues so that we actually need to do something about those as a business to try and mitigate that. So those would be the main drivers that comes from here and having, you know, two young children that I want to be able to grow up and have a world that still looks maybe like it does right now (Participant A).

From the comment above, it is evident that the company of Participant “A” does not have a plan in place and a strong culture to attract potential employees. Participant “A”

just hopes that those who come to work for his company will be committed to sustainability initiatives. In fact, without having a clear sustainability strategy in place and a positive culture that supports sustainability, the hoped for commitment towards sustainability initiatives is not guaranteed. A positive culture that supports sustainability provides an organisation with a competitive advantage in attracting like-minded people.

Participant “B” suggests that when the owners of a business do not prioritise sustainability, then it becomes difficult for an HR manager to promote sustainability in the workplace. Participant “B” explained that it is hard to create a change in their organisation because their winery has had a well-established culture for over 45 years.

There is a kind of resistance because what I understood, the owners they don't want to invest that much money 'cos they can't see a return on investment. Is that correct? We're not forced to change, and the owner thinks that all winemaking, or wine is already quite green as it is so (Participant B).

It seems that the centralised decision-making process within the organisation of participant “B” is one of the main barriers for the diffusion of green practices and behaviours within the workplace.

Participant “C” spoke about a deliberate decision from the beginning to build their winery and the vineyard on a sustainable code to minimise any potential adverse effects of their activities and to have a positive impact on the wine industry. Participant “C” added that her organisation was built on values that motivate, elevate, and inspire people to adopt and promote green behaviour at the workplace.

The founder of the winery believes in giving more than what you take out regarding the land, so he made a deliberate decision to build the vineyard and the winery on a sustainable code from inception. Promoting sustainability is everybody's responsibility not just some person's (Participant C).

Participant “D” said that sustainability is recognised as an integral part of her organisation's culture.

Biggest single thing is that this company is family-owned and that the people who own it, they have children who come and work in the vineyards and so the idea is that they are building something for the future generation. Not so much doing it for sales, it's doing it for sustainable, just for the whole purpose of being kind to the planet (Participant D).

Participant “D” added that all employees are involved in sustainability, and everyone can add value and contribute to the sustainability of our environment. However, HR management is significant in promoting and facilitating these behaviours.

We all play a part in sustainability. So, I think it’s not specifically belonging to my HR role, we all have the opportunity in the company to make an environmental difference (Participant D).

From the above quotes, it is clear that Participants “C” and “D” strongly appreciate the corporate culture of their companies. In fact, their organisation’s culture seems to be the main factor that has shaped their workday experiences and influenced their mood, values, and expectations.

In summary, three key themes emerged from the four interviews. The key themes are perceiving sustainability as a challenge or an opportunity, personal perception of the role of the HR function in promoting sustainability within an organisation, and the impact of corporate culture on employees’ behaviours towards sustainability. The findings show, firstly, that there are two main perceptions about sustainability: sustainability as an opportunity where participants perceive it as a source of competitive advantage. Although sustainability as an opportunity involves some financial considerations, participants understand it as a long-term investment. However, when sustainability is perceived as a challenge, the participants’ perception is based mainly on short-term cost considerations.

Secondly, the findings show that there are two different types of HR managers that were interviewed: non-engaged and fully-engaged. In the first, the non-engaged managers believe that their role should be limited to the hard aspects of managing people as resources. This aligns with a short-term view of sustainability as a cost that will not deliver a fast ROI. The fully engaged managers believe that promoting sustainability at their organisation has a positive impact on both their personal improvement and the long-term market performance of their organisations. Further, they do not perceive sustainability as a cost, but rather believe that being green is a catalyst for innovation, new market opportunities, and wealth creation.

To summarise, the findings reveal the important role of corporate culture in supporting sustainability in the workplace, and that corporate culture has a significant positive influence on employee behaviours, particularly in regard to the sustainable practices of



their organisation. Corporate culture that has values inconsistent with an employee's values is likely to result in a non-engaged HR manager, whereas when there is similarity in corporate culture values and an employee's values the result is more likely to be a fully-engaged employees. Therefore, personal and corporate culture values are expected to influence employees sustainable practices and their overall performance.

In the next chapter, the themes discussed above will be reviewed and related to the current literature in an effort to answer the research question of "how green human resource management practices promote employees' pro-environmental behaviour in the workplace of the New Zealand wine industry".

## Chapter 5: Discussion and Conclusions

Almost two decades ago, Daily and Huang (2001) identified the need for research into improving understanding of how human resource factors could be utilised in achieving sustainability. However, despite research related to Corporate Social Responsibility (CSR), the research into Green Human Resource Management (GHRM) and employees' workplace behaviour has not received the same degree of attention (Carmeli, Gilat, & Waldman, 2007; Tziner, 2013). A review of the literature reveals that there have been few studies in NZ that have assessed the role of GHRM in promoting sustainability. This dissertation supports and adds to the existing GHRM and HRM literature that emphasises the importance of GHRM practices in promoting positive employee green workplace behaviour.

This study is one of few conducted in New Zealand that investigates the effects of the GHRM policies and practices on workplace outcomes. The key objective is to extend the knowledge of GHRM by exploring the role that GHRM has in the NZ wine industry and by identifying the impediments to the adoption of green policies. Further, this research explores how GHRM practices can increase employees' pro-environmental behaviour in the workplace. The research setting is the NZ wine industry, where data was collected through conducting individual interviews with four HR managers. The chapter discusses the findings based on three key themes: (1) perceiving sustainability as a challenge or as an opportunity, (2) perceptions of HR's role in promoting sustainability, and (3) the impact of corporate culture on employees' behaviour in regard to sustainability.

The participants were from small and medium-sized wineries within NZ. The official definition of a small firm in NZ is one with 19 or fewer employees (MBIE, 2017). Small firms comprise the majority of businesses and are considered to be the backbone of the NZ economy. However, for relevance to international research, this research will use the European Union (EU) definition of Small Medium Enterprises (SMEs) as those that have fewer than 250 employees, more than 75% of the assets are owned by the management team, and have an annual turnover of less than 40 million (Loecher, 2000). With SMEs, the equity owners and the management team are often integrated so the proprietors and the management team are the same (Loecher, 2000). Using these

criteria, all the New Zealand wine organisations that participated in the study could be classified as SMEs.

The findings highlight that it is the differences between individual values and organisational cultures and strategies that determine how effective HRM is in driving sustainability initiatives and introducing GHRM to the organisation. This chapter will discuss the three key themes from an individual and an organisational perspective and relate them to aspects that are discussed in the literature review. Practical implications, and suggestions for future work will also be discussed. Further, this chapter highlights the importance of this study as one of the few about employee's pro-environmental behaviour at small-sized firms in New Zealand.

### **5.1 Sustainability as a Challenge or an Opportunity from an Individual and Organisational Perspective**

For several decades environmental sustainability and employee workplace behaviours have been the subject of much debate within the scientific community. For example, some researchers have stressed the importance of the organisation in the formation and diffusion of environmental sustainability and employee green behaviours (Becker & Huselid, 2006; Huselid & Becker, 2011; Ramus & Killmer, 2007). Other researchers, however, have found that implementing environmental sustainability within an organisation depends not only on the actions of organisation but also on the actions and behaviours of employees (Bissing-Olson et al., 2013; Dilchert & Ones, 2012; Maloney & Ward, 1973). Employees' perception of sustainability and how it influences their behaviour toward the environment mainly has been discussed in the literature through the lens of employees' environmental behaviour and the role of the organisation.

As it is a relatively new concept, only a few studies have explored the idea of green human resource management in detail. Many of these studies - Alfred and Adam (2009); Andersson et al. (2013); Bissing-Olson et al. (2013) - have sought to conduct analyses of the impact of each of the factors that influence the behaviour of employees and the cost of implementing GHRM. Specifically, many of the studies have examined individual factors and how they influence behaviour toward sustainability. Only a few studies, notably Harris and Tregidga (2012), offer a qualitative investigation of the concept of green HRM in New Zealand.

A limited but increasing number of researchers are exploring both the idea and the practice of GHRM. Some of the studies focus on institutional-level factors, while others emphasise the importance of the organisational-level and individual-level factors (D. Renwick et al., 2008b). The absence of a framework that brings together the institutional, organisational, and individual levels of analysis is a barrier to developing a better understanding of the role of GHRM in promoting an organisation's sustainability initiatives. The intention of this research is to demonstrate how individual and organisational variables impact on environment workplace behaviours.

Participants in this study have two different perceptions about sustainability—sustainability as a challenge or sustainability as an opportunity, that reflects not just their individual values but also the organisational strategy adopted by their respective company. Those participants who perceive sustainability initiatives as a challenge believe that sustainability initiatives are not a priority at their organisation and the benefits of adopting these initiatives do not outweigh the costs. Individuals' perceptions of the priorities of their organisation affect the overall operations of their organisation. Dilchert and Ones (2012) contend that it is the human resource managers who are essential players when setting/influencing the culture of the organisation. Therefore, the personal values of human resource managers will determine whether they are willing to support green human resource practices.

This means that focusing on economic growth rather than other issues, such as GHRM, is indicative of the strategic direction that the organisation will pursue. While human resource managers have the latitude to suggest policies, they can only try to influence top management and shareholders (Dilchert & Ones, 2012). Ultimately, it is the interests of shareholders and the strategies agreed upon by executive management that determine the overall strategic direction of the firm. The failure of executive management to explicitly define an environmental and sustainable strategic direction could explain why some HR managers are unsure about their role in promoting sustainability initiatives and are confused about the course of action they could possibly take. The findings of this research are consistent with the literature that has been reviewed, specifically the work of Dilchert and Ones (2012), which demonstrates that organisations have a critical role when deciding if their course of action will be in setting environmental and green strategies and incorporating them as part of the company's culture. This is explained by Value Alignment theory where, according to

Bansal and Hunter (2003), the perceptions and behaviour of employees is determined by the environmental policies of an organisation. Organisations with sustainability strategies are likely to attract prospective employees who are already committed to sustainability, as they regard their values are aligned with those of the organisation. This is confirmed as participants C and D are enthusiastic supporters of GM and sustainability, Moreover, Value Alignment theory argues that the selection, training, and development of staff should impart the necessary values required that are in tandem with the organisation's culture (Bansal & Hunter, 2003).

The participants in this research, from an individual perspective, believe that adopting sustainability initiatives would take more of their time and result in extra work and responsibility than in their current managerial role. This finding reflects the results of Ramus and Killmer (2007), who found that employees perceive corporate greening behaviours as value-creating, pro-social activities which benefit the organisation as a whole, while at the same time adding extra pressure for the employees in regard to time, effort, and available resources. For some employees, this will be perceived as a challenge in their managerial role, particularly in "so-called" weak organisations.

Perceptions expressed during the interview by two of the human resource managers indicates that the HR practices within their organisations are valued. The HR function is a critical component in selecting, recruiting, training and developing human resources, and is tasked with developing programmes that influence employees' behaviour towards sustainability issues (Bansal & Hunter, 2003; Harris & Tregidga, 2012). In the past, findings have shown that it is the understanding of the factors that motivate employee engagement in sustainability initiatives that will enable organisations to tailor strategies that fit employees' values and invoke internal motivation. From an HR perspective, it is having engaged and satisfied employees that will increase employees' performance, creativity, and eventually improve retention rates (Glavas & Piderit, 2009).

For example, in this research, the participants who perceive sustainability initiatives as an opportunity are involved in various activities such as pollution prevention or reduction, internalisation of environmental management practices, and eco-innovations and knowledge management. This is consistent with the theory of Planned Behaviour where the level of participation in the green practices depends on the levels of motivation of the organisation's employees. However, ultimately, the organisational culture and individual perceptions toward the environment influence each other and,

hence, the overall outcome depends on the combination of the aspects and initiating a definitive green organisational strategy.

The findings also demonstrate that those participants who perceive sustainability as an opportunity are considering the economy as part of the environment and so believe that they can achieve financial growth for the organisation while still maintaining environmental services. This finding reflects similar results to that of Harris and Tregidga's (2012) study that investigated the behaviour of HR managers and their adoption of green practices and concluded that managers were generally aware of the organisation's environmental conventions, but little was accomplished due to the business and economic perspectives of the organisation. The participants in this research believe that the adoption of green initiatives would enhance their learning and development. Further, they believe that being involved in activities related to social and environmental responsibility would add increased meaning to their work life. However, Harris and Tregidga (2012) suggest that more needs to be done to ensure that the HR function is involved in the environmental movement.

Bamberg and Möser (2007), Rupp, Ganapathi, Aguilera, and Williams (2006), and Sarkis, Gonzalez-Torre, and Adenso-Diaz (2010) argue that employees are more likely to commit to their organisation's policies, processes, and practices if they perceive that these policies and practices will have a positive effect on their personal learning and development, or if these policies are aligned with their personal values and beliefs. Further, employees' perceptions of the ability of their organisation to achieve their CSR policies and strategies is another factor that impacts on an individual's workplace behaviour (Nishii et al., 2008). The findings show that their particular organisation's environmental considerations are one of the main drivers to influence the environmental behaviours of each of the interviewees, followed by how this contributes to society. This is different to the findings of other studies that suggest that the main driver for environmental sustainability initiatives is the contribution to society, while organisational environmental consideration is ranked as the second most important factor (Jafri, 2012; Margaretha & Saragih, 2012). This difference could be explained as those who perceive environmentalism as an opportunity prefer being able to consider, control and take precautions in regard to their environmental impact before contributing to society.

## **5.2 Different Perceptions Towards HR's Role in Promoting Sustainability**

One of the key findings of this research was the interviewee's role in promoting the sustainable participation of their respective organisation. The levels of engagement in these roles vary from non-engaged, partially-engaged, to fully-engaged HR managers. According to Sharma and N. Gupta (2015), a positive correlation was found between employees' engagement and their perception of organisational sustainability initiatives. Thus, the integration of environmental management into the HR role is a critical element for the implementation of sustainability initiatives as it would affect the level of employee engagement. Employee engagement is a construct that consists of interrelated cognitive, emotional, and behavioural facets (Dernovsek, 2008). Employee engagement is defined as the extent to which employees feel passionate and inspired about their job, enthusiastic and committed to their organisation, energetic, and investing discretionary effort into their organisation (Dernovsek, 2008). This definition captures several important features of employee engagement. Engaged employees are emotionally attached to their organisation, highly enthusiastic about the success of their organisation, and willing to go "the extra mile" or beyond what is required. The next section provides an explanation and analysis about why the participants displayed differing levels of engagement.

It is important to identify the barriers that might discourage some of the participants from being engaged in the pro-environmental behaviours of their organisation. The reason for clarifying what the barriers are is that it will assist in finding solutions and developing policies and strategies that are likely to encourage employees' pro-environmental behaviour. The non-engaged and partially-engaged employees perceive a wide range of individual and organisational barriers that then discourage them from being fully-engaged with the environmental sustainability measures of their organisations (Swarnalatha & Prasanna, 2013).

One of the main issues that was frequently mentioned was related to the cost of implementing sustainability initiatives. Although all interviewees agreed that HRM has a significant role in implementing and sustaining green practices, the cost is still perceived to be a significant barrier for GHRM programs. This finding supports the results of Harris and Tregidga (2012). Despite much of the literature acknowledging the importance of GHRM practices, many organisations and their top managers are still concerned about the cost associated with its implementation and ongoing maintenance.

This is the same as the findings of other researchers. Abdullah, Zailani, Iranmanesh and Jayaraman (2016) and Fayyazi, Shahbazmoradi, Afshar, and Shahbazmoradi (2015) highlight that cost that is one of the main barriers that prevent the implementation of GHRM programs. Harris and Tregidga (2012) also identified that most HR managers cite the cost of implementing and sustaining green practices as a significant barrier, particularly as most firms are grappling with the costs of running even the basic functions of HRM such as training and development. These participants suggest that while human resource management departments may have a role in sustainable business processes, they are limited in implementing these processes because of the failure of executive management to allocate the necessary financial resources. Essentially, the managers absolved themselves of any redress for the lack of, or limited, sustainable practices and shifted blame to the executive management of their respective organisation.

On the individual level, this study establishes that the degree of a participant's engagement is related to their values, beliefs, knowledge, and previous experiences. Not being aware or knowing about the impact of their behaviour on the environment and how it can affect the sustainability initiatives of their particular organisation, is a notable barrier in the execution of green practices. While the non-engaged or partially-engaged participants have sufficient information about their role and the environmental impact of their organisation, the participants were unable to translate this information into knowledge or actions, which mirrors the findings by Harris and Tregidga (2012). The gap between the participant's acquired information and their real knowledge could be related to a lack of desire to seek relevant information and to develop knowledge. It could also be related to a lack of relevant information about the effectiveness of their role and actions as HR managers, and conflict between the participant's perceptions, values, or experiences and the available information. This study has established that some of the participants tend to ignore any information that conflicted with their personal values and experiences. The findings also indicate that the non-engaged participants believe that the impact of their behaviour on the environmental sustainability of the organisation is negligible. From an evolutionary perspective, human beings tend to prioritise their immediate and personal issues (Wilson, 2002). The tendency for people to focus on their own immediate benefits is known as time discounting which is addressed in the environmental economics literature (Kahneman, 2003; Shogren & Taylor, 2008). The non-engaged participants believe that while their



individual role as HR managers could be supportive in promoting GHRM programs, they also believe that their individual action would not have much influence on employees' environmental behaviour in the workplace.

In addition to the barriers already mentioned, this study identified other indirect challenges that might be unique to New Zealand's small wineries. These barriers include the lack of a sense of urgency, ambiguity in the standards for environmental sustainability, and the lack of qualified environmental consultants. Some of the participants are less influenced by environmental issues because they perceive the NZ wine industry as a clean, green industry without major environmental issues. According to Lyons, Burch, Lawrence, and Lockie (2004), the green movement of the agricultural sector in NZ is less developed compared to the green movement in European countries. Thus, there is less concern about adopting environmental sustainability initiatives and as a consequence business interests and the financial growth of the organisation tend to be given priority over environmental issues.

Some participants indicated that they were confused due to the ambiguous environmental standards within the NZ wine industry (e.g. Sustainable Winegrowing New Zealand, ISO 14001, and Bio-Gro) and how they should relate these standards to the existing business practices within their particular company. This concern is understandable because introducing and incorporating new practices within a well-established system could be disruptive and is associated with risk, not only financial risk. It has been found that environmental ambiguity is negatively correlated with employee satisfaction, and it can affect an employee's perception and behaviour in regard to the environment (Könnölä & Unruh, 2007; Korman, 1971) so minimising or removing ambiguity is important. To help with this external guidance will be necessary but three participants mentioned the lack of qualified consultants who can assess, develop and implement green practices within organisations. The consultants who are available charge high fees that are not readily met by small wineries with limited resources.

### **5.3 Impact of Corporate Culture on Employee Engagement and Behaviour Toward Sustainability**

The findings demonstrate the influence of organisation culture on how employees participate in environmental sustainability initiatives and thus contribute to the

organisation's environmental performance. The significance and contribution of top management to employee engagement and sustainability of green practices was frequently mentioned. While the fully-engaged participants stated that top management was very supportive, the non-engaged participants stated that the lack of top management support was one of the main reasons for being disengaged. This is consistent with the findings of Govindarajulu and Daily (2004); Jackson et al. (2011); D. Renwick et al. (2008a) as they contend that top management support, through the establishment and funding of policies, is central to sustaining a green organisational culture.. The lack of top management support could be a significant barrier for the implementation and the maintenance of GHRM programs in the wineries and will be discussed in the next subsection.

Organisational culture is a critical component that determines the ethos of an organisation. Organisational culture describes the practices and beliefs that define and influence how employees behave and perceive their duties. The culture of the organisation means some employees are more receptive to environmental regulations while in organisations with a different culture the employees are less receptive. As one of the interviewees confirmed, a culture determines the nature of the processes within the organisation. One participant said that the firm he works for had initiated mechanisms to ensure that the processes within the firm are environmentally aware and that the reason management decided to do this was they wanted a strategy that creates a strong brand based on sustainability. This type of strategy was identified by Ramus and Killmer (2007), who suggest that organisational culture can be used to differentiate an entity in the market by taking a unique position that is in tandem with the expectations of customers. Organisations can use an environmentally friendly approach to build a strong relationship with the customers, governmental agencies and other bodies that advocate for sustainability.

As previously discussed, an organisation that bases its processes on strong, sustainable practices tends to build an organisational culture of commitment and attracts likeminded people who want to work for the organisation and will commit to the desired ethos. Moreover, the human resource management department will produce training and development programs that include environment sustainability components to ensure that environmental practices are followed (Bamberg & Möser, 2007). However, as the findings show, one interviewee was only "hopeful" that the people who work with his

organisation would be committed to environmental issues. Such a response is indicative of a weak corporate culture that may not support desired environmental sustainability objectives.

Historically, business practices have had a significant impact on the environment which for a long time was ignored. Although environmental sustainability issues have increased momentum during the last two decades some organisations that have long been in operation have established a strong culture where environmental issues are not their priority (Dilchert & Ones, 2012) in their business practices. As Lee (2009) contends, one of the greatest challenges facing organisations is the ability to introduce new practices that will alter the way processes have been performed for so long. The findings of this research also indicate that top management, including shareholders, have a responsibility in determining not only the culture but also the strategic direction that human resource managers and others follow and include in their policies and practices. As well as the business direction of the organisation, leadership is important when encouraging employees to embrace sustainable processes. In these instances, a transformative leadership style, is beneficial and can help in predicting a positive outcome regarding pro-environment behaviour (Graves et al. (2013)

To summarise, the literature is not clear about how the individual and organisational components influence an employee's environmental behaviour. For example, there is a dearth of research on how employees' perceptions of GHRM influence other HRM practices, what the relationship is between the strength of GHRM system and its possible effects on employees' environmental attitudes and behaviours, and how employees' understanding of organization's motivations effect GHRM policies and practices.

However, the findings of this study reveal that the reaction of employees toward GHRM depends on their perception about the degree of organisational support for sustainability in the workplace and the environment. Further, the findings contribute to a better understanding of the individual and organisational processes through which GHRM influences employee workplace behaviour. It confirms the importance of having a multiple-level framework that reflects the individual and the organisational perspectives in studying how to promote GHRM and how to influence employees' behaviours towards the environment.

From both an organisational culture perspective and an HR management perspective, this study has highlighted the importance of establishing a meaningful link between organisational culture and employees' green values and behaviours. The findings have demonstrated that organisations have the responsibility of aligning their strategies with their desire to support green initiatives. Moreover, the findings concur with other research (e.g. Guest, 1987; Jabbour et al., 2010; Jackson et al., 2011) that the HRM function is a critical component when shaping the behaviour of employees and so plays a vital role in achieving the environmental sustainability aims of the organisation. Finally, it is important that employees understand what constitutes sustainability and how sustainability needs to be embedded in the organisational culture for it to flourish and be a key driver for employee engagement (DuBois & Dubois, 2012; Ehnert, 2009). Employees will not be engaged in environmental sustainability initiatives if the organisation does not focus on what it is that employees value, what makes them passionate, and what gives them meaning.

Unfortunately, the behaviour two of the participants in regard to environmental sustainability lacks the reliable, systematic, long-term efforts that reflect New Zealand's reputation of a "clean, green" image. For example, the identified barriers of capital costs, lack of knowledge and guidance due to the lack of qualified environmental consultants, as well as the ambiguity of environmental sustainability standards, could be overcome with greater involvement from top management, government agencies, and wine industry associations. This would ultimately encourage the NZ wine industry to be further involved and to implement sustainability.

The findings of this study can be used to improve our understanding of the greening process and how these processes can be used to promote the role of GHRM. Further, the wine industry associations, local and central government, and other regulatory agencies can focus on the barriers and drivers in order to develop and promote regulatory and non-regulatory programs that can support the implementation of additional greening processes at industry level.

#### **5.4 Limitations and Future Research Suggestions**

Although the current study is based on a small sample, it identifies important issues and gives the opportunity to make recommendations for future research. Initially, this study demonstrates the importance of having a multi-level framework that reflects the micro

(individual) and the meso (organisational) levels in studying GHRM. In this sense, this study recommends conducting more research that adopt a multi-level framework in studying GHRM.

GHRM policies and practices vary between different organisations, industries, and countries. Although the setting for this study is within the New Zealand wine industry only a small sample was used so the findings may not even be representative of the entire wine industry in New Zealand, never mind the countries in Europe and other parts of the world. It is important to acknowledge this limitation.

Further, this exploratory study was based on gathering information from only four HR managers and, again, the limited number of participants means that the findings cannot be considered representative of the industry as a whole. In addition, participants were from relatively small sized wineries so any future research could include HR managers from larger sized wineries and from different areas of New Zealand. The experiences of managers may be different to those that were interviewed and so could add greater insight into the role that HR managers have in promoting sustainability in the workplace.

Recognising the limitations of previous, mainly quantitative studies, the current inquiry has been one of the first qualitative studies and so was able to highlight the complexity of a multi-layered framework for understanding the experiences of HR managers within the wine industry. It builds on the qualitative study of Harris and Tregidga (2012), which recommended that more studies should be conducted to help understand the multi-layer experiences of HR managers in regard to sustainability issues. As the specific impact of the different unique GHRM practices were not measured, it is recommended that future research should combine both quantitative and qualitative approaches in order to measure and assess the effect of the different variables. The results could then assist organisations in identifying and prioritising those policies that need to be implemented to achieve their ambitions.

## **5.5 Conclusion**

In a special issue on GHRM, Jackson et al. (2011) suggested that future research be conducted to explore the role of HR managers in increasing awareness of, and be more involved in, the environmental impact of their particular organisations. Jackson et al.

(2011) argue for more research in this area so it can establish a healthy field of GHRM scholarship. Further, Renwick, Redman and Maguire (2008) concur that future research in this area is required in order to better understand how employees can be motivated to engage with and to practice green workplace behaviours. Although studies have been carried out to explore the role of GHRM itself (Jabbour & Santos, 2008; D. Renwick et al., 2016), few have explored the multi-layered impact of GHRM. This research has endeavoured to fill this gap. It has not only confirmed previous findings but has also provided evidence that highlights the role of GHRM when motivating employees to display green workplace behaviours. It demonstrates that organisations and HR managers have a role in improving organisational consciousness about green practices. This consciousness can be further strengthened throughout the industry by the introduction of appropriate regulations.

The purpose of this research was to explore the influence of GHRM practices on employees' green workplace behaviour. It was found that the relationship between GHRM and employees' green behaviour occurs through two direct and/or indirect levels of interactions namely the individual, and organisational levels of interactions. The findings support the general HRM literature and how human resource policies and practices have a key role in an employee's green workplace behaviours. It also contributes to understanding how environmental behaviour is influenced by an individual's perception, and the organisation's culture

HR managers' actions toward the environmental issues of their organisations are influenced by their perception of the associated financial profitability and perhaps the cost of environmental sustainability. These actions impact on the behaviour of employees and eventually, the overall position of the organisation.

When studying the implementation of an organisation's green policies previous GHRM behavioural studies have, in the main, focused on exploring green workplace behaviours from an individual perspective. These studies did not take into consideration the effect of the interactions between an individual's attitude and the organisation's culture. These findings highlight the importance of the role that GHRM is expected to play in the process of engaging the employee. In general, the findings agree with much of the GHRM and green management literature and support the theory of value alignment (Branson, 2008). Those organisations that support and practice environmental sustainability are likely to attract people who want to be part of the effort by the

organisation to preserve or sustain the environment. This means that HR managers are responsible for determining what the motivational aspects are that influence a positive attitude and behaviour toward green practices. The current findings are consistent with the theory of planned behaviour where the levels of commitment to green practices are determined by the motivation of the individual toward the required course of action (Kim & Han, 2010).

This study has attempted to explain the difficulties of organisations when aligning their practices with environmentally friendly, sustainable practices of GHRM. Evidence is provided in support of both individual values and organisational commitment having an impact on the adoption and adherence to environmental sustainability. Some of the challenges faced by SMEs also apply to larger organisations. One of these challenges is that the cost associated with implementing green programs can be expensive regardless of whether it is a small or a large organisation. However, as one interviewee mentioned, it is possible to integrate environmental sustainability programs into organisational processes and still achieve business growth.

Finally, this research was motivated by the researcher's desire to improve understanding of how GHRM practices influence employee green workplace behaviours and with the hope that it will highlight how GHRM can benefit academia, the business community, and society in general.

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## **Appendices**

Appendix A: Interview Questions

Appendix B: Participants Information Sheet

Appendix C: Ethics Approval Letter

Appendix D: Consent Form

## **Appendix A: Interview Questions**

### **Main Questions**

1. What are the major environmental issues facing your organisation (cultural, operational, systems)?
2. What are the sustainability challenges facing your company and the wine industry in general?
3. From your perspective, what are the key driving forces that drive your company to adopt and embrace environmental management strategies?
4. How do you perceive the environmental management strategy of your company? Is it a pro-active or a reactive strategy?
5. What opportunities do you see for your company or the industry in implementing sustainable initiatives?
6. Briefly, are you able to tell me about some of the sustainable initiatives that introduced and implemented by your company? (Technical fixes, changing staff attitude and behaviours).
7. Who within your company would initiate/ design/ implement these sustainable initiatives.
8. What is the human resource management role in dealing with the environment issues, and where does it “sit” within the hierarchical organisational structure?
9. As HR manager, and within your company, what has been your involvement in these sustainable initiatives. Do you see these as part of your role?
10. Are there any environmental activities that you -in HR role- promote in your workplace?
11. To what extent the environmental roles of human resource management are influenced by key stakeholders?
12. In what way do you think the HR function could/ should contribute to sustainable initiatives?
13. To what extent the relationship between the environment function of human resource management and the organisational values are aligned?



14. Can you outline two or three human resource management initiatives that have been introduced to deal with the environmental issues of your organisation?
- what was the goal of the initiative?
  - Were the initiatives in response to a certain challenge?
  - What was your involvement with the initiative?
  - What methods were introduced to implement and evaluate the initiative?
  - What was the impact of the initiative?
  - As a manager, what was your involvement?
  - What environmental practices are important to you?
15. What is your perception about the main levers for achieving positive environmental impact (prompt behaviours, processes, regulations, system).
16. Within your company, where does support/resistance to sustainable initiatives come from?
17. How the practices of HRM can be used to improve the environmental sustainability of your company, and to what extent it can support the achievement of the company's green goals?
18. What is your role in the following areas:
- Communicate the environmental policies and plans of your company to you're the employees of your company.
  - Support the cultural changes that support the implementation of EMS.
  - Reward and empower company's employees for corrective actions.
19. As an HR manager, do you have any specific targets, goals, KPIs evaluating your company's current environmental performance?
20. Do you have any GHRM practices that align with the current recruitment and selection process, training, reward and compensation?
21. To what extent do the HR practices could influence the employees' environmental behaviours?

## **Appendix B: Participants Information Sheet**

### **Date Information Sheet Produced:**

20th of March 2018

### **Project Title**

Green Human Resource Practices: A study of the current green practices of human resource managers within the New Zealand wine industry.

### **An Invitation**

Dear participant,

I am writing this invitation to introduce myself; My name is Moueen Haddad, and I got you email from the publicly available information on your company's website. I am currently studying my Masters in Human Resource Management at Auckland University of Technology (AUT). A requirement for this study is the completion of a dissertation. This research seeks to understand employees' pro-environmental behaviour from the human resource managers' perspectives.

The purpose of this research is to understand the relationship between green human resource management practices and employees' pro-environmental behaviour in the setting of the New Zealand wine industry. To achieve this, I will be collecting data from a 30-60-minute face to face interview with three to five human resource managers or managers responsible for the function of human resource management in New Zealand wine-producing companies. Participants will be chosen to represent a variety of New Zealand wine-producing companies, across the main wine regions, including a variety of organisational size, and with different levels of involvement in environmental practices.

The data collected from this research will be kept confidential which will avoid conflict of interest issues. I invite you to take part of this research as your participation will be of great value to my research and AUT.

Please let me know if you have any other questions about the research, then you can contact me on the following:

Email: [haddadmoeen@gmail.com](mailto:haddadmoeen@gmail.com)

Mobile: 02164964

Look forward to hearing from you soon

Kind regards

Moueen Haddad

**What is the purpose of this research?**

The purpose of this research is to understand the relationship between green human resource management practices and employees' pro-environmental behaviour in the setting of the New Zealand wine industry. This research will also aid in developing my research skills and teaching me how to conduct, analyse and present qualitative research.

**How was I identified and why am I being invited to participate in this research?**

As stated in the invitation, participants in this research need to be human resource managers or managers responsible for the function of human resource management and to represent a variety of New Zealand wine-producing companies, across the main wine regions, including a variety of organisational size, and with different levels of involvement in environmental practices.

**How do I agree to participate in this research?**

Your participation in this research is voluntary (it is your choice) and whether or not you choose to participate will neither advantage nor disadvantage you. You can withdraw from the study at any time. If you choose to withdraw from the study, then you will be offered the choice between having any data that is identifiable as belonging to you removed or allowing it to continue to be used. However, once the findings have been produced, removal of your data will not be possible.

**What will happen in this research?**

This research will be a 30-60-minute face to face interview. The interviews will take place at the participants' workplace, and the participant will have the option to choose any other public place that best suits them. Before the interview starts, a consent-form will be provided, and two copies will need to be signed before proceeding. During the interview, I will be mostly asking some semi-structured questions and listening to your experiences as a manager at one of the wine-producing companies. The interview will

also be recorded which will allow for easy transcription; I will also be taking some notes as we go along. Further, you will be offered a copy of the interview transcripts will for confirming or editing it.

**What are the discomforts and risks?**

The discomforts and risks of this research will be minimal as the questions will be strictly based on the topic. However, if you do not feel comfortable answering some questions, please feel free to let me know, and these will be skipped.

**How will these discomforts and risks be alleviated?**

These discomforts and risks will be alleviated as a participant you have the opportunity to withdraw from the research at any point up to data collection. Also, you do not need to answer all questions, if you feel uncomfortable answering particular questions you can skip these.

**What are the benefits?**

This research will benefit from your participation as it will enable information to be gathered about the role of green human resource management practices in the New Zealand wine industry. This in turn, may lead to future development and changes in the wine industry. This research will also help to develop my research skills and achieving my Master's degree.

**How will my privacy be protected?**

The privacy and security of the information gathered and obtained by the interview will be confidential and abide with the New Zealand privacy law and regulations, and it will be protected in accordance to Auckland University of Technology's information security and privacy regulations. In order to preserve the anonymity of individuals; the participant's names will remain confidential, telephone numbers, emails, and any other identifying features will be kept securely separated from the interview transcripts. Further, no other identifying information will be used such as previous experiences, and previous workplaces.

**What are the costs of participating in this research?**

The only cost of participating in this research is the 30-60 minutes of your time.

**What opportunity do I have to consider this invitation?**

One week will be provided to consider this invitation. Along with this information sheet.

**How do I agree to participate in this research?**

To agree to participate in this research, a consent form must be completed. I will provide this consent form before we start the interview and two copies must be signed. One of these copies will be yours to keep.

**Will I receive feedback on the results of this research?**

A summary report of the findings will be made available to participants by email once the research has been completed.

**What do I do if I have concerns about this research?**

Any concerns regarding the nature of this project should be notified in the first instance to one of my supervisors:

Dr. Katherine Ravenswood, [katherine.ravenswood@aut.ac.nz](mailto:katherine.ravenswood@aut.ac.nz)

Dr. Peter Skilling, [peter.skilling@aut.ac.nz](mailto:peter.skilling@aut.ac.nz)

**Whom do I contact for further information about this research?**

Concerns regarding the conduct of the research should be notified to the Executive Secretary of AUTEK, Kate O'Connor, [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz), 921 9999 ext 6038.

**Researcher Contact Details:**

Moueen Haddad

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Approved by the Auckland University of Technology Ethics Committee (AUTEK)

## Appendix C: Ethics Approval Letter

9 April 2018

Katherine Ravenswood  
Faculty of Business Economics and Law  
Dear Katherine

**Ethics Application: 18/83 How are green human resource management practices promoting employees' pro-environmental behaviour in the workplace within the New Zealand wine industry**

Thank you for submitting your application for ethical review. I am pleased to advise that a subcommittee of the Auckland University of Technology Ethics Committee (AUTEC) approved your ethics application subject to the following conditions:

1. Correction of the name of the ethics committee on the recruitment notice;
2. Amendment of the Information Sheet as follows:
  - a. Include advice of how the email address has been obtained i.e. from publicly available information;
  - b. Removal of the offer of counselling;
  - c. Insertion of advice of whether interview transcripts will be offered for confirmation or editing

Please provide me with a response to the points raised in these conditions, indicating either how you have satisfied these points or proposing an alternative approach. AUTEC also requires copies of any altered documents, such as Information Sheets, surveys etc. You are not required to resubmit the application form again. Any changes to responses in the form required by the committee in their conditions may be included in a supporting memorandum.

Please note that the Committee is always willing to discuss with applicants the points that have been made. There may be information that has not been made available to the Committee, or aspects of the research may not have been fully understood.

Once your response is received and confirmed as satisfying the Committee's points, you will be notified of the full approval of your ethics application. Full approval is not effective until all the conditions have been met. Data collection may not commence until full approval has been confirmed. If these conditions are not met within six months, your application may be closed and a new application will be required if you wish to continue with this research.

To enable us to provide you with efficient service, we ask that you use the application number and study title in all correspondence with us. If you have any enquiries about this application, or anything else, please do contact us at [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz).

I look forward to hearing from you,

Yours sincerely



## Appendix D: Consent Form

### CONSENT TO PARTICIPATION IN RESEARCH

Title of Project: “How are green human resource management practices promoting employees’ pro-environmental behaviour in the workplace within the New Zealand wine industry?”

Project Supervisor: Primary supervisor: Dr Katherine Ravenswood  
Secondary supervisor: Dr Peter Skilling

Researcher: Moueen Haddad

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- I have read and understood the information provided about this research project (Information Sheet dated 20<sup>th</sup> of March 2018) I have had an opportunity to ask questions and to have them answered.
- I understand that the interview will be audio-taped and transcribed.
- I understand that I may withdraw myself or any information that I have provided for this project at any time prior to completion of data collection, without being disadvantaged in any way.
- If I withdraw, I understand that all relevant tapes and transcripts, or parts thereof, will be destroyed.
- I agree to take part in this research.
- I wish to receive a copy of the report from the research: tick one:  
Yes  No

Participant signature:

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Participant name:

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Participant contact details (if appropriate):

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Date: .....

Note: The Participant should retain a copy of this form.