

# Conceptualization of Green HRM and Green HRM Practices: Commitment to Environment Sustainability

Kanika Sharma<sup>1</sup>

<sup>1</sup> Assistant Professor, Baddi University of Engineering and Emerging Technology, Solan, Baddi, Himachal Pradesh 173205, India

## Work with considering Environment Sustainability

### Abstract

The subject matter of environmental sustainability is attracting increased interest among management scholars. It has its own important and effective role in every aspect of environment and In a very few research study that mull over the role of HRM systems in organizations determined to achieve environmental sustainability. There is thus a rising want for the incorporation of environment and its eco friendly resources into human resource management (HRM) – green HRM – research performance. Green HRM is the utilization of HR policies to support the sustainable use of environmental resources within business organizations and, more generally, support the reason of environmental sustainability. Green initiatives within HRM form part of wider programmers of corporate social responsibility. Green HRM can be categorized into two essential elements: eco-friendly HR practices and the preservation of knowledge capital. The objective of this paper is to detail a process model of the HR processes involved in green HRM on the basis of available literature on green HR

Keywords: *Green Human Resource Management, Need of GHRM, Green HRM Practices, Green HRM and its role in Environment Sustainability, Green HRM in India, Benefits of Green HRM.*

### 1. Introduction

Green is the color of nature that represents growth and living, the color of hope, symbol of fertility, safety and freshness. Green human resources refer to use every employee touch point / interface to promote sustainable practices and bring commitments and awareness in employees on the context of sustainability. It involves duty of taking environment-friendly HR initiatives ensuing in superior efficiencies, lower costs and better employee engagement and retention which in turn, supports every single organization to reduce employee carbon footprints by the likes of electronic filing, car sharing, job-sharing, tele-conferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc. The HR function will turn out to be the best path of environmental sustainability within the organization by implementing its practices and policies with effective and efficient goals that are reflecting an eco-focus. It involves commission of taking environment-friendly HR initiatives resulting in: 1) greater efficiencies, and 2) lower costs and good employee engagement and retention in an organization.

Green management initiative become an important component in increasing opinions of different business houses around the world. Green HRM initiatives help companies find different ways to cut their cost without losing their top talent, part time work, etc. There is a increasing need for strategic Green HRM – the integration of environmental management into HRM. HR professionals indicate that heartening employees to be more environmentally friendly in the workplace was

the top performance for their organizations. This means that organizations are cheering their employees to carry out activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating / discounting used office furniture / supplies to employees or local charity was the top environmentally responsible practice.

Nowadays companies are implement EMS (Environmental Management System) a strategic tool, to gain cutthroat advantage. This structure provide better control of firm's environmental impact It includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals.

From recruitment to exit of an employee, Green HR policies can touch upon every surface of an employee career cycle.

## 2. Green Human Resource Management

### 2.1 History of Green Human Resource Management

Yusliza Mohd Yusoff (2015) Since the concept of Green HRM is still unclear and needs to be developed, the study has done Qualitative-based research to gain deeper insights and understandings in this regard to Developed broad conceptualizations of Green HRM. These broad conceptualizations were then categorized in to a narrow-er conceptualization by grouping the activities which entail shared concepts and result in the formation of only five parent conceptualizations - the E-HRM, Work-life Balance (WLB), Corporate Social Responsibility (CSR), Green Policies, and Extra Care Program.

Gill Mandip (2012) The focus on civilizing the operational efficiencies combined with up-gradation of technology have led ITC to be the only company in the world, of its size and variety, to achieve the milestone of being carbon positive, water positive and achieving almost 100% solid waste recycling. The "Three Leaves" rating awarded by Centre for Science and Environment, Green Tech Environment Excellence award, "Golden Peacock" award and "Solid Waste Recycling Positive", "Excellent Water Efficient Unit" awards to name a few are testimonies to these efforts and achievement. The

future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and contribution in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help Employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. The academicians can contribute by carrying further research in this area revealing additional data that can build a knowledge base on Green Management in general.

Aravamudha (2012). Green HRM involves addressing the company carbon footprint by cutting down on usage of papers, reducing un-wanted travel. Green HRM is about the holistic application of the concept of sustainability to organization and its workforce. It has been found out in various researches that HR department in many companies are increasingly greening their processes to gain competitive advantage over others.

Liu, (2010) Business organizations play a key role in the problems of environmental management since they are part of our society and cannot be isolated from the environment, and in fact, they contribute most of the carbon footprints in the past

Suhaimi Sudin (2011), Research by shows that green management initiatives has become an important factor in forward thing businesses around the world. Researchers argued that employees must be inspired empowered and environmentally aware of greening in or-der to carryout green management initiatives. The paper focuses on development of a new model of strategic Green HRM which includes relationship between assessments based HR interventions, environmental management system, Green intellectual capital and corporate environmental citizenship.

As per the survey done by Buck Consultants (2009), the Greening of HR Survey examines the Types of environmentally friendly "green" initiatives that companies are utilizing involving their Workforce and human resource practices. The results confirm that companies are in-corporation And working towards integrating a number of green practices. While the study's questions and Results are broad, they hint at several areas for HR practitioners to consider in the green space. Over half of the companies surveyed have

incorporated environmental management into business operations and have a formal green program in place or plan to implement one in the next twelve months.

According to Candice Harris and Dr. Helen Tregidga (2008), many organizations have quickly to jump onboard the Sustainability bandwagon, little appears to have been done to consider the role of, and effect on, the HR function and managers. How are HR managers defining and enacting Corporate Sustainability? All participants felt that HR function has a role in fostering environmental practices within an organization due to their role as stewards of value, and as skilled communicators in the organization. Findings indicated the HR managers espouse private moral positions around concern for the environment, however environmental action in their personal lives appears limited.

According to Justin Victor (2008), one half of HR professionals indicated that their organization have a formal or informal environmental responsibility policy. Top Three green practices reported by HR professionals were encouraging employees to work more environment friendly, offering recycling programs and donating / discounting used furniture supplies.

John R. Rathgeber (2007) has said in his research that many business leaders are embracing Corporate Sustainability and Green Business practices as a way to improve their operations and enhance their competitiveness.

Stephen King (2004) stated that the future of HRM will be built on innovation and creativity, in nutshell innovation and creativity approaches were needed towards quality of life, environmental improvements through the healthy, sustainable, vibrant community theme. In summary it was said that money and support of employees can put HRM on the road to environmental Sustainability.

In summary, green management refers to the management of corporate interaction with, and impact upon, the environment (Lee and Ball, 2003), and it has gone beyond regulatory compliance and needs to include conceptual tools such as pollution prevention, product stewardship and corporate social responsibility (Hart, 2005; Pullman et al., 2009; Siegel, 2009).

According to Chad Holliday (2001), CEO DuPont says shrinking your environmental footprint is more than just the right thing to do, it also generates tremendous

business value. This is the challenge of Sustainable growth and to meet it, the primary motivation for any company should be improved business performance of course, environmental societal benefits will follow.

Application of new technology could improve the environmental decline by developing, for example, the biotech products and by searching for alternative energy to reduce the use of finite natural resources. Therefore, organizations should put more effort into the research on new technology to minimize the impacts of environmental destruction by creating products that are harmless and less pollution to environment (Liu, 2010; Ozen and Kusku, 2008).

Callenbach et al. (1993) argued that in order to take out green management, employee must be motivated, empowered and environmentally responsive of greening to be successful. To effectively implement green management initiatives and development environmental innovations, corporations require a high level of technical and management skills (Callenbach et. al., 1993; Renwick et al., 2008).

## 2.2 Need of Green HRM

From last two decades of this century have witnessed a undivided agreement for the need of a realistic environmental management drive all over the world. This attempt was undertaken since the destructive effects of different pollutants among which the industrial wastes being the major perpetrator that has been worsening and depleting our natural resources very fast has been The "Magna Carta" on Human Environment was announced in the first United Nation's (International) Conference on Human Environment held in June 1972 in Stockholm affirmed that to defend and improve the human environment for current and prospect generation have become an essential goal for mankind (Shaikh, 2010, p. 122). The Green HRM literature is largely a western one and, given the significance of Asian economic development for environmental management, this is an central gap for future studies to trim down (Renwick, Redman, & Maguire, 2013, p. 3). Scholars of management around the world are now analyze various managerial practices that can smooth the progress of the achievements of the goals of GHRM and also have a significant impact on the environmental competitiveness of the organizations.

## 2.3 Green HRM Practices

**Green Printing:** Organization should use Green printing for recycling reusing and reducing are done to lower the number of resource used for printing and advertising. This method the use of low-VCO (Volatile Organic Chemical) inks, recycled paper, energy-efficient computers and equipment, remanufactured laser toner cartridges and ink cartridges for printers, attempts to educate the public on green printing.

**Green Manufacturing:** Green manufacturing refers to the process producing green products predominantly those used in renewal energy system. Developed industry manufactures product falling pollution and waste by minimizing natural resource use, recycling and reducing what was measured waste, and reducing emissions.

**Green Building:** In the era of new concept in HR, Green building is also known as green construction which refers to the various structures and processes in the favour of environment by by means of resource efficient. According to the US Green building council "BREEAM" concept Building Research Establishment Environment Assessment Method. For building large scale development. Keep in mind effect health productivity of use like efficient using water and other sources. Protecting human health, improving employee productivity, reducing waste, pollution and environment degradation.

A 2009 report by the US General services Administration found 12 sustainably designed buildings cost less to operate and have excellent energy performance. In addition, occupants were more satisfied with the overall building than those in typical commercial buildings. These are eco friendly buildings.

**Green Recruitment:** Modern and advanced Organization should use advanced technology for recruitment such as company websites, web portals are used by candidate to search job, resumes are invited online which helps to reduce waste created from printing and mailing resumes. This include environmental exposure roles and health and safety task which staff are exposed to injurious substance and matching personal attributes to needed environmental competencies that buying in specialist competencies via new heirs are investing in training. Induction for new recruits is seen to be needed to assure they recognize and come within reach of their environmental culture in a serious way

**Green Performance Management:** Green Performance Management can be defined as the challenge for the organization to undertake environment performance of manager, but it can be proscribed by employees a mechanism by which they can raise any returning problems, and gain information and feedback on past and future environmental performance. HRM develop program for waste management, environmental audits, and the decline of waste, green information systems and green audit programme. Green targets goals and responsibilities should be established for managers accomplishing green result should include in appraisal.

**Green Training and Development:** Introducing the concept of training on environmental management, and to integrate instruction and generation of eco values. Training content should urbanized skills and competence. Building-up of environment management, use of green teams to train staff either lower or high profiled employees to produce green scrutiny of work space. Training should give in respect of safety, energy efficiency, waste management and recycling. Establish development of green personal skills. Training managers should be based more on online course material and case studies rather than on printed handouts, thus further reducing use of paper. Organization should enclose environmental committee with HR representative, environmental professional and other executives.

**Green Employee Relation:** The organization encourages all kind of employees to produce revenues and reduce pollution through their 3(P) programmes i.e. Pollution Prevention Pay. Support employees to produce possible solutions to environmental problems that correlate with health and safety. Solve the environmental issues at work and have been shift towards collective green agreements in controlled and inclusive way. Through this employee involvement and contribution in green suggestions schemes and problem solving circles, employee help-line and also choice of union representative with proper feedback.

## 2.4 Green HRM and its role in Environment Sustainability

Green management and its initiatives have become an important factor in forward thinking business houses around the world. Green HR initiatives help companies find substitute ways to cut cost without trailing their top talent; furloughs, part time work, etc. There is a growing need for strategic Green HRM – the integration of environmental management into HRM.

HR professionals indicated that encouraging employees to be more environmentally friendly in the workplace was the top practice for their organizations. This means that organizations are cheering their employees to perform activities such as making double-sided photocopies, powering down computers after a few minutes of inactivity, using energy-efficient bulbs for desk lamps, ensuring blinds are lowered in the summer to conserve energy, donating / discounting used office furniture / supplies to employees or local charity was the top environmentally responsible practice.

Nowadays companies are indulging and implementing EMS (Environmental Management System) a strategic tool, to gain competitive advantage. This system gives better control of firm's environmental impacts. It includes assurance, policy, planning, implementation, dimension and assessment, review and improvement of HR systems that fit with organization's culture and long-term goals.

Advertising your organization and its policies not just as 'Employee friendly' but also as 'Eco friendly' can bring in lots of high possible candidatures during recruitment. Survey data in the United Kingdom shows that high-achieving graduates judge the environmental performance and status of a company as a important factor for decision-making when applying for jobs. Moreover, using technology for pre-screening, interviews, joining formalities, etc. can save lots of paperwork, travelling and time eventually plummeting the carbon footprints for both the employer and the job seekers. Orientation for new recruits is seen to be needed to ensure they appreciate and move toward their corporate environmental culture in a serious way. Therefore sustainable development issues must be incorporated into the recruitment process.

By Using performance management (PM) in environmental management (EM) presents the challenges of how to calculate environmental performance standards diagonally with different units of the firm, and gaining useful data on the environmental performance of managers. Some firms have installed corporate wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the decrease of waste) to measure environmental performance standards, and budding green information systems and audits (to gain useful data on managerial environmental performance).

Employee training and development programmes should contain social and environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level. They should wrap the full range of social, environmental and economic risks and opportunities complicated with the business and the means to recognize them. In this program, they should inform the employees about the green procedures and policies including the vision / mission statement of the company, the sustainability oriented benefits, company-wide initiatives like reducing greenhouse gases, creating green products etc. Training is a key intervention to manage waste (in terms of both prevention and reduction), and occurs through organizations training teams of front-line employees to produce a waste analysis of their work areas. It is suggested that green teams can be established in each department, producing general awareness and specific training.

An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs. They have the ability to organize existing financial, human and natural resources in a way that adds value to the company's products or services where it didn't exist previously. The findings suggest that employees need to be involved in formulating environmental strategy, so that they can create and expand the knowledge needed to market "green products." Organizations are encouraging employees to think of ideas to reduce carbon emissions and save energy.

There are two ways in which the workers can participate: a suggestion program and problem solving circles wherein the specialist staffs is more involved in project initiation while line level workers are more likely to participate in project implementation. Other ways in which employees can be encouraged are to pursue green commuting habits like allowing flexible work weeks, establishing a car-pool program, offering free or discounted free transportation passes, adding car sharing as a employee benefit and setting up transportation savings account.

In general terms, grievance and discipline in firms encourages internal environmental breaches. The need to raise grievances is seen in high risk operations (for their safety record), and in such cases disciplinary procedures are attached to environmental rules and

duties where noncompliance occurs. Indeed, expert legal opinion is that some firms may eventually move to ensure that environmental obligations are secured by including clauses in staff contracts to do so, i.e. that environmentally unfriendly behavior may constitute a breach of contract and therefore possible grounds for dismissal.

Improved employee morale, stronger public image, increased consumer/customer confidence, employee loyalty and brand recognition, position as an employer of choice, increased workforce productivity and employee retention are few of the many advantages and benefits an organization can have by implementing and developing such Green HRM techniques.

A number of small steps, some of which don't cost money to implement, can vary significantly change how business is conducted. Here are some actions companies can take to go green:

1. Conduct an energy audit
2. Conduct annual "Going Green" or "Sustainable Organization" Surveys
3. Go paperless
4. Recycle
5. Reduce commuting - Encourage carpooling
6. Reduce business travel - Teleconference instead of travelling
7. Save water - Monitor sinks and toilets for leaks that waste water
10. Explore opportunities for implementing alternative energy sources

### 3. Green HRM in INDIA

**ITC Limited:** ITC is one of India's foremost private sector companies with a strong commitment to the triple bottom line. It has been a frontrunner in adopting eco-responsible processes, much ahead of legislation - setting benchmarks for the industry to follow. It has a market capitalization of over US \$ 22 billion and a turnover of over US \$ 5 billion with a diversified presence in cigarettes, hotels, paper boards and specialty papers, packaging, agribusiness, packaged foods and a whole range of other services.

**Sustainable Initiatives at ITC Green Products-Premium Business Paper:** For the first time in India ITC has launched an environment friendly multipurpose paper "Paperkraft Premium Business Paper", for office and home use using a new technology 'Ozone Treated Elemental Chlorine Free Technology' replacing Elemental Chlorine which was

conventionally used in the bleaching process during paper manufacture. This process produces large amounts of toxic chemical compounds called dioxins and furans which adversely impact the environment. The Bhadrachalam unit for the first time in India pioneered the Elemental Chlorine Free technology (ECF) in 2002 substituting elemental chlorine with chlorine dioxide. This technology considerably reduced the AOX, COD and BOD in the effluent which is in fact good for aquatic life. In 2008, ITC PSPD once again for the first time in India introduced the superior Ozone bleaching technology upgrading the ECF bleaching to Ozone bleaching process. Adoption of this new technology has made the pulping process much more environmental friendly with the AOX in effluent being reduced to 0.0064 kg/t.

**Biodegradable Paper and Paper Board Laminates:** As a first again ITC PSPD has introduced a new series of paper and paperboard laminates with applications in Flexible Packaging, Folding Cartons and Disposables. The new series of products has been launched as 'Omegawrap' for flexible packaging, 'Omegabarr' for folding Cartons and 'Omegabev' for disposables. Some other products are „Eco natura“ and „Eco Blanca“ (recycled boards).

**Technological Improvement initiatives undertaken at their units: The Pulping Process:** The pulping process in any paper mill is highly thermal energy intensive. PSPD has replaced the conventional batch digesters by the latest Superbatch technology, which has significantly reduced the specific steam consumption, improved the quality of pulp and reduced the generation and release of non condensable gases which is the main source of odour in pulping process.

**Reducing the Carbon Footprint:** The carbon emission in ITC PSPD at 1.6t/ t of board is the lowest in the country but its commitment towards maximizing the usage of energy generated from renewable sources has led to the installation of the "Green" Boiler designed to use internally generated bio-mass like bark, chip dust etc. By using bio-fuels in place of coal the carbon dioxide emission is reduced by about 2.0 lacs t/year and the usage of coal by about 1.0 lac t/year. To accomplish this, a producer gas plant has also been installed that generates producer gas from solid waste and helps reduce the existing boiler's demand on fossil fuel, and encourages reuse of process waste.

**Water Conservation:** Recycling of back water is an essential requirement to reduce consumption of fresh water. To achieve this end a filter employing advanced technology that prevents the clogging of filter cloth was installed in Unit Kovai. This enabled the units to recycle additional 2000 m<sup>3</sup>/day of back water and reduce the usage of fresh water.

**Conservation of Energy:** Some of the technologies used by all the units to conserve energy are: Usage of VFD (Variable Frequency Drive), for flow control, instead of valves, AC drives in place of DC motors, Replace old equipments like pump with more energy efficient ones, Make the inside surface of pump casings smoother by coating, Upgrade steam & condensate system, Installation of solar water heating and lighting system, Replacement of incandescent lamps with high efficiency lamps/CFLs.

**Color removal from effluent:** The Bhadrachalam unit adopted the Moving Bed Biofilm Reactor technology for effluent treatment, which resulted in significant reduction in color of treated effluent.

#### 4. Benefits of Green HRM

**More inspired problem solving:** Employees who bring a sustainability lens to business decisions allow for a broader perspective that sparks innovative solutions to both common and newly emerging climate change-related business problems.

**Increased desirability as an employer:** Intellectually knowing what sustainability is and practicing it in daily decision-making are two different animals. As you become known as a desirable green employer, you'll have your pick of the green talent pool - individuals who already understand sustainability and have practice in maximizing people, planet, and profit through business strategy. Bringing them onboard gives you a powerful market edge. Just look at Patagonia, a company that receives thousands of applicants for each posted job opening. The synergy that builds from green-minded employees working together in a business can be unbelievable.

**Less stressed budget:** Many employees who are committed to sustainable careers are amenable to flexible compensation and benefits, often preferring alternative transportation, flex work schedules, and other low-cost benefits over hard dollar cost-of-living increases. These options can give you more bend in your budget.

**Improved employee retention:** Many green companies these days boast low turnover rates compared to their non-sustainable counterparts. That's not just talk. In a green workplace survey conducted by the Society for Human Resource Management (SHRM), 61 percent of respondents who worked for an environmentally conscientious company said they were "likely" or "very likely" to stay at the business because of those practices.

#### 5. Conclusion

Though the green movement and Green HR are still in the stages of early years, rising awareness within organizations of the consequence of green issues have compelled them to squeeze environment-friendly HR practices with a definite spotlight on waste management, recycling, sinking the carbon footprint, and using and producing green products. Clearly, a majority of the employees experience stalwartly about the environment and, demonstrate greater commitment and job satisfaction toward an organization that is ever ready to go "Green." The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues. The Greening HRM involves specific HR's policies and practices associated with the three sustainability pillars—environment, social, and economic balance (Yusliza, Ramayah, & Othman, 2015, p. 1) The dependability of the present generations, HR managers are to create awareness among the youngsters and among the people working for the organization about the Green HRM, Green movement, utilization of natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation i.e. sustainable development(Mathapati, 2013, p. 2).

The future of Green HRM appears promising for all the stakeholders of HRM, be it the employers, employees, practitioners, or academicians. We propose that GHRM has substantial scope for research in management field but lacks behind in practice within academic arena; hence, there is a need to bridge the gap between professional GHRM practices and preaches in research and teaching environmental management. Pushing further, we look forward to see more research on this topic in near future, which can highlight the role of HRM activities in supporting green initiatives and to some extent even influencing environmental management strategies. Studies that observe the overall impact of GHRM systems rather than individual practices would be particularly helpful

in this respect. Such studies can help organizations to reduce degradation of the environment become healthier both physically and financially and, make the world a cleaner and safer place to live. On the concluding note, we would like to add that HR is the major role player in implementing GHRM practices and policies. Apart from this, they have a crucial role to play in recruitment of new employees who are more responsible toward green business practices thus, indirectly saving the Earth. Last, but not the least, HR has significant opportunity to contribute to the organization's green movement and plays important role in enthusing, facilitating, and motivating employees for taking up green practices for greener business.

## References

- [1] Beechinor, F.,<sup>5</sup> How to reduce your carbon footprint, *People Mgmt*, 23rd August, (2007)
- [2] Brockett, J.,<sup>17</sup> Prepare now for big rise in „green“ jobs, *People Management*, 17th May (2007)
- [3] Brockett, J., Change agents,<sup>16</sup> *People Management*, 23rd November, 18-19 (2006)
- [4] Brio, J.A.D., Fernandez, E., and Junquera, B.,<sup>13</sup> Management and employee involvement in achieving an environmental action-based competitive advantage: an empirical study, *The Inter. J. of H R M*, 18(4), (April), (2007)
- [5] Berrone, P., & Gomez-Mejia, L. R. Environmental performance and executive compensation: An integrated agency-institutional perspective. *Academy of Management Journal*, 52, 103–126.10.5465/AMJ.2009.36461950 [CrossRef], [Web of Science], (2009).
- [6] Daily, B. F. and Huang, S. Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539-1552, (2001).
- [7] Banerjee, S. Managerial perceptions of corporate environmentalism: interpretation from industry and strategic implications for organizations, *Journal of Management Studies*, Vol. 38, No. 4, pp 489-513, (2001).
- [8] Fernandez, E., Junquera, B. and Ordiz, M.,<sup>11</sup> Organizational culture and human resources in the environmental issue, *The Inter. J. of H R M*, 14(4), 634-656 (2003).
- [9] Govindarajulu, N. and Daily, B.F.,<sup>12</sup> Motivating employees for environmental improvement, *Industrial Mgmt and Data Sys*, 104(4), (2004) .
- [10] Pullman, M., Maloni, M., and Carter, C. Food For Thought: Social versus Environmental Sustainability Practices and Performance Outcomes. *Journal of Supply Chain Management*, 45(4), 38-54, (2009).
- [11] Liu, W. The Environmental Responsibility of Multinational Corporation. *Journal of American Academy of Business*, Cambridge, 15(2), 81-88, (2010).
- [12] Özen, S., and Küskü, F. Corporate Environmental Citizenship Variation in Developing Countries: An Institutional Framework. *Journal of Business Ethics*, 89(2), 297-313, (2009).
- [13] Boselie, P., Paauwe, J. Jansen, P. Human resource management and performance: lessons from the Netherlands. *International Journal of Human Resource Management*, 12(7), 1107-1125, (2001).