

Resilience, Talent and Technology

Portfolio of Three Elements (Assignment 2)

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Report 1: The Contextual Review of Green HRM

A decade ago, although it is known that China is the second-largest economy in the world, many Chinese companies still paid attention to economic indicators, ignoring the significance of environmental management, which was even treated as an obstacle to a firm's profitability and performance (Chen, et al., 2015). However, environmental protection awareness has been aroused, experiencing sweeping changes and becoming the mainstream issue as the Chinese government realizes the equal importance of economic development and environmental protection. The Chinese government has been taking various legislative and administrative measures to cope with the growing environmental degradation since 2010. Meanwhile, it has also been actively promoting enterprise transformation. More importantly, the transformation of the economic development mode and ecological civilization protection has even been written into China's national five-year plan (Ren, Tang and Jackson, 2018). Also, cultural values and philosophical traditions like Confucianism and Daoism always advocate harmony with nature (Ren, Wood, and Zhu, 2015). Therefore, China advocates the harmonious coexistence between humans and nature and sticks to the path of green and sustainable development.

The Asia-Pacific Economic Cooperation (APEC) forum carried out tariff cutting to support goods and products satisfied environmentally friendly characteristics (APEC,2016), and this will encourage a wider range of stakeholders participating in the green production and management, including consumer, NGOs, government and organizations(Ren, Tang and Jackson, 2018). For example, consumers are more willing to buy products manufactured by socially and environmentally responsible organizations (Marquis et al., 2015). It may indeed bring challenges to the firms; however, it might also be possible for companies to transform these challenges into opportunities and gaining competitive advantages in the long-term success through environmental management (EM)(Paillé, et al. 2014) and corporate sustainability(Linnenluecke and Griffiths,2010). Relying on intangible resources could be a good way for companies to transform their economic development models and achieve green

development goals to respond to various stakeholder pressure (Singh et al., 2019). "If a company is to adopt an environmentally aware approach to its activities, the employees are the key to its success or failure" (Wehrmeyer, 2017,p.56) and this signifies the shift of E.M. from the macro to the micro-level. Employees spend most of their time at the workplace and put organizational strategic policies into practice. They also play the role of leading actors to balance the dilemma between the environmental and economic goals and even promote green organizational performance (Ruepert, et al., 2016).

Developing and sustaining the organizational internal competencies and capabilities combined with employees' abilities and motivation is pivotal to challenging environmental sustainability (Biscotti, et al., 2018; Boiral, et al., 2014). From the resource-based viewpoint, talents are rare, valuable, non-repeatable and exclusive; they are the core factors in gaining firms' competitive advantage. (Wright, Dunford and Snell 2001; Farnham,2015; Jiang and Gong,2019). In the context emphasizing environmental sustainability, human resource management(HRM) practices ranging from recruitment, selection, training to performance assessment could all be related to environmental objectives (Jabour, et al. 2013). Just like Ulrich (Ulrich and Sawers, 2012) claim the H.R. could be a metaphor as a window instead of a mirror, the former implies that the H.R. people should look through the H.R. department and start connecting with stakeholders outside the department and even the organization. When the green concepts are integrated into HRM, the concept of green human resource management (GHRM) emerges, which is significant for an organization to cope with E.M. challenges(Mishra, Sarkar and Kiranmai 2014) and ultimately help organizations gain competitive advantage in the long run (López, Garcia and Rodriguez, 2007; Zibarras and Coan, 2015).

Different from the strategic H.R.M., High-performance H.R.M. or High-commitment H.R.M., Green H.R.M. refers to a firm's H.R.M. oriented towards pollution prevention, including specific H.R. operational processes and employees' green behavior (Renwick et al., 2013); In other words, it

strategically requires top management to pay attention to the ecological effects influenced by companies' economic activities and emboldens employees to adopt green job behaviors(Oh, et al.,2016; Mishra, Sarkar and Kiranmai 2014). As a result, employees get involved and commit to the environmental practice; they will feel a stronger sense of belongings, be proud of what they have achieved at work and then work even harder. Vice versa, employees' environmentally friendly practice is beneficial for organizations gaining a good reputation, to respond positively to stakeholders and accumulate well-being for future generations in the long run(Tang, et al., 2018).

GHRM is an umbrella study covering multidimensional fields theories and methods across management, economics, sociology and psychology disciplines because all practice, ranging from consciousness, adoption to implementation, is related to employees perspective. However, GHRM was initially simply deemed an integration of HRM and EM. Later on, proactive involvement of employees in terms of their behavior, dedicated attitude and commitment in order to fulfill corporate sustainability and achieve EM performance have been researched and underlined in the light of AMO (ability, motivation and opportunity) theory(Renwick, et al., 2013; Singh,2019), resource-based theory(Antonioli et al., 2013; Jabbour and Jabbour, 2016) and the social identity theory.

There is a reciprocal relationship between GHRM and EM.Two schools of thoughts of GHRM relating to EM are dominated. Firstly, HRM is treated as a means to influence the environment, and GHRM is deemed to be an HRM aspect of EM. It mainly focuses on HRM practices in specific in order to enhance the organizational environmental performance; as a result, HR functions including recruitment, selection, training, performance and remuneration management become the focus areas to be investigated in many GHRM literature (Wehrmeyer, 2017; Jabbour, 2011;Taylor, Osland, and Egri, 2012; Renwick et al., 2013; Zibarras & Coan, 2015; Jabbour & Jabbour, 2016). Secondly, GHRM is treated as an end to trigger employee changes in their attitude and behaviour(Taylor et al.,2012),

resulting in the company's environmental performance improvement. Many scholars have researched the broad view of GHRM expanding beyond HR functions, who incorporate employment characteristics into EM achievement (Guerci and Carollo, 2016; Consoli, et al., 2016; Jabbour, et al., 2013). Muster and Schrader (2011) called for paying attention to the dual roles of employees as consumers and producers of green behavior. Meanwhile, EM implementation also arouses the transformation of work tasks. Green individuals and teams with a higher level of cognitive and interpersonal skills are formed to solve problems relating to the environment and improve relevant performance, and this signifies the shift of reactive stage to proactive stage of EM, increasing GHRM's strategic value.

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Report 2: The Core Theory and Concepts Evaluation

2.1 GHRM

2.1.1 Definition

Combining the H.R.M. functions and broader employment characteristics, GHRM can be defined as "phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems" (Ren, Tang and Jackson, 2018, pp 778). This definition differs from other definitions taking into consideration the planet, people, and profit (Elkington, 2004); It only emphasizes the organizational activities relating to ecological perspective.

2.1.2 Literature Review of GHRM

Many qualitative and quantitative studies have measured specific green human resource management practices as a means or an end to see how these practices influence the company's environmental performance and ecological innovation by increasing employees' consciousness, knowledge base, skills, techniques, and motivations. Jabbour et al. (2010) established contribution of six functional dimensions and three competitive dimensions to corporate EM. Jackson and colleagues (2011) analyzed the functional HRM practices based on sustainable vision. Following Cheiran and Jacob(2012) studied the real implementation of the GHRM practice in the organization. Then Renwick, Redman and Maguire(2013) attempted to figure out the integration of HRM and EM as well as its future direction. Opatha and Arulrajah (2014) proposed updating the GHRM comprehension, conceptualized various GHRM constructs and items, and ascertaining practice effectiveness. Zibarras and Coan (2015) measure GHRM from four dimensions to promote pro-environmental behaviour . Ahmad(2015) simplified the GHRM process and elaborated on the incorporation of the GHRM practice and green workplace building. Differing from Renwick, Redman and Maguire(2013),Tariq, Jan, and Ahmad (2016) suggested to add "green employee empowerment" for GHRM practices. Renwick and colleagues

(2016) addressed national culture to underpin GHRM practices and researched the linkage between GHRM practice and financial, environmental performance outcomes. Guerci, Longoni, and Luzzini (2016a) construct GHRM with three dimensions as a mediator linking stakeholder pressure and environmental performance. Five items have been developed to measure GHRM by O'Donohue and Torugsa (2016) as mediator associating between proactive E.M. and financial performance. Unlike the focus on functional practices in the previous literature research above, Ren, Tang and Jackson (2018) refined the measurement and conceptualization of GHRM, the antecedents, outcomes and contingencies relating to GHRM have been developed using an integrated model. Their research offers a roadmap for both scholars and practitioners covering employee experiences, perception, implication with contextual and cultural consideration as well as theoretical approaches. Shahriari et al.,(2019) have found out from the analysis of literature spanning from 2009 to 2018 that selection and recruitment, training and development dimensions of GHRM were the research focus, cross-culture research is still absent. Amrutha and Geetha(2020) cover an even wider range, from 1995 to 2019, figured out that most of the studies carried out in Europe and Asia while undeveloped countries are ignored. They aimed to study the impact of GHRM practice on organizational sustainability (ESG sustainability).

2.1.3 GHRM practice and AMO theory applied in this portfolio

From the above literature review, different GHRM practices have been studied. In order to have a deep look inside the GHRM practice, this article is going to follow Zibarras and Coan's classification, which divides the GHRM practice into five dimensions: *employee life cycle (recruitment, induction, appraisal and promotion)*, *reward*, *education and training*, *employee empowerment*, *managerial involvement*. Shahriari et al.,(2019) have found out that selection and recruitment(covered in the employee life cycle), education and training are the research focus within recent decade's literature, employee motivation and opportunity (reward, employee empowerment) and one of the most popular antecedents-leadership (managerial involvement) are included as well.

The Ability-Motivation-Opportunity (AMO) theory is a pivotal theoretical paradigm to examine the linkage between the GHRM practice and employees' green creativity (Bos-Nehles et al., 2017). Originally, Renwick et al., (2013) applied AMO theory to categorize GHRM practice into green employees' abilities development, motivations and opportunities. According to Zibarras and Coan's classification (2015), employee life cycle, education and training can cultivate employees' ecofriendly abilities, reward inspires their motivation and commitment to devote to EM system; employee empowerment, managerial involvement provide opportunities for them (such as knowledge-sharing, problem-solving) to complete green tasks in more innovative ways (Singh et al., 2020). As mere competent employees could not guarantee ideal organizational performance, platforms and proper opportunities also contribute to the success result (Boselie, Dietz and Boon, 2005).

2.2 Employee's Green Creativity-the Desired Outcome of this Research

Porter (1995) has claimed that the organization can actively cope with environmental protection problems in rapidly changing external conditions by inducing green creativity. Creativity usually equals creating original, useful ideas to cope with the more complex economic environment (Wyer, Donohoe, Matthews, 2010). "Green creativity" is a novel, original idea responding to green and sustainable development goals relating to organizational products and services. "Employees' green creativity" signifies the importance of employees' active participation, who work together, interact and impact each other to create original, meaningful and environmentally friendly ideas to produce green organizational products, services and practices. There has been revision about the competitive concepts in the world, incorporating environmental sustainability philosophy with creativity is crucial in the green era (Chen and Chang, 2013c). Encouraging employee's green creativity is beneficial for organizations to break the bottleneck of growth (Chen, 2008). As such, both practitioners and scholars have paid extensive attention to employee creativity since the recent decade.

2.3 PU and EU of TAM as Mediating Role

The significance of GHRM practice, the environment protection vision, concepts and value will be clarified and conveyed to employees, who will integrate this information to form their green attitude and intention towards green creativity. Managers should pay attention to the mediating information variable. Davis(1989) proposed the Technology Acceptance Model (TAM) to explain the computer acceptance determinants. It is deemed a very influential model for behavior intention interpretation using perceived usefulness(PU) and ease of use(EU) constructs. PU in this article could be defined that employees believe adopting the GHRM practice could improve their working performance and become more creative. For example, the green reward practice, including financial and non-financial, could positively enhance the PU of the employee; the Green employee life cycle could pass on green value to potential employees through green recruitment. EU could be defined that employees believe adopting the GHRM practice is effortless. For instance, green education and training make employees feel relatively easy to adopt the GHRM practice and are willing to take action; employee empowerment will provide more opportunities for employees to learn and practice. The GHRM practice will only be effective by being recognized and accepted by the employees (Zhang, et al.,2018). The moderating role research also responds to the call of Renwick et al.,(2013) that probing the underlying mechanisms of GHRM.

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Report 3: Piling Up Jigsaw: The Conceptual Framework

3.1 Theoretical gap

The first empirical investigation of GHRM was published in peer-reviewed articles in 2012; until 2020, there are 23 articles specifying dimensions of GHRM (Benevene and Buonomo, 2020). All those functions or practices are reported to impact green outcomes at an organizational level significantly. The organizational environmental performance outcome occupies the most significant percentage of all the literature; the following is the organizational sustainability. A few articles have discussed the influence of GHRM practice on green outcomes at the individual level (Jackson and Seo, 2010; Paillé et al., 2014; Bos-Nehles, Renkema and Janssen, 2017). However, the GHRM practice is bound to be implemented by specific personnel. Therefore, scholars and practitioners could advance the comprehension of how GHRM practice influences organizational employees' attitudes and behaviour (Renwick, et al., 2016).

Meanwhile, based on behavior studies, GHRM practice might not only influence employee's green behavior directly but also is claimed to incline to influence employee attitudes and behavior intention through different categories of underlying mechanisms (Jiang, et al., 2012;) which includes psychological green climate (Dumont et al., 2016), commitment and engagement (Hayvey, et al., 2013) social identity. Research on the other perspectives examines the underlying mechanism of the relationship between GHRM practice and employee's green creativity is also meaningful to understand more about the role of GHRM on organizational sustainability. This article aims to advance understanding of GHRM practice relating to the individual's green outcomes through the TAM perspective. Although research (Zhang, et al., 2019) has studied how GHRM practices trigger green employee behavior mediating by the information needed variable, the perceived usefulness (PU) and ease of use (EU) could be another two meaningful mediating variables for interpreting employees' attitude and intention toward green creativity relating to GHRM practice explicitly.

3.2 Research Objectives

This article will study the impact of GHRM practices on employees' green creativity from the TAM perspective in the organizations in China. In specific, the research objectives include: (1) to display a theoretical framework linking GHRM practices on employees' green creativity by two mediators (PU and EU); (2) to probe into the effects of five categories of GHRM practices on employees' green creativity. (3) to explore the underlying mechanism (PU and EU) to explain the relationship between GHRM practice and employees' green creativity.

3.3 Research Hypotheses

3.3.1 GHRM Practice and Perceived Usefulness

Employees' perceptions about the HRM practice have triggered some strategic HRM scholars' interests as mediators in the HRM performance relationship. Whether GHRM practice could help the organization achieve expected green outcomes, employees play the leading roles in it. The green outcome not only relies on employees' compliance but also employees' voluntary initiatives. Perceived Usefulness of employees can lead to their green behavior. The HRM attribution literature claims that the employees' perception of the HRM practice determines the effect on employees' working behavior (Nishii et al., 2008). According to the TAM, organizations usually let employees recognize the gap between objective environmental protection knowledge and their recognition, the improvement of perceived usefulness will decrease employees potential resistance in terms of green behaviour through GHRM practice in the followings: (1) Green recruitment and selection employee life cycle prone to recruit more qualified employees with green cognition, value and green awareness (Owino, 2016), who will understand more about the organizational green goal (Renwick et al., 2013) and perceive GHRM practice more useful. (2) Green reward includes financial and non-financial. The organization will set up green performance management criteria to assess employees' green performance to give corresponding rewards or penalties; this reward or penalty feedback practice will

inspire the employee to join the green practice actively once they perceive its usefulness. Besides financial rewards, non-financial rewards, such as praise and honor, will satisfy employees' internal needs, improve perceived usefulness, increase their creative input and intrinsic motivation. Thus, the following hypotheses are proposed:

H1a: *The employee life cycle positively affects the perceived usefulness.*

H1b: *Reward positively affects the perceived usefulness.*

H1c: *Education and training positively affect the perceived usefulness.*

3.3.2 GHRM Practice and Ease of Use

Employees are always encouraged, motivated and even empowered by managers through the GHRM practices; they would feel easier to come up with novel ideas created for environmental improvement. In addition, employees get more opportunities to get involved in EM, such as green problem solving, green scheme suggestions (Renwich, et al.,2013). Employees could even group 'green teams' to promote shared vision, offering guidance for employees about what to think and change(Larwood et al.,1995; Hoe,2007). In such a climate, employees would feel effortless and be more likely to explore ways to initiate excellent initiatives, facilitating the success of EM implementation (Zibarras and Coan, 2015).

The importance of manager involvement and commitment in EM has been recognized and studied in many pieces of literature. Studies investigating the relation between leaders and employee creativity cover leader support (Amabile, et al., 2004), leadership behavior, particularly transformational leadership (Tierney, 2008; Mittal and Dhar, 2015; Jaiswal and Dhar, 2015; Jia, et al.,2018), empowering leadership (Zhang and Bartol, 2010). Manager involvement plays a significant role in cultivating green organizational culture (Govindarajulu and Daily, 2004), which implies company's underlying values are inconsistent with environmental sustainability and embolden employees to take green measures with leaders' convince and guidance (Govindarajulu and Daily, 2004; Schein and Schein, 2017). Meanwhile,

managers' role modeling makes employees feel confident and increases their passion for pro-environmental behaviour (Robertson and Barling, 2013).

Thus, the following hypotheses are proposed:

H2a: *Employee empowerment positively affects the ease of use.*

H2b: *Manager involvement positively affects the ease of use.*

3.3.3 Perceived Usefulness or Ease of Use and Employees' Green Creativity

The outcome of this article-employees' green creativity can be regarded as the technology to be accepted in the TAM model. By implementing the GHRM practices, divided into five dimensions proposed by Zibarras and Coan (2015), employees perceive usefulness and feel it much easier to take green initiative. If they feel they got support through organizational GHRM practice, they will trust more about the organization as their green efforts have been recognized. They will be more willing to devote themselves to acquiring and sharing compulsory expertise and taking creative initiatives to support the organizational environment protection goals.

Thus, the following hypotheses are proposed:

H3a: *Perceived usefulness positively affects employees' green creativity.*

H3b: *Ease of use positively affects employees' green creativity.*

3.3.4 GHRM Practice and Employees' Green Creativity

Rhoades and Eisenberger (2002) studied and claimed that employees would perceive organizational support positively if they work in favorable conditions through HRM practice such as skills and knowledge acquiring and development, financial and non-financial rewards. Therefore, based on the AMO theory, GHRM practices are viewed as an organizational investment for employees to enhance their ability, motivation and opportunity, taking employees' interests and needs into consideration (Allen Shore and Griffeth, 2003), all are necessary to generate employees' green creativity (Jiang et al., 2012).

Combined with Hypotheses 1-3, if the company aims to reach green development goal and enhance employees' green creativity, employee's attitude towards the GHRM practices -perceived usefulness(PU) and ease of use(EU) are useful mechanisms linking between GHRM practices and employees' green creative behavior.

Therefore, the following hypotheses are proposed:

H4a: *Perceived usefulness plays a mediating role between the employee life cycle and employees' green creativity.*

H4b: *Perceived usefulness plays a mediating role between reward and employees' green creativity.*

H4c: *Perceived usefulness plays a mediating role between education and training, and employees' green creativity.*

H4d: *Ease of use plays a mediating role between employee empowerment and employees' green creativity.*

H4e: *Ease of use plays a mediating role between manager involvement and employees' green creativity.*

3.4 The Conceptual Framework

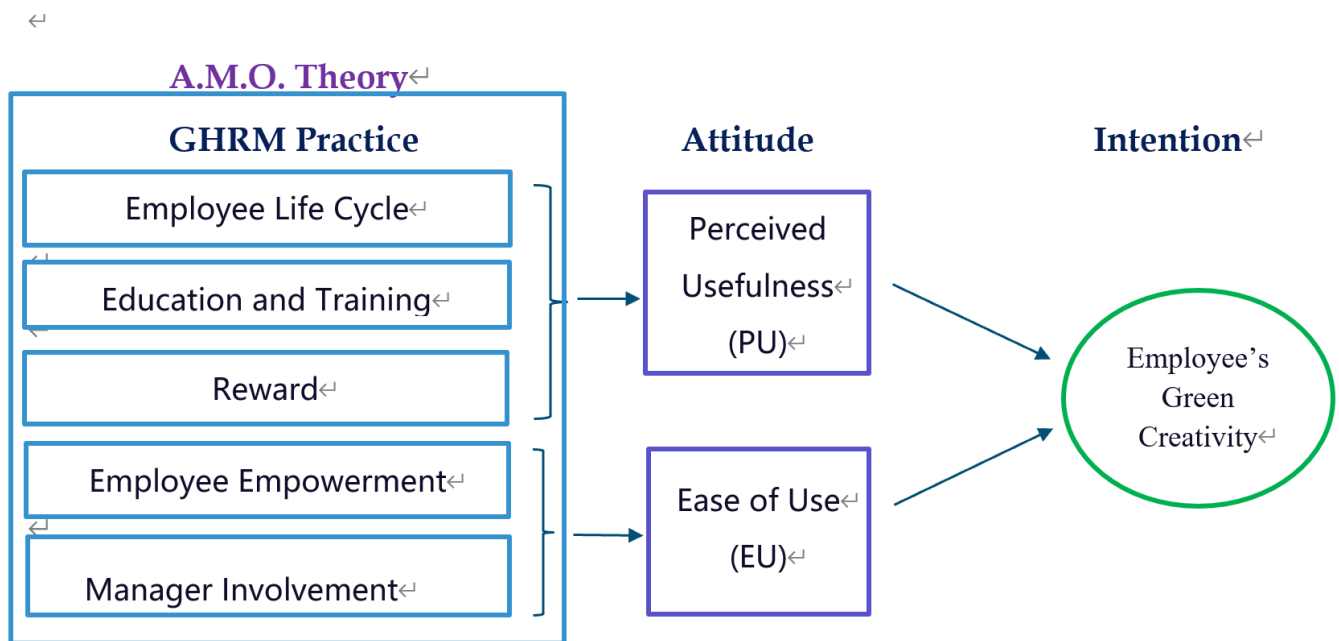


Figure 1 Theoretical Model

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