

THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON
ENVIRONMENTAL AND ECONOMIC PERFORMANCE IN THE UK RETAIL SECTOR:
THE HUMAN RESOURCE PERSPECTIVE.

Name: Lisa Mendonça

Institution: National College of Ireland

ACKNOWLEDGEMENT

I wholeheartedly thank my supervisor, Dr. Nicole Gross, who has offered invaluable guidance, support, and unrelenting dedication that has contributed to the successful completion of this dissertation. Besides, I owe my family, friends, and siblings for their unwavering trust in my capabilities and their constant support at every step of my academic journey. Finally, I appreciate the Almighty God for granting me strong will power, endurance and opportunity to pursue my education dreams.

ABSTRACT

The green human resource management (GHRM) concept arose in response to the global environmental changes hitting a new discontentment and severe sustainable development needs. It is visible that the new business entities are understood as important players in the determination of sustainability on this planet; while their human resource practices are considered crucial to the building of sustainable surroundings. GHRM involves green recruitment, eco friendly performance appraisal, education and development as well as environmental management of workplaces. Also, in the face of increasing environmental concerns, the demand of stakeholders, and emphasis by regulators and investors, require businesses to take actions while adopting sustainable practices; hence the role of GHRM as a guide becomes of great concern. In this context, this research empirically focuses on this area which is going through a boom and complexities due to the fact that studies have discovered the positive influence of GHRM on the issue of environmental sustainability and to the issue of financial prosperity. The study was conducted using the interpretivism research philosophy, inductive research approach, and qualitative research strategy. The main data collection method was interviews on the managers of top retailers in the UK including Tesco, Sainsbury's, Asda and Morrisons and the data analysis was conducted using thematic analysis technique in conjunction with the Gioia methodology. The study revealed that the GHRM practices significantly impacted environmental and economic performance as evident through exploring Tesco, Sainsbury's, Asda and Morrisons' employees perceptions and outcome in the UK retail sector. The study results had implications for policy and practice and recommended quantitative research since adopting quantitative methods could give a better and more detailed insight of the correlation between GHRM policy and the various affected organisations including employee satisfaction, financial performance, and the environmental impact.

Contents

ACKNOWLEDGEMENT.....	2
ABSTRACT.....	3
CHAPTER ONE: INTRODUCTION.....	9
1.1 Introduction.....	9
1.2 Background of the Study.....	9
1.3 Problem Statement.....	11
1.4 Research Aim.....	12
1.5 Research Objectives.....	12
1.6 Research Questions.....	12
1.7 Significance of the Study.....	13
1.8 Structure of the Dissertation.....	14
CHAPTER TWO: LITERATURE REVIEW.....	15
2.1 Introduction.....	15
2.2 United Nations Sustainable Development Goals (UN SDGs).....	15
2.3 Stakeholder Perspective.....	19
2.4 Environmental, Societal, and Governance (ESG).....	20
2.5 Green Human Resource Management (Green HRM).....	23
2.6 Green HRM in the UK Retail Sector.....	30
2.7 Chapter Summary.....	31
CHAPTER THREE: RESEARCH METHODOLOGY.....	33
3.1 Introduction.....	33
3.2 Research Philosophy.....	33
3.3 Research Approach.....	34
3.4 Research Strategy.....	35

3.5 Research Choices.....	35
3.6 Time Horizons.....	36
3.7 Sampling and the Sampling Techniques.....	37
3.8 Data Collection and Procedure.....	38
3.9 Data Analysis.....	39
3.10 Ethical Considerations in Research.....	41
3.11 Chapter Summary.....	42
CHAPTER FOUR: ANALYSIS/FINDINGS.....	43
4.1 Introduction.....	43
4.2 Data Characteristics.....	43
4.3 The Types of GHRM Practices Adopted by Retail Businesses in the UK.....	44
4.3.1 Eco-friendly Recruitment.....	44
4.3.2 Green Onboarding and Training.....	45
4.3.3 Green Workspaces.....	46
4.3.4 Eco-friendly Compensation and Benefits.....	47
4.3.5 Employee Wellness Programs.....	48
4.3.6 Flexible Work Arrangements.....	49
4.4 The Role of Leadership in the Implementation and Effectiveness of GHRM And its Influences on Environmental And Economic Outcomes.....	49
4.4.1 Strategic Development and Alignment.....	49
4.4.2 Training and Cultural Transformation.....	50
4.4.3 Recruitment, Engagement and Flexible Policies.....	51
4.4.4 The Eco-friendly Compensation and Benefits.....	52
4.4.5 Workspace Sustainability Initiatives.....	52
4.5 The Integration of the GHRM Practices into the Overall HR Strategy in the UK Retail Sector.....	54

4.5.1 Strategic Integration and Collaboration.....	54
4.5.2 Sustainable Recruitment and Employee Life-cycle.....	54
4.5.3 Workplace Sustainability and Employee Engagement.....	55
4.5.4 Training, Development and Recognition.....	56
4.6 The Employees Perception on GHRM Practices and Their Impact on Job Satisfaction, Motivation and Engagement.....	57
4.6.1 Enhanced Engagement and Alignment with Values.....	57
4.6.2 Increased Innovation and Team Collaboration.....	58
4.6.3 Empowerment and Recognition.....	58
4.6.4 Challenges and Pressures.....	59
4.7 Chapter Summary.....	59
CHAPTER FIVE: DISCUSSION.....	60
5.1 Introduction.....	60
5.2 Discussion.....	60
5.2.1 The Types of GHRM Practices by Retail Businesses in the UK.....	60
5.2.2 The Role of Leadership in the Implementation and Effectiveness of GHRM.....	62
5.2.3 The Extent of Integrating the GHRM Practices into the UK retailers' Overall HR strategy.....	64
5.2.4 The Employees' Perception on GHRM Practices and their Impact on Job Satisfaction, Motivation and Engagement.....	66
5.3 Chapter Summary.....	67
CHAPTER SIX: CONCLUSION AND RECOMMENDATION.....	68
6.1 Introduction.....	68
6.2 Conclusion.....	68
6.3 Limitations of the Study.....	69
6.4 Recommendations for Future Study.....	70

References.....	72
Appendices.....	85
Appendix 1: Interview Questions.....	85
Appendix 2: Information Sheet.....	86
Appendix 3: Consent Form.....	88

List of figures

Figure 1.0: UN SGDs	16
Figure 2.0: Stakeholder Theory	19
Figure 3.0: Environmental, Societal, and Governance (ESG)	21
Figure 4.0: : Green Human Resource Management (Green HRM)	24
Figure 5.0: Social Identity Theory	26
Figure 6.0: The Resource-Based View (RBV) of the Firm	28
Figure 7.0: Theory of Planned Behaviour (TPB)	29
Figure 8.0: Gioia methodology's data structure for first research objective	41
Figure 9.0: Gender	43
Figure 10.0: Duration in the Organization	44

List of Tables

Table 1.0: Data Collection Details

40

CHAPTER ONE: INTRODUCTION

1.1 Introduction

According to Aboramadan (2022) the retail sector has a large share of the global economy of around 18% and globally it was valued at \$29.9 billion in 2023 (Sabanoglu, 2024), but it has an equally big footprint in the environment value chain. The retail sector is one of the top 10 most carbon-intensive industries, responsible for roughly 25% of global greenhouse gas (GHGs) (Bernoville, 2024). As consumers become increasingly conscious of sustainability, the retail industry faces a pressing challenge: the organisation aims to develop an environmentally friendly operating model while at the same time not compromising the economic performance. A study on sustainability shows that 72% of employees in this sector consider a company's sustainability efforts in choosing an employer, which illustrates a major change in workforce expectations (Aboramadan, 2022). According to Olathe and Kottawatta (2020) GHRM emphasises the importance of policies, practices, and systems which make environmental management a part of HRM activities to create culture among employees which would contribute to sustainable development of the organisation. GHRM is the main logic behind this work and it is explored as its main objective is to study the impact of GHRM on organisational performance by looking at employee perception and their resulting behaviour and involvement in green activities. This study is an attempt to close the theoretical and practical gaps that exist between GHRM and sustainable organisational success, offering empirical evidence in support of the notion that a culture rooted in responsibility to the environment can be fostered by implementing GHRM measures (Mtembu, 2019).

1.2 Background of the Study

The GHRM concept arose in response to the global environmental changes hitting a new discontentment and severe sustainable development needs. It is visible that the new business entities are understood as important players in the determination of sustainability on this planet; while their human resource practices are considered crucial to the building of sustainable surroundings (Silvester, Sarip and Hassan, 2019). GHRM, as a wide range of practice, involves green recruitment, eco friendly performance appraisal, education and development as well as environmental management of workplaces. These programs are geared not only to create a small environmental footprint of the organisational operations but also to bring sustainability into human capital as well-springs of innovation and occupational growth. Furthermore, as stated by

Sapna (2021) through facilitation of green cultures companies got their tools of GHRM at their disposal to organise their operations, cut on waste and resource use, and hence, bring the cost figures down considerably. GHRM initiatives promote the coming in of sustainable products and services, meeting the demand of environmentally responsible consumer population (Ong and Riyanto, 2020).

The idea of the Green Human Resource Management (GHRM) is related to the Sustainable Development Goals (SDGs) of the United Nations which constitute 17 independent goals formed as a blueprint to achieve the desired future for everyone by 2030 (Lee, Noh and Khim, 2020). GHRM entails a steady inclusion of environmental management into HR policies and behaviours both within and outside of the workplace for organisations to be able to run smoothly environmental sustainability (Jehan et al., 2020). Such an approach can facilitate the realisation of several UN SDGs, particularly those relating to environment sustainability, decent work and economic growth, and responsible consumption and production. Consequently, GHRM functions as a guideline for building sustainability strategy into the core business processes of companies that work towards the accomplishment of the UN SDGs (Alghamdi, 2021). As stated by Shoaib et al., (2021) through their contributions to the environment and social impact, companies not only safeguard their environmental responsibilities and leadership in sustainable growth but contribute to the wider global vision of a sustainable future.

The incorporation of the whole GHRM toolkit provides an all-embracing program for the achievement of better performance of a company (Kularathne, 2020). It not only provides short-term advantages of cutting expenditure and compliance with standards, but it also sets the foundation for the prosperity of the business in the near future. Besides, Jehan et al., (2020) adds that considering the operationalization of organised mass movements, business will enhance and give it a competitive agility and the advantage, enabling it to attract talented and qualified people, adjust to the global business environment and remain resilient, strong and effective. Also, an all-inclusive accounting element, the economic rationale for the GHRM process of the organisation, spans the entire strategy of the business, and is set to be one of the integral parts of the modern business strategy. However, according to Alghamdi (2021) the complexity of the GHRM practices in the organisation is increased by the mixture of cultures, values and goals of

the employees. This is because a person's views and reaction about GHRM could have a great impact on processes of these initiatives and as a result this process may become less effective.

In this context, this research empirically focuses on this area which is going through a boom and complexities due to the fact that studies have discovered the positive influence of GHRM on the issue of environmental sustainability and to the issue of financial prosperity (Aboramadan, 2022). Also, studies that often-shed light on these shortcomings are very rare, and this work is designed to fill this gap by providing an analysis of the most successful practices of integrating HRM and their longer-term implication in the overall sustainable business management model. Therefore, the research will add to and diversify the already existing body of knowledge on sustainable HRM in addition to benefit those working in HRM and academics as a whole (Opatha and Kottawatta, 2020). It stands as the main objective of the current study to study the intersection of the HRM and environmental management and to thus expand our knowledge about the strategic role of the HR in building a sustainable business.

1.3 Problem Statement

According to Mtembu (2019) Green Human Resource Management (GHRM) is gradually gaining popularity due to its multifaceted benefits, which not only improve economic performance but also employees consider company's sustainability efforts in choosing an employer, so it is especially relevant for the retail sector that is characterised by large resource consumption and waste production. The UK retail industry, one of the backbones of the national economy, is increasingly challenged to embrace sustainable procedures in response to the rise of the environmental challenges and the' new aspirations of the people, employees and the legislators (Silvester, Sarip and Hassan, 2019). In the presence of the admitted power of the GHRM practices in the field of environmental sustainability and economic efficiency, there has been lacking in the empirical research about their application and efficiency in the UK retail market (Opatha and Kottawatta, 2020). More concretely, there is little evidence of the kind of GHRM practices adopted by retail businesses in the UK, how managers view these practices, and exactly how these practices enhance job satisfaction, motivation, and engagement. Peerzadah, Mufti and Nazir (2018) argued that these employee-oriented aspects are also very significant, and they are not only a stimulant to the success of GHRM operations but also an important aspect that helps organisations achieve their environmental and economic goals.

In addition, while people from GHRM practices are predicted to improve environmental performance through reducing the waste generation and improving resource efficiency, and to increase the economic performance by generating cost savings and securing the competitive edge, empirical evidence supporting the above-mentioned claims in the UK retail sector is largely absent (Sapna, 2021). Hence, achieving this balance is crucial for creating a strategic framework that assists retail businesses in the UK in implementing their GHRM practices successfully, and hence attaining their own sustainability objectives while keeping the economic performance boost (Ong and Riyanto, 2020). The results of such studies will, therefore, give relevant information to the policymakers, business leaders, and other practitioners so they may be able to integrate sustainability into the retail industry, thus, promoting overall economic and environmental sustainability.

1.4 Research Aim

In the face of increasing environmental concerns, the demand of stakeholders, and emphasis by regulators and investors, require businesses to take actions while adopting sustainable practices; hence the role of GHRM as a guide becomes of great concern. The purpose of the study is to look deeply into the way the green human resource management (GHRM) practices relate with environmental and economic levels of the UK retail segment by taking into account the employee perceptions and the results at the company level.

1.5 Research Objectives

- i. To identify the types of GHRM practices adopted by retail businesses in the UK.
- ii. To assess the role of leadership in the implementation and effectiveness of GHRM and how it influences environmental and economic outcomes in the UK retail sector.
- iii. To assess the extent to which GHRM practices are integrated into the overall HR strategy in the UK retail sector
- iv. To assess how employees perceive GHRM practices and their impact on job satisfaction, motivation, and engagement.

1.6 Research Questions

- i. What are the GHRM practices of retail businesses in the UK?
- ii. How is the role of leadership in the implementation and effectiveness of GHRM and how it influences environmental and economic outcomes in the UK retail sector?

- iii. What is the extent to which GHRM practices are integrated into the overall HR strategy in the UK retail sector?
- iv. How do employees in the UK retail sector perceive the GHRM practices and its impact on their job satisfaction and engagement?

1.7 Significance of the Study

The findings of this study are anticipated to offer valuable contributions to several areas:

Theoretical Contribution: This research will enrich the academic understanding of the practices of GCRM by creating comprehensive evidence from the retail sector of the UK, which so far has been paid very little attention in the field of GHRM studies. It is going to add to the body of knowledge relating to green human resources, environmental control, as well as sustainable business management in that it will highlight the interrelations between environmental management and human resources.

Practical Insights for Businesses: Through determination of which types of GHRM understandings are used by UK retailers and the effects which they have on environmental and economic performance, a practical guide for businesses can be provided as the outcome of the study. The fact that data is being analysed and that effective environmental management principles and practices are being applied may be one of the best ways for retailers to optimise their sustainability performance within a market where consumers value the environmental responsibility of the businesses that they promote.

Employee Engagement and Organisational Culture: Knowing how employees see GHRM practices and the role they play in employee satisfaction, motivation, and interest is vital to the business as it helps managers in structuring a suitable strategy that maintains sustainability objectives. This could result in a reinforced employee loyalty, an attractive organisational culture, and a boosted work performance.

Policy Implications: The results provided to policy-makers help assess the efficacy of GHRM initiatives in terms of creating synergy between environment and economy. In doing this, their chances are that the retail sector as well as other entities will adopt green practices willingly which might become a basis for the government to come up with supportive policies or frameworks that promote environmentally friendly practices locally and beyond.

Environmental Impact: This research demonstrates the possibility of GHRM practices to diminish the amount of waste and achieve the desired resource sufficiency to raise the alertness in the retail sector. This is very important not only for achieving the goal of "zero-waste economy" but also for the eradication of environmental issues.

Economic Performance: A critical role of this research is to study how GHRM practices and economic outcomes become interrelated so that, in turn, the sustainability initiatives can be set up simultaneously with objectives such as cost-saving, profitability, and competitiveness of the business. This will remove the perception that preservation of the environment and economic success are opposing goals.

Stakeholder Engagement: The suggested study can enlarge the portfolio of the stakeholders who recognize the value of GHRM practices, optimistically investors, customers, and employees will acknowledge the firms that consider their approach to be favourable towards sustainability.

1.8 Structure of the Dissertation

After the introduction that provides the background of the study, research aim, objectives and research significance, chapter two reviews the existing empirical and theoretical literature on the research topic and the subsequent section covers the ways in which the researcher conducts the research (research methodology). The chapter four, five and six comprises analysis/findings, discussion and conclusion.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

A literature review is the well-structured and meticulous report that synthesises the pre-existing literature on a given topic or research proposal (Schorscher, 2022). It is an important constituent in all scholarly research to be located in an inventive and well-grounded context and helps in anchoring these studies to the already existent literature, thus avoiding repetition, and also adds new knowledge in the field. The literature review is based on the ‘funnel approach’ of structuring which ensures that the objectives of the study are met without fail.

2.2 United Nations Sustainable Development Goals (UN SDGs)

The UN SDGs are a collection of 17 interconnected goals with “a vision to achieve a better and more sustainable future for all by 2030” as shown on Figure 1.0. These objectives span through many social, economic, and environmental development issues such as the poor and illness, equality, education, sustainable energy, climate change and so on. Thus, developing green HRM policies and practices are HRM functions which encourage the sustainable use of resources which leads in making organisations more efficient while favouring the environment, socio-economic systems and sustainability dimensions makes sense as feed directly into the UN SDGs. According to Ojo, Tan, and Alias (2022) green HRM meets sustainable behaviour expectations and environmental management in the HR process by establishing policies and practices that work on environment development among collaborative workers. Hence, UN SDGs link to management of green HRM with respect to performance on economic and environmental issues along with social issues in several ways (Chams, and García-Blandón, 2019).

Figure 1.0: UN SDGs



Source: (UN, 2024)

For instance, on SDG 7 (Affordable and Clean Energy), GHRM plays a key role in fostering a culture of energy efficiency within the firm promoting achievement of the Sustainable Development Goal 7 (Chams, and García-Blandón, 2019). Also, Green HRM can be embedded in an organisation as a set of practices that include energy conservation and use of renewable energy resources which ultimately encourage not only operational changes but also a positive behaviour and attitudes towards energy use and consumption by staff. For instance, organisations can achieve savings in energy consumption through training programs, advertising campaigns and promoting energy-efficient habits (Liao, 2019). Furthermore, the promotion and implementation of renewable energy technologies will enable organisations to support the transition of the whole world towards use of clean sources of energy. Hence, this approach will be in line with the willingness of organisations to make their production compliant with the global goals of affordable and clean energy.

With regard to SDG 8 (Decent Work and Economic Growth), Roscoe et al. (2019) argue that Green HRM goes beyond building sustainable workforce that aid economic growth while being environmentally conscious. Besides, sustainability can be incorporated into HR practices and these green jobs are those that blend natural resources and economy, not exploiting it (Alcaraz et al., 2019). Observance of this kind of practices is not only making the society to be neat but also

seeing that employees are getting satisfaction through feeling as purpose and commitment towards environmental goals. In addition, Green HRM can take a leading role in introducing innovative sustainable business practices that can create an appealing brand and lead to new markets and economic growth, hence proving that being a good steward has a complementary effect on a robust economy (Donaires et al., 2019). Also, SDG 12 (Responsible Consumption and Production) fosters sustainable practices in GHRM when the emphasis is placed on the participation of the workers in the sustainable practices in the workplace (Amrutha, and Geetha, 2020). In this regard, employers can provide ways for staff to adjust their consuming behaviour and efficient production methods, thus lowering the ecological footprint. The green policy initiatives of HRM include cutting paper usage and recycling and implementing eco-friendly supply chain logistics. These measures not only assist in achieving the organisation's green objectives but also create a model for others to follow, consequently making this approach the new industry standard (Lee, 2020). Zubair, and Khan (2019) adds that green HRM is a leading contributor to the responsibility of consumption and production leading towards the overall goal of the sustainability objectives for global target.

In addition, Zakaria (2023) linked SDG 13 (Climate Action) with the GHRM by arguing that resolving global warming problems remains one of the toughest tasks where Green HRM policies are instrumental in mobilising organisational efforts to mitigate climate change impacts. Through the training and consciousness programs, organisations become the agencies for workers having the information and the skills to keep the carbon emissions low and also to increase resilience to climate change (Abdullah, and Lim, 2023). Furthermore, these policies contribute to lowering the carbon footprint of the business, for instance in the usage of less business travel and maximisation of natural resources' use.

When the Green HRM aspect is employed with the aim of these UN SDGs, it will not only prove to be environmentally and economically beneficial to the organisation, but also be a part of global sustainability mission as well (Sathasivam et al., 2021). Through strategic alignment with these goals, businesses can play a critical role in creating a sustainable future, demonstrating that economic success and environmental sustainability are not mutually exclusive but are interconnected objectives that can be achieved together (Hirai, 2022).

By means of these measures, organisations may improve on their environmental performance through less wasting, more effective conservative energy, less polluting emissions, and sustaining the environment. Economically, this can lead to incurring savings cost and improved organisational efficiency, from which entrepreneurs' corporate image can translate financial benefits.

Consequently, Retzius, and Skaar (2022) summarised that with the UN SDGs offering a strong and universally stipulated framework for enterprises, organisations find green HRM practices directly connected to the core operational systems of the company. This alignment not only supports global sustainability efforts but also ensures that the organisation's strategies are comprehensive and multifaceted, covering economic, environmental, and social dimensions. Enforcement of Green HRM practices that are aligned to SDGs will foster a culture of sustainability amongst employees hence making the organisations more attractive to environmentally concerned employees and consumers and it can also enhance the company's brand reputation (Zhang et al., 2020). Furthermore, this alignment can open up new avenues for innovation and market differentiation, potentially unlocking new business opportunities and competitive advantages in the sustainability-oriented market landscape.

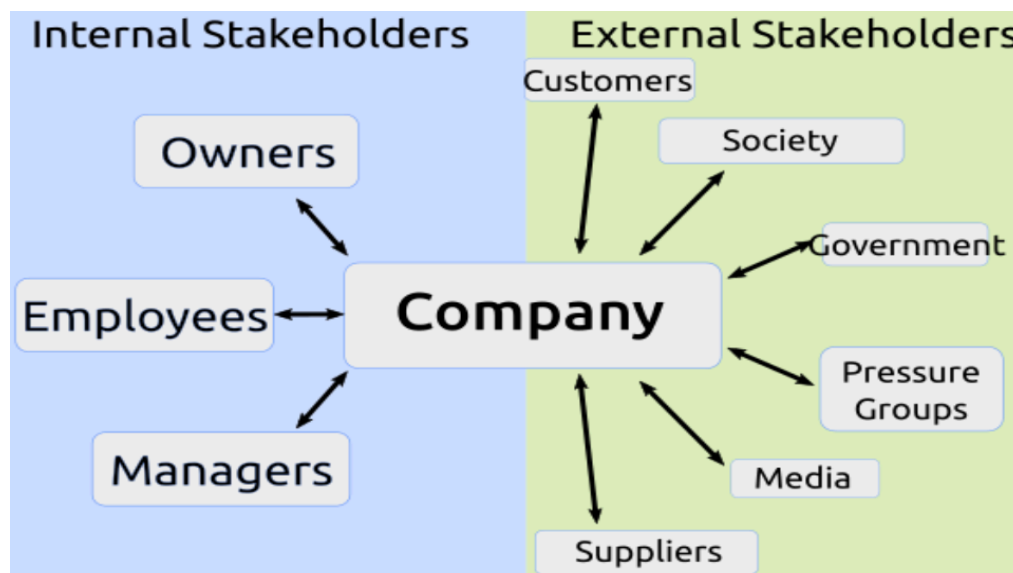
However, according to Valencia et al. (2019), despite the benefits experienced through the integration of GHRM and UN SDGSs, stakeholder should expect certain difficulties, for instance, organisations might find the width and interconnectivity of the SDGs confusing, from the moment they set out to regard what must be done in order to be offered priority to particular goals. Also, the intricacy that it involves may make setting suitable strategies and achieving measurable results with respect to the SDGs a challenging undertaking (Nhamo, Dube and Chikodzi 2020). Besides this, the absence of specific rules for adjusting Green HRM activities in a way that supports SDGs is an obstacle that small and medium sized businesses face when implementing these goals, owing to the fact that these businesses are usually constrained by limited resources and competencies preventing them from making the right interpretations and consequently taking the right steps. The voluntary manner in which the SDGs are implemented presents variation as far as how institutions adopt and share data pertaining to these critical

issues (Berrone et al., 2023). This in turn leads to inconsistencies that erode a large part of the collaboration towards the realisation of the universally-shared ecological goals.

2.3 Stakeholder Perspective

This theory was introduced by Freeman in 1984 and further developed by others such as Green and Baum (Aftab et al., 2023). Stakeholder Theory assumes that an organisation's success is no longer a function of its ability to serve shareholders but rather, a capacity to balance interests of all its stakeholders. Stakeholders in this sense mean any groups or individuals including employees, customers, government, nongovernmental organisation (NGOs), media and society (as shown on Figure 2.0 below) who influence organisation objectives or it is affected by the achievement of the firm's goals. According to Freudenreich et al. (2020), there are various assumptions of stakeholder theory including the interdependency where the theory claims businesses are interrelating with different stakeholder organisations, which have different interests and they either positively or negatively affect the business achievements. Besides, participants in stakeholder conversation are treated as being worthwhile in their own right regardless of whether what they need is useful to the company (Freeman, and Velamuri, 2023).

Figure 2.0: Stakeholder Theory



Source: (Aftab et al., 2023)

The stakeholder theory relates to this study since it articulates how green activities bring about understanding among the stakeholders, such as employees, who may have their own perspectives and values which may influence how they align themselves with green principles. In addition,

green HRM strategies create an impression on the way employees see their work and perceive their organisation, which then affect the performance of the organisation as a whole (Jerónimo et al., 2020). In this context, the implementation of Green HRM allows retailers to meet and even exceed stakeholders' expectations with regard to ecology, which may result in a stronger reputation, customers' loyalty, higher employee satisfaction and eventually better economic outcomes (Dede, 2019).

However, Wood et al. (2020) criticises this theory due to its vagueness since it is not clear in defining the target of the stakeholders and also in guiding the managers in the specific ways on how to handle conflicting stakeholder interests. Furthermore, the eclectic and comprehensive nature of the stakeholder theory sometimes hinders its implementation and puts it at risk of ever success, especially in complex decision-making processes. Notwithstanding these criticisms, stakeholder theory should be viewed as a foundation for understanding and developing responsible and sustainability practices. Also, according to Singh et al. (2020) users or the applicants of this theory should know that the green HRM approach not only improves the organisation's environmental performance but also to help improve the economic side of an enterprise.

2.4 Environmental, Societal, and Governance (ESG)

ESG represents a framework consisting of Environmental, Societal, and Governance issues, which forms the basis of assessing the extent to which the organisation strives to act responsibly and follow ethical principles as shown on Figure 3.0 below. To the investors, customers, employees, and regulators, these standards are already confirmed as their frameworks to measure the degree of how a company runs its operations in line with the broader societal goals and values (Matten, and Moon, 2020). As stated by Gary (2019), ESG factors are starting to be more and more widely perceived as important indicators of a long-term viability and secure operations of a firm, providing a path that an organisation should follow in order to be ethical and trustworthy, exerting influence on decision-making processes and investment strategy. Through the compliance with ESG rules and principles, firms highlight their role as constructive players highly conscious about their ethical obligations and ethical conduct which actually affects such aspects of their performance as reputation, operational efficiency, and financial performance (Abu-Bakar, 2019).

Figure 3.0: Environmental, Societal, and Governance (ESG)



Source: (Barko, Cremers and Renneboog, 2022)

In regard to the industry level (UK retail industry) and environment, green HRM in retail context is related to assessing how a company is performing from the aspect of environmental management, when it comes to ESG (Chouaibi, Chouaibi, and Rossi, 2022). Consequently, Imran, Alraja, and Khashab (2021) allege that through growing sustainability in HR processes i.e. hiring, training, evaluation and engagement workers get to understand eco-friendly practices promote retailers' culture. On economic performance, an environment oriented HRM has the potential of attracting and retaining customers because it gives the organisation an identity which can be used to create a positive public perception (Agustian et al., 2023). On the line of retail, this may work in different ways, such as green supply chain, energy-efficient stores and waste reduction, which can both benefit both the environment and the business's bottom line. Conversely, Fernando et al. (2022) alluded that, on social and governance aspects, employers can make significant social impacts on society through socially responsible human resources practices including fair labour practices, diversity and inclusion, and employee wellbeing initiatives which ultimately create positive workplace environments and community relations.

Consequently, Klint, and Norell, (2023) outlined the strengths of ESG in the context of green HRM practices including: holistic approach where ESG offers a holistic principle that ranges from ecological, social, and governance abstractions thus permitting companies to pass on ethical sustainability from their business processes. This holistic approach allows Green Human Resource Management (Green HRM) practices to be seamlessly woven into the fabric of organisational strategies, ensuring that sustainability is not just a peripheral concern but a core aspect of business operations. Besides, through aligning the ESG criteria with the green HRM, organisations have the skill to see that their sustainability initiatives are full, both addressing the issues of environmental problems as well as general equality and integrity of the rules of good government (Mariappanadar, 2020).

Another strength of ESG on green HRM is stakeholder engagement where Garcia-De los Salmones, Herrero, and Martinez (2021) argues that, nowadays people feel more connected and have many channels to get information about the environmental and social effects of businesses, hence stakeholders become more alert and pay more attention to the organisations they support. In addition, with respect to the demand of current market culture, which entails transparency and accountability, ESG criteria fulfil this purpose as they are the grounds where the needs of shareholders, customers, staff, and community are based upon (Soares, 2022). Hence, aligning the ESG criteria with the green HRM enhances stakeholder management by demonstrating that the organisation is willing to achieve excellence in the area of sustainability and ethical practices, therefore, building trust and loyalty among the stakeholders. Additionally, Porter, Serafeim, and Kramer (2019) mentions that, organisations that successfully implement sustainable practices and ESG principles are likely to be competitive and perform well in the market. It is attractive with socially responsible investors, better customer loyalty, and thus talent acquisition for those who work for the deal which aligns with their values (Hongal, and Kinange, 2020). This is because green HRM reinforces organisational sustainability targets by building a force that is involved, enthusiastic and committed to the corporate goals as a result of a workforce that is productive and innovative in securing this sustainable future. However, Delgado-Ceballos et al. (2023) stated that there also exist challenges of ESG in the context of green HRM practices at both industry and business levels.

For instance, according to Aich et al. (2021), one of the main issues that arises while realising the concept of incorporating ESG into Green HRM is the uncertainty in estimating the immediate

influence on the sustainability as well as the ethics background of a company. Also, the variation of metrics and benchmarks, that is more delicate social impact as well as governance, pose a challenge in how Green HRM contributes to the enterprise social responsibility endeavours (Leidner, Baden, and Ashleigh, 2019). Hence, bringing clarity into this information gap is one reason why organisations have had a hard time designing their collaborative strategies and showcase the performance of their ESG endeavours.

Also, other challenges are the implementation complexities which means that implementing the ESG into the HR policies structure can possibly be a complex undertaking based on cultural shift for an organisation and hence; HR systems and processes should be adapted (Perez Baez, and Remond, 2022). Such complexity is aggravated by the necessity of finding a synchronisation of these measures across different departments and functions across an organisation, thus indicating the ESG principles being instilled in all areas of HR practices, starting from recruitment and training ending on accomplishment evaluation and employee engagement. The multifaceted nature of ESG leads to challenges requiring a detailed approach that necessitates resources and other additional challenges. Besides, Rotaru (2019) cited the short-term costs versus the long-term benefits as a challenge of ESG in the context of green HRM practices. The initial spending to incorporate the Green HRM practices with ESG criteria may be quite high, like the costs of training, system upgrades, process redesign, and the compliance monitoring to defray (Fairfax, 2022). While these up-front expenses may be a challenge for some businesses, their key consideration is more for the long-term benefits and less towards immediate financial performance, which is often limited to only the financially viable businesses.

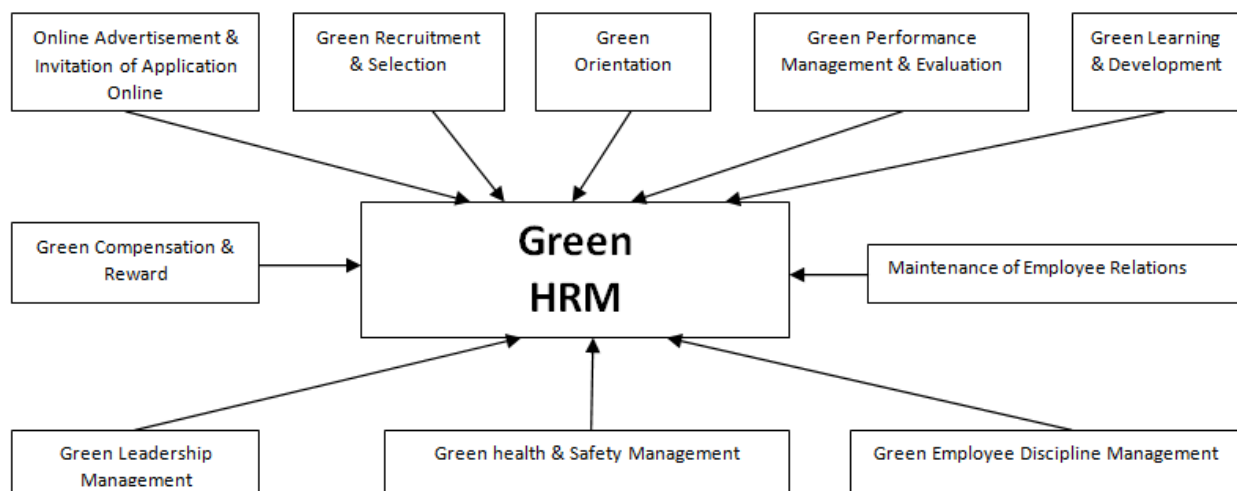
2.5 Green Human Resource Management (Green HRM)

Green HRM as a strategic and integrated approach, aims to draw environmentally friendly elements into the various practices an HR department performs with an ultimate goal of driving sustainability within an organisation. Once the initial assessment and the setup of the most effective practices of HR have been done, the environmental goals of the company are effectively aligned with the HR policies that create the culture that is supportive of sustainable and eco-conscious practices (as shown on Figure 4.0 below). Besides, Jasrotia, Darda, and Pandey (2023) states that, nowadays, more than ever, companies' environmentally conscious economic behaviour is an important criterion that people use in their decision-making process regarding consuming, investing, and hiring. If GHRM is executed properly and not just as part of

corporate social responsibility, the loyalty of stakeholders toward organisations is built which in return leads them to having more brand equity and a stronger position in the market (Camilleri, 2022). In this context, Murillo Ramos (2023) argues that GHRM is the catalyst to aligning the organisational practices with the desires of this key group of stakeholders and this ultimately produces a positive organisational portrayal as well as a motivated and engaged workforce.

Consequently, the incorporation of the whole GHRM toolkit provides an all-embracing program for the achievement of better performance of a company (Bandari, 2020). It not only provides short-term advantages of cutting expenditure and compliance with standards, but it also cunningly sets the foundation for the prosperity of the business in the near future. Besides, Jooss et al. (2024). add that considering the operationalization of organised mass movements, business will enhance and give it a competitive agility and the advantage, enabling it to attract talented and qualified people, adjust to the global business environment and remain resilient, strong and effective. Also an all-inclusive accounting element, the economic rationale for the GHRM process of the organisation, spans the entire strategy of the business, and is set to be one of the integral parts of the modern business strategy. However, according to Shaban (2019), the complexity of the GHRM practices in the organisation is increased by the mixture of cultures, values and goals of the employees. This is because a person's views and reaction about GHRM could have a great impact on the processes of these initiatives and as a result this process may become less effective.

Figure 4.0: : Green Human Resource Management (Green HRM)



Source: (Shoaib et al., 2021)

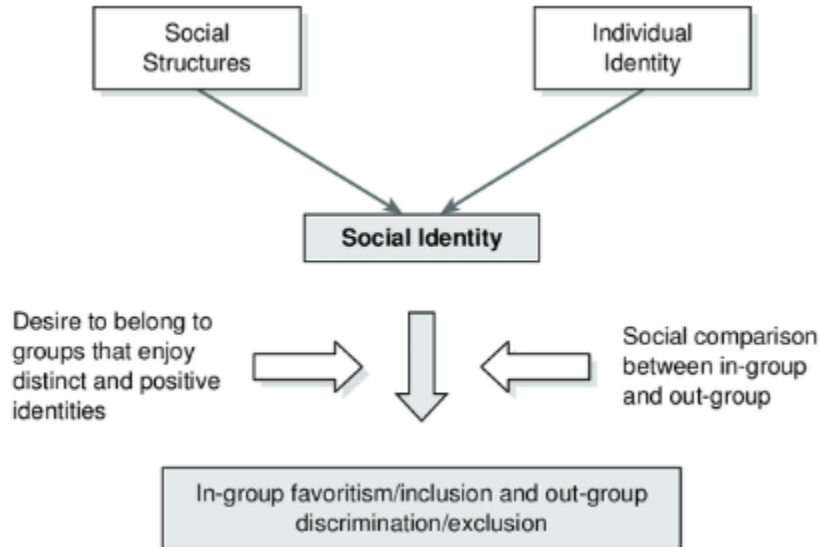
For example, those employees who believe in GHRM programs as real rather than just mere inclination to sustainability are highly likely to perform quite better, boost their morale and be persistent in terms of work, be more engaged at the workplace and improve the workplace culture (Haddad, 2019). In contrast, if the GHRM plans are seen as shallow or just for the compliance requirements, they may not enjoy the much progress as intended which in turn may not engender employee engagement which could otherwise help in undermining the potential benefits of these initiatives. Nevertheless, the mentioned perceptions, nuances, and understanding is critical for GHRMs practices, creation which resonate with workers and let them participate on the sustainability theme (Jayabalan et al., 2020). In addition, the GHRM effect also depends on the level of consolidation of these strategies on the overall strategic position of the organisation. Truly GHRM initiatives will not be effective only if they are aligned with the core values and strategic objectives of the organisation. This match guarantees that sustainability be the core of company identity and at the decision-making level and operation level the permeation should be high. As reported by Leidner, Baden, and Ashleigh (2019), this close connection ensures the consistency and unity of pro-environmental campaigns, proving the wholeheartedness of sustainability approaches.

Furthermore, Shaban (2019) alleged that while GHRM should be driven by the objective of environmental and economic performance, the contingency scenarios might present adversaries to those efforts. This means that the knowledge of these dangers will be able to reach optimal GHRM strategies by significant side effects or negative consequences. In this context, some of the considerations is initial expenditure that is a consequence of introducing the staff to green practices, overhauling systems, upgrading technology, and many other elements. Leidner, Baden, and Ashleigh (2019) add that, the implementation of GHRM may run into a roadblock of resentful employees and staff who cling to the old way of doing the business. Additionally, companies' marketing departments may prominently proclaim their green credentials even as they dilute efforts for actual sustainability in exchange. This may be in form of greenwashing which Imran, Alraja, and Khashab (2021) describes as making an organisation to be seen as environmentally friendly when in reality its environmental practices are negative and can hinder the reputation of an organisation if shareholders feel their perception of the business' image is at variance with the actions embraced by the organisation. Shaban (2019) concludes by arguing that

business planning involves integrating HRG management practices into the organisation's general strategy and failure in this correlation leads to an objective misalignment.

Also, social identity theory which emerged in the 1970s and 1980s after being advanced by Tajfel and Turner relates and better explains the GHRM. According to Brown (2020), it states that people identify their identity, value and self-worth from the group to which they belong in the society. Also, people self-categorise and others distance themselves (in-group vs. out-group) to such an extent that it sees how their own behaviour and how they perceive people in their group as shown on Figure 5.0 below. The theory claims that the people strive to maintain their self-esteem by perceiving their in-group more favourably compared to out-groups. Additionally, Jetten et al. (2021) outlines the assumptions of the social identity theory including; social categorization where people have the tendency to classify themselves and others into groups to simplify the social world though it can lead to stereotypes. Also, on social identification assumption, people inherit the pattern of the group to which they belong by which their behaviour is changed and their personal identity is created (Reimer et al., 2022).

Figure 5.0: Social Identity Theory



Source: (Brown, 2020)

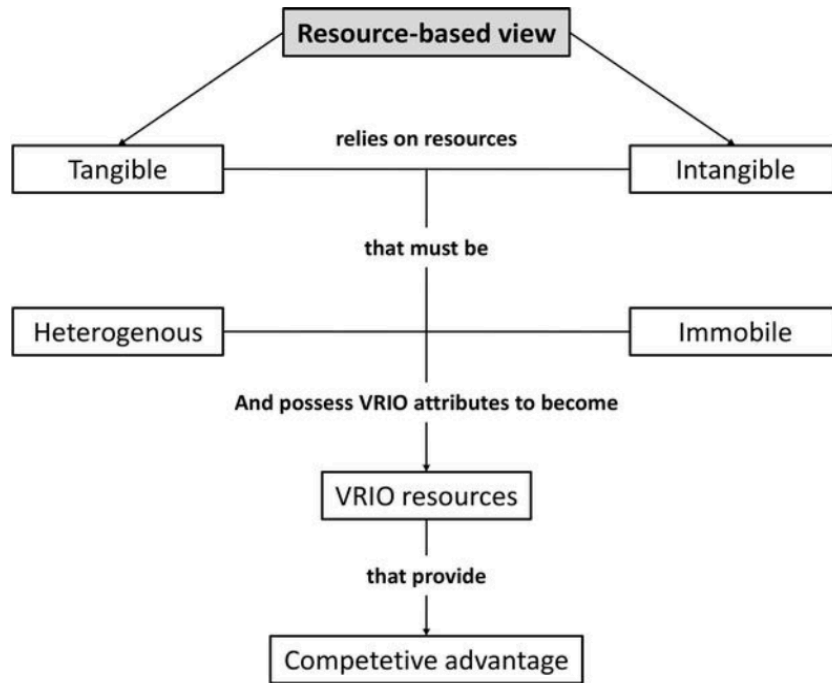
In this context, the social identity theory explains how employee's self-identification with a company creates and promotes environmental responsibility consequently increasing their engagement and fulfilment (Reis, 2021). Also, the workers who see the company as taking a

socially responsible path which to them is in keeping with their values undoubtedly get an increased sense of loyalty and motivation towards the company. Thus, these behaviours have a happy ending in terms of both environmental performance and the economic performance in that company. Furthermore, workers with strong views on the green identities are more willing to participate in sustainability initiatives and this will add to the green objective of the organisations (Jerónimo et al., 2020).

However, Moore (2022) criticises this theory saying that the theory is sliding toward social identity dominance which depreciates self-identity and individual uniqueness. Furthermore, on context dependency, it might be expected that the gradient of social identity upon behaviour likely will change depending on which kind of context we are in as a result it consistently makes the prediction of the theory particularly unreliable. Nevertheless, social identity theory is invaluable to this research by helping the researcher understand how a company's efforts towards sustainability can reinvigorate employees' identities and behaviour that can further enhance the firm's sustainability performance and the global economy (Kouamé et al., 2020).

Additionally, the Resource-Based View (RBV) of the Firm was firstly advanced by the scholars like Wernerfelt in 1980s - 1990s and that suggests companies have abilities and resources which are both valuable, rarity and difficult to imitate by the rivals, and as such their competitive advantage is sustainable contributes to the achievement of GHRM (Muukusi, 2019). Besides, as stated by Karadag, and Poppo (2023), the theory expounds that some resources are not valuable as some others, rather the combination of the resources and capabilities that a firm has, is the core responsive difference that sets it apart from its competitors as shown on Figure 6.0 below.

Figure 6.0: The Resource-Based View (RBV) of the Firm



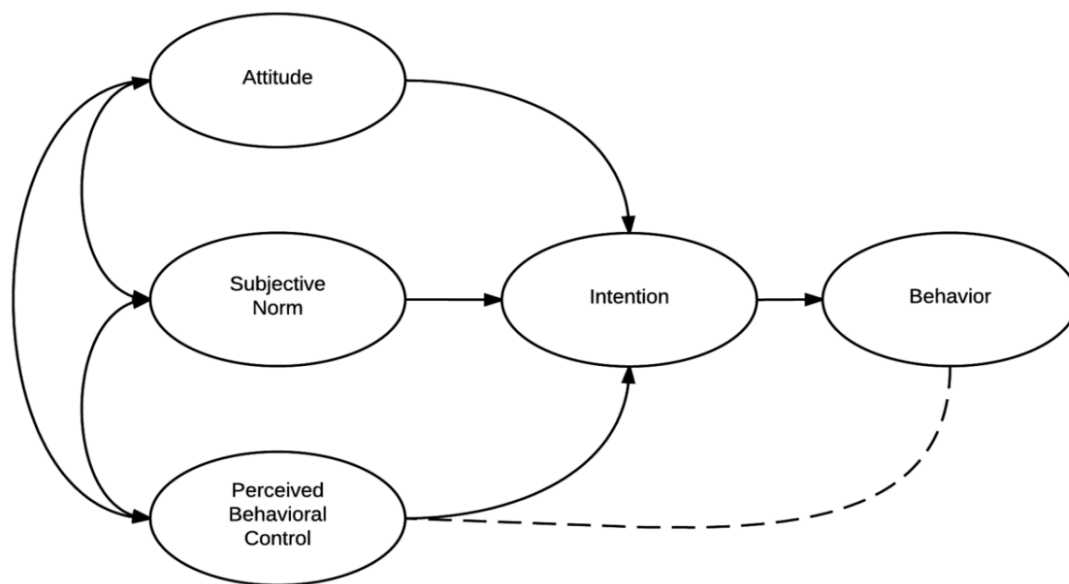
Source: (Smętek et al., 2019)

In the context of the green HRM and its implication to the UK retail sector, RBV theory emphasises that green practices can be the source of the competitive advantage (Khana, Talibb, and Kowangc, 2020). Hence, the attributes that are likely to be green in the context of HRM include employee engagement in the environment, innovation in green processes and establishment of distinctive environmental management systems. These characteristics are considered valuable resources for the reputation of the company, its improvement in operational efficiency and its compliance with regulations (Cuthbertson, and Furseth, 2022). For instance, these practices may lead to better environmental and economic performance and increased consumer loyalty by means of the differentiation of the business on the marketplace and the attraction of eco-minded customers, and may also result in the cost reduction due to the efficient resource utilisation (El-Kassar, and Singh, 2019). Despite the usefulness of RBV theory in this study, Ho (2019) criticised the theory by arguing that, it is not always clear how ‘VRIN’ criteria is used including when to identify what resources or capabilities and if they are truly responsible for the competitive advantage. Nevertheless, the theory is to be supplemented with others for the

full system to be dynamic and holistic explaining how green HRM correlates with the retail sector environment-economy goals.

Besides, the theory of planned behaviour (TPB) which was coined by Ajzen in 1985 and argued that an individual's intention to engage in a behaviour is the most immediate predictor of that behaviour also explains the habits that lead to GHRM (Ajzen, 2020). This intention is influenced by three key factors including (as shown on figure 7.0 below); attitude where by examining the individual's appraisal of the behaviour, an accurate prediction of the behaviour can be made. Also, the subjective norm is the social pressure that the individual perceives as a result of the aggravation or relief of determining whether they will perform the behaviour or not (Ajzen, 2020). The third factor is perceived behavioural control which is the cognitive aspect of the behaviour wherein there is a vivid and clear outlook of whether the behaviour is likely to be performed easily or it is not, the cognitive process depicts the exact term as self-efficacy.

Figure 7.0: Theory of Planned Behaviour (TPB)



Source: (Sansom, 2021)

Green HRM and its implication for environmental and economic performance by the UK retail sector can be shown through the TPB which considers the impression and perception of employees towards the green practices influencing their involvement in such behaviours (Yuriev et al., 2020). Such as if workers feel that their organisation is committed to sustainability (subjective norm), willingness to impress others, being positive in participating in green

activities (attitude) and perceiving my being resourceful and knowledgeable enough to involve in environmental duties (perceived behavioural control), they are more likely to practise environmentally friendly behaviours (Moon, Mohel, and Farooq, 2021). This sense of engagement commutes the concerns about the environmental performance of the organisation and the organisation's economic outcomes in a later phase. The theory is criticised for its overemphasis on intention, TPB teaches how the intention of a person is important, however the reality is that actual behaviour varies significantly from the one we expect due to unexpected issues (Sussman, and Gifford, 2019). Nonetheless, application of TPB to green HRM should be used in conjunction with other models to study the whole picture of factors that actually influences green behaviours within organisations (Olya, Bagheri, and Tümer, 2019).

2.6 Green HRM in the UK Retail Sector

According to Qendro (2019), UK retailers, prominently Tesco, Sainsbury's, Asda and Morrisons, have in recent years transitioned to green HR practices, which is an aspect that consists of being managerially conscious to the environment and sustainability. These big-time retailers have taken the path of Green HR and are now practising its elements in their operations, the biggest indication of their higher social status as they strive to cut environmental impact as well as improving their operations and corporate image. Hence, the green HRM is being implemented in these retail giants in the UK in the following ways:

Tesco - An important element of Tesco's strategy lies in making sustainability a fundamental part of the company's business strategy, and this includes the HR practices (Ajibola, 2022). The company's efforts are spent on picking and preparing employees who recognize the problems related to the environment, and act accordingly by reducing the use of power and commodities. As such, Tesco has initiated courses aimed at coaching its workforce on sustainable practices, as well as motivating them to seek entirely new approaches in their roles towards creating lasting environment improvements (Ajibola, 2022). Moreover, the company highlights lessening waste and increasing energy efficiency at the stores and warehouses with its HR policy supporting this objective.

Sainsbury's - Sainsbury's can be rightly recognized for the significant stages done in adopting Green HRM strategies like efficient use of energy, reduction in waste and sourcing locally (Ali, 2021). The company's actions towards sustainability are well portrayed in its recruitment,

training, and in-house communications among other strategies. Also, Sainsbury provides opportunities to upskill and learn through various educational offerings, focusing on sustainability, in order to encourage employees to adopt a culture that champions environmental conservation. Jones, and Comfort (2019) adds that, Sainsbury's engages its workers on sustainability programs, requesting them to join them in contributing for more ideas and green practices.

Asda - Socially responsible principles have been put into action by Asda include tackling the company's emission and improving the overall environmental effectiveness of its activities (Jones, and Comfort, 2019). Besides, the retailer has designed some programs through which employees are actually involved in conservation of energy and reduction of waste. These programs are training that involves energy conservation and waste reduction sessions. Asda makes its staff members to be motivated by setting focused sustainability goals and then incorporating these into activities of performance management, hence ensuring that employees support environmentally minded goals of the company (Jones, Wynn, and Comfort, 2020).

Morrisons – Ahmed et al. (2023) argued that the company follows the doctrine of the green HRM on the basis of implementation of initiatives that promote sustainable consumption and emission of CO₂ and general waste minimization. An essential element of this company's sustainable strategy is that its employees take part in the programmes which give an educational background to improve their environment awareness. Furthermore, Morrison puts efforts into sourcing and maintaining sustainability while at the same reducing its operation impacts, with HR policies in place to support these objectives.

2.7 Chapter Summary

The literature review elucidates the critical interplay between GHRM, UN SDGs, ESG standards, and their application within the UK retail sector. It underscores how GHRM practices, aligned with UN SDGs and ESG criteria, are instrumental in promoting sustainable development, enhancing operational efficiency, and bolstering organisational reputation and stakeholder trust. The alignment of UN GHRM goals with SDGs shows that the company is focused on sustainable economic development, protection of the environment, and social justice. In the UK retail sector, the GHRM developments are not only the matter of reduction of the environmental effect but also of the development of the economic and social value which in turn will have both the internal stakeholders and consumers in favorable positions. Nonetheless, literature shows the

existence of more complex and interrelated issues, such as the strategic integration of GHRM with the broad sustainable development goals and the result that it brings to the organisation and the society at large.

Moreover, while stakeholder theory, social identity theory, and resource-based view provide a conceptual basis to understand the drivers and consequences of GHRM, their approach outlines how these theoretical grounds are being practised with the intent of managing ecological sustainability. This review is focusing on gaps in the research domain where the main need should be the exhaustive in-depth study on GHRM from the perspective of how it could be better integrated with sustainability vision. Such research is (therefore essential) to deepening knowledge of the (the) potential role of GHRM in progressing towards the UN Sustainable Development Goals, pointing out the gaps in the existing knowledge and giving practical advice for organisations that endeavour developing their human resource policies towards (in the direction of) the global sustainability agenda.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section entails the way the researcher conducted the research and is directed by the Saunderson research onion which assists the researcher in organising and developing the research design (Saunders, n.d). Its structure encompasses research philosophy, approach, methodological choice, strategies, time horizon and data collection and analysis as well as ethics in research.

3.2 Research Philosophy

This alludes to the collection of beliefs concerning which data collected about the chosen phenomenon will determine the course of actions (Mardiana, 2020). There are two main research philosophies are positivism and interpretivism, the former suggests that knowledge is revealed from measurable and neutral observations of action. Conversely, analyses events based on norms, beliefs and values to gain deep and rich understanding of the phenomenon being studied (Al-Ababneh, 2020). The research used an interpretivism research paradigm with the objective of consolidating the perception and the organisational contexts position through complexity of vision. Through this research philosophy, the researcher believes that perception of people and their own realities is highly subjective and continuously constructed in the social dimension. Hence, an interpretivism research paradigm is suited to investigate how the employees confront and undergo GHRM policies, what attitude they develop and how it is reflected in their behaviour (Bonache, and Festing, 2020). Furthermore, on contextual understanding, through the lens of these theories, it enabled the researcher to probe into the case-specific connotations for the workforce within the UK retail sector, understanding that people's perspectives are influenced by the features of their unique social, cultural and organisation setting and settings is the case.

Also, unlike positivism research philosophy which is rigid and strict and seeks its true meanings through hypothesis testing and repetitive processes, an interpretivism research paradigm is more adaptive and evolves starting from the stage it has reached to the end (Urcia, 2021). Such an approach allows one to understand everything deeply when dealing with something multifaceted and complex, like the influence of GHRM on the organisation results. However, the researcher may take substantial time because the in-depth nature of qualitative methods typically employs individual interviews and thematic analysis. In addition, interpreting qualitative data is a complicated process because language and non-verbal cues may be difficult to interpret (de

Villiers, Farooq, and Molinari, 2022). Thus, along with the interpretivist approach that helps the researcher to understand not only the individuals and the organisations but also the organisational dynamics, the limitations that it has should be considered carefully in order to ensure that the research based on this approach is valid and up to date.

3.3 Research Approach

This is concerned with the engagement of the researcher in a definite selection and adoption of a certain research approach and strategy to answer the research question. The two main research approaches were deductive which starts with a model, develop hypotheses, collects and processes the data to test the hypotheses while inductive starts with a set empirical observations, identifies patterns from the observations and theorises the patterns (Ugwu, Ekere, and Onoh, 2021). The study adopted an inductive research approach which focuses on data collection and phenomena itself and thus, the researcher develops theories from simple first-hand research and apply them to real world experiences. The researcher opted for this approach due to its open-ended exploration; an inductive approach is better suited for issues that require research where discoveries and analysis are likely to give out unexpected and novel findings that explain complex phenomena from a new stance (Ryder, Jacob, and Hendricks, 2019). Additionally, it becomes the basis of the emergence of the ideas that are replicated while experimenting with the facts and the purpose of such an approach in the scenario of GHRM where the outcomes are foreseeable or the effect is unpredictable is that, one can come up with new theories based on the actual experiences and perceptions of the employees (Locke, and Latham, 2019).

Through the use of inductive research approach, the researcher was able to points to the importance of being aware of the peculiarities of the setting where people are doing business, which cannot be overlooked when analysing GHRM techniques to see how practicable and acceptable these techniques are in the UK retail sector's insular environment. Also, due to its qualitative insights, this depth is vital for understanding how different employees feel about what is being done and what role does GHRM play in the performance of the organisation. Hence, the study grouped and combined these codes into descriptive themes that represent main meanings stemming from the data related to study objectives. Also, the researcher integrated the research outcomes and also developed a theory or model which explains the interaction between the GHRM practices and how the environmental and economic aspects of the retail sector are benefited from this connection.

3.4 Research Strategy

There are various research strategies including surveys, ethnography, case studies, grounded theory and action research (Alam, Ofli, and Imran, 2020). The research utilised a case study approach in analysis of the impact of GHRM environmental and economic performance within the UK retail sector being in alignment with the aim of getting a clearer picture about internal dynamics of this segment. The study chose case study to focus on the deep analysis of the UK retail sector, unlike others including experiment, archival research and survey because the case studies are helpful to researchers in that they provide the means to step aboard the intricate details of ecosystems, where the GHRM practices are applied (Hancock, Algozzine, and Lim, 2021). This is important for a deeper appreciation of how contexts' characteristics shape the methods' effectiveness and reception of these practices. Consequently, the study used a case study (UK retail sector) because it wanted to get an in-depth, detailed examination of this sector as echoed by Yin (2009).

Besides, for this purpose, a multidimensional perspective is afforded which includes all factors that the phenomenon is made of. With the main emphasis on a primary case or a couple of cases that victoriously shine, the scholar had the opportunity to examine how elements of organisational culture, staff perception, top management tactics, and their collective link with environmental and economic challenges come into play in the UK retail sector. However, by virtue of their being case studies by nature, the researcher may not be confident achieving the generalizability of their findings across broader populations or settings. Also, the choice of the researcher can have an influence on the findings. Nevertheless, a case study approach helps the researcher understand the complex details of subject matter and obtain a full picture of real-life phenomena leading to more effective outcomes and a greater depth of understanding.

3.5 Research Choices

Research choices in the context of social sciences and other fields often fall into three broad categories: mono, multi, and mixed methods (Liu, 2022). The mono-method implies solely using data collection technique and analysis process and the data used is either qualitative or quantitative, according to the theme of the research. A multi-method entails using more than one data collection modes or techniques within a single research study while a mixed-method entails the combination of both qualitative and quantitative research approaches (Knappertsbusch, Langfeldt, and Kelle, 2021). This study used a mono-method (qualitative data) which is often

applied in dealing with phenomena that demand clear and focused research in a conventional manner and are not necessarily consistent with the objective of multiple research models at a time.

Also, the qualitative mono method entailed carrying out in-depth interviews to find out the experiences, views, or perceptions of individuals about specific aspects. The researcher focused on qualitative data analysis which entails insight of the research question in a deep manner and ensures detailed findings in the study. By this being the major emphasis a clearer and more straightforward manner of collecting the results is ensured without making complex settings and confusing interpretation of various data sources. This is unlike the multi-method or mixed methods which are more difficult to implement as they require more time and resources because their analysis and methodology design is more complicated. Besides, the mono-method grants the researcher an easier way for reproduction, as one approach design is brief and easy to explain/ follow.

3.6 Time Horizons

According to Sun, Haghighat, and Fung (2020), time horizons are measured with variables such as the period over which data is gathered and analysed. The two primary time horizons are cross-sectional and longitudinal studies, each with distinct characteristics and applications: In the context of cross-sectional studies, researcher inquire about a specific phenomenon or record data at a particular instant, therefore, allowing them to gain general, quick overview of the areas of study at the given time of observation (Möttus et al., 2020). Conversely, longitudinal studies provide a possibility to follow participants over time and see how they have changed, and discovered new trends (Damian et al., 2019). This study uses cross-sectional studies over the longitudinal studies. Using a cross-sectional study design over a longitudinal one for investigating the impact of GHRM practices on environmental and economic performance in the UK retail sector, particularly through exploring employee perceptions and organisational outcomes, has several justifications including;

The only requirement is to perform cross-sectional studies at one point in time which is April 2024. The ability to recruit a new pool of participants in every wave is the key advantage over longitudinal studies which prevents this approach only once to track down the same subjects (Davidson, Nugent, and Johnsen, 2021). If the study is among already existing practices and views, the cross-sectional design enables a researcher to collect and analyse data within a short

time taken because of the increasing change in the retail sectors. Besides, the short duration and a once-only data collection phase leads to cross-sectional studies being cheaper in terms of the data collection than the longitudinal studies (Aburayya et al., 2020). Also, more than half of the workers in the retail industry tend to move from one company to another, alongside major organisational changes. Sometimes there can be difficulties of the type participant dropout and changes of rules performed at the organisation present in longitudinal study in such a setting, ultimately influencing the continuity and relevance of the project.

3.7 Sampling and the Sampling Techniques

Sampling in research is a fundamental aspect of study design that involves selecting a subset of individuals, events, or observations from a larger population to make inferences about that population (Mweshi, and Sakyi, 2020). There are two main types of sampling techniques: probabilistic sampling and non-probabilistic sampling, they both have discernment in methods and are significant to research's trustworthiness and generalisations (Asiamah, Mensah, and Oteng-Abayie, 2022). In this context, this study opted for purposive sampling technique where the participants are chosen because they fulfil the requirements of the study that are related to the research question, are easily accessible and also available. Furthermore, this approach is especially valuable when dealing with specific and compact sets of populations or instances (Obilor, 2023). Also, it provides a unique possibility to limit the number of people who possess first-hand experience with GHRM practices in the business world so that the data that is collected is both synchronous and enlightening. Consequently, considering that this study is concerned with just an area of HR practices in a particular industry, use of purposive sampling gives the researchers the ability of narrowing the focus only on people whose contribution meant to the context and information sought.

In addition, when exploring a specialised area such as GHRM, gathering data from a broad, random sample may result in a lot of irrelevant information and thus purposive sampling ensures the most relevant data is taken with optimum efficiency (Mphaphuli, 2022). Also, according to the researcher, this research aims to explore exhaustively the subjective experience of employees and interactions between such experience and organisational milestones and hence, the purposive sampling helps out in getting the group of participants who can narrate things from their own personal experience which is normally more accurate. The possibility of identification and access to persons with experience in this field, who are directly relevant to this study might bring

challenges, consequently, on a practical level the purposive sampling strategy helps get a sample that offers relevant insights (Kalu, 2019). The researcher addressed this by targeted recruitment focusing on individuals who were most likely to provide rich, relevant, and diverse insights. Despite purposive sampling building on depth and relevance, the generalisation of the findings may simply not adequately explore as many other representative samples as might have been the case with the probabilistic sampling methods, prone to researcher bias and does not provide a way to evaluate reliability (Campbell et al., 2020). Hence, from the above discussion on purposive sampling, the sample size consisted of 16 managers of top retailers in the UK including Tesco, Sainsbury's, Asda and Morrisons.

3.8 Data Collection and Procedure

Collecting data in research entails pursuing a structured course to determine information from various sources to answer a research-related question, or effect of outcome (Saeed et al., 2021). This provides an assurance of the study protocols and reproducibility of the outcomes of the studies. The main data collection method for this study was interviews on the managers of top retailers in the UK including Tesco, Sainsbury's, Asda and Morrisons. The interviews was semi- structured, the set of questions asked in a specific order. Also, it is a qualitative research method that is a hybrid between pre-made open end questions (opening questions which are aimed at promoting a discussion) and the opportunity provided to the particular themes or the responses to be further explored. This method ensures consistency across all interviews, making it easier to compare and analyse responses (Ruslin et al., 2022).

In this context, the researcher made a detailed list of all the questions with a focus on the impact of green human resource management practices on environmental and economic performance as shown on Appendix 1. Afterwards, the researcher got in contact with sampled participants to arrange the date of the interviews and explain the aim of the study to the respondent, the anticipated duration of the interview (the interview took from 22 to 35 minutes per participant) including the topics to be covered during the interviews. On structuring interview questions, they started with the purpose of the research clarification and what the interview was all about by letting the participant know that the researcher has prepared them for the interview and they are comfortable. The interviewer began the interview with some all-inclusive questions to generate rapport and to put the interviewees at easy motions. The next questions were the core ones on the research objectives and questions. The closing questions allowed the participants to provide any

additional thoughts or clarifications and then the researcher appreciated them for their participation. On executing the interview, the researcher organised the interviews within a planned outline, guided by the prepared question and the order and was ready to dig deeper, if necessary. Also, the interviewer noted down the main points and non-verbal cues that might help in knowing the response of the participants.

Table 1.0: Data Collection Details

Interviewee	Company	Position	Duration of the interview
1	Tesco	HR manager	27 Minutes
2	Morrisons	HR officer	29 Minutes
3	Asda	HR coordinator	28 Minutes
4	Sainsbury's	HR officer	35 Minutes
5	Morrisons	HR officer	33 Minutes
6	Sainsbury's	HR manager	29 Minutes
7	Asda	HR officer	27 Minutes
8	Tesco	HR officer	22 Minutes
9	Morrisons	HR manager	28 Minutes
10	Asda	HR manager	35 Minutes
11	Tesco	HR manager	31 Minutes
12	Sainsbury's	HR officer	26 Minutes
13	Asda	HR manager	20 Minutes
14	Sainsbury's	HR officer	27 Minutes
15	Tesco	HR officer	30 Minutes
16	Morrisons	HR manager	26 Minutes

3.9 Data Analysis

Data analysis in research is used to understand the data collected during a research process and to find trends, patterns, and relationships (Hancock, Algozzine, and Lim, 2021). Thus, it gives researchers the ability to turn the raw data into valuable information to support the decision-making process. Since the collected data was qualitative data from the interviews, it

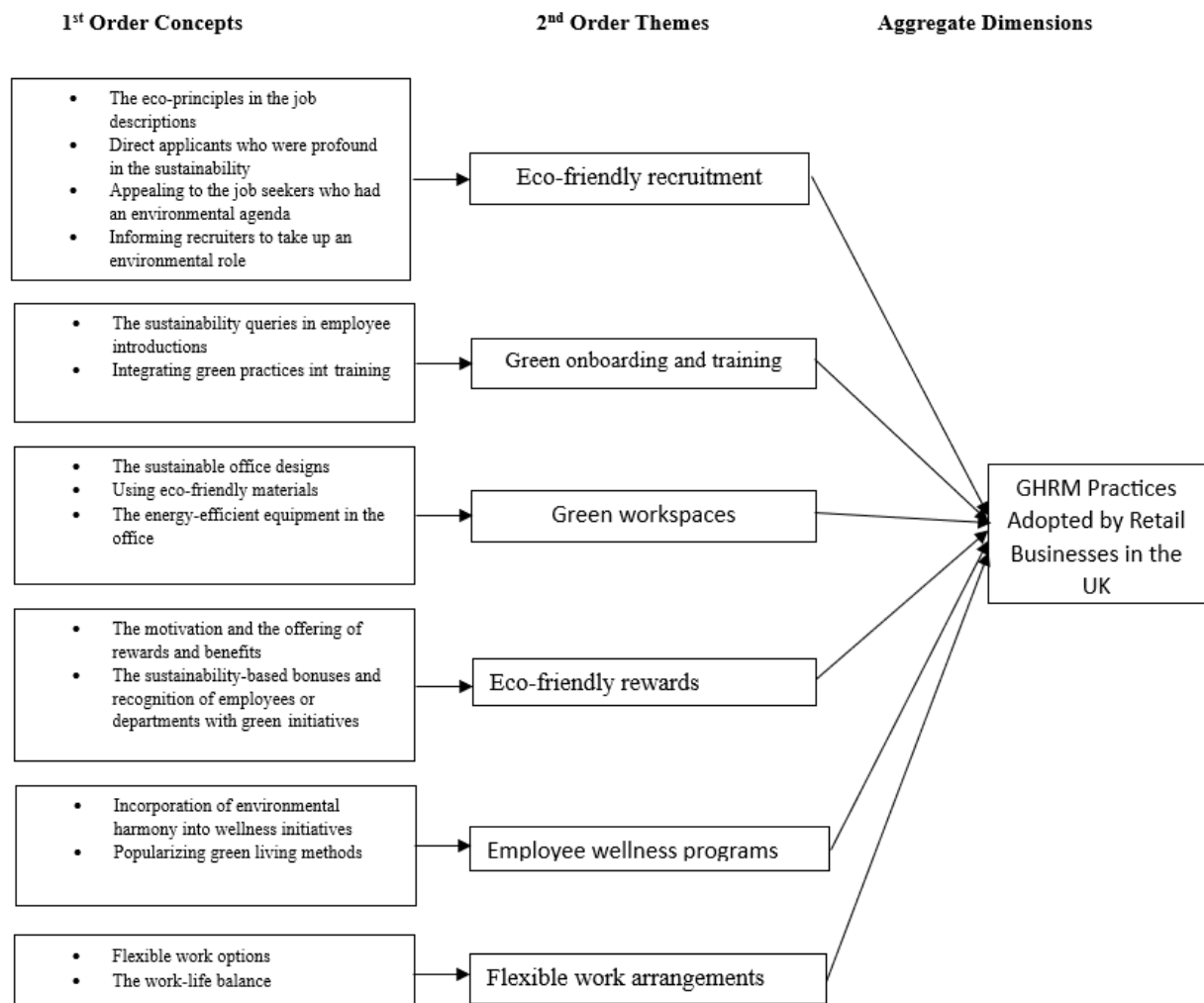
was analysed using thematic data analysis. Thematic analysis in research is a technique applied for identifying, analysing, and providing an account embodying patterns (themes) within data (Wiltshire, and Ronkainen, 2021). It offers comprehensive guidelines for open coding, which is a flexible and ease-of-access approach for analysing and making sense of textual data. The process of thematic data analysis technique encompasses familiarisation with the data where the researcher started immersing themselves on the data by going over them multiple times (reading and re-reading), firstly reading through the transcripts or open-end responses to get deep insights. This familiarisation helped the researcher in identifying initial ideas and patterns related to GHRM practices and their perceived impacts.

Afterwards, the researcher generated initial codes, systematically codified the data, singled out the parts related with HR practices, employee opinions, and organisational outcomes and then searched for themes. Searching for the themes entailed categorising the codes to possible themes, bringing together meaningfully related codes that appeared to belong to the same pattern sharing a coherent message with regards to the research aims. Furthermore, the researcher reviewed the themes including eco-friendly recruitment, green onboarding and training, green workspaces and flexible work arrangements and so on elaborating the themes, cross-checking the latter by the dataset in order not to depart or to bias from a valid pattern in the data to ensure that each theme being discussed gives a clear vision of how GHRM affects the environment as well as economy from the retail standpoint.

Subsequently the researcher defined and named the themes by creating the title in a clear manner and assigned a descriptive name to them to clarify the essence of what each theme was about and how it related to the research questions. Last, the investigator wrote up the analysis by describing and linking back to the research question and existing literature. Besides, illustrated how the identified themes contribute to understanding the impact of GHRM on environmental and economic performance, supported by relevant data excerpts. However, the researcher's biases and perspectives could influence theme identification and interpretation, potentially skewing the analysis and hence it was crucial to approach the data objectively and be aware of one's biases. Also, there was a risk of losing out on the detailed data when reducing it to narratives and thematic analysis was hugely data-bearing and researcher's interpretations might vary from each other affecting the research's consistency and reliability.

The data analysis was conducted using thematic analysis technique in conjunction with the Gioia methodology which encompass code (1st order concepts) and themes (2nd order themes) and aggregate dimensions and this resulted to Gioia methodology's data structure as shown on Figure 8.0 below;

Figure 8.0: Gioia methodology's data structure for first research objective



Source: (Author, 2024)

3.10 Ethical Considerations in Research

To guarantee that the research process was done properly and respectfully, some ethical factors were considered including: having the information sheet (Appendix 2) and informed consent (Appendix 3) where the participants signed to be fully informed regarding the main objectives of the study and what was done with the data obtained therein. Their agreement to join the project

was on a voluntary basis, recognizing that they could withdraw out of this project at any point without any repercussions. Additionally, on confidentiality, the researcher ensured that the participants' identity and the contents of their answers were not disclosed and the data was stored in a secure manner, and any presentations, publications did not reveal identifying information of the participants. Also, the researcher knew that anonymization of data is the best method to avoid the identification of participants or sensitive information about their work organisation or individual feelings.

Additionally, the investigator ensured these interviews were done on secure, encrypted platforms with encrypted storage of information to ensure no one gets to access the information of participants. The participants were also respected since in research it is one of the cornerstones of the research process and it involved being sensitive to their time by complying with interview scheduling and being aware that they too had comfort zones during the interview. This also included avoiding coercion since caution was needed to minimise situations when participants were forced to take part or explain further during the interview. This aspect is especially critical when interviewees are occupying jobs where they may feel apprehensive that their participation may be against their possible loss of job position. Lastly, there was debriefing; following the interview, interviewers shared the context of the study and how the participants' contribution was utilised and were provided with contact information if they had follow-up questions or concerns to the researcher.

3.11 Chapter Summary

This section outlined the research methodology which is largely based on Saunders onion. According to the chapter, the study was conducted using the interpretivism research philosophy, inductive research approach, and qualitative research strategy. The main data collection method for this study was interviews on the managers of top retailers in the UK including Tesco, Sainsbury's, Asda and Morrisons. The interviews was semi- structured, the set of questions asked in a specific order. The data analysis was conducted using thematic analysis technique in conjunction with the Gioia methodology which encompass code (1st order concepts) and themes (2nd order themes) and aggregate dimensions.

CHAPTER FOUR: ANALYSIS/FINDINGS

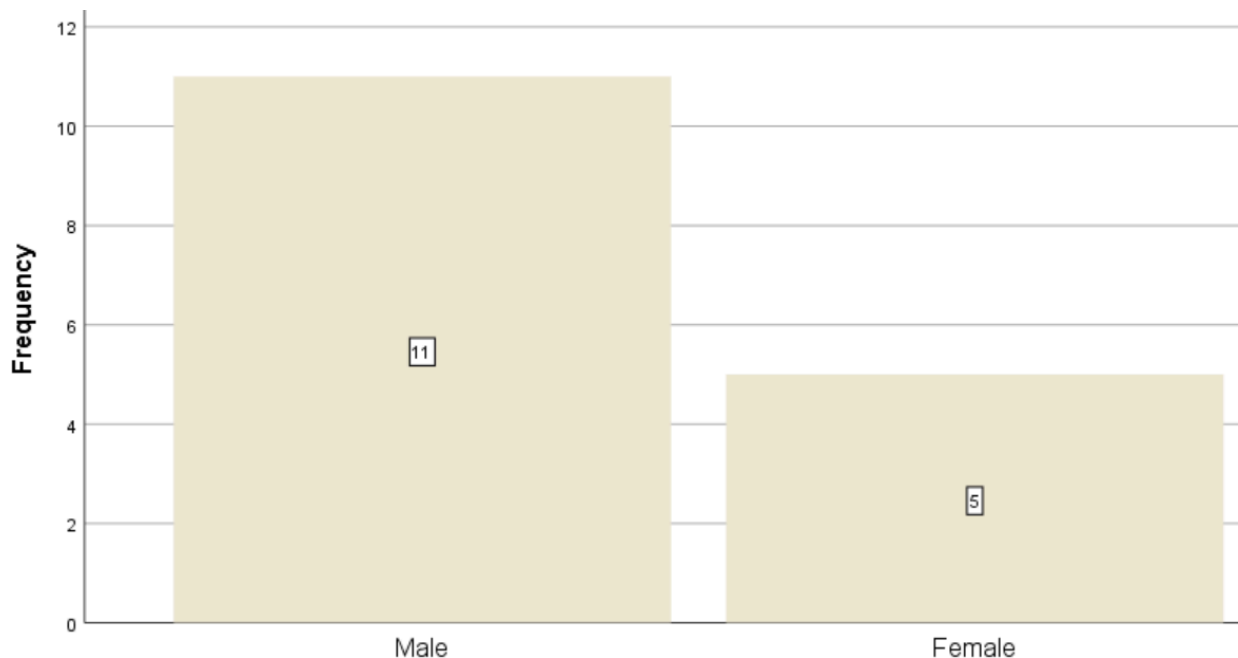
4.1 Introduction

This section comprises the data analysis/findings and in this study, the data was collected from 16 managers of top retailers (as shown on Table 1.0 above) in the UK including Tesco, Sainsbury's, Asda and Morrisons who were interviewed by the research team. The data analysis was conducted using thematic analysis technique in conjunction with the Gioia methodology which encompass code (1st order concepts) and themes (2nd order themes) and aggregate dimensions and this resulted in Gioia methodology's data structure as shown on Figure 8.0 above. Afterwards, the themes were defined and the researcher named in a clear manner by assigning a descriptive name to them to clarify the essence of what each theme was about and how related to the research questions. The research analysis/findings related the interview responses with the themes by quoting what the respective interviewees said in regard to the respective themes and the overall research question/objective.

4.2 Data Characteristics

In regard to the background information, all the interviewees were HRM managers or senior employees of various gender as shown on Figure 9.0 below.

Figure 9.0: Gender



Source: (Author, 2024)

From the above Figure 9.0, male managers were 11 while female managers were 5 and this implied that the target population was gender sensitive and obtained data from common genders making the data more credible and reliable. Additionally, the data collected also presented the duration the managers had been working in their respective organisations as shown on Figure 10.0 below;

Figure 10.0: Duration in the Organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	5	31.3	31.3	31.3
	1-5 years	4	25.0	25.0	56.3
	6-10 years	3	18.8	18.8	75.0
	10 - 15 years	2	12.5	12.5	87.5
	Above 15 years	2	12.5	12.5	100.0
	Total	16	100.0	100.0	

Source: (Author, 2024)

From the above Figure 10.0, the majority of the managers (5 managers) had worked for less than a year, 4 managers had worked for 1 to 5 years, 3 managers had worked for 6 to 10 years, 2 managers had worked for 10 to 15 years and 2 managers had worked for above 15 years. This implied that the target population was representative of the duration of the most of the employees in organisations and thus was valid and reliable.

4.3 The Types of GHRM Practices Adopted by Retail Businesses in the UK

In regard to this research objective, the researcher formulated two interview questions (What green human resource management practices has your organisation implemented in recent years and what inspired the adoption of green human resource management practices within your organisation). From interview responses, the following were the generated codes and themes in regard to what are the GHRM practices by the retail businesses in the UK?

4.3.1 Eco-friendly Recruitment

In regard to the eco-friendly recruitment, the codes generated were the eco-principles in the job descriptions, direct applicants who were profound in the sustainability, appealing to the job

seekers who had an environmental agenda and informing recruiters to take up an environmental role. In this context, eco-friendly recruitment is a solution that involves inclusion of environmental practices in an entity's hiring and recruitment process. Through this strategy, not only enthusiastic candidates are selected, but an organisation signals their position towards sustainable development, a finding which stands in line with Aboramadan (2022). Hence, eco-friendly recruitment was cited by several managers including; Interviewees 1, 7, and 13 where the former responses stated that eco-friendly recruitment was their core activity and the employees trying to join their company know that they will be working in an environmentally minded setting (interviewee 1) and it was the most preferable to the company that candidates participating in recruitment procedure exhibited strong inclination to sustainable development (Interviewee 7). Also, from the interview responses, the latter stated that;

Interviewee 13: *“The recruitment advertising focuses on the company's eco-friendly policy, and this campaign urges candidates to apply as they are motivated to contribute to environmental goals.”*

Additionally, these findings were supported by Bandari (2020) who alleged that by stressing on the green initiatives in the job postings and recruitment process, companies attract people with like-minded motivation to the organisation and it can be very easy for such people to be motivated by the sustainability goals of the organisation. Also, in relation to what inspired the adoption of green human resource management practices within the organisation. Since, interviewee 1, supported interviewee 13's argued, the former noted that;

"Eco-friendly recruitment, in which the adverts focus on our credibility to observe the conservation of our environment, has been our core activity. Employees trying to join our company know that they will be working in an environmentally minded setting."

4.3.2 Green Onboarding and Training

The green onboarding and training was as a culmination of codes including the training program which included sustainability queries in employee introductions and integrating green practices into training. The green boarding and training process usually means including the newcomers in learning about the company's green practices and what they can do towards it. The right training programs can vastly increase the usage of sustainable practices and bring the organisation to a high level of awareness of environmental issues. Therefore, green onboarding and training was

mentioned by three interviewees including 2, 8 and 14 and from the second interview question on what inspired the adoption of green human resource management practices within your organisation, the interviewer realised that it was due to the younger generation's zeal towards environmental issues (Interviewee 9).

Concerning the interviewees' responses, Interviewee 2 stated that, their green onboarding and training culture meant to inculcate the sustainable practices from the beginning where one got to embrace the company environmental policies and get avenues to participate in the green goals attainment.

Interviewee 2 mentioned that; *"Our green onboarding and training culture is meant to inculcate sustainable practices from the beginning..."*

This was also seconded by Interviewee 8 who argued that; their training courses had modules on "belief in the environment" which ensured that every employee understood the place of their work in the sustainability journey. In addition, Interviewee 14 responded as shown below;

Interviewee 14: *"Shoppers will be working together with Front Runner so that new recruits are conscious of environmental sustainability from day 1 ensuring the integration of eco-friendly practices from our onboarding process."*

The literature by Ahmed et al., (2023) supported the theme of green onboarding and training by arguing that, this process creates a green culture of environmental consciousness and responsibility starting from the earliest days of employment, thereby setting the expectations for employees on how they will play their role to support the company's green initiatives. However, Alghamdi (2021) claimed that most of the retailers had not implemented green onboarding and training.

4.3.3 Green Workspaces

The colour green is synonymous with not only nature but also sustainability and organisations using green workspaces, minimise ecological footprint of the companies. This is the same as ensuring that they use recyclable and biodegradable materials, that they pay attention to the energy that they consume and create an interior where employee health is good and environmental impact is low. It is worth mentioning that such workspaces not only prove to be sustainable to the environment but also improve job output and employee happiness. In this

context, the study generated codes such as sustainable office designs, and using eco-friendly materials and energy-efficient equipment in the office. Also, the green workspaces as one of the green human resource management practices was mentioned by interviewees 9, 15 and 16 as shown below;

Interviewee 9: *"Our offices have implemented sustainability practices in every way, incorporating energy-efficient lighting and consuming recycled materials for our furniture."*

Interviewee 15: *"With 'Greening Up our workplaces both to benefit the environment and to provide nicer and healthier workspaces for our team' we have seen a remarkable drop in our environmental footprint as well as created a better workplace environment."*

Interviewee 16: *"We've revamped our office setup into something more environmentally conscious. Including smart lighting, recycled materials, and energy efficient appliances."*

According to the researcher, the above responses on minimise ecological footprint of the companies can be largely attributed to the desire to cut operational costs that have inspired their approach that merge sustainability and its financial savings as shown by interviewee 8 on what inspired THEM as shown below;

Interviewee 8: *"It is this desire to cut operational costs that has inspired our approach that merges sustainability and its financial savings."*

4.3.4 Eco-friendly Compensation and Benefits

The theme on eco-friendly compensation and benefits came up by grouping codes including; motivation and the offering of rewards and benefits that make employees opt for the sustainable ones, sustainability-based bonuses and recognition of employees or departments with green initiatives. The eco-friendly compensation and benefits was mentioned by two interviewees including the 4th and 10th interviewees who argued that; they had a suitable compensation package that motivates environment-friendly behaviour through different options like subsidies for public transport and increasing the participation into our carpooling program. The 10th interviewee's responses is shown below;

Interviewee 10: *"Both of our eco-friendly compensation approaches have been widely appraised by employees with many of them appreciating the benefits like getting discounts on sustainability activities and projects."*

Hence, the researcher alleged that compensation and benefits by the green way promote workers to act in a best possible environment for the organisation by offering incentives of the green behaviour to reach the objectives of the environment of the organization. For instance, such benefits were recognition for eco-friendly actions and awarding for participating in the sustainability programs. Also, from the data analysis, the companies were inspired to undertake eco-friendly compensation and benefits due to several factors including:

Interviewee 14: *"Corporate social responsibility is a thing of today and most of our shareholders have been advocating for the change and this has been our key influence for the change."*

According to past studies Amrutha and Geetha (2020) argued that their eco-friendly compensation approaches had been widely embraced by employees with many of them appreciating the benefits like getting discounts on sustainability activities and projects. This was proved by Chams and García-Blandón (2019) where Starbucks' employees enjoy eco-friendly compensation and benefits.

4.3.5 Employee Wellness Programs

The codes for this theme were; incorporation of environmental harmony into wellness initiatives, and popularising green living methods. Employee welfare programs that incorporate environmental sustainability investigate both the intellectual and natural augmentation of employees as stated by the 5th interviewee as shown below. These programs include; organic food options, encouraging involvement in green activities or gardening in the workplace.

Interviewee 5: *"We've implemented a comprehensive employee program which is no longer solely dependent on physical health but also integrates components of environmental well-being, thus, creating spaces with natural elements, and endorsing green living."*

Also, according to 11th interviewee, wellness policies make employees more mindful of their health and the environment through their organic food choices in the cafeteria and company-wide fitness challenges as shown on the response below;

Interviewee 11: *“We are working to introduce wellness policies that will make employees more mindful of their health and the environment through our organic food choices in the cafeteria and company-wide fitness challenges.”*

The arguments especially by the 5th interviewee on employee welfare programs were compatible with Dede (2019) on GHRM in regard to incorporating environmental sustainability into HRM policies and practices.

4.3.6 Flexible Work Arrangements

From the interview responses, the flexible work arrangements were as a result of flexible work options and work-life balance which reduced an organisation's carbon footprint by a great extent by making employees commute shorter distances thereby reducing the need for coming to the offices, and by using less energy. These flexible work arrangements were cited by;

Interviewee 6: *"Flexible work arrangements have turned into an ultimate saviour for us, as it enabled us to go green and reduced our daily commutes into the office as well as allowed employees to have additional time to spend with their families and hobbies".*

Interviewee 12: *"Imposing flexible working policies, we've noted considerably less emissions, and the employee happiness ratio upwards trend is also evident, thanks to the flexibility."*

In relation to GHRM policies and practices covered before, Interviewee 12's arguments are in strong agreement since it highlights the dual benefits of GHRM policies on both employee flexible work arrangement and environmental sustainability. For instance, Faisal and Naushad (2020) alleged that through flexible hours and remote working, employees are able to commute less which subsequently leads to lower carbon emissions, a crucial objective of GHRM strategies.

4.4 The Role of Leadership in the Implementation and Effectiveness of GHRM And its Influences on Environmental And Economic Outcomes

The following codes and themes were identified from the data set in regard to this research objective;

4.4.1 Strategic Development and Alignment

This theme underscored the role of HR leaders by fostering the inception and, more importantly, embedding GHRM practices into core strategies of the HR. It shifts the focus to the need for these nature-tinted activities to be part and parcel of the overall strategic planning of the company rather than independent projects. Also, the code leading to this theme was aligning green practices with sustainability strategy and integrating GHRM practices with the main HR functions. The strategic development and alignment as the role of leadership in implementing GHRM was cited by 1st, 13th and 15th interviewees where the former interviewee argues that, they work on the development and integration of sustainability related HRM practices into the main HR functions and make sure that this team is aligned with the overall strategy of the organisation related to sustainability.

Additionally, the responses for 13th and 15th interviewee supported the 1st interviewee's sentiments as shown below;

Interviewee 13: "GHRM is an equation between business strategy and reputation ..."

Interviewee 15: "As the lead person handling sustainability matters within the Human Resources department, I am expected to invent and implement sustainable initiatives, the same guiding premise used to determine the processes within the department."

However, Interviewee 13 noted that as the company's HR leader they see to it that their initiatives would not only follow these factors but will be the advocacy of our company as a sustainable employer, though to achieve all that would be a challenge. In relation to the literature, these were among the challenges that were cited by Haddad (2019) and related to the GHRM policies and practices including; resource constraints and inadequate buy-in.

4.4.2 Training and Cultural Transformation

The code leading to this theme was the creation of training strategies, sustainable culture development, and employee engagement in environmental goals. This theme was codes were mentioned by 2nd interviewee who argues that;

Interviewee 2: *"It is my responsibility to create and implement training strategies which bring about a sustainable culture throughout the workforce of the organisation."*

Also, other participants including 8th and 14th interviewees supported the training and cultural transformation as the key roles of leaders in the HR department to implement the GHRM practises into their companies. They stated that;

Interviewee 8: *"I am tasked with making sure that the sustainability theme is intertwined into both onboarding and training procedure..."*

Interviewee 14: *"My assigned task entails repeated assessment of the functionality of our GHRM techniques in the course of which I will make alterations where necessary to improve our environmental results."*

From these codes and themes, the researcher echoed Imran, Alraja and Khashab, (2021)'s findings and argued that HR personnel had a role to cultivate within the organisation a culture of sustainability in the form of aimed training and career development programs. The objective is to build a workforce that is not only cognizant of the organisation's environmental goals and vision but is also participating literally in achieving it. Nonetheless, Jayabalan et al., (2020) claimed that the aspect of culture in the organisation was complex due to a diverse workforce with different backgrounds.

4.4.3 Recruitment, Engagement and Flexible Policies

In the context of the environmental theme from codes such as flexible work arrangements, green recruitment, green employment policies and cross-departmental collaborations on GHRM, HR leaders aim to promote flexibility as a part of their strategies to minimise the organisation's CO2 emissions and to ensure that the recruitment processes go in line with the practices of the organisation, i.e. the sustainability values according to Interviewee 6. The participant stated that, *"I promote flexible work arrangements within the company, which will considerably reduce the amount of CO2 emissions by our organisation."*

Also, flexibility in work arrangements permits several forms of schedule such as distant work or flexible hours, which ensure reduction of emissions due to commuting whereas green recruitment focuses on attracting and selecting individuals with passion for the environment as stated by interviewees 7 and 12 as shown below.

Interviewee 7: *"I am in charge of making the recruitment process appealing to those who are truly enthusiastic about sustainability as a core business value, and as the workforce of the company aligns with our green goals, I ensure a smooth execution of this process."*

Interviewee 12: *"The core of my responsibility is to oversee the implementation of multiple policies of green employment which undoubtedly make our workers happier and at the same time have a positive influence on the environment."*

According to the researcher, flexible policies and green recruitment ensures that the company's workforce is actively engaged towards the company's environmental objectives and also supports them, achieving a 'greener and environmentally aware' culture in the organisation. Although, as earlier covered on GHRM practices, Jehan et al., (2020) highlighted the issues of limited talent pool, and integration with the existing teams might cause cultural clashes or resistance from the current employees and hence adversely impacting green recruitment.

4.4.4 The Eco-friendly Compensation and Benefits

According to the data set and codes (eco-friendly pay packages and GHRM-based compensation), organisations can influence their staff to develop a practice that guides them on conservational efforts by using rewards to link up with sustainable activities. This came up with the 4th participant who argued that;

Interviewee 4: *"As a part of the organisational HR, my role is to formulate and execute performance-linked pay packages to encourage environment-friendly conduct among our staff."*

Also, it was supported by the 10th participant who also stated that, their responsibility was to manage the eco-friendly compensation systems' statements as shown below;

Interviewee 10: *"My responsibilities here include running the eco-friendly compensation systems' statements..."*

The researcher alluded that, as a result of the eco-friendly compensation and benefits, these initiatives not only encourage employees to take part in green initiatives but also achieve conformity of personal views of sustainable development with the same of the organisation, thus making a collective to the green stewardship. Subsequently, the eco-friendly compensation and

benefits and sustainable development within the organisation strongly relate to the GHRM strategies (Jerónimo et al., 2020).

4.4.5 Workspace Sustainability Initiatives

This theme was as a result of 1st order concepts including Leading green workspace initiatives, implementing sustainable policies, energy usage control, waste reduction according to Gioia methodology. In this context, one of the principal measures is adopting policies and procedures that discourage waste, minimise energy demands, and educate staff toward eco-friendliness as mentioned by the 3rd and 9th participants as shown below;

Interviewee 3: "... I am spearheading the campaign for greening of our workspaces..."

Interviewee 9: *"I serve as the primary overseeing agent in the implementation of these sustainable policies in our office buildings including energy usage control and waste reduction strategies."*

From these workspace sustainability initiatives, the researcher stated that, this was to achieve the same condition in which the office environment should become the workplace that would support the physical health of the employees and at the same time reduce the ecological footprint on our earth.

Furthermore, this second research objective also sought to assess how GHRM influenced environmental and economic outcomes in the UK retail sector and only two themes including positive and negative impact were formulated. In regard to the positive impact, operational efficiency and cost savings were mentioned by 1st, 3rd, 7th, 8th and 13th interviewees, and market opportunities and customer loyalty were stated by 4th, 9th and 11th participants as shown below. Besides, other positive impacts include; flexible work arrangements and reduced office costs, and employee reduced absenteeism.

Interviewee 4: *"Implementing sustainable approaches has provided us with new market cases and strengthened our customers loyalty..."*

Interviewee 9: *"We have been able to successfully tap into a pre-existing environmentally oriented segment of the market..."*

Interviewee 11: *"This has created a pool of potential partnerships and investments..."*

On the other hand, some interviewees/managers argued that, despite THEM being good for the company, currently the companies were yet to realise their economic benefits since they were incurring increased costs related to the GHRM which pressured their profits. These were;

Interviewee 2: *"Although GHRM is a priority for us, the required initial capital expenditure and spend for ongoing activities have challenged us recently..."*

Interviewee 6: *"The costs of training and adoption of GHRM strategies have been enormous even taking away revenue which affects financial performance."*

Interviewee 14: *"We do appreciate the fact that GHRM plays a role of long-term sustainability and growth but the financial cost associated with this can be a big blow..."*

The responses highlight a common challenge faced by organisations implementing GHRM strategies: represented by the considerable expense associated with it. These insights suggest several implications for GHRM including; high initial investment, ongoing operational costs, impact on financial performance and trade-off between profitability and sustainability (Kamaruddin et al., 2018). Consequently, GHRM discussion extends not only its environmental and social advantages but also economic implications and organisations will have to balance the initial and the continuous cost against the competitive advantages of sustainability, which may entail a shift in the financial strategies and the commitment to the future plans.

4.5 The Integration of the GHRM Practices into the Overall HR Strategy in the UK Retail Sector

The key themes that came up from the codes relating to this research objective were;

4.5.1 Strategic Integration and Collaboration

After data familiarisation, the study generated codes such as strategic alignment of GHRM with organisational goals, integrating sustainability principles into HR practices and collaboration between the sustainability teams and HR which were eventually grouped into strategic integration and collaboration themes. In this context, collaboration between the sustainability teams and HR was cited by the 2nd participant who argued that; *"HR department works in close collaboration with sustainability teams to integrate the GHRM management throughout the organisation..."* Additionally, the strategic integration and collaboration was acknowledged by the

12th participant who stated that, the GHRM was the building block for the company's HR strategy as shown below;

Interviewee 12: *"GHRM is the building block of our HR strategy...."*

Besides, according to the 14th interviewee, companies in the UK Retail Sector integrate the GHRM practises into their HR strategy by ensuring GHRM is embedded in all major activities of the department HR from leadership development to employee-engagement.

Interviewee 14: *"... GHRM is embedded in all major activities of the department HR, that is, from leadership development to employee-engagement."*

Thus, these responses and code enable the researcher to interject and argue that this integration was due to the close cooperation between the HRM department and the sustainability department, which made sustainability principles the important basis of all HR functions, eventually achieving the objectives of the GHRM practices.

4.5.2 Sustainable Recruitment and Employee Life-cycle

This theme stressed on the continuity of the sustainability practices throughout the employment life-cycle from recruitment to retirement or exiting the company. According to the interview responses, this would be achieved through (codes) incorporating GHRM into recruitment processes as mentioned by the 3rd participant, integration of sustainability into onboarding and performance management as mentioned by the 7th participant, and continuity of GHRM practices on employee lifecycle.

Interviewee 3: *"We've built the GHRM policies into our main HR functions by adopting sustainable hiring practices, sustainable onboarding processes, and continuous employee training focusing on environmental responsibility."*

Interviewee 7: *"We approach HR practice in tandem with environmental goals, and this is how we integrate GHRM function into employee engagement, motivational, and recognition programs."*

According to the researcher, this implied that there was an emphasis on the sustainability practices of GHRM throughout the employment cycle.

4.5.3 Workplace Sustainability and Employee Engagement

This covers GHRM application for environment-friendly practices in the workplace operations and availability of employees in different green activities, which indicate the long-term commitment of the company in environmental preservation and creating a eco-friendly company culture. It was mentioned by various interviewees as shown below;

Interviewee 5: *The organisation points out the link between protecting the environment and responsible people management practices, and thereby creating a favourable workplace culture.*

Interviewee 6: *"GHRM is an underlying element of many of our HRD practices, such as provision of an eco-friendly work environment and development of green programs participation incentives."*

Interviewee 9: *"..... We integrate GHRM altogether to sustainability, taking a holistic approach to engage everyone in the application."*

However, the first part of the response by the 9th interviewee highlighted the existence of some challenges in how GHRM practices are embedded within the broader HRM strategies in the organisations: Interviewee 9 mentioned the existence of some challenges such as challenges in aligning actions and values, employee resistance and balancing short-term pressures with the long-term goals as shown on their complete response below;

Interviewee 9: *"Despite the challenges in aligning actions and values, employee resistance and balancing short-term pressures with the long-term goals, we integrate GHRM altogether to sustainability, taking a holistic approach to engage everyone in the application."*

4.5.4 Training, Development and Recognition

According to the 13th participant, this theme illustrated how the incorporation of the GHRM practices in the design of training and development programs and the justified compensation system covering sustainability aimed in order to provoke a culture of awareness and proactive attitudes. The 13th participant stated that;

Interviewee 13: *"We have incorporated GHRM principles into the HR strategy by making sure that the training, developmental, and well-being activities of employees address our sustainable action goals".*

Consequently, other participants including the 15th interviewee who stated that; practices of GHRM were the backbone of their HR strategy, and the basis for their policy of contingency, that was obvious in the way they attracted, developed and retained talent.

In addition, the study sought to ascertain the extent to which GHRM practices are integrated into the overall HR strategy in the UK retail sector and also posed the same question to Tesco, Sainsbury's, Asda and Morrisons' managers and the responses were largely negative as shown below;

Interviewee 1: "...I wouldn't say that these practices are fully inclusive..”

Interviewee 3: "... we have not yet fully imposed this strategy in HR."

Interviewee 5: "... we cannot ensure that they are embedded in our strategy now."

Interviewee 11: "...we have not fully implemented the GHRM practices yet.....”

Interviewee 13: "...there is still a long road ahead in achieving a full integration of GHRM practices."

Interviewee 15 : "... at the moment we do not have integration across different teams and departments, so need further work."

However, some managers (around 6 participants – the minority) had positive responses by arguing that they had to a great extent integrated the GHRM practises into the overall HR strategy in the UK retail sector. In this context, the researcher concluded that, GHRM practices were least integrated into the overall HR strategy in the UK retail sector. The former findings were incompatible with Leidner, Baden and Ashleigh (2019) who alluded that, the execution of GHRM in the UK had grown due to increased awareness of the environmental issues, consumer pressure for sustainable practices and government regulations.

4.6 The Employees Perception on GHRM Practices and Their Impact on Job Satisfaction, Motivation and Engagement

The perception of the managers who were interviewed were largely positive as shown by the interview responses and the subsequent themes. In regard to the what ways have GHRM practices influenced your or your team's job satisfaction and motivation and engagement, the following themes were identified;

4.6.1 Enhanced Engagement and Alignment with Values

Some of the codes that led to this theme were enhanced pride and purpose, alignment with company values, feeling part of something bigger, alignment of personal and work values. According to interviewees 1, 2, 6, 10, 12 and 15. As shown below, some of these responses argued that employees experience an increased sense of duty as well as a deep pride in their work, since their efforts were understood to contribute enormously to the environmental goals, enhancing satisfaction and engagement at work.

Interviewee 1: *"We are thrilled to say that GHRM practices have entrusted a feeling of enjoyment ... Consequently, job satisfaction and motivation have significantly grown."*

Interviewee 12: *"...we've grown to realise how essential we are as a team to the attainment of company goals."*

According to the researcher, the enhancement of engagement and alignment with values reflected the effect of GHRM approaches in helping employees relate more closely with the organisation through their individualised values by properly integrating the individual values with the corporate sustainability objectives.

4.6.2 Increased Innovation and Team Collaboration

In addition to seeing more creativity and a feeling of having a purpose, the people who take part in green related projects say their involvement inspires them. Therefore, various participants mentioned or supported different codes that led to this theme as shown below;

Increased collaboration and innovation: Interviewee 3: *"By introducing green practices, the work space has become a more open and pleasant environment that has driven creativity and collaboration, resulting in a more good-natured and engaged staff."*

Boosted creativity: Interviewee 7: *"Through our GHRM projects, we have become more creative and innovative and have brought the group closer, making the group work more engaging and more accomplished."*

Sense of accomplishment and strengthened team spirit: Interviewee 13: *"Focusing on GHRM created in my team a spirit of teams and purpose shared, which is all that we need to have great satisfaction in the job."*

The research concluded that this mixed attitude does not only raise the sense of fulfilment at work but it helps teams propel their innovative ways of solving environmental challenges, arousing desire and commitment.

4.6.3 Empowerment and Recognition

This theme is supported by codes/interview responses such as Feeling valued and heard, empowerment and alignment with personal values, positive workplace culture change and giving indication that GHRM actions which directly recognizes employees and support their voice has a profound effect on retention and job satisfaction. The interviewees that acknowledged empowerment and recognition through GHRM practices were;

Interviewee 4: *"The presence of green HRM practices have motivated our team members to feel valued at work..."*

Interviewee 15: *"It is only right to say that we feel more in control and happy being part of our organisation..."*

Interviewee 16: *"HRM has helped to bring positive change in our office culture environment..."*

4.6.4 Challenges and Pressures

Whilst there are many benefits of GHRM, there are some challenges and stresses that may come with its implementation because of the extra burdens of adding new tasks or the pressure put on them to meet the green targets. This was mentioned by;

Interviewee 5: *"Even though we praise the management for focusing on sustainability, training on GHRM practices is still insufficient..."*

Interviewee 11: *"..., the increased workload with no additional support/or pay is sometimes hard to bear by our team members."*

Interviewee 14: *"... the lack of proper direction on those initiatives I supposed is a source of confusion and reduces our motivation."*

This meant the researcher concluded that there was a need for a suitable way of apportioning the impact of GHRM on staff in order to mitigate the risks of any possible adverse effects. Furthermore, the last interview question was on how the managers felt motivated to contribute to the company's sustainable/green goals because of these practices, and 10 participants felt more

motivated to contribute to the company's sustainable/green goals while 6 managers were neutral/not sure. According to the researcher, this aligned with some of the negative responses given above on ways in which the GHRM practices influenced their job satisfaction and motivation and engagement and how GHRM influenced environmental and economic outcomes in the UK retail sector which was also proved by Mariappanadar (2020).

4.7 Chapter Summary

This chapter presented the data from the 16 managers from the UK's top retailers and analysed it using thematic and Gioia methodology. The subsequent section provides the summary of these findings and links them with the existing literature.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

This section summarises the research findings and links them with literature to culminate to the discussion chapter of the study. This was conducted according to the research objectives;

5.2 Discussion

The discussion is conducted according to the research objectives as follows;

5.2.1 The Types of GHRM Practices by Retail Businesses in the UK

In regard to the study goal to identify the types of GHRM practices adopted by retail businesses in the UK, from the interview responses, eco-friendly recruitment was cited by several managers including; Interviewees 1, 7, and 13 where the former responses stated that eco-friendly recruitment was their core activity and the employees trying to join their company know that they will be working in an environmentally minded setting (Interviewee 1) and it was the most preferable to the company that candidates participating in recruitment procedure exhibited strong inclination to sustainable development (Interviewee 7). This was according to UN SDG 8 (Decent Work and Economic Growth), where Roscoe et al. (2019) argued that GHRM incorporates green recruitment to build sustainable workforce that aid economic growth while being environmentally conscious, though Berrone et al. (2023) claimed that companies had resource constraints to achieve decent workplace as stipulated by UN SDG 8. Additionally, green onboarding and training was mentioned by three interviewees including 2, 8 and 14 where Interviewees 2 and 8 stated that, their green onboarding and training culture meant to inculcate the sustainable practices from the beginning where one got to embrace the company environmental policies and gets avenues to participate in the green goals attainment. Also; their training courses had modules on "belief in the environment" which ensured that every employee understood the place of their work in the sustainability journey (Interviewee 8).

Also, the green workspaces as one of the green human resource management practices was mentioned by interviewees 9 and 15 and 16 which meant that, the companies minimised ecological footprint by ensuring that they used recyclable and biodegradable materials, paid attention to the green energy and created an interior where employee health was good and environmental impact was low according to UN SDG 8 on decent work (Donaires et al., 2019). According to Donaires et al., (2019) the findings to minimise ecological footprint by

ensuring that they used recyclable and biodegradable materials and use of green energy were in line with UN SDG 8 on decent work. The managers (interviewees) stated that; the organisations had revamped their office setup into something more environmentally conscious including smart lighting, recycled materials, and energy efficient appliances and with ‘Greening Up our workplaces both to benefit the environment and to provide nicer and healthier workspaces for our team’ they have seen a remarkable drop in their environmental footprint as well as created a better workplace environment. According to Chams, and García-Blandón (2019) this is aligned to UN SDG 7 (Affordable and Clean Energy) where GHRM plays a key role in fostering a culture of energy efficiency within the firm promoting its achievement.

The theme on eco-friendly compensation and benefits was mentioned by two interviewees including the 4th and 10th interviewees. This theme focuses on the process of reconciling the organisation's reward systems with the goals that the organisation has set in order to achieve sustainability. The green-related compensation and benefits (offering incentive of the green behaviour) promote workers to act in the best possible environment to achieve the objectives of the environment of the organisation (Jones, Wynn, and Comfort, 2020). For instance, such benefits were recognition for eco-friendly actions and awarding for participating in the sustainability programs. Besides, on the employee wellness programs, the 5th and 11th interviewees stated that their companies had implemented a comprehensive employee program which was no longer solely dependent on physical health but also integrated components of environmental well-being, thus, creating spaces with natural elements, and endorsing green living. Since the eco-friendly compensation and benefits relate to a resource-based view where the resources used are made for competitiveness, Ho (2019) had contradicting findings by claiming that, firms may not have adequate valuable, rare, and inimitable resources to categorise other are eco-friendly related compensation and benefits.

Also, flexible work arrangements as the GHRM practices were cited by the 6th and 12th interviewees where these arrangements including remote work or arranging employees hours reduce an organisation's carbon footprint by a great extent by making employees commute shorter distances thereby reducing the need for coming to the offices, and by using less energy. According to Yuriev et al., (2020) flexible work arrangements related to theory of planned behaviour (TPB) which considers the impression and perception of employees towards the green

practices influencing their involvement in such behaviours. These strategies aim to stave off the currently present and future imbalance between the organisation, its planet, and people. The flexible work arrangements were aligned to UN SDG 12 (Responsible Consumption and Production) which suggest that employers can provide ways for staff to adjust their consuming behaviour and efficient production methods, thus lowering the ecological footprint (Amrutha, and Geetha, 2020). From the above discussion, the study answered the first research questions (what are the GHRM practices by the retail businesses in the UK) by revealing that the GHRM practices practised by the retail businesses in the UK were eco-friendly recruitment, green onboarding and training, green workspaces, eco-friendly compensation and benefits, employee wellness program and the flexible work arrangements.

5.2.2 The Role of Leadership in the Implementation and Effectiveness of GHRM

On the role of leadership in the implementation and effectiveness of GHRM and how it influences environmental and economic outcomes in the UK retail sector, the strategic development and alignment as the role of leadership in implementing GHRM was cited by 1st, 13th and 15th interviewees. This meant the HR's activities in the field of sustainability were oriented at supporting the core business goals and activities and ensured the GHRM implementation provided additional contribution to the company's efforts to become more eco-friendly. In this context, Wood et al. (2020) agreed with these findings and added insights that this strategic alignment is the most pertinent factor in ensuring that the entire firm does observe environmental goals despite criticisms by Sussman, and Gifford (2019). Additionally, another role was training and cultural transformation that was mentioned by 2nd, 8th and 14th participants. This implies that the objective is to build a workforce that is not only cognizant of the organisation's environmental goals and vision but is also participating literally in achieving it.

This cultural change is a key factor in shifting the sustainability paradigm toward the internalisation of the concept and approach of environmentally friendly business into the very core of the company that would be reflected in all its day-to-day activities. Also, the employee education consists of developing and delivering learning programs through information and motivation, guiding the employees to master sustainable practices be it at work or in their daily lives. The role of training and education is linked to UN SDG 13 (Climate Action) where

Abdullah and Lim (2023) argued that through the training and consciousness programs, organisations become the agencies for workers having the information and the skills to keep the carbon emissions low and also to increase resilience to climate change.

In addition, the HRM leaders/managers also ensure green recruitment, engagement and flexible policies according to interviewees 6, 7 and 12. HR leaders aim to promote flexibility as a part of their strategies to minimise the organisation's CO₂ emissions and to ensure that the recruitment processes go in line with the practices of the organisation, i.e. the sustainability values. According to Abu-Bakar (2019) on environmental, societal, and governance (ESG) issues, this forms the basis of assessing the extent to which the organisation strives to act responsibly and follow ethical principles. Also, flexibility in work arrangements permits several forms of schedule such as distant work or flexible hours, which ensure reduction of emissions due to commuting whereas green recruitment focuses on attracting and selecting individuals with passion for the environment. Besides, the 4th and the 10th participants cited their roles related to management of the eco-friendly compensation and benefits to execute and ensure the effectiveness of the GHRM practices. According to stakeholders theory, these employee-oriented initiatives articulate how green activities bring about understanding among the stakeholders, such as employees, who may have their own perspectives and values which may influence how they align themselves with green principles (Aftab et al., 2023). According to the researcher, the theory and the findings synthesise each other and add insights that, these initiatives not only encourage employees to take part in green initiatives but also achieve conformity of personal views of sustainable development with the same of the organisation, thus making a collective to the green stewardship.

Besides, according to 3rd and 9th participants, one of the principal measures is adopting policies and procedures that discourage waste, minimise energy demands, and educate staff toward eco-friendliness. Hence, the role was to lead the workspace sustainability initiatives to achieve the same condition in which the office environment should become the workplace that would support the physical health of the employees and at the same time reduce the ecological footprint on our earth according to stakeholder theory which posits that an organisations' interest should incorporate all stakeholders including the employees, customers, government, nongovernmental organisation (NGOs), media and society (Freudenreich et al., 2020). Therefore, in regard to the

research objective to assess the role of leadership in the implementation and effectiveness of GHRM, the study found that, the leaders' roles included; strategic development and alignment, training and cultural transformation, recruitment, engagement and flexible policies, leading eco-friendly compensation and benefits and workspace sustainability initiatives. Additionally, the study sought to assess how GHRM influenced environmental and economic outcomes in the UK retail sector and the impact were largely positive though some participants 2th, 6th and 14th cited financial constraints. The aspect of financial constraints was also cited by Valencia et al. (2019), who alleged that despite the benefits experienced through the integration of GHRM and UN SDGSs, businesses are usually constrained by limited resources and competencies preventing them from making the right interpretations and consequently taking the right steps.

5.2.3 The Extent of Integrating the GHRM Practices into the UK retailers' Overall HR strategy

In respect to the third research objective to assess the extent to which GHRM practices are integrated into the overall HR strategy in the UK retail sector, the study found that the GHRM practices were integrated into the overall HR strategy in the UK retail sector through strategic integration and collaboration. This was supported by 2nd, 12th and 14th participants who stated that companies in the UK Retail Sector integrate the GHRM practises into their HR strategy by ensuring GHRM is embedded in all major activities of the department HR from leadership development to employee-engagement. According to the literature on (Environmental, Societal, and Governance) ESG and especially on governance, employers can make significant social impacts on society through socially responsible human resources practices by integrated into the overall HR strategy including fair labour practices, diversity and inclusion, and employee wellbeing initiatives which ultimately create positive workplace environments and community relations (Matten, and Moon, 2020). The other method was through sustainable recruitment and employee life-cycle through incorporating THEM into recruitment processes as mentioned by the 3rd participant, integration of sustainability into onboarding and performance management as mentioned by the 7th participant, and continuity of GHRM practices on employee lifecycle.

Furthermore, the GHRM practices were integrated into the overall HR strategy in the UK retail sector though workplace sustainability and employee engagement which covers GHRM application for environment-friendly practices in the workplace operations and availability of

employees in different green activities, which indicate the long-term commitment of the company in environmental preservation and creating a eco-friendly company culture. It was mentioned by various interviewees including the 5th, 6th and 9th interviewees. They argued that the GHRM was an underlying element of many of their HRD practices, such as provision of an eco-friendly work environment and development of green programs participation incentives, though Alraja, and Khashab (2021) cited GHRM-related complexities. Also, through training, development and recognition companies in the UK retail sector integrated GHRM practices into the overall HR strategy. This was echoed by the 13th and 15th participants who together argued that GHRM practices were the backbone of their HR strategy, and the basis for their policy of contingency, that was obvious in the way they attracted, developed and retained talent. Therefore, Tesco, Sainsbury's, Asda and Morrisons integrated GHRM practices into the overall HR strategy through strategic integration and collaboration, sustainable recruitment and employee life-cycle, workplace sustainability and employee engagement and training, development and recognition. Most of these GHRM practices are supported by UN SDGs such as 8 and 13 on decent work and climate action that stress on sustainable recruitment, workplace sustainability and training on climate action (UN, 2024).

Furthermore, to ascertain the extent to which GHRM practices are integrated into the overall HR strategy in the UK retail sector, the study found that majority (10 participants) of Tesco, Sainsbury's, Asda and Morrisons' managers gave negative responses while some managers (around 6 participants – the minority) had positive responses by arguing that they had to a great extent integrated the GHRM practises into the overall HR strategy in the UK retail sector. These findings were incompatible with ESG principles where Imran, Alraja, and Khashab (2021) argued that, through growing sustainability in HR processes i.e. hiring, training, evaluation and engagement workers get to understand eco-friendly practices promote retailers' culture. However, the study concluded that Tesco, Sainsbury's, Asda and Morrisons have not fully integrated GHRM practices into the overall HR strategy. This was compatible with Nhamo, Dube and Chikodzi (2020) arguments who cited that, the absence of specific rules for adjusting GHRM activities in a way that supports SDGs was an obstacle that small and medium sized businesses (SMEs) face when implementing these goals, however, Tesco, Sainsbury's, Asda and Morrisons are not SMEs.

5.2.4 The Employees' Perception on GHRM Practices and their Impact on Job Satisfaction, Motivation and Engagement

About the fourth research goal on what ways GHRM practices influenced your or your team's job satisfaction and motivation and engagement, interviewees 1, 2, 6, 10, 12 and 15 mentioned it enhanced engagement and alignment with values. This reflected the effect of GHRM approaches in helping employees relate more closely with the organisation through their individualised values by properly integrating the individual values with the corporate sustainability objectives as stated by Delgado-Ceballos et al. (2023). Also, GHRM practices have increased innovation and team collaboration as supported by interviewees 3, 7 and 13 and the researcher argued that the mixed attitude does not only raise the sense of fulfilment at work but it helps teams propel their innovative ways of solving environmental challenges, arousing desire and commitment. However, these findings from the interviewees' responses contradicted Klint, and Norell, (2023) who outlined the strengths of ESG in the context of green HRM practices including: holistic approach where ESG offers a holistic principle that ranges from ecological, social, and governance abstractions thus permitting companies to pass on ethical sustainability from their business processes. Klint, and Norell, (2023)'s stress was on ethical sustainability which was also echoed by Soares (2022). According to Soares (2022) aligning the ESG criteria with the green HRM enhances stakeholder management by demonstrating that the organisation is willing to achieve excellence in the area of sustainability and ethical practices, therefore, building trust and loyalty among the stakeholders.

Additionally, GHRM practices have led to empowerment and recognition of the employees as cited by interviewees 4, 15 and 16 indicating that GHRM actions which directly recognizes employees and support their voice has a profound effect on retention and job satisfaction. According to Reis (2021) the empowerment is aligned with social identity theory which suggests that the workers who see the company as taking a socially responsible path which to them is in keeping with their values undoubtedly get increased sense of loyalty and motivation towards the company. Also, employees of organisations that adopt the systems of GHRM, especially, are frequently emboldened by and acknowledged for their suggestions, advice, contributions towards sustainability and other such efforts that are put into practical use by the management (Rotaru, 2019). By doing so, it creates a feeling of empowerment, in which an employee's contribution will be in line with the overall objectives of the company. However, apart from the some

challenges related to GHRM including; inadequate training or communication (as discussed below), Perez Baez, and Remond (2022) alleged that implementing the ESG into the HR policies structure can possibly be a complex undertaking based on cultural shift for an organisation.

However, despite the benefits of GHRM, there are some challenges that may come with its implementation. This implied that the GHRM practices did not influence employees/managers' job satisfaction and motivation and engagement positively. These arguments were cited by the 5th, 11th and 14th participants. According to the researcher, this was as a result of inadequate training or communication toward the GHRM regulations leading to confusion and lowering employees' motivation and engagement. This inadequate training on climate action is against the UN SDG 13 (Climate Action) where training and education are core aspects to achieve this goal (Zakaria, 2023). Therefore, there was a need for a suitable way of apportioning the impact of GHRM on staff in order to mitigate the risks of any possible adverse effects. Furthermore, on how the managers felt motivated to contribute to the company's sustainable/green goals, 10 participants felt more motivated while 6 managers were neutral/not sure. Thus, in regard to the research question on how do employees in the UK retail sector perceive the GHRM practices and its impact on their job satisfaction and engagement, majority of the Tesco, Sainsbury's, Asda and Morrisons' managers had a positive perception and GHRM practices positively influenced job satisfaction, motivation and engagement despite a few challenges of extra burdens of adding new task or the pressure put on them to meet the green targets.

5.3 Chapter Summary

This section provided the discussion of the study where it linked the research findings from the managers' interview to the existing literature including the UN SDGs, GHRM, ESG, stakeholder perspective, RBV, social identity theory and theory of planned behaviour as well as the researcher's point of view. The subsequent section outlines the research conclusion, limitations of the study and recommendations for further areas of the research in the future.

CHAPTER SIX: CONCLUSION AND RECOMMENDATION

6.1 Introduction

This section covers the conclusion from the data analysis and findings and provides the recommendations of the future area of research.

6.2 Conclusion

The study on the impact of green human resource management (GHRM) practices on environmental and economic performance in the UK retail sector: human resource perspective, formulated four research objectives. In regard to the study goal to identify the types of GHRM practices adopted by retail businesses in the UK, the study found they were eco-friendly recruitment, green onboarding and training, green workspaces, eco-friendly compensation and benefits, employee wellness program and flexible work arrangements. According to the researcher, these GHRM practices aligned with UN SDG 7 (Affordable and Clean Energy), UN SDG 8 (Decent Work and Economic Growth) and UN SDG 12 (Responsible Consumption and Production). About the role of leadership in the implementation and effectiveness of GHRM and how it influences environmental and economic outcomes in the UK retail sector, the leaders' roles included; strategic development and alignment, training and cultural transformation, recruitment, engagement and flexible policies, leading eco-friendly compensation and benefits and workspace sustainability initiatives.

Additionally, on the third research objective, the study sought to assess how GHRM influenced environmental and economic outcomes in the UK retail sector and the impact were largely positive though some participants 2th, 6th and 14th cited financial constraints. This was because businesses are usually constrained by limited resources and competencies preventing them from making the right interpretations and consequently taking the right steps in regard to GHRM. In respect to the third research objective on the extent to which GHRM practices are integrated into the overall HR strategy in the UK retail sector, the study found that majority (10 participants) of Tesco, Sainsbury's, Asda and Morrisons' managers gave negative responses while some managers (around 6 participants – the minority) had positive responses by arguing that they had to a great extent integrated the GHRM practises into the overall HR strategy in the UK retail sector. This implied that Tesco, Sainsbury's, Asda and Morrisons had to a little extent integrated the GHRM practises into their overall HR strategy.

Lastly, on the study goal to assess how employees perceive GHRM practices and their impact on job satisfaction, motivation, and engagement, majority of the Tesco, Sainsbury's, Asda and Morrisons' managers had a positive perception and GHRM practices positively influenced job satisfaction, motivation and engagement despite a few challenges of extra burdens of adding new task or the pressure put on them to meet the green targets. This was through enhanced engagement and alignment with the organisational values, increased innovation and team collaboration, and led to empowerment and recognition of the employees though there was inadequate training or communication toward the GHRM regulations leading to confusion and lowering employees' motivation and engagement. Hence, green human resource management (GHRM) practices significantly impacted environmental and economic performance as evident through exploring Tesco, Sainsbury's, Asda and Morrisons' employees perceptions and outcome in the UK retail sector.

6.3 Limitations of the Study

There were several limitations of the study from this research including the sample size and diversity. The research was centred on only a particular number of UK retail business enterprises that may not necessarily showcase the diversity of the retail sector as an entire. From this particular study, bigger questions remain about small to medium-size enterprises and the remaining sub-sectors that were not covered and also the study did not take into account wider perspectives of employees or customers or other stakeholders. These are areas that future research can be built on. Also, on geographical limitation, the study trying to explain the UK retail industry only limits the space to discuss and generalise the findings. Besides, various places and countries may be brought up with diverse GHRM principles that are impacted by the culture, economy, and legislation. In addition, putting a stress on the consumer goods market itself limits the generalisation of the outcomes. While noted on the GHRM practises the notably different sectors could vary significantly, the study's conclusions' transferability affected.

Furthermore, the research used interviews as a way to collect data from the research participants, thus there might be some subjectivity in their responses. Additionally, the researcher might also be subjective in theory interpretation of the research problem and framing of the findings. Subjectivity of perception usually varies according to events the employee had excited, their life experiences, cultural background or the company atmosphere, as well. Consequently, the study

placed strong emphasis on qualitative data; therefore, the study could not measure the nature of the true magnitude of the impact of GHRM practices. Hence, constructing quantitative measures alongside these principles will be good for a better recognition of their effectiveness and the results obtained.

6.4 Recommendations for Future Study

In terms of implications for policy and practice, the policymakers can put forward incentives for the retailers' employers to GHRM (green human resource management) practices. This could range from a tax break, subsidies, grants for business relevant to the sustainability goals, such as eco-friendly talent search and environmentally-conscious workspaces. Besides, in regulatory frameworks, some of these laws might require stronger legal systems that emphasise or even impose the application of certain GHRM principles. This kind of model might help overcome financial problems faced by some firms due to the fact that it equalises the situation and makes sustainability the common practice in the sector. Conversely, on implication for practice, leaders in the retail sector should have the necessary information and skills to use the GHRM strategies in real life. This might involve investment in education on sustainability, spearheading green initiatives, and strategic leadership where sustainability/green human resource management is in alignment with corporate goals. Furthermore, the retail business like other businesses should warrant enough resources, including financial and human resources, to support GHRM initiatives. This encompasses not only the financial aspects of the system but also the proper training and dissemination of GHRM practices among every level of the organisation.

From the above limitations of the study and other aspects, the study recommended the expansion of the geographical scope; by looking into the applicability of the same practices in different nations, the next area of research should involve a comparative analysis covering a large number of countries that would further assist in the identification of global tendencies and contextual influences on GHRM. Besides, on longitudinal studies, categorical studies can be used as an introductory strategy to identify changes in the GHRM practices and effects of long run on organisations, employees and the environment. Alternatively, for a better comprehension of the scope and application of the GHRM methods, researchers can consider differences across performance of the practices in the different industry types.

In addition, future research can use quantitative research since adopting quantitative methods can give a better and more detailed insight of the correlation between GHRM policy and the various affected organisations including employee satisfaction, financial performance, and the environmental impact. Besides, the scope of future research may focus on GHRM in small and medium sized enterprises (SMEs) since SMEs have diverse deals and missions from those of the big retail businesses that the study extensively touched upon. In light of these findings and recommendations, it is clear that while green human resource management practices have begun to reshape the landscape of the UK retail sector, there remains a vast frontier for exploration and enhancement to fully harness their potential in fostering sustainable growth and operational excellence.

References

- Abdullah, N. and Lim, A. (2023) 'The Incorporating Sustainable and Green IT Practices in Modern IT Service Operations for an Environmentally Conscious Future.' *Journal of Sustainable Technologies and Infrastructure Planning*, 7(3), pp.17-47.
- Aboramadan, M. (2022) 'The effect of green HRM on employee green behaviours in higher education: the mediating mechanism of green work engagement'. *International Journal of Organisational Analysis*, 30(1), pp.7-23.
- Abu-Bakar, N. (2019) '*Ethics and global corporate behaviour: an analysis from the perspective of shareholder and ethical compliance*' (Doctoral dissertation, Durham University).
- Aburayya, A. Al Marzouqi, A. Al Ayadeh, I. Albqaeen, A. and Mubarak, S. (2020) 'Evolving a hybrid appointment system for patient scheduling in primary healthcare centres in Dubai: Perceptions of patients and healthcare providers.' *International Journal on Emerging Technologies*, 11(2), pp.251-260.
- Aftab, J. Abid, N. Sarwar, H. Amin, A. Abedini, M. and Veneziani, M. (2023) 'Does corporate social responsibility drive financial performance? Exploring the significance of green innovation, green dynamic capabilities, and perceived environmental volatility.' *Corporate Social Responsibility and Environmental Management*.
- Agustian, K. Pohan, A. Zen, A. Wiwin, W. and Malik, A.J. (2023) 'Human Resource Management Strategies in Achieving Competitive Advantage in Business Administration.' *Journal of Contemporary Administration and Management (ADMAN)*, 1(2), pp.108-117.
- Ahmad, J., Al Mamun, A., Masukujjaman, M., Makhbul, Z.K.M. and Ali, K.A.M. (2023) 'Modelling the workplace pro-environmental behaviour through green human resource management and organisational culture: Evidence from an emerging economy'. *Heliyon*, 9(9).
- Ahmed, Z. Khosa, M. Rehman, S.U. and Omar Faqera, A.F. (2023) 'Towards sustainable development in the manufacturing industry: does green human resource management facilitate green creative behaviour? A serial mediation model.' *Journal of Manufacturing Technology Management*, 34(8), pp.1425-1447.

Aich, S. Thakur, A. Nanda, D. Tripathy, S. and Kim, H.C. (2021) 'Factors Affecting ESG towards Impact on Investment: A Structural Approach.' *Sustainability* 2021, 13, 10868.

Ajibola, E.B. (2022) '*An investigation into talent management in the Irish retail sector: a case of Tesco, Aldi and SuperValu*' (Doctoral dissertation, Dublin, National College of Ireland).

Ajzen, I. (2020). 'The theory of planned behaviour: Frequently asked questions.' *Human behaviour and emerging technologies*, 2(4), pp.314-324.

Al-Ababneh, M. (2020) 'Linking ontology, epistemology and research methodology.' *Science & Philosophy*, 8(1), pp.75-91.

Alam, F. Ofli, F. and Imran, M. (2020) 'Descriptive and visual summaries of disaster events using artificial intelligence techniques: case studies of Hurricanes Harvey, Irma, and Maria.' *Behaviour & Information Technology*, 39(3), pp.288-318.

Alcaraz, J.M. Susaeta, L. Suarez, E. Colon, C. Gutiérrez-Martínez, I. Cunha, R. Leguizamón, F. Idrovo, S. Weisz, N. Correia, M.F. and Pin, J.R. (2019) 'The human resources management contribution to social responsibility and environmental sustainability: explorations from Ibero-America.' *The International Journal of Human Resource Management*, 30(22), pp.3166-3189.

Alghamdi, S. (2021) 'Effect of green human resource practices on the employee performance and behaviour: A Systematic'. *International Journal of Economics, Business and Management Research*, 5(3), pp.450-464.

Ali, M.A. (2021) 'Followers' use of vision guidance and intellectual competency to impact the visionary leadership perception and integration: Evidence from UK retail sector' (Doctoral dissertation, Brunel University London).

Amrutha, V.N. and Geetha, S.N. (2020) 'A systematic review on green human resource management: Implications for social sustainability.' *Journal of Cleaner production*, 247, p.119131.

Asiamah, N. Mensah, H.K. and Oteng-Abayie, E.F. (2022) 'Non-probabilistic sampling in quantitative clinical research: A typology and highlights for students and early career

researchers.’ *International Journal of Applied Research on Public Health Management (IJARM)*, 7(1), pp.1-18.

Bandari, C. (2020) ‘*Human Resource Management Practices for Sustainability of Ghanaian Small and Medium Enterprises* (Doctoral dissertation, Walden University). ‘

Barko, T., Cremers, M. and Renneboog, L. (2022) ‘Shareholder engagement on environmental, social, and governance performance.’ *Journal of Business Ethics*, 180(2), pp.777-812.

Bernoville, T. (2024) *How to decarbonise the retail industry: Strategies for sustainable transformation*. Available at:

<https://plana.earth/academy/decarbonisation-strategies-retail-industry#:~:text=The%20retail%20sector%20is%20one,of%20a%20retailers%20total%20emissions>. (Accessed: 28 April 2024).

Berrone, P. Rousseau, H.E. Ricart, J.E. Brito, E. and Giuliadori, A. (2023) ‘How can research contribute to the implementation of sustainable development goals? An interpretive review of SDG literature in management.’ *International Journal of Management Reviews*, 25(2), pp.318-339.

Bonache, J. and Festing, M. (2020) ‘Research paradigms in international human resource management: An epistemological systematisation of the field.’ *German Journal of Human Resource Management*, 34(2), pp.99-123.

Brown, R., (2020) ‘The social identity approach: Appraising the Tajfellian legacy.’ *British Journal of Social Psychology*, 59(1), pp.5-25.

Camilleri, M.A. (2022) ‘Strategic attributions of corporate social responsibility and environmental management: The business case for doing well by doing good!.’ *Sustainable Development*, 30(3), pp.409-422.

Campbell, S. Greenwood, M. Prior, S. Shearer, T. Walkem, K. Young, S. Bywaters, D. and Walker, K. (2020) ‘Purposive sampling: complex or simple? Research case examples.’ *Journal of research in Nursing*, 25(8), pp.652-661.

- Chams, N. and García-Blandón, J. (2019). 'On the importance of sustainable human resource management for the adoption of sustainable development goals.' *Resources, Conservation and Recycling*, 141, pp.109-122.
- Chouaibi, S. Chouaibi, J. and Rossi, M. (2022) 'ESG and corporate financial performance: the mediating role of green innovation: UK common law versus Germany civil law.' *EuroMed Journal of Business*, 17(1), pp.46-71.
- Cuthbertson, R.W. and Furseth, P.I. (2022) 'Digital services and competitive advantage: Strengthening the links between RBV, KBV, and innovation.' *Journal of Business Research*, 152, pp.168-176.
- Damian, R.I. Spengler, M. Sutu, A. and Roberts, B.W. (2019) 'Sixteen going on sixty-six: A longitudinal study of personality stability and change across 50 years.' *Journal of Personality and Social Psychology*, 117(3), p.674.
- Davidson, E. Nugent, B. and Johnsen, S. (2021) 'Charting the rough journey to 'home': The contribution of qualitative longitudinal research to understandings of homelessness in austerity.' *Social Policy and Society*, 20(4), pp.684-700.
- De Villiers, C. Farooq, M.B. and Molinari, M. (2022) 'Qualitative research interviews using online video technology—challenges and opportunities.' *Meditari Accountancy Research*, 30(6), pp.1764-1782.
- Dede, N.P. (2019) 'The relationship between green human resource management and green supply chain management.' *Beykoz Akademi Dergisi*, pp.31-63.
- Delgado-Ceballos, J. Ortiz-De-Mandojana, N. Antolín-López, R. and Montiel, I. (2023) 'Connecting the Sustainable Development Goals to firm-level sustainability and ESG factors: The need for double materiality.' *BRQ Business Research Quarterly*, 26(1), pp.2-10.
- Donaires, O.S. Cezarino, L.O. Caldana, A.C.F. and Liboni, L. (2019) 'Sustainable development goals—an analysis of outcomes.' *Kybernetes*, 48(1), pp.183-207.
- El-Kassar, A.N. and Singh, S.K. (2019) 'Green innovation and organisational performance: The influence of big data and the moderating role of management commitment and HR practices.' *Technological forecasting and social change*, 144, pp.483-498.

- Fairfax, L.M. (2022) 'Dynamic Disclosure: An Exposé on the Mythical Divide Between Voluntary and Mandatory ESG Disclosure.' *Tex. L. Rev.*, 101, p.273.
- Faisal, S. and Naushad, M. (2020) 'An overview of green HRM practices among SMEs in Saudi Arabia'. *Entrepreneurship and sustainability issues*, 8(2), p.1228.
- Fernando, Y. Halili, M., Tseng, M.L. Tseng, J.W. and Lim, M.K. (2022) 'Sustainable social supply chain practices and firm social performance: Framework and empirical evidence.' *Sustainable Production and Consumption*, 32, pp.160-172.
- Freeman, R.E. and Velamuri, S.R. (2023) 'A new approach to CSR: Company stakeholder responsibility. In R.' *Edward Freeman's Selected Works on Stakeholder Theory and Business Ethics* (pp. 251-264). Cham: Springer International Publishing.
- Freudenreich, B. Lüdeke-Freund, F. and Schaltegger, S. (2020) 'A stakeholder theory perspective on business models: Value creation for sustainability.' *Journal of business ethics*, 166(1), pp.3-18.
- Gansser, O.A. and Reich, C.S. (2023) 'Influence of the new ecological paradigm (NEP) and environmental concerns on pro-environmental behavioral intention based on the theory of planned behavior (TPB).' *Journal of Cleaner Production*, 382, p.134629.
- Garcia-De los Salmones, M.D.M. Herrero, A. and Martinez, P. (2021) 'CSR communication on Facebook: attitude towards the company and intention to share.' *International Journal of Contemporary Hospitality Management*, 33(4), pp.1391-1411.
- Gary, S.N. (2019) 'Best interests in the long term: Fiduciary duties and ESG integration.' *U. Colo. L. Rev.*, 90, p.731.
- Green-Schools (2024) 'Global Citizenship – Litter & Waste - Green-Schools.' [online] Available at: <http://greenschoolsireland.org/global-citizenship-litter-waste/>
- Haddad, M., (2019) 'How Are Green Human Resource Management Practices Promoting Employees' Pro-environmental Behavior in the Workplace Within the New Zealand Wine Industry?'

Hancock, D.R. Algozzine, B. and Lim, J.H. (2021) 'Doing case study research: A practical guide for beginning researchers.'

Hirai, T. (2022) 'A balancing act between economic growth and sustainable development: Historical trajectory through the lens of development indicators.' *Sustainable Development*, 30(6), pp.1900-1910.

Ho, L.P.K. (2019) '*A resource-advantage theory approach on competitive advantage and financial performance of beef cattle value chain in Vietnam Central Highlands*' (Doctoral dissertation, University Of Tasmania).

Hongal, P. and Kinange, U. (2020) 'A study on talent management and its impact on organization performance-an empirical review.' *International Journal of Engineering and Management Research*, 10.

Imran, R. Alraja, M.N. and Khashab, B. (2021) 'Sustainable performance and green innovation: Green human resources management and big data as antecedents.' *IEEE Transactions on Engineering Management*, 70(12), pp.4191-4206.

Jasrotia, S.S. Darda, P. and Pandey, S. (2023) 'Changing values of millennials and centennials towards responsible consumption and sustainable society.' *Society and Business Review*, 18(2), pp.244-263.

Jayabalan, N. Zafir, M.M. Kumar, R.M.H.M. Hayati, Y. and Mai, F.M.B. (2020) 'The role of OCBE on green HRM towards performance sustainability.' *International Journal of Innovation, Creativity and Change*. 13 (5), 388, 399.

Jehan, Y., Hussai, D., Batool, M. and Imran, M. (2020) 'Effect of green human resource management practices on environmental sustainability'. *International Journal of Human Capital in Urban Management*, 5(2), pp.153-164.

Jerónimo, H.M. Henriques, P.L. de Lacerda, T.C. da Silva, F.P. and Vieira, P.R. (2020) 'Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability.' *Journal of business research*, 112, pp.413-421.

Jetten, J. Peters, K. Álvarez, B. Casara, B.G.S. Dare, M., Kirkland, K. Sánchez-Rodríguez, Á. Selvanathan, H.P. Sprong, S. Tanjitpiyanond, P. and Wang, Z. (2021) 'Consequences of

economic inequality for the social and political vitality of society: A social identity analysis.' *Political Psychology*, 42, pp.241-266.

Jones, P. and Comfort, D. (2019) 'Storytelling and corporate social responsibility reporting: A case study commentary on UK food retailers.' *Journal of Public Affairs*, 19(4), p.e1834.

Jones, P. Wynn, M. and Comfort, D. (2020) 'SDG 12, Sustainable consumption and the UK's leading retailers.' *Responsible consumption and production*, p.7.

Jooss, S. Collings, D.G. McMackin, J. and Dickmann, M. (2024) 'A skills-matching perspective on talent management: Developing strategic agility.' *Human Resource Management*, 63(1), pp.141-157.

Kalu, M.E. (2019) 'Using emphasis-purposeful sampling-phenomenon of interest-context (EPPiC) framework to reflect on two qualitative research designs and questions: A reflective process.' *The Qualitative Report*, 24(10), pp.2524-2535.

Kamaruddin, N.F., Ahmad, A.A., Omar, K., Mat, N.H.N., Salleh, A.M.M., Fatini Kamaruddin, N. and Ahmad, A. (2018) 'Green work life balance, green human resource management practices on employee satisfaction'. *European Proceedings of Social and Behavioural Sciences*, 40.

Karadag, R. and Poppo, L. (2023) 'Strategic resource decay.' *Strategic Management Journal*, 44(6), pp.1534-1561.

Khana, M.P. Talibb, N.A. and Kowangc, T.O. (2020) 'The development of a sustainability framework via lean green six sigma practices in SMEs based upon RBV theory.' *Development*, 12(5), pp.135-156.

Klint, E. and Norell, L. (2023) 'ESG score, stock price, volatility, and sustainable strategic management.' A study with focus on 20 Indian companies.

Knappertsbusch, F. Langfeldt, B. and Kelle, U. (2021) 'Mixed-methods and multimethod research.' *Soziologie-Sociology in the German-Speaking World*, pp.261-272.

Kouamé, S. Hafsi, T. Oliver, D. and Langley, A. (2022) 'Creating and sustaining stakeholder emotional resonance with organizational identity in social mission-driven organizations.' *Academy of Management Journal*, 65(6), pp.1864-1893.

- Kularathne, H.M.R.D. (2020) 'Does green employee empowerment mediate the relationship between green HRM and environmental performance'. *Asian Journal of Social Science and Management Technology*, 2(6), pp.173-180.
- Lee, J.W. (2020) 'Green finance and sustainable development goals: The case of China. Lee, Jung Wan (2020).' *Green Finance and Sustainable Development Goals: The Case of China. Journal of Asian Finance Economics and Business*, 7(7), pp.577-586.
- Lee, K.H., Noh, J. and Khim, J.S. (2020) 'The Blue Economy and the United Nations' sustainable development goals: Challenges and opportunities'. *Environment international*, 137, p.105528.
- Leidner, S. Baden, D. and Ashleigh, M.J. (2019) 'Green (environmental) HRM: Aligning ideals with appropriate practices.' *Personnel Review*, 48(5), pp.1169-1185.
- Liao, Z. (2019) '*A Skills Framework for Energy Saving*' (Doctoral dissertation, University of York).
- Liu, Y. (2022) 'Paradigmatic compatibility matters: A critical review of qualitative-quantitative debate in mixed methods research.' *Sage Open*, 12(1), p.21582440221079922.
- Locke, E.A. and Latham, G.P. (2019) 'The development of goal setting theory: A half century retrospective.' *Motivation Science*, 5(2), p.93.
- Mardiana, S. (2020) 'Modifying research onion for information systems research.' *Solid State Technology*, 63(4), pp.5304-5313.
- Mariappanadar, S. (2020) 'Characteristics of sustainable HRM system and practices for implementing corporate sustainability.' *Sustainable Human Resource Management: Transforming Organizations, Societies and Environment*, pp.9-35.
- Matten, D. and Moon, J. (2020) 'Reflections on the 2018 decade award: The meaning and dynamics of corporate social responsibility.' *Academy of management Review*, 45(1), pp.7-28.
- Mokus, E.W. (2019). '*Role of organizational resources on the sustainability of competitive advantage in the oil industry in Kenya*' (Doctoral dissertation, JKUAT-COHRED).

Moon, M.A. Mohel, S.H. and Farooq, A. (2021) 'I green, you green, we all green: Testing the extended environmental theory of planned behavior among the university students of Pakistan.' *The Social Science Journal*, 58(3), pp.316-332.

Möttus, R. Wood, D. Condon, D.M. Back, M.D. Baumert, A. Costantini, G. Epskamp, S. Greiff, S. Johnson, W. Lukaszewski, A. and Murray, A. (2020) 'Descriptive, predictive and explanatory personality research: Different goals, different approaches, but a shared need to move beyond the Big Few traits.' *European Journal of Personality*, 34(6), pp.1175-1201.

Mphaphuli, T.K. (2022) '*The effect of recruitment and selection on organisational performances: A case of Vhembe District Municipality*' (Doctoral dissertation).

Mtembu, V. (2019) 'Does having knowledge of green human resource management practices influence its implementation within organizations?'. *Problems and Perspectives in Management*, 17(2), p.267.

Murillo Ramos, L. (2023) 'Enhancing Green Human Resource Management in the Hospitality Sector: Antecedents, Consequences, and the Role of Employee Green Voice.'

Mweshi, G.K. and Sakyi, K. (2020) 'Application of sampling methods for the research design.' *Archives of Business Review–Vol*, 8(11).

Nhamo, G., Dube, K. and Chikodzi, D. (2020) 'Sustainable development goals: Concept and challenges of global development goal setting.' *Handbook of global health*, pp.1-40.

Obilor, E.I. (2023) 'Convenience and purposive sampling techniques: Are they the same.' *International Journal of Innovative Social & Science Education Research*, 11(1), pp.1-7.

Ojo, A.O. Tan, C.N.L. and Alias, M. (2022) 'Linking green HRM practices to environmental performance through pro-environment behaviour in the information technology sector.' *Social Responsibility Journal*, 18(1), pp.1-18.

Olya, H.G. Bagheri, P. and Tümer, M. (2019) 'Decoding behavioural responses of green hotel guests: A deeper insight into the application of the theory of planned behaviour.' *International Journal of Contemporary Hospitality Management*, 31(6), pp.2509-2525.

Ong, J.O. and Riyanto, S. (2020) 'Green human resource management in manufacturing company'. *IOSR Journal of Business and Management*, 22(4), pp.48-57.

Opatha, H.H.D.P.J. and Kottawatta, H. (2020) 'Green HRM and Environmental (Green) Attitude: Do Green HRM Practices of Sri Lankan Tiles Industry Affect to Determine the Environmental (Green) Attitudes of the Employees'. *International Journal of Management Excellence*, 15(2), pp.2207-2219.

Peerzadah, S.A., Mufti, S. and Nazir, N.A. (2018) 'Green human resource management: a review'. *International Journal of Enhanced Research in Management & Computer Applications*, 7(3), pp.790-795.

Perez Baez, C.A. and Remond, M.A. (2022) 'Environmental, Social and Governance (ESG) Integration and Organizational Change: A multi-case study of investment companies.'

Porter, M. Serafeim, G. and Kramer, M. (2019) 'Where ESG fails.' *Institutional Investor*, 16(2), pp.1-17.

Qendro, A.E. (2019) '*A study of Albanian and UK consumers' identity creation within food shopping experiences: a consumer culture theory approach*' (Doctoral dissertation).

Reimer, N.K. Schmid, K. Hewstone, M. and Al Ramiah, A. (2022) 'Self-categorization and social identification: Making sense of us and them.' *Theories in Social Psychology, Second Edition*, pp.273-295.

Reis, R. (2021) '*The influence of CSR initiatives on organisational identification: a case study with Kraft Heinz*' (Master's thesis, University of Twente).

ResearchGate. (2024) (PDF) 'Social-Identity-Theorys-Basic-Principles:' [online] Available at: https://www.researchgate.net/figure/A-Schematic-Diagram-of-Social-Identity-Theorys-Basic-Principles_fig1_239609885

ResearchGate. (2024) 'Green Human Resource Management: A Theoretical Overview.' [online] Available at: https://www.researchgate.net/publication/304169968_Green_Human_Resource_Management_A_Theoretical_Overview

Retzius, G.C. and Skaar, M.M. (2022) '*Human Resource Management and the Pursuit of Sustainable Development*' (Master's thesis, University of Agder).

Roscoe, S. Subramanian, N. Jabbour, C.J. and Chong, T. (2019) 'Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development.' *Business Strategy and the Environment*, 28(5), pp.737-749.

Rotaru, C.S.F. (2019) 'Challenges and Opportunities for Sustainable Finance.' *Journal of Contemporary Issues in Business & Government*, 25(1).

Ruslin, R. Mashuri, S. Rasak, M.S.A. Alhabsyi, F. and Syam, H. (2022) 'Semi-structured Interview: A methodological reflection on the development of a qualitative research instrument in educational studies.' *IOSR Journal of Research & Method in Education (IOSR-JRME)*, 12(1), pp.22-29.

Ryder, M. Jacob, E. and Hendricks, J. (2019) 'An inductive qualitative approach to explore Nurse Practitioners views on leadership and research: An international perspective.' *Journal of Clinical Nursing*, 28(13-14), pp.2644-2658.

Sabanoglu, T. (2024) *Total retail sales worldwide from 2021 to 2026*. Available at: <https://www.statista.com/statistics/443522/global-retail-sales/#:~:text=World%3A%20retail%20sales%202021%2D2026&text=Global%20retail%20sales%20were%20projected,of%20a%20good%20or%20service>. (Accessed: 28 April 2024).

Saeed, M.A. Mohammed H. Al-Ahdal, A.A. and Al Qunayeer, H.S. (2021) 'Integrating research proposal writing into a postgraduate research method course: what does it tell us?.' *International Journal of Research & Method in Education*, 44(3), pp.303-318.

Sansom, R. (2021) '*Theory of planned behavior*.' [online] Change Theories Collection. Available at: https://ascnhighered.org/ASCN/change_theories/collection/planned_behavior.html.

Sapna, A.G. (2021) 'Implementation of Green Human Resource Management Practices: Barriers and Solutions'. *Journal of Scientific Research*, 65(9).

Sathasivam, K. Abu Bakar, R. and Che Hashim, R. (2021) 'Embracing organisational environmental sustainability: Experiences in green human resource management.' *Business Strategy & Development*, 4(2), pp.123-135.

Schorscher, N. (2022) 'Systematic literature review on lessons learnt from terrorist attacks with a focus on pre-hospital and in-hospital management.'

Shaban, S. (2019) 'Reviewing the concept of Green HRM (GHRM) and its application practices (Green Staffing) with suggested research agenda: A review from literature background and testing construction perspective'. *International Business Research*, 12(5), pp.86-94.

Shoaib, M., Zámečník, R., Abbas, Z., Javed, M. and Rehman, A.U. (2021) 'Green human resource management and green human capital: a systematic literature review'. In *Proceedings of the International Scientific Conference: Contemporary Issues in Business, Management and Economics Engineering, Vilnius, Lithuania* (pp. 13-14).

Silvester, Y., Sarip, A. and Hassan, M.A. (2019) 'The relationship between green HRM practices and organizational citizenship behavior toward environment (OCBE)'. *Journal of Management and Operation Research*, 1(18), pp.1-7.

Singh, S.K. Del Giudice, M. Chierici, R. and Graziano, D. (2020) 'Green innovation and environmental performance: The role of green transformational leadership and green human resource management.' *Technological forecasting and social change*, 150, p.119762.

Smętek, W. Węgrzyk, J. Klama-Baryła, A. Łabuś, W. Kraut, M. Szapski, M. Nowak, M. and Kitala, D. (2019) 'Resource-Based View of Laboratory Management: Tissue Bank ATMP Production as a Model.' [online] www.intechopen.com. IntechOpen. Available at: <https://www.intechopen.com/chapters/67429>.

Soares, G.D.S.E.F. (2022) 'ESG is in the eye of the beholder: the ambiguities within concept, culture and evaluation' (Doctoral dissertation, Universidade Nova de Lisboa).

Sun, Y. Haghighat, F. and Fung, B.C. (2020) 'A review of the-state-of-the-art in data-driven approaches for building energy prediction.' *Energy and Buildings*, 221, p.110022.

Sussman, R. and Gifford, R. (2019) 'Causality in the theory of planned behavior.' *Personality and Social Psychology Bulletin*, 45(6), pp.920-933.

Ugwu, C.I. Ekere, J.N. and Onoh, C. (2021) 'Research paradigms and methodological choices in the research process.' *Journal of Applied Information Science and Technology*, 14(2), pp.116-124.

UN (2024) *Department of Economic and Social Affairs: Sustainable Development*. Available at: <https://sdgs.un.org/goals>

Urcia, I.A. (2021) 'Comparisons of adaptations in grounded theory and phenomenology: Selecting the specific qualitative research methodology.' *International journal of qualitative methods*, 20, p.16094069211045474.

Valencia, S.C. Simon, D. Croese, S. Nordqvist, J. Oloko, M. Sharma, T. Taylor Buck, N. and Versace, I. (2019) 'Adapting the Sustainable Development Goals and the New Urban Agenda to the city level: Initial reflections from a comparative research project.' *International Journal of Urban Sustainable Development*, 11(1), pp.4-23.

Wiltshire, G. and Ronkainen, N. (2021) 'A realist approach to thematic analysis: making sense of qualitative data through experiential, inferential and dispositional themes.' *Journal of Critical Realism*, 20(2), pp.159-180.

Wood, D.J. Mitchell, R.K. Agle, B.R. and Bryan, L.M. (2021) 'Stakeholder identification and salience after 20 years: Progress, problems, and prospects.' *Business & Society*, 60(1), pp.196-245.

Yuriev, A. Dahmen, M. Paillé, P. Boiral, O. and Guillaumie, L. (2020) 'Pro-environmental behaviors through the lens of the theory of planned behavior: A scoping review.' *Resources, Conservation and Recycling*, 155, p.104660.

Zakaria, Y. (2023) '*Green Purchasing And Environmental Performance: The Moderating Effect Of Top Management Support In Greater Accra Metropolitan Assembly*' (Doctoral dissertation, KNUST).

Zhang, Q. Cao, M. Zhang, F. Liu, J. and Li, X. (2020) 'Effects of corporate social responsibility on customer satisfaction and organizational attractiveness: A signaling perspective.' *Business ethics: A European review*, 29(1), pp.20-34.

Zubair, D.S.S. and Khan, M. (2019) 'Sustainable development: The role of green HRM.' *International Journal of Research in Human Resource Management*, 1(2), pp.1-6.

Appendices

Appendix 1: Interview Questions

Part I: Background Information

- i. Gender of the participants? Male [] Female [] Other []
- ii. How long have you been working in the organisation?
Less than 1 year [] 1-5 years [] 6-10 years [] 10 – 15 years [] and Above 15 years []

Part II: Questions on Research Objectives

Research Objective I

- i. What Green Human Resource Management practices has your organisation implemented in recent years?
- ii. What inspired the adoption of GHRM practices within your organisation?

Research Objective 2

- iii. As a leader/manager in the HR department, what is your role in the implementation and effectiveness of GHRM in your organisation?
- iv. How do GHRM initiatives influence environmental and economic outcomes in your organisation?

Research Objective 3

- v. How are GHRM practices embedded within the broader human resource strategies in your organisation?
- vi. Has your organisation fully integrated GHRM practices into its HR strategy?

Research Objective 4

- vii. In what ways have GHRM practices influenced your or your team's job satisfaction and motivation and engagement?
- viii. Do you feel more motivated to contribute to the company's sustainable/green goals because of these practices?

Appendix 2: Information Sheet

Purpose of the Study. As part of the requirements for a postgraduate degree at National College of Ireland, I have to carry out a research study. The study will explore the impact of green human resource management (GHRM) practices on environment and economic performance in the UK retail sector, the human resource perspective.

What will the study involve? The study will interview 16 managers of top retailers in the UK including Tesco, Sainsbury's, Asda and Morrisons for a duration of less than 35 minutes from 02/04/2024 to 18/4/2024.

Why have you been asked to take part? You have been asked because you are specifically suitable to provide data for this study as a stakeholder (employees and managers in the HR Department) of businesses in the UK retail sector.

Do you have to take part? No, you do not have to participate. There will be no adverse consequences in terms of your legal rights and your care / treatment / employment status / education, that is, there will be no impact on your assessment or class of degree, if you decide not to participate or withdraw at a later stage. You can withdraw your participation at any time. You can request for your data to be withdrawn until [date, e.g. submission of interview] / until publication of the data without giving a reason and without prejudice. All identifiable data or tissue collected would be withdrawn from the study. Data or tissue which is not identifiable to the research team may be retained {because we cannot trace this information back to you}. No further data/tissue would be collected or any other research procedures would be carried out on or in relation to you.

Will your participation in the study be kept confidential? Yes, Both identifiable and anonymised data will be destroyed.

What will happen to the information which you give? The data will be kept confidential for the duration of the study, available only to me and my research supervisor. It will be securely stored (say how). On completion of the project, they will be retained for a minimum of a further ten years and then destroyed.

What will happen to the results? The results will be presented in the thesis. They will be seen by my supervisor, a second marker and the external examiner. The thesis may be read by future

students on the course. The study may be published in a research journal.

What are the possible disadvantages of taking part? I don't envisage any negative consequences for you in taking part. It is possible that talking about your experience in this way may cause some distress.

What if there is a problem? At the end of the procedure, I will discuss with you how you found the experience and how you are feeling. If you subsequently feel distressed, you should contact

Who has reviewed this study? Approval must be given by the NCI Ethical Guidelines for Research with Human Participants Committee of the National College of Ireland before studies like this can take place.

Any further queries? If you need any further information, you can contact me: Lisa Mendonça, +353 899701736, lisamendonca25@gmail.com

If you agree to take part in the study, please sign the consent form overleaf.

Appendix 3: Consent Form

I.....agree to participate in [*name*]'s research study.

The purpose and nature of the study has been explained to me in writing.

I am participating voluntarily.

I give permission for my interview with [*name*] to be audio-recorded.

I understand that I can withdraw from the study, without repercussions, at any time, whether before it starts or while I am participating.

I understand that I can withdraw permission to use the data within two weeks of the interview, in which case the material will be deleted.

I understand that anonymity will be ensured in the write-up by disguising my identity.

I understand that disguised extracts from my interview may be quoted in the thesis and any subsequent publications if I give permission below:

(Please tick one box:)

I agree to quotation/publication of extracts from my interview ☐

I do not agree to quotation/publication of extracts from my interview ☐

Signed:

Date:

PRINT NAME:

