

A Study of Green Human Resources Management (GHRM) Practices in the Strategic Management Perspective

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Abstract

The recent increase in environmental problems has made it necessary for organizations to create environmental strategies. “Green culture” becomes even more important, especially if the raw materials used, the production process and the product itself can harm the environment. As environmental awareness, sustainability and environmental responsibilities become more and more important, organizations include environmental elements in their strategies. The effective and efficient carry out of environmental strategies in the organization is possible with the support of managers and the participation of employees. Green human resources management (GHRM) takes an active role in the environmental and sustainability goals of organizations and the HR department turns into a key strategic unit. It’s important for the whole organization that human resources management and practices gain a “green” dimension. This study aims to reveal the relation between strategic management and GHRM and its practices. The research was designed with qualitative features. In-depth interviews were used in the research. The results of the study have revealed that green human resources management practices are carried out even if green human resources management are not directly involved in the strategic management process. In addition, it has revealed which green human resources management practices are used in the organizations.

Keywords: Strategic Management, Green Human Resources Management, In-depth Interview, Environment Management, Sustainability.

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1.Introduction

According to Victor (2001), in the 21st century, the interest in environmental problems is increasing in all fields in the world (Ahmad, 2015: 2). Haden et al. (2009) define the environmental management as the process of creating innovation throughout the organization on issues such as sustainability, waste reduction and social responsibility by adopting environmental goals and strategies integrated with the organizational goals and strategies (Jabbour, 2011: 98). Therefore, properly combining environmental thinking in an organization with its operations and vision can lead employees to environmental practices and initiatives (Acquah et al., 2021: 269).

Human resources are very important for the implementation of organizational strategies and policies. The initiation and implementation of green initiatives, and the spread of green culture cover all employees in the organization and at this point the top management plays an important role (Yusliza et al., 2019). It is stated that as a result of the support given by the top management to environmental problems, green practices in the organization are perceived positively among the employees and result in sustainable environmental performance (Haldorai et al., 2022: 2). The support of the top management on environmental issues creates the necessary resources for the successful implementation of green human resources management (GHRM) (Haldorai et al., 2022: 2). From this point of view, Teixeira et al. (2016) emphasize the importance of organizational human resources strategies being compatible with environmental targets (Bag and Gupta, 2020: 1097).

In this regard, the role of the human resources department and its practices are considered very important. It is suggested that with human resources practices, employees can be motivated on environmental management in the organization. If human resources practices such as recruitment, training, performance evaluation, culture, learning and teamwork include environmental issues, environmental management can become proactive in the organization (Jabbour, 2011: 98-99).

It is stated that in order to be a “green worker”, an individual must take on four roles: “preservationist, conservationist, non-polluting and maker”. The Preservationist seeks to

protect the environment from harm or adverse changes. The conservationist is very careful in using the environment so that the natural environment can last for a long time until future generations. It has non-polluting behaviors which prevent pollution of the environment. It tries to prevent the pollution of water, air and atmosphere through toxic substances and wastes. Maker tries to create gardens and similar natural spaces. It is claimed that these four roles are important for a “green employee” and these green employees are nature lovers (Opatha and Arulrajah, 2014: 102-103). For this reason, GHRM is very important in terms of the performance of the organization and its relationship with the environment through green employees.

This study aims to address GHRM within the framework of the strategic management process. Firstly, a review of the available literature on GHRM is presented. Then, related studies in the literature about the concept of green human resources management are included and synthesized with research methodology. Qualitative research was used in the research. In-depth interviews were conducted with human resources managers of 7 international companies in the energy sector and research findings were presented. The article ends with the discussion of the results of the research and recommendations for future researches.

2. Literature Review

2.1.Strategic Management Perspective

Strategic management which consists of four basic elements: environmental scanning, strategy formulation, strategy implementation, evaluation and control (Wheelen et al., 2018: 46), is a set of managerial decisions and actions which enable to reveal the long-term performance of the organization (Wheelen et al., 2018: 37).

The purpose of environmental scanning, which is the observing, evaluating and spreading information from external and internal environments, is to identify internal and external elements which can be used in strategic decisions in the organization. With the SWOT analysis made on this subject, the strengths and weaknesses, opportunities and threats of the organization are determined (Wheelen et al., 2018: 46).

Strategy formulation consists of research, analysis and decision-making processes in order to gain the competitive advantage. Strategy formulation consists defining the competitive advantages of the organization, describing weaknesses which affect the organization's ability for growing, creating its mission, setting achievable goals, and determining policy guidelines (Wheelen et al., 2018: 48).

The strategy implementation process is the step in which strategies and policies are put into practice. Various elements such as culture, structure and/or management system in the organization may change during the implementation of the strategy. (Wheelen et al., 2018: 52).

The evaluation and control process is monitoring organizational activities and performance results in order to compare the current performance with the targeted performance. Managers at various levels of the organization use the information obtained to take "corrective action" and solve the problems. The evaluation and control process can also identify weaknesses in the strategic plans which emerged and were solved in the previous stages of the strategic management process. From this point of view, the evaluation and control phase can enable the whole process to start again (Wheelen et al., 2018: 53).

"Human resources", which was seen as a cost element with Fordist-Taylorist thought until the 1980s, gained a strategic importance with globalization, international competition, rapidly changing technology and modern management models. It is argued that behind the mentioned strategic importance of human resources management is its contribution to organizational performance and the competitive advantage it provides to the organization (Bayat, 2008: 73). It is seen that organizations which have competitive advantages in the international arena with globalization interpret the human element differently and emphasize the increasing importance of human resources on the basis of their success (Tikici and Akdemir, 2002: 861) (Öğüt et al., 2004: 282). "Human resources" can be the key factor in achieving sustainable competitive advantage for the organization. From this point of view, it is thought that the long-term single resource advantage may be in the field of qualified human resources (Wheelen et al., 2018: 189).

Human Resource Management practices play a supportive role in achieving environmental sustainability goals throughout the organization (Dubois and Dubois, 2012) (Sathasivam et al., 2021: 124). Jackson et al. (2011) state that in terms of corporate environmental management practices, it is necessary to consciously contribute to the strategic planning activities of human resources management and its practices (Shah, 2019: 772). From this perspective, green human capital is seen as a main strategic resource in terms of providing sustainable competitive advantage for organizations (Yong et al., 2019) (Agyabeng-Mensah and Tang, 2021: 1379). GHRM, on which more research has been conducted in recent years, has an important role in the sustainable development strategies of organizations (Pham et al., 2019: 845).

Green human resources management practices integrate the strategic human resource management dimensions of the organization as well as human resources management practices compatible with environmental objectives (Gholami et al., 2016) (Pham et al., 2019: 847).

In terms of human resources, strategic management is considered as the execution and maintenance of human resources activities parallel with the organizational strategy to achieve organizational goals (Zehir, et al., 2016; Armstrong, 2009) (Yıldırım et al., 2020: 36).

The first steps of strategic management and human resources management practices are to determine the strategic direction. In order to ensure this match, it is important for human resources managers to understand the business culture and ethical rules by considering the mission, vision and values. Human resources management should also clarify its goals, values and ethical principles while determining its strategies and policies for its own department in line with the business strategy (Yıldırım et al., 2020: 37).

External and internal environmental analyzes play important roles in human resource planning as well as in the strategic management process (Wheelen and Hunger, 2012).

Information from internal and external environments is very important for organizations to make strategic plans. At the same time, organizational competencies, strengths and weaknesses, threats and opportunities are also shaped according to internal and external environmental analysis. At this point, human resources management department managers create strategies

which are compatible with the business strategy by considering internal and external environmental analyzes (Mondy and Martocchio, 2016) (Yıldırım et al., 2020: 37-38).

After the strategies are developed, action plans are started to be implemented by cooperating with the middle and lower management levels under the responsibility of the top management. In the strategy implementation phase, the establishment of the organizational structure suitable for strategies, the selection and training of human resources capable of fulfilling the strategies, the selection of the appropriate management units and leaders, and the appropriate organizational climate environment should be prepared (Ülgen and Mirze, 2004-2005) (Kaya, 2010: 33).

The competencies of the human resources department are shaped according to strategic goals of the organization. According to strategic goals of the organization, elements and systems such as communication, job design, recruitment, training-development, performance measurement and rewarding can be affected. The systems and practices of the organization which are compatible with the strategic orientation also affect the results of human resources management practices (Yıldırım et al., 2020: 39).

2.2.Green Human Resources Management (GHRM)

Green Human Resources Management (GHRM) includes the environment in its human resources policies and practices in order to achieve the sustainability goals of the organization and increase the environmental awareness of the employees (Acquah et al., 2021: 269).

GHRM is seen as an element of the green philosophy that which deals with the role of human behavior in environmental management (Jackson and Seo, 2010) and sustainable development (O'Donohue and Torugsa, 2016) (Mishra, 2017: 763).

Jabbour, Santos, and Nagano (2008) mention the role of education, teamwork, non-financial rewards and organizational culture in the improvement of environmental performance (Tang et al., 2018: 33). The purpose of GHRM applications is to improve the sustainable environmental performance of the organization (Arulrajah et al., 2015: 2).

Studies indicate that functions such as recruitment and selection, training, performance management, wage and reward systems, and employee involvement are included in green human resources management practices (Jabbour et al., 2010; Jackson et al., 2011; Renwick et al., 2013; Zibbaras and Coan, 2015) (Tang et al., 2018: 33).

2.2.1.Green Recruitment and Selection

The green recruitment and selection process is the recruitment and placement of candidates who have high potentials to contribute to environmental issues in connection with the organization (Tang et al., 2017) (Jamal et al., 2021: 6). This process begins during job analysis and design (Opatha, 2013) (Bombiak and Marciniuk-Kluska, 2018: 6).

Job description with green features includes duties and responsibilities in green human resources management perspective (Renwick et al., 2008) (Yusliza et al., 2019: 2057). In an organization with green human resources management practices, candidates' attitudes towards the environment are also taken into account (Jackson and Seo, 2010; Renwick et al., 2013) (Bombiak and Marciniuk-Kluska, 2018: 6). In this direction, organizations can select and attract candidates with green awareness (Milkovich and Boudreau, 2000) (Tang et al., 2018: 33-35). Job descriptions which require employees' knowledge about environmental management and encourage them to expand their knowledge are included in the job analysis of organizations which care about environmental performance (Jabbour, 2011: 99).

In green job design and analysis, it is recommended to include duties related to environmental protection in job descriptions, green competencies in all positions, and establish positions responsible for environmental corporate governance (Bangwal and Tiwari, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha, 2013; Ahmad, 2015; Mathapati, 2013; Opatha and Arulrajah, 2014) (Bombiak, 2019: 1651).

Environmental aspects of the candidate/employee can be emphasized in the green recruitment process and job descriptions. In this context, it is suggested that questions about the candidate's environmental knowledge, values and beliefs can be asked to the candidate (Renwick et al.,

2013) (Tang et al., 2018: 35). At this point, person-organization harmony is very important for both the candidate and the organization.

When Willness and Jones (2013) look at the subject from the perspective of the green employer brand, it is argued that when candidates perceive harmony between their values and organizational values, they can be happy to work in an organization with a positive environmental reputation (Tang et al., 2018: 35).

The green recruitment process, on the other hand, consists of the recruitment process to reveal environmental values and attract candidates who are competent in ecology to the organization. In this regard, the use of methods such as minimizing paper consumption in the recruitment process is also seen as a part of the green recruitment process (Bombiak and Marciniuk- Kluska, 2018: 6).

Factors such as including environmental factors and values in job advertisements in the green recruitment and selection process, reflecting the organization's commitment to the environment, including questions about the environment in recruitment interviews, and giving priority to candidates with environmental knowledge and experience are considered important by various authors (Bangwal and Tiwari, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha, 2013; Ahmad, 2015; Mathapati, 2013; Opatha and Arulrajah, 2014) (Bombiak, 2019: 1651).

2.2.2.Green Training and Development

The green education and development process includes activities to protect the environment and achieve environmental goals, and provide employees with various skills and competencies about the environment (Jabbour, 2011).

It is suggested that training activities can increase employees' awareness, knowledge and skills on environmental issues (Fernandez et al., 2003) (Tang et al., 2018: 35).

The green training and development process is considered important (del Brío et al., 2008) in raising the awareness of the employees about the environment and implementing the environmental strategy and policies of the organization (Unnikrishnan and Hegde, 2007) (Yong et al., 2019: 215).

In the green training and development process, it is considered important to analyze training needs, organize trainings about the environment, and enable employees to develop green competencies (Bangwal and Tiwari, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha, 2013; Ahmad, 2015; Mathapati, 2013; Opatha and Arulrajah, 2014) (Bombiak, 2019: 1651).

Trainings given in the digital platform can be given on security, energy efficiency, waste management, recycling as well as green management issues (Hosain and Rahman, 2016: 57). It is stated that providing the education process in a digital environment will contribute to the development of “green culture” (Hosain and Rahman, 2016: 57).

2.2.3.Green Performance Management

Green performance management evaluates the performance of employees within the framework of environmental management (Jabbour et al., 2008) (Tang et al, 2018: 36). Green performance appraisal is the process of evaluating the performance of employees on environmental issues and giving feedback on this issue (Jabbour et al., 2010: 1057) (Yong et al., 2019: 215). While green targets play a key role in green performance management, it is also important to raise awareness of employees about the environment (Hosain and Rahman, 2016: 57).

It is considered important to carry out environmental audits in the green performance management process, add environmental issues to the performance evaluation process, determine the goals and responsibilities for ecological initiatives, and provide regular feedback to employees about environmental targets (Bangwal and Tiwari, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha, 2013; Ahmad, 2015; Mathapati, 2013; Opatha and Arulrajah, 2014) (Bombiak, 2019: 1651).

2.2.4.Green Career Management

Although there are many studies in the literature on GHRM, green career management is often not included in the studies. The complexity of career progression, green jobs and green competencies in green human resources management can be seen as the reason for this. The study by Diritsky (2014: 70) includes information on typical occupation areas, job titles, education requirements. Lab technician, construction equipment operator, plant operators, urban forester and plant curator, engineering technician, electricians, wind turbine service technician, construction manager, environmental science and protection technician, chemical technician, logistic technicians, industrial production, operations manager, route manager, engineering drafter and automotive service technician (Diritsky, 2014: 70) are suggested as some of the occupations in this field.

It is argued that there is no exactly a specific career path for sustainability-related jobs and many employees in sustainability-related jobs are the responsibility of the collaborator (Hamilton, 2012: 4). It is argued that careers and education should be reformed and changes should be aligned with the needs of green organizations. It is stated that new standards will help to systematize the skills of the green workforce, and new occupations such as green collar occupations will help green industries grow (Scully-Russ, 2013: 9-10).

2.2.5.Green Pay and Reward

The green pay and reward function aims to motivate employees to contribute to environmental goals; consists of financial and non-financial rewards (Jabbour et al., 2013; Mandip, 2012) (Tang et al, 2018: 36-37). The green behaviors of the employees are seen as helping the organization to reach its green goals (Alhaddi, 2015). And for this reason, green payment can be seen as a motivation tool for employees (Jabbour et al., 2010) (Khan et al., 2017: 3).

A study conducted with UK-based organizations on this subject reveal that employees are rewarded for exhibiting green behavior. It is also stated that financial rewards can motivate employees on environmental issues (Delmas and Pekovic, 2013) (Khan et al., 2017: 3).

It is recommended that reward packages can be designed to reward green competence and green behavior. It is stated that bonuses may be given to employees who take care of issues such as using the workplace cleaner, paying attention to health and safety standards, and reducing paper usage (Hosain and Rahman, 2016: 58).

2.2.6.Green Employee Relations and Green Employee Involvement

It is important for employees to take an active role in environmental issues such as reducing waste and pollution and using resources effectively (Florida and Davison, 2001). Effective participation of employees in environmental practices is considered important in preventing pollution and evaluating environmental opportunities (Renwick et al., 2013). In this context, in order to measure the participation of employees in green culture, Tang et al. (2018: 37) reveal five different elements: “a clear green vision, a green learning environment, various communication channels, green practices and promoting green participation”. In addition, it is stated that the human resources department can encourage employees’ participation in environmental practices through training and reward systems (Pellegrini et al., 2018) (Roscoe et al., 2019: 739).

It is considered important to ensure that taking part in environmental issues for employees (in green activities), supporting ecological initiatives of employees, making corporate recommendations for the solution of environmental problems and sharing information with employees regarding green employee engagement (Bangwal and Tiwari, 2015; Arulrajah et al., 2015; Renwick at al., 2013; Opatha, 2013; Ahmad, 2015; Mathapati, 2013; Opatha and Arulrajah, 2014) (Bombiak, 2019: 1651).

3.Methodology

3.1.The Aim, Importance and the Development Process of Research

It is stated that when companies green their activities and include them in their missions and strategies, employees will be more likely to work in an environmentally friendly way (Harvey et al., 2013). (Haddock-Millar et al., 2016: 193). Aligning greening with the corporate strategy

is a key point in improving environmental sustainability in organizations (Haddock-Millar et al., 2016: 194). It is claimed that the participation and motivation of the top management and employees and the integration of the environment with the strategy are effective on the environmental performance of the organization (Brí'o et al., 2007).

Haden, Oyler, and Humphreys (2009) emphasize that integrating the environmental objectives with the strategic objectives of the organization results in an effective environmental management system. It is very important to include environmental goals and strategies in the organization's strategic development goals (Ahmad, 2015: 4). It is argued that environmental culture lays the groundwork for the implementation of GHRM as a strategic aspect of the organization (Shafaei et al., 2020). In this direction, organizations should offer different HRM practices in line with their strategic goals (Labella-Fernández, 2021: 2).

Environmental and sustainability strategies will be successful when they are well aligned with human resources practices. In this regard, human resource management and practices play very important roles. It is argued that as GHRM associates “employees” with environmental sustainability, it helps to bridge the gap between the existing and required skilled workforce for the successful implementation of environmental management systems (Mishra, 2017: 764). Again with a parallel view, GHRM is accepted as a holistic perspective to align employees with the environmental strategy of the organization (Mathapati, 2013: 2).

Green HR policies aim to develop an environmentalist corporate culture (Mathapati, 2013: 3). The responsibility of HR managers here is to include the green human resources philosophy in the human resources policies, which is the corporate mission statement (Mathapati, 2013: 4).

As a study reveals, with a strategic approach to reward management, there is an evidence that organizations have developed reward systems to encourage practices related to environmental management (Renwick et al., 2013: 13). Research on the effective implementation of environmental practices in organizational strategy is quite limited. This study is considered important to fill this gap. Therefore, this study aims to address GHRM within the framework of the strategic management process.

Considering the importance of literature review and GHRM practices, the following hypothesis is put forward in this study.

Hypothesis: GHRM practices and organizational strategy are interrelated.

3.2.Sampling and Data Gathering

The research was designed as an exploratory research and qualitative. The data were obtained by an in-depth interview technique. The in-depth interviews were conducted between February 2022 and April 2022. Each in-depth interview lasted between 45 minutes and 1 hour on average. The sample of the research consists of 7 human resource management experts from the fuel and energy sector.

An in-depth interview is a qualitative research method which is conducted with a small number of participants and tries to reveal perspectives of the participants through intensive individual interviews (Boyce and Neale, 2006: 3).

In-depth interview analyzes relationships between categories by creating categories from the data obtained from the participants. (Charmaz, 1990: 1162) (Dworkin, 2012: 1319).

It is stated that in-depth interviews are supportive in obtaining in-depth information on the thoughts and behaviors of the participants or in researching new topics in details (Boyce and Neale, 2006: 3).

In the in-depth interview, it is stated that 5 to 50 participants will be sufficient for the sample (Morse, 2000: 1) (Dworkin, 2012: 1319). In-depth interview is suggested to consist of the stages of planning, developing a tool, collecting data, analyzing data and revealing findings (Boyce and Neale, 2006: 3).

The data was analyzed by the content analysis method. At the beginning of the interview, approval was obtained to record the interviews with participants. In the research, it has been tried to reveal the existence of green culture in companies, starting from the framework of the

strategic management process. It is investigated whether green human resources management are applied in companies and if so, what kind of applications are made. Data were collected by an in-depth interview method, one of the qualitative research methods. 25 questions were asked to the participants through a semi-structured questionnaire. The reason for using this method is allowing researchers to delve deeper into the subject and gather comprehensive information.

The universe of the research includes international organizations operating in the fuel and energy sector in Turkey. The sustainability reports of fuel and energy sector companies were examined and companies which give importance to the concepts of green human resources management, environmental management and sustainability were selected as a sample. Seven human resources management experts who agreed to be interviewed constitute the sample of the study. The reason for focusing on the fuel and energy industry is that concepts such as green culture and green management, environment and sustainability are the main focus of the research. Green culture becomes more important, especially if the used raw materials, the production process and the product itself can harm the environment. One of the sectors most related to issues such as environment and sustainability is the fuel and energy industry. In order for the sample to provide the sufficient information on GHRM, the annual reports of the companies were examined. The number of distributor companies in the fuel sector has been reached from the September 2021 report of the EPDK. There are nearly 50 distributor companies in the fuel sector in Turkey. For this reason, the main population of the study is these 50 companies. However, with the time and cost constraints in order to examine the importance given to environmental, sustainability and “green” issues in the companies’ annual reports researchers interviewed with human resources management experts of seven companies as the sample of this research.

3.3.Data Analysis and Reliability

The data collected in the research was analyzed by the content analysis method. The content analysis is used to convert systematically collected data into quantitative form such as frequency and percentage for research purposes. Content analysis is a method which provides flexibility and is used to make valid inferences according to the researcher’s theoretical and

basic interests and the problem being examined (Rosengren, 1981; Weber, 1990) (Yavuz, 2020).

Content analysis, which allows for the creation of new opinions, starts with accessing similar source data through coding or keywords. It continues with bringing the concepts together and making classifications according to a certain methodology. After the scanning, the data set created is examined. Categories such as the content, order, and number of repetitions of the coding are being developed. The findings are associated with the research purpose, organized and deep interpretations are given (Cıgara, 2019) (Yavuz, 2020: 2675).

Due to the confidentiality of personal data, the names of the participants and their organizations were not given. Participants are given as P1, P2, P3, etc.. Audio recordings of the interviews were decoded. Directly relevant and repeated answers of the participants were revealed. Similar meaningful expressions in the answers were coded. In the next step, the expressions and codings of the participants were analyzed.

Possible researcher bias can be reduced by involving participants in the process of checking and validating the results. The method applied by involving participants in the research process is known as member checking or participant validation. Member checking is used to confirm, support or assess the trustworthiness of qualitative results (Doyle, 2007) (Birt et al. 2016). In this study, participant validation was carried out to ensure validity and reliability. In this direction, after the data collection, the data were summarized and the participants were asked to express their opinions about the accuracy. In addition, an expert review was conducted by two field experts for the entire research process. In order to ensure the consistency of this study, a similar attitude was displayed in the interviews with all the participants, and the questions were asked in the same way and in the same order.

In the creation of questions to obtain information about the strategic management process associated with the green culture of companies Wheelen and Hunger's (2012) strategic management model was used. In order to reveal the practices related to green human resources management in the interview questions, in-depth interview questions were created based on the green human resources scale used by Öner (2021) in his doctoral thesis.

3.4.Data Solutions

Table 1. Gender of Participants

Participants	Gender
P1	Woman
P2	Man
P3	Man
P4	Woman
P5	Woman
P6	Man
P7	Woman

There are two main issues in this study, namely the strategic management process and green human resources management. The strategic management process consists of four main themes, *the purpose of environmental scanning, strategy formulation, strategy implementation and the evaluation and control process*. GHRM consists of six main themes: *green recruitment and selection, green training and development, green performance management, green career management, green pay and reward and employee relations and green employee involvement*. The main themes and sub-themes coded as a result of processing (filtering) the data of the participants are given in Table 2.

Table 2. Sub-Themes of the Sample

Main Themes										
	The purpose of	Strategy formulation	Strategy implementation	The evaluation and control	Green Recruitment and Selection	Green Training and Development	Green Performance Management	Green Career Management	Green Pay and Reward	Employee Relations and
Sub-Themes										
Sustainability	P4, P3	P1, P2, P3,P4, P5,P6, P7		P7, P2, P3				P4		
Reducing waste generation and zero emissions	P2, P6	P2		P5, P4						
Effective use of resources	P7	P7		P4						
Society and environmental awareness	P2	P4, P6, P3	P3, P4				P7	P7		
Harm reduction	P1, P6									
Renewable energy sources	P5									

Digital HR applications			P1	P6, P1						
Online interviews, tests and training			P5, P1, P4, P7							
Environmental trainings			P5, P3, P7			P3, P6, P7				
Occupational health and Safety			P2, P3, P6	P7		P5, P1,P6, P4				
Volunteering							P7	P7		
Not a direct performance criterion							P1, P2, P3, P4, P5, P6			
Not a direct career planning criterion								P1, P2, P3, P5, P6		
Spiritual reward									P1, P2, P4, P6, P7	
Feedback and opinion on the platform										P1, P4, P7,

Meetings										P4, P6, P7
Projects about CSR and environmental										P3, P5, P6

Table 3. Interview Questions and Codings

Interview Questions	Codings
1. Do you give importance to nature and environmental circumstances in external and internal environment analysis (SWOT)?	Sustainability Reducing waste generation and emissions Effective use of resources Environmentally friendly activities Environmental risk Harm reduction Energy and water efficiency Renewable energy sources
2. Do you include environmental activities in your company’s mission and vision?	Zero emissions Society and environmental awareness

	<p>Respect for the environment</p> <p>Environmental protection and sustainable values</p>
<p>3. Do you include environmental activities in your company's objectives?</p>	<p>Renewable energy sources</p> <p>Zero emissions</p> <p>Sustainable activities</p> <p>Occupational health and Safety</p> <p>Effective use of resources</p>
<p>4. Do you include environmental activities in your company's strategies and policies?</p>	<p>Low-carbon business investments</p> <p>Sustainability focused on people and the environment</p> <p>Carbon emission reduction activities</p> <p>Energy efficiency</p>
<p>5. Do you include environmental activities in your human resources strategies? Is it in line with your corporate strategies?</p>	<p>Sensitivity towards the environment and society</p> <p>Sustainability</p> <p>Volunteering practices for social responsibility</p> <p>Digital HR applications</p>

6. Are there practices for green human resources in your company's corporate culture?	<p>Making working conditions safe and secure</p> <p>Environmental trainings</p> <p>Digital HR systems</p> <p>Online interviews, tests and training</p> <p>Human rights policies</p>
7. Do you direct your employees in leadership practices towards green human resources and environmental practices?	<p>Executive interviews</p> <p>Field trips</p> <p>Leading projects</p> <p>Announcement by mail/news</p>
8. Do you include green human resources and environmental regulations in your organizational structure?	<p>OHS Team</p> <p>E-transformation applications</p> <p>Quality and Environment Team</p> <p>Health, Safety, Environment and Security Team</p> <p>Sustainability Presidency</p>
9. Do you allocate resources to green human resources practices in terms of resource allocation? And does your budget allocate expenses for this issue?	<p>Job creation for green growth</p>

	<p>Digital HR and electronic HR systems investments</p> <p>Volunteering activities budgets</p> <p>Occupational health and safety investments and budgets</p>
<p>10. Do you control and evaluate the process in terms of environmental practices?</p>	<p>Emission calculations</p> <p>Activity reports</p> <p>Sustainability reports</p> <p>Waste management applications</p> <p>E-transformation applications</p> <p>Legal regulations</p> <p>Internal audits and reports</p>
<p>11. Do you include environmental duties and responsibilities in employee job descriptions and job requirements?</p>	<p>Available on select departments and teams</p> <p>Technical based job descriptions and job requirements</p>
<p>12. Do you use environmental corporate image in job postings to attract environmentally conscious candidates?</p>	<p>Energy emphasis</p> <p>Company introduction</p>

	Global energy transformation Zero carbon emissions
13. Are there questions to measure the environmental knowledge and awareness level of the candidate in the recruitment interviews?	Environmental awareness Social responsibility Volunteering Values
14. Do you use electronic platforms for job interviews and candidate recruitment-selection processes?	Reducing paper consumption Digital form and tests E-trainings Online interviews
15. Do you develop training programs to raise environmental awareness for employees in the orientation process on environmental management?	Environmental education OHS training Introducing the company's environmental projects Hazardous wastes etc. trainings
16. Do you develop special training programs for the environment? Are you trying to raise environmental awareness of your your employees via these programs? Do you expect your employees to do applications in this direction?	Environmental management practices trainings Waste management trainings

	<p>OHS trainings</p> <p>Health, safety, environment and security training</p> <p>Energy efficiency trainings</p>
17. Are there individual or team/department based environmental performance criteria among the performance criteria?	<p>Volunteering</p> <p>Awareness</p> <p>Criteria for field workers</p> <p>Only competency and technical assessment</p>
18. Is there an assessment of environmental sensitivities of your employees in career planning?	<p>Goal-oriented approach</p> <p>Equality and fairness</p> <p>Sustainability goals</p> <p>Leadership traits</p>
19. Is there an assessment of environmental performance achievement of your employees in promotions or appointments?	<p>An indirect effect</p> <p>No effect</p> <p>Effective for specific departments</p>
20. Has an award system been developed in your company for those who bring innovative suggestions on environmental issues? Has a monetary or non monetary reward system been developed for the realization of environmental goals?	<p>Spiritual reward</p> <p>Earn points with the recommendation platform</p> <p>A piggy bank of ideas</p>
21. Do you involve employees in an environmental strategy formulation and decision-making?	<p>Get feedback quarterly</p>

	<p>Satisfaction surveys</p> <p>Opinion on the platform</p> <p>Communication meetings</p> <p>Occupational Health and Safety Board representatives</p> <p>Company newspaper</p> <p>Environmental projects participation</p>
<p>22. What kind of environmental practices do you have regarding occupational health and safety?</p>	<p>Security Management System</p> <p>Respiratory Mask Use Training</p> <p>OHS Talks</p> <p>Saving energy and consumables</p> <p>Accident-incident notification tracking, suggestion records</p>
<p>23. Has a suitable environment been created for employees in your company regarding environmental issues? (creating waste bin, brochures, recycling areas, etc.)</p>	<p>Separation of garbage</p> <p>Battery waste bins</p> <p>Hazardous waste, electronic waste, packaging waste, etc.</p>

	<p>Reducing the use of paper cups etc.</p> <p>Reducing paper usage</p> <p>Waste warehouses</p> <p>Warning signs and texts</p>
24. Do you direct your employees to team work in order to raise environmental awareness and sensitivity?	<p>Volunteering</p> <p>Social responsibility projects</p> <p>Environmental awareness</p>
25. Do you apply a flexible working system to reduce the negative effects of your business on the environment?	<p>Hybrid system</p> <p>Remote work for training and meetings</p> <p>Working remotely on a specific day</p> <p>Flexible working hours</p>

It is seen that the answers given by the majority of the participants to the first question are generally focused on sustainability, environmentally friendly activities, efficient use of resources, renewable energy sources, and reducing environmental damage. All of the participants state that the company they work for gives importance to nature and environmental conditions in the SWOT analysis. It's stated that they use methods such as preparing action plans, making improvement studies, not avoiding the necessary investments, and performing data analysis. Some notable statements of the participants are as follows:

“..Especially in the SWOT analysis, external environmental risks are an important topic for us within the scope of risks. Maximum attention is paid to legal regulations. Analyzes are made taking into account environmental effects and performance.” (P3, Man)

“We are aware of our responsibility within the scope of the social and environmental impact caused by our operations. In this context, we pay particular attention to our weaknesses.” (P4, Woman)

“It is important to reduce energy efficiency, water efficiency, emissions, and waste generation. Awareness raising efforts to reduce consumption are one of our strengths. We are doing analysis on this. But at the same time, these concepts can also be counted among our weaknesses due to the damage to the environment. Zero accident target is one of the aspects we want to strengthen.” (P6, Man)

According to the answers given by the participants to the second question, companies include statements about the environment in their missions and visions, although not directly. Some notable statements of the participants are as follows:

“The environment is not directly involved in the mission and vision; however, our company values include "respect to the environment.” (P5, Woman)

“The mission and vision are not directly related to the environment. However, we have the value of "social and environmental awareness.” (P6, Man)

“...The firm now presents itself as an integrated energy company with a direct zero-emissions goal. However, the term "environment" is not included in the mission and vision.” (P2, Man)

“Yes. We have the themes of “energy orientation” in our vision and “sustainable value and environmental protection” in our mission.” (P3, Man)

According to the answers given by the participants to the third question, companies include various environmental activities in their objectives. Below are some notable statements of the participants outside of the coding:

“Yes. Due to the high environmental impact of the sector in which we operate, we carry out biodiversity, effective use of resources projects and environmentally sensitive investments.”
(P7, Woman)

“Yes, we care a lot about renewable energy sources, especially in recent years.” (P1, Woman)

“Combating the climate crisis, reducing carbon emissions, using resources in a sustainable way, energy efficiency, clean technologies, protecting water and human rights are among the activities we care about.” (P5, Woman)

According to the answers given by the participants to the fourth question, companies include environmental statements in their strategies and policies. Some notable statements of the participants are as follows:

“Due to the sector in which we do business, our product is a very risky product in terms of the environment. Therefore, the company considers environmental activities as its main strategy.”
(P2, Man)

“Human and environment-oriented sustainability is at the core of our strategy.” (P3, Man)

“Yes, we are constantly updating our environment, occupational health and safety, quality and energy policies to make them a long-term strategic approach.” (P7, Woman)

According to the answers given by the participants to the fifth question, companies include environmental expressions in their HR strategies. Some notable statements of the participants are as follows:

“In line with the company strategy, we aim for a dynamic HR strategy that is sensitive to the environment and society. We care most about sensitivity and education in this regard.” (P4, Woman)

“We become more sensitive with the digitalization of HR and social responsibility projects. We reduce the paper load. We conduct online interviews and assessments. I can evaluate them within the HR strategies for the environment.” (P1, Woman)

“We are looking for talents who are in line with the vision of the "The energy company of the future". We prefer candidates who have a sustainability understanding. We care about volunteering in projects.” (P5, Woman)

According to the answers of the participants to the sixth question, there are green human resources management practices, albeit partially. Some notable statements of the participants are as follows:

“In-class trainings are given in digital environment.” (P5, Woman)

“Making working conditions healthy and safe, reducing occupational diseases and occupational accidents, complying with legal regulations, creating environmental trainings and awareness projects are among the practices we do.” (P6, Man)

“In fact, we support the company strategy as HRM here. In the welcome kit of newly hired personnel, we present environmentally friendly products such as gifts with less paper waste and recyclable materials, glass bottles, and cloth bags. We want the employee to be aware of this situation.” (P1, Woman)

“There is no direct, but there are indirect applications. OHS and social responsibility projects, environmental trainings, online interviews, tests and forms are among these examples.” (P7, Woman)

According to the answers given by the participants to the seventh question, it is stated that the leaders try to direct the employees to environmental practices. Some notable statements of the participants are as follows:

“Managers go to the field and tour the stations. They might see something risky or notice something about security.” (P2, Man)

“Hearing something from a president or CEO can motivate employees more. That's why our leaders take active roles.” (P1, Woman)

“Our managers often conduct motivating interviews to raise awareness of the employees as required by the sector and make their promotions to increase participation in environmental projects.” (P4, Woman)

According to the answers given by the participants to the eighth question, it is revealed that there are generally responsible units or individuals for environmental regulations. Some notable statements of the participants are as follows:

“There is a Health, Safety, Environment and Security Team.” (P2, Man)

“There is a Quality and Environment Team. There is also the Sustainability Department. They create the necessary strategies and projects for the management of environmental risks. Apart from that, there are suggestion boxes in the company.” (P7, Woman)

“The OHS team is a particularly responsible department. Applications such as e-transformation applications are also one of the environmental regulations in the organizational structure.” (P6, Man)

According to the answers of the participants to the ninth question, they generally do not allocate resources directly for green human resources management; however, it is stated that a certain investment has been made indirectly. Some notable statements of the participants are as follows:

“There is no budget with the title of green human resources management. However, there is a budget allocated for waste bins, occupational health and safety, and environmental projects.”
(P7, Woman)

“Indirectly yes. We started to use electronic information management system. To reduce paper consumption, employee overtime and labor costs. In this process, a certain budget and resources were allocated.” (P6, Man)

“There is no specific title about it. But the budget allocated for the digitalization of HR can be the answer to this question. We allocate a budget for the complete digitalization of the recruitment process. Booklets, orientation, exit process, etc. are completely online.” (P1, Woman)

According to the answers given by the participants to the 10th question, it is revealed that all companies control the process in terms of environmental practices and make evaluations in certain periods. Below are some notable statements of the participants:

“Yes. We follow the evaluation and feedback of all applications. For example, when we do afforestation projects, we always measure paper savings, the number of trees planted, and how much water is given to nature. In addition, we monitor how much we reduce paper consumption with e-transformation applications.” (P6, Man)

We constantly share sustainability and annual reports with the public. At the same time, we try to evaluate the process by calculating air emissions.” (P4, Woman)

“We develop applications for efficient use of natural resources, materials and waste. At the same time, we take care to comply with the legal regulations by checking them frequently. We are making internal reports on this issue.” (P3, Man)

According to the answers of the participants to the 11th question, it is revealed that they usually add environmental duties and responsibilities to the job descriptions and job requirements of certain departments. Some notable statements of the participants are as follows:

“Yes, for a job directly related to the environment. But we do not use it in job descriptions of jobs which are not directly related to the environment.” (P3, Man)

“Yes for the Department of Health, Safety and Environment and OHS team.” (P7, Woman)

According to the answers given to the 12th question of the participants, it is understood that the majority of them do not use the environmental image in job advertisements, but use them as advertisements or visuals.

“We use it not in job postings, but in advertisements.” (P1, Woman)

“We use visuals to highlight the energy”. (P4, Woman)

According to the answers given by the participants to the 13th question, it is revealed that companies follow different strategies. While some companies try to reveal environmental awareness in their recruitment questions, some companies ask environmental questions only to candidates who will work in the relevant departments. Some companies state that they ask questions to get to know the candidate for environmental awareness, not as an evaluation criteria. Some notable statements of the participants are as follows:

“It is asked to candidates who will work in departments directly related to the environment. However, we do not ask if there will be recruitment for different departments.” (P7, Woman)

“We don't ask for elimination factor. But we prefer the candidate to be conscious and sensitive. That's why we talk about social responsibility, volunteering, environmental projects in which candidates participate.” (P6, Man)

“Our values include the environment. Environmental awareness and sensitivity are important. That's why we have questions about the environment.” (P2, Man)

According to the answers given by the participants to the 14th question, all companies benefit from the electronic platforms in different ways in the recruitment process. Some notable statements of the participants are as follows:

“We implement processes to reduce paper consumption in order to ensure recycling”. (P4, Woman)

“We conduct online interviews and tests”. (P3, Man)

“We use e-forms and e-tests. Most of our training processes are conducted online.” (P5, Woman)

According to the answers given by the participants to the 15th question, it is revealed that most companies add environmental training to their orientation programs. Especially in this process, OHS trainings are more prominent. Some notable statements of the participants are as follows:

“We provide orientation and occupational health and safety trainings. Different trainings for the environment such as using chemicals, hazardous wastes, sorting wastes and using masks are also provided. But these trainings are provided according to the department in which the personnel will work.” (P6, Man)

“I can say that there is an OHS training for the environment in our orientation program.” (P7, Woman)

According to the answers of the participants to the 16th question, most companies create special training programs for the environment. Some notable statements of the participants are as follows:

“Yes, we provide training on environmental management, combating climate change, and energy efficiency.” (P7, Woman)

“We have occupational health and safety trainings on this subject.” (P3, Man)

“All employees get training periodically about subjects such as environmental effects and their dimensions, waste management, and efficient use of energy.” (P6, Man)

According to the answers given by the participants to the 17th question, most companies state that there is no environmental criteria as a performance criteria. Some participants report that the environmental practices are criterias only for departments working on environmental issues. Some participants state that they only evaluate environmental practices in terms of awareness and volunteerism. Some notable statements of the participants are as follows:

“Environmental practices are criterias of departments such as OHS, but we do not evaluate them in other departments.” (P4, Woman)

They are used for benchmarking of field workers. However, they are considered as a responsibility, not performance criterias for other employees.” (P2, Man)

“There is a difference between departments in this regard. For example, they are not performance criterias for the finance department. However, they are performance criterias in the smart systems or OHS departments.” (P5, Woman)

According to the answers of the participants to the 18th question, most of them state that environmental issues are not evaluated in their career planning. Some notable statements of the participants are as follows:

“Career planning is based on job goals, leadership qualities and performance. Not based on the environment....” (P1, Woman)

“Performance criterias suitable for the main function of the department are taken into consideration.” (P3, Man)

“When measuring performance, environmental impacts are also taken into account. If the performance is good, career advancement, bonus etc. can have such consequences.” (P2, Man)

According to the answers given by the participants to the 19th question, most companies state that promotions are not made according to environmental issues. Some notable statements of the participants are as follows:

“When we consider the performance, I can say that they have indirect effects.” (P2, Man)

“They exist for those who work directly related to the environment. Competence and performance in the field are at the forefront in the promotion processes of other departments.” (P6, Man)

According to the answers given by the participants to the 20th question, most of the companies state that they do not give financial rewards; but they give moral rewards. Some notable statements of the participants are as follows:

“We can say that there are more spiritual rewards. Like motivating employees for encouraging other employees...” (P4, Woman)

“Yes, we have practices such as giving small plaques and awards. Environmental projects or responsibilities can be scored with special tracking cards.” (P6, Man)

“It is not directly related to the environment, but there is an application where employees can enter their suggestions on any subject. In this application, employees can congratulate each other. There are symbolic rewards and spiritual rewards such as making people more visible..” (P1, Woman)

According to the answers of the participants to the 21st question, all companies include their employees in the decision-making processes in different ways. Some notable statements of the participants are as follows:

“We have a company newspaper about it. We publish the newspaper together with all our employees. That's how we involve employees in all processes, projects and decisions.” (P3, Man)

“We hold communication meetings with all our employees. We also have an Occupational Health and Safety Board. There are representatives from different departments and have roles on this board so that they can represent all employees.” (P4, Woman)

“General feedback and comments are received from employees quarterly about new ideas, or things which are lagging and dissatisfying. We also expect them to be effective in decisions by conducting satisfaction surveys.” (P1, Woman)

According to the answers of the participants to the 22nd question, there are various OHS practices in all companies. Some notable statements of the participants are as follows:

“There are different applications and units such as the accident-incident notification tracking system, the follow-up of health records, and the Health-Safety-Environment Department” (P7, Woman)

“There are various documents about the safety management system, OHS conversations, mask use, waste training and OHS.” (P3, Man)

“There are applications such as the use of safety clothing, OHS trainings, awareness studies about transformers.” (P6, Man)

According to the answers given by the participants to the 23rd question, an effort is made to create a suitable environment for the environment in all companies. Some notable statements of the participants are as follows:

“There are various applications such as energy saving, energy and consumables, waste sorting, battery waste bins. There are also places such as absorbent filters, hazardous waste facilities, and waste storage areas.” (P7, Woman)

There are applications of recycling bins, sorting paper, using products such as glass cups and cloth bags.” (P4, Woman)

We are trying to reduce plastic and harmful waste. Apart from this, there are warning signs and writings in various parts of the office.” (P2, Man)

According to the answers given by the participants to the 24th question, employees in all companies are involved in environmental decisions and practices. Some notable statements of the participants are as follows:

“Yes, this is more volunteer based. We carry out social responsibility projects together with volunteers.” (P7, Woman)

“We accept the cooperation of all employees without any specific criteria to increase responsiveness.” (P1, Woman)

According to the answers given by the participants to the 25th question, flexible working practices are applied in all companies. Some notable statements of the participants are as follows:

“We practice remote working one day per week. And we provide working option besides core hours in working hours.” (P1, Woman)

“We apply it as a hybrid system. It's like 60% working in the office, 40% working from home. We work from home especially in situations such as meetings and training.” (P2, Man)

4. Conclusion and Discussion

As environmental awareness, sustainability and environmental responsibilities become more and more important, organizations include environmental elements in their strategies. “Green culture” becomes even more important, especially if the raw materials used, and the production process and the product itself can harm the environment. However, research on the effective implementation of environmental practices based on the organizational strategy is quite limited. This study tries to reveal the relationship between organizational strategy and green human resources management and present GHRM practices.

Theoretical implications

This research deals with the strategic management process and GHRM together and helps the readers better understand the reflections of the strategic management process on GHRM. It is suggested that future research should look at GHRM in different sectors, as there is a lack of space in dealing with these two concepts together.

This paper contributes to the GHRM literature by promoting the relationship between organizational strategy and GHRM. The organization's strategy on the environment is a key factor in GHRM practices. In this study, the focus is on environment, sustainability and green culture in the organization's strategy, mission, vision, goals and policies. As a result of this, GHRM practices and application evaluations of the organizations are presented.

One of the interesting findings of this study is that even if the green culture is not directly involved in the missions, visions, goals, strategies, and policies of the organizations, they definitely do at least one green human resources management practice. From the answers of the participants, it is understood that they implement green human resources management practices with the indirect effect of environmental responsibility and sustainability. Even if the green culture is not fully present in the organization, green human resources management practices can find a place in the organization's objectives, strategies, policies or values with the awareness of environmental responsibility and sustainability. Therefore, this study can broaden perspectives of researchers on GHRM.

Another interesting finding of this study is that the participants discussed digital HR applications and human resources information management systems by directly integrating them with green human resources management practices. The digitalization of systems, online interviews and online tests, the use of softwares, without mentioning the issue of digitalization are considered as green human resources management applications.

Another important result is that there is a unit or employees directly responsible for environmental responsibility and activities in almost every organization. Organizations have generally established various units such as health-education-environment department, sustainability committees, etc. The "creation of positions responsible for environmental corporate governance" mentioned in the green recruitment process (Bombiak, 2019: 1651) is

seen in all organizations where the participants work. From this, it is thought that they play an important role in positive activities towards the environment, raising awareness of the society and employees. In particular, zero emission and waste issues are seen in the foreground. In addition, minimizing paper consumption, exemplified by Bombiak and Marciniuk- Kluska (2018: 6), is also seen in most of the organizations where participants work.

According to the results, organizations and participants are aware of green human resources management. Organizations generally do not include the environmental issues in their job postings. However, in the recruitment process (interviews), they give importance to the environmental awareness and environmental responsibility indirectly. It has been observed that "directing questions about the candidate's environmental knowledge, values and beliefs" mentioned in the study of Tang et al. (2018) is also applied in many organizations.

In the results of the research, especially the education and development function related to the environment become more important. The fact that occupational health and safety trainings are held in all companies makes a difference. In addition, due to the sector in which the sample is taken, there are trainings for increasing environmental awareness and minimizing damage to the environment and safety. When looking at career management and performance evaluation, employees are not evaluated based on a "green" criterion generally. The complexity of career progression, green jobs and green competencies in green human resources management can be seen as the reason for this. Non-monetary rewards for creativity, idea generation and environmental awareness provide motivation for employees on environmental practices which support the strategic approach. In addition, the active role of managers in GHRM processes encourages and motivates employees. According to the results of this study, organizations implement the following practices as green human resources management practices: Digital HR systems, e-tests, online interviews, environmental trainings (such as waste training, chemical substance training, etc.), OHS trainings, social responsibility and environmental projects, voluntary participation, awareness, and non-monetary awards.

Managerial implications

This study expects to help managers develop strategies which are aligned with environmental goals for improving understanding of how they can adopt environmental practices. Employees play important roles in the sustainability process of organizations as they are the source of competitive advantage of the organization. In this direction, managers can adapt GHRM practices in line with environmental strategic goals. Online interviews, digital HR processes, various environmental training contents, environmental practices in performance evaluation, environmental issues in the career planning process, monetary and non-monetary reward systems can play important roles.

GHRM practices are tools for organizations to increase their social awarenesses about the environment and achieve sustainability. Green HR practices adopted by organizations support the strategic sustainability of the organization. In this direction, managers should show full support by including the environmental sustainability of their organizations in their missions. The organization's environmental strategies and policies must be integrated into its human resources processes so that employees can focus on green practices.

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