

# Chapter 11

*From Green HRM towards workforce sustainability?*

6,293 words

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## **Towards a future research agenda in Green HRM**

I hope that all the chapters herein act as a research resource to help interested scholars to further identify their own Green HRM research questions and aid global efforts to mitigate ecological degradation (as per George et al., 2016, pp. 1890, 1892). So, what now for the future in Green HRM? In this chapter I look ahead and discuss some less-examined prospects regarding future research ideas in Green HRM, and possible links between Green HRM and building more sustainable workforces.

### *Using theory in Green HRM research*

Future research could extensively utilize one or more of the many, multiple existing theoretical frameworks to examine pro-environmental workplace behaviour detailed earlier (in the Introduction chapter). Here, further research questions, as per Inoue and Alfaro-Barrantes (2015, pp. 155-156), may include:

1. Are the already used TPB, TRB and VBN theoretical frameworks useful to best explain stakeholder Green HRM behaviour worldwide?

Indeed, drawing on Alt and Spitzbeck (2016, p. 50), researchers could centre research questions around issues such as:

2. Does social exchange theory fully explain why employees are more likely to display OCBEs if such staff feel more supported by work organizations globally?
3. Is social identity theory positively related to employee organizational identification and employee workplace outcomes internationally in Green HRM?
4. Do the moderator variables of commitment to ethics, equity sensitivity, and staff discretion resonate and apply to Green HRM-staff workplace outcome relationships comparatively?
5. Can evolutionary theory explain staff job migration patterns caused by climate change?
6. What other theoretical frameworks usefully explain stakeholder behaviour(s) in Green HRM worldwide? Which ones, and why?

Further, (c.f. Shen, Dumont and Deng, 2016, pp. 6, 23), longitudinal data and experimental studies might also help us explore the impact of Green HRM interventions, and cross-cultural data could increase the generalizability of such research findings too.

### **Concepts and practices in Green HRM research**

#### *Green leadership*

Future research on Green leadership could compare the relative impacts of environmentally-focussed and more general transformational leadership over different cultural and organizational conditions, and include environmental focus as a control to exclude potential threats linked to demand characteristics. Scholars might examine if various types of target-focussed transformational leadership (e.g. safety and environmental ones) are empirically separate, which ones have distinct effects, and the impacts(s) of varying foci of transformational leadership on outcomes. Indeed, researchers may extend existing findings in

longitudinal field experiments among different organizational contexts to increase existing confidence that leader ETFL behaviour causes changes to employee occupational environmental initiatives, and the mediating effects of pro-environmental climate overall (Robertson and Barling, 2017, pp. 2, 27, 28).

### *Individual variables*

Research might benefit from scholars assessing key individual variables, such as whether supervisors who exhibit environmental transformational leadership (SETL) directly impact on staff workplace environmentally-friendly behaviour (WEFB), if employees internalize supervisor-led Green HRM values, and whether positive emotions influence pro-environmental behaviours like WEFB and harmonious environmental passion (HEP) motivate staff to engage in pro-environmental activity (Saifulina and Carballo-Penela, 2016, p. 5). Here, researchers could investigate if traits associated with women such as ‘empathy, concern for others, perspective taking, altruism and helping’ help explain why females tend to perform more WEFB than men. Indeed, they may also examine whether employees with higher incomes pay less attention to environmental issues at work, and personal and organizational factors like organizational environmental support promote WEFB too (Saifulina and Carballo-Penela, 2016, pp. 10-12).

### *Organisational barriers*

Scholars could research organisational barriers to EM progress, including if: internal systems allow corporations to assess, chart and optimize their environmental impact; various stakeholder groups are constrained by limited resources in times of financial turbulence, and conflicts of interest arise among them; complexity in managing and organizing environmental management is heightened for multinational corporations; regions and countries mandate

particular aspects of environmental management for firms operating in their locales; and government and social policies denote their wishes that businesses reallocate some profits towards social development causes as a norm (Wang et al., 2016, p. 535). Moreover, researchers might investigate social variables in new and less-industrialised countries, and contexts which impact on employee green behaviour (e.g. personality traits, environmental attitudes, work values and organizational power) to facilitate stronger tests of cross-cultural generalizability of current results showing ‘negligible age-environmental performance relationships’. Scholars may also undertake longitudinal research on relationships between age and environmental performance to best comprehend age and developmental effects (Wiernik, Dilchert and Ones, 2016, pp. 12-13).

#### *Levels of analysis*

At the institutional, country and company levels, future Green HRM research may utilize institutional theory to study varied institutional contexts, and how different staff stakeholders balance and prioritize varying aspects of Green HRM at the employee level to deal with complexities in it for multinational enterprises (MNEs). Investigating how organizational motives to engage in Green HRM have altered over time might be worthwhile, particularly in emerging economies, as this is less understood there, i.e. whether views of Green HRM converge across such countries or not. How MNEs manage stakeholder expectations regarding Green HRM across national boundaries could also be an interesting research topic, i.e. if firm social irresponsibility on it occurs via a ‘race to the bottom’ among countries with the laxest environmental regulations, and in turn, on Green HRM globally (Wang et al., 2016, pp. 534, 538-539, 541).

At the organizational level, new scholarship might offer fresh insight into resolving potential and seen staff conflicts arising from enacting organizational Green HRM initiatives between

interdependent yet, competing internal stakeholder, and external non-shareholder groups, such as ‘homeowners, environmentalists, individuals and the government’. Here, (c.f. Wang et al., 2016, pp. 534, 540), researchers could examine any trade-offs such stakeholders make under the conflicting firm goals of compliance and commitment as motivations for engaging in Green HRM, and if staff engage in extra-role pro-environmental behaviours in exchange for fair treatment from employers at work (Saifulina and Carballo-Penela, 2016, p. 4).

Researching individual roles in Green HRM may also be needed to assess emerging responses to workplace accidents and disasters such as tsunamis (e.g. Fukushima, in Japan), which could have implications for staff wellbeing, happiness, and job satisfaction (Wang et al., 2016, p. 541). Indeed, scholars might research the roles HR managers play in Green HRM and developing sustainable organizations by influencing employee activities, and thus changing workplace environments via new behavioural patterns too (Saifulina and Carballo-Penela, 2016, p. 2).

For organizational citizenship behaviours to the environment (OCBEs), research may wish to assess whether affective staff commitment to environmental change displays emotional buy-in to Green HRM initiatives, the possible mediating factors between Green HRM practices and collective OCBEs, and the roles that normative and continuance commitment might play in this process. Moreover, scholars could investigate if OCBEs lead to better environmental performance, whether any relationships exist between top-down Green initiatives and staff environmental behaviours (Pinzone et al., 2016, pp. 202-203, 208), and if organizations with enhanced shared vision are more successful in embedding staff green behaviours into their cultures (Alt and Spitzack, 2016, pp. 50-51).

Researchers could critically assess whether, as per recent studies on Employee Green Behaviours (EGBs) in China, a lack of persuasive theory-based empirical work on employee

workplace outcomes arises from enacted Green HRM, and if Green HRM both directly and indirectly influences in-role green behaviour, and only indirectly influences extra-role green behaviour through the mediation of psychological climate (Dumont, Shen and Deng, 2016, pp. 1, 10).

New cross-cultural research might help develop more globally useful measures for Green HRM, perhaps drawing on the new measurement scales recently developed by Tang, Chen, Jiang, Paille and Jia (2017) to complete longitudinal studies investigating changes to staff green behaviour arising from adopting Green HRM, and usefully explore different predictor variables from human capital (skill enhancement) and motivation (job satisfaction). Indeed, Green HRM employee green behaviour relationships may be examined at higher unit and organizational levels to display a multilevel approach accounting for the effects of organizational context, and the impact of Green HRM on non-green work attitudes and behaviour too (Dumont, Shen and Deng, 2016, p. 12).

### *Psychological climate*

Future research on green psychological climate could move away from using participant self-reported employee green behaviour (EGB) to more objective 'other' supervisor or peer-ratings, observations and archival data, to develop theory and test hypotheses on boundary conditions, and examine whether theories of relationships between intentions and work behaviour incorporate the moderator of psychological climate. Indeed, future daily EGB research may further distinguish between active behaviours and those not doing something, develop measures to distinguish between them, and also examine different relationships with antecedent variables, activity levels and habitualization of EGB (Norton et al., 2017, pp. 14-16).

### *Workplace Green behaviour*

Scholarship on workplace pro-environmental behaviour might benefit from investigating employee decisions to adopt technological innovations that may reduce the impact organizations have on the environment, and staff pro-Green behaviours classified as environmental (non)activism to best understand why employees engage in such activities. Here, researchers could examine the role emotions play in shaping staff pro-environmental behaviour, how external factors like monetary incentives influence employee pro-environmental activities, and if, and how, employee perceptions of economic constraints like recessions impact on staff decisions to engage in pro-environmental behaviours too (Inoue and Alfaro-Barrantes, 2015, pp. 153-155). Studies investigating eco-initiatives and workplace social exchange networks may also assess the usefulness of social exchange variables like trust, justice and the psychological contract to better comprehend underlying reciprocity processes in environmental sustainability (Alt and Spitzbeck, 2016, p.56), and the role of organisational context as a factor contributing to understanding the nature of workplace green behaviour as a specific form of job performance (Norton, 2016, p. 1).

### *Critical analysis*

Using more critical frameworks, researchers could look to uncover, and critique, dominant discourses explaining issues of ownership, control, production, and industrial work relations in environmental labour studies, the role of union stakeholders as climate change actors (Hampton, 2015, p. 7), and any part played in determining union roles by the many organizational and external, contextual factors illustrated by Farnhill and detailed in the earlier Introduction chapter herein (see Farnhill 2016a, pp. 273-274; 2016b, pp. 18-19; 2017, p. 23). On regulation (i.e. conditions and context), scholars may usefully examine if organisations in other countries make significant breaches in green Health and Safety at work

enforcement, and follow or deviate from seen patterns in Australia of organizations responding to new environmental regulations with few substantive efforts aimed at reducing their carbon emissions, or as per some European studies, if organizations invest in green technologies instead (Teeter and Sandberg, 2016, p. 12). Here, researchers might focus on detailed organisational case studies and their ‘ongoing internal and external political and environmental dialectics’, and also formulate alternative, large, statistical and survey-based studies to explore the antecedents to such responses (Teeter and Sandberg, 2016, p. 14).

Building on the literature-based future research ideas above, Green HRM researchers may (c.f. Bell, Kothiyal and Willmott, 2016. p. 11) need to unravel the ethical nature of the Green HRM research process, the outcomes it produces, and any imbalances in the production of Green HRM knowledge it reveals. Here, scholars might wish to frame new, particular Green HRM research questions, on the following, specific themes and issues below. Such questions could include:

7. Is Green HRM ethical? Is setting staff green targets in performance appraisals, and allocating managers bonuses for achieving such goals, the ‘right thing’ for organizations to do? Are organizations moral in undertaking such Green HRM initiatives?
8. Could staff green targets and bonuses put too much (unwanted?) pressure on non-Green (anti-Green/neutral) staff to go Green?

Here, researchers might make use of Jacques Maritain’s concept of ‘personal humanism’, where people share a common human nature and strive to the achieve the ‘common good’ (see Acevedo, 2012), and/or the theoretical lens of human rights theory, to surface and discuss such ethical issues.

Drawing on Bukharin and Preobrazhensky's (1919) notion of state (governmental) assistance for agriculture and their concept of a 'smychka' (or union) between agricultural and other workers, scholars could investigate research questions concerning whether nation states and organizational stakeholders are helping vulnerable agricultural workers in flood-prone countries like Bangladesh, and de-forestation locales like Brazil<sup>i</sup> (among others), to find new jobs and employment. Here, researchers may investigate specific research questions including:

9. Do agricultural workers view significant threats to their livelihoods arising from crops either being flooded due to rising sea levels and/or eradicated through de-forestation? How do these workers show resilience and/or adapt to such changing circumstances?
10. Are agricultural workers suffering job loss, or famine, due to climate change events?
11. Is farming viable in flood-prone or de-forested locations? Do agricultural workers need re-training/re-skilling to work elsewhere? If so, where?
12. Are clear job migration patterns emerging from agricultural workers moving into non-agricultural, and/or de-forested employment (perhaps in tourism/service-sector jobs)<sup>ii</sup>?
13. What shape do climate-led work migration moves take? How are they enacted? And what consequences arise for all organizational stakeholders from such developments?

A related research issue arises regarding the ability and resilience of people (in)directly affected by climate change to cope with it. Examples includes agricultural workers in France and Italy, and factory workers in India and China (among others). Here, scholars might also investigate related research questions such as:

14. Do vineyard workers suffer from inhaling pesticide spray used to increase vine yield, and/or through contaminated land and local water supplies due to pesticide run-off?

15. Are factory workers inhaling polluting fumes from toxic factory leaks and related smog in harmful and non-sustainable quantities?
16. What are the health consequences arising for workers from inhaling polluting workplace-based fumes?
17. Are staff employed in the 'polluter industries' able to fully work in such arguably 'bad workplaces'? What do they think of organizational (in)activity to combat climate change?

Researchers may also wish to focus their research questions to investigate the origins, coverage and extent of any new Green jobs emerging, as a potential new growth area in global employment<sup>iii</sup>. This is because current moves towards a Greener economy are estimated to be creating 60 new occupations incorporating environmental aspects (Wiernik, Dilchert and Ones, 2016, p. 1). For example, scholars could frame research questions on:

18. Do potential, alleged, 'pro-fossil fuel' jobs being created under the new USA Trump administration out-number the so-called 'Green jobs' created under the Obama administration, or vice-versa?
19. What is the breakdown in terms of Green and non-Green job types, work quality, locations, status, sectors, gender and age globally?
20. What is new in Green jobs comparatively? What noteworthy trends and developments are emerging regarding it worldwide?
21. Are new forms of green international work and employment truly environmental, or a form of 'Green-wash'? and
22. What impact do any new or existing regulatory environments have on Green HRM workplace practices, jobs, work and employment globally?

Here, scholars might replicate and extend current investigations where existing, external regulatory change seems to impact on Green jobs in Australia (see Teeter and Sandberg, 2016), into other countries where such regulation may now play an increasingly important role in shaping patterns of Green jobs, work and employment, i.e. in the USA, UK and China among others. Moreover, researchers may wish to critically examine the case that there may be a decrease of jobs globally (see George et al., 2016, p. 1880), and if observed, what this development may mean for global Green jobs, work and employment more widely.

Scholars could also extend investigations on the construct of ‘ecological embeddedness’, to assess take-up among managers on the extent to which they are rooted in the land<sup>iv</sup>, and their love for it. Doing so could help us assess if existing management theory and practice may benefit further from studying indigenous communities like the Naskapi in the sub-Artic, which have ‘successfully avoided ecological collapse’ and ‘survived for millennia’, i.e. nonnative managers facing difficulties finding ‘their own sustainable pathways’. If so, the over 5,000 different indigenous groups existing worldwide (see <http://www.iwgia.org/>) may represent a large, untapped resource for researchers when investigating contemporary environmental issues<sup>v</sup> (Whiteman and Cooper, 2000, pp. 1265-1267).

Here, and if resources allow, gaining new data from long ethnographic studies among indigenous people at risk from climate change in vulnerable locations like our deserts, forests, flood plains and poles, as per Gail Whiteman’s work in the sub-Artic (see Whiteman and Cooper, 2000, p. 1268), might add new insights to compliment and extend current Green HRM research. Doing so could require scholars to use ‘an experience-near approach (Geertz, 1974) that focuses on the everyday life-worlds that actors inhabit and render meaningful’, and innovative methods of analysis (like participatory organizational research or digital storytelling) to ‘explore diverse forms of knowing’, including those drawing on spirituality

and/or ‘linked to ecological belief systems’<sup>vi</sup> (Bell, Kothiyal and Willmott, 2016. pp. 4, 13). In doing so, (and c.f. George et al., 2016, p. 1890), Green HRM researchers may be obliged to engage in ‘reinforcing mechanisms’, including ‘continued societal vocalism’ to shed light on natural and exogenous events seemingly driven by global warming, as this may help illustrate the important need to focus on Green HRM as one important, indirect way to help tackle climate change.

While grand challenge (GC) environments appear to vary regarding their inclusion of advocacy groups, such groups could provide a ‘legitimizing influence’ (c.f. George et al., 2016, p. 1885, 1886, 1889), i.e. pro-Green consortiums in Brazil who may lack prior experience, yet provide an inspiration to other related groups globally. Such variation and advocacy is seen in agents like the Guarani-Kaiowa indigenous people of Midwest Brazil protesting at forced relocation from their natural habitats and cancelation of their land rights (IWGIA, 2010), and local communities opposing the construction of a hydro-electric dam at Belo Monte in Brazil which arguably ignores environmental issues, but which may affect the lives of 50,000 indigenous people on its route along the Xingu river there (BBC, 2010). I now discuss links between Green HRM and Sustainability in general, and connecting Green HRM to more sustainable workforces in particular.

### **Green HRM and Sustainability**

To some authors, ‘Sustainable HRM’ suggests a more holistic approach to employment to extend the HRM role beyond firm boundaries, and to manage and measure corporate social and ecological impacts by redesigning performance reviews to include and use specific sustainability criteria (e.g. Ehnert, Parsa, Roper, Wagner and Muller-Camen, 2016, pp. 101, 103). Such ideas link to the notion of building an ‘Economy for the Common Good (ECG)’ (which itself partly links to ideas of ‘B Corporations’ and the ‘conscious capitalism’

literature), and includes the case study of Sonnentor<sup>vii</sup> as an example on how to begin building an ECG<sup>viii</sup> in action (Muller-Camen and Camen, 2017). A clear assumption of ECG supporters is that there will only be a decisive change in business attitudes if governments actively support organizations oriented towards ‘the common good’ (Muller-Camen and Camen, 2017, p. 1). Here, ECG is no pipe dream, as over 1,700 companies globally have endorsed its principles (University of Chicago Press, 2017, p. 1). However, many influential opponents of the ECG exist, including those arguing that introducing an ECG would lead to a disruption of economies, and thus political chaos (see Furst, 2016) (in Muller-Camen and Camen, 2017, p. 1). Indeed, as moves towards an ECG link to the need for significant pro-Green regulatory change (and for the reasons outlined in this chapter and the earlier Introduction one) they currently seem less likely to be enacted in the US, UK and Australia. Nonetheless, an ECG could be a new organisational and workplace model of the future, as it has been recommended by the European Economic and Social Committee to be included as part of the European legal frameworks (see Muller-Camen and Camen, 2017, p. 2). Moreover, (c.f. Hampton, 2015), an ECG may provide a much-needed workplace and societal vision which arguably helps us progress further upwards from implementing Green HR management initiatives and building Greener workplaces, and higher towards the wider, more holistic concepts of realizing more socially responsible HRM (Shen and Zhang, 2017), and constructing Sustainable Workforces in Management Studies (SWiM), which I now detail.

### **Sustainable Workforces in Management Studies (SWiM)**

Connecting Green HRM to Workforce Sustainability requires a wide understanding, and an exploratory concept to do so, which I term Sustainable Workforces in Management Studies (SWiM). The SWiM concept derives from me thinking about how and what ways global workplaces currently do not currently seem sustainable when viewed from the perspective of

some their less-included, marginalised, and disadvantaged workforce members. Such limitations appear through current organizational focus on the: delivery of shareholder profits; control of organisational costs; use of labour as a resource or commodity; introduction of flexibility policies; social exclusion of part-time, zero hours, female, and black and minority (BME) staff; and marginalisation of trade union members. To me, several contextual (regulatory, social, economic, and political) and organisational initiatives are needed to make workplaces globally more sustainable for their staff in action. Such initiatives include organisations: having greater concern for their societal impact; making enhanced use of employee voice tools; introducing diversity, green and sustainability strategies, policies, processes, procedures and practices; making a shift to an Economy of the Common Good (ECG); and using more ‘social enterprise’ forms of organizing work. I aim to develop the SWiM concept further at: <http://www.sustainable-workforces.co.uk/> and look to detail country and organisational practices as a means of stimulating initial ideas, discussion and uptake surrounding it.

For now, I note the relatively new standard for HR of ‘BS76000 Human Resource’, published by the British Standard Institute (BSI) (2015), as one potential example of how to begin building SWiM in practice. Here, the main principles of BS76000 are that the:

Interests of staff and other stakeholders are integral to the best interests of an organisation; organisations are part of wider society and have a responsibility to operate in a fair and socially responsible manner; commitment to valuing people comes from the most senior leaders of an organisation; and people working on behalf of the organisation have intrinsic value in addition to their protections under the law or in regulation, which needs to be respected (see BSI, 2015, p. 1 at: [www.bsigroup.com](http://www.bsigroup.com)).

Indeed, the development of BS 76000 has been recently complimented by work undertaken by the UK-based Chartered Institute of Personnel and Development (CIPD) on professional principles for the British HR profession to ‘champion better work and working lives for the good of wider society’ (CIPD, 2017, see <https://www.cipd.co.uk/news-views/future-profession/principles>). Additionally, a new UK government review of work recommends a move away from ‘bad work’ (e.g. zero hour contracts and the ‘gig economy’) and to ‘good work’, which ‘thinks about the quality of people’s work experiences’ (Ahmed, 2017, pp. 1-3) (see <http://www.bbc.co.uk/news/amp/39849571>). If implemented, such recent, socially and environmentally progressive trends in British HRM research and thinking like the BS 76000, CIPD and government principles above may help stimulate moves towards organizations enacting SWiM in practice, and locate Green HRM within SWiM too. That is to say, and to answer the question-type title of this chapter, that Green HRM may be part of the future in building sustainable workforces, but it is not the be-all and end-all of them. In essence, ‘going Green’ in HRM does not automatically equate to, or necessarily always produce, such sustainable workforces. Instead, much more organisational theorizing, research and implementation (including trial and error) is needed for organizations to fully enact a Sustainable HRM approach, as works by Ehnert (2009), Ehnert, Harry and Zink (2014), and the chapter by Xu et al. (in this volume) clearly illustrate.

### *Closing remarks*

Overall, (c.f. George et al., 2016, p. 1893) helping to tackle climate change through Green HRM workplace-based interventions is not just about Green HRM theory and research, as all relevant stakeholders involved in it also perhaps have obligations to serve ‘the globally and locally unemployed, displaced, and disenfranchised’ too. If accepted, this viewpoint means that Green HRM educational initiatives could benefit from embracing different business

models and pedagogical initiatives to retrain staff to develop the new skills required to work in the non-polluting industries. Indeed, such obligations may also require us to critically ask if organizations have enough of the right talent to enact Green initiatives, and to assess if important organizational actors like non-specialist line managers have the personal capability, commitment, and consistency needed in practice to ‘own’ environmental management initiatives and ‘go Green’ (see Rayner and Morgan, 2017), and persuade their direct employee reports to do likewise. For example, can we, and will we, ever talk of ‘Green line managers’ and eco-friendly, willing employee recipients of ‘green schemes’ in years to come?

In closing this chapter and this book, I re-iterate the much-used (even clichéd) quote from the UN’s Secretary General H.E. Ban Ki-Moon that: “there is no Plan B for action, as there is no Planet B” (in George et al., 2016, p. 1893). I say this as, to return to a point in my earlier chapter, the physical changes happening to our planet seem to be moving at a quick pace. For example, if we look at pictures of the Earth taken over recent years from the International Space Station (ISS) (see <https://www.nasa.gov/subject/3127/climate/>), a very real and humbling sense of the level and scale of increased deforestation, desertification, water shortages and resulting human and animal migration patterns emerges, which partly seem to arise from climate change events. As others recognize (c.f. George et al., 2016, p. 1893), a moral case therefore exists for us as management educators and business stakeholders to generate fulsome research studies in Green HRM to indirectly help tackle the global problem of climate change, however big or small such research contributions are judged by the next generations.

Of course, some arguably significant and positive human-led initiatives are occurring to tackle global warming today too. These efforts range from the relatively recent macro-level

Paris climate change agreement, to meso-level regional initiatives in Spain, Morocco and South America which increase the use of solar power, irrigation projects in both Australia to enhance cotton blooms in the desert and in Jordan to store water underground to help grow food crops (and produce ‘living deserts’ which reduce non-green food imports), (BBC 2017c) and micro-level City schemes in Rotterdam, Holland to capture heavy rainfall and release it into waste systems and the construction of ‘floating houses’ as a new and different way to live (Channel 4, 2017).

Nonetheless, I conclude by noting that ‘every single thing around us came from the Earth in some shape or form’ (Whiteman and Cooper, 2000, p. 1271), as such ‘things’ originate from *matter*. This circumstance makes our civilization vulnerable<sup>ix</sup>, as while the last 7-8,000 years has been very stable when humans have evolved<sup>x</sup>, new climate and weather changes – to the matter which surrounds us – is a problem for people, as what will happen to human community life because of climate change? As such, it may be time to re-think our place as humans in the world, and how we relate to Planet Earth, *inside* our workplaces too. This is because, as organizational stakeholders, we can surely all help improve our physical, external, natural environment and ecology through our Green HRM-related workplace behaviours, and act as informed, mindful, considerate and impactful citizens regarding them. Of course, doing so may require us to make a mental leap, to both understand and re-assess our own place on our Planet Earth, and in the wider Universe too. To do so, in the words of the Kiowa poet N. Scott Momaday (1974), we may need to think, and ask, if we can positively say:

“You see, I am alive, I am alive; I stand in good relation to the earth; I stand in good relation to the gods; I stand in good relation to all that is beautiful.” (in Whiteman and Cooper, 2000, p. 1280).

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<sup>i</sup> It seems important for scholars to gather data from managers in newly industrialized countries like Brazil and China (among others) because of increasing concern about their environmental impacts (Inoue and Alfaro-Barr antes, 2015, pp. 155-156). Investigating ‘views from the periphery’ in such less-researched countries may require us to assess and question existing developments in Green HR scholarship. Doing so over time may facilitate new, ‘bicultural and decolonizing’ works on how researchers based in the Northern and Western ‘center’ of academia could work with, and ‘bring in’, more Southern and Eastern-based voices in Green HRM research (c.f. Bell, Kothiyal and Willmott, 2016. pp. 2-5).

<sup>ii</sup> [Denaturalization involves opening] ‘up spaces for indigenous research methodologies that draw on local traditions of knowledge’ (Bell, Kothiyal and Willmott, 2016. p. 12).

<sup>iii</sup> For example, ‘renewable energy industries already employ more than three-quarter of a million Americans. In fact, jobs in solar and wind are growing at a rate of 12 times faster than the rest of the U.S. economy, and according to the Department of Energy, solar in the US now employs more than oil, coal and gas combined. Another 2.2 million Americans work in the design, manufacturing or installation of energy efficiency products and services’ (Annan, 2017, p. 2).

<sup>iv</sup> ‘People who are physically located in ecosystems are more committed to sustainable management practices than those who do not share these characteristics’ (Whiteman and Cooper, 2000, pp.1265, 1279).

<sup>v</sup> Indeed, ‘following Usher (1987), utilizing indigenous approaches might move natural resource management away from problems of global access to resources, which currently seem to lead us towards exhausting such resource’s (Whiteman and Cooper, 2000, p. 1267).

<sup>vi</sup> ‘If, as Connell (2007) suggests, management researchers located in South Africa, Brazil and India [can] organize laterally with scholars in other peripheral locations to identify common interests and overlapping problem areas, and form networks of cooperation and knowledge sharing that challenge intellectual dependency on the West [and reveal] spaces for more diverse post-Enlightenment narratives’ (Bell, Kothiyal and Willmott, 2016. pp. 13-14).

<sup>vii</sup> ‘Sonnentor (Gate of the Sun) is an Austrian company that produces and sells about 800 items of which 85% are organic teas and spices, and was a pioneer in the Economy for the Common Good (ECG) movement. Sonnentor encourages an ecological lifestyle for its workforce by providing free organic food and subsidies for eco-friendly electricity, to travel to work jointly by sharing cars, and tries to limit work-related travel’ (Muller-Camen and Camen, 2017, pp. 1, 9).

<sup>viii</sup> ‘Christian Felber, who coined the term Gemeinwohlökonomie (ECG) in 2010, argues that it means “everyone’s well-being counts”’ (Felber, 2015, p. xvi). The ECG has three major focuses: first, to align the values of business and society...second, that the values and goals laid down in constitutions should be systematically integrated into business practices. Third, that the main purpose of all business should be to promote the common good and not to maximise profits...[which] goes beyond the pursuit of a triple bottom line approach’ (Muller-Camen and Camen, 2017, p. 2).

<sup>ix</sup> Professor Stephen Hawking states human vulnerability is so great that humans may need to colonize the Moon and leave Earth (BBC, 2017d, p.1).

<sup>x</sup> For example, 40% of us live only 60 miles from an ocean, but this figure may fall (Channel 4, 2017).