Tomas Bata University in Zlín
Faculty of Management and Economics

Doctoral Thesis

The Role of Green HRM in Fostering Corporate Sustainability in the Automotive Industry

Úloha environmentálního řízení lidských zdrojů při podpoře udržitelnosti podniku v automobilovém průmyslu

Author: **Zuhair Abbas**

Study Programme: P6208 Economics and Management

Degree Course: 6208V038 Management and Economics

Supervisor: doc. Ing. Roman Zámečník, PhD.

Zlín, August 2023

The publication was issued in the year 2023

Key words: *Green Training, Green Performance Management, Green Employee Involvement, Corporate Sustainability, Automotive Industry, Comprehensive Framework*

Klíčová slova: Environmentální školení a výcvik zaměstnanců, environmentální řízení výkonnosti, environmentální zapojení zaměstnanců, podniková udržitelnost, automobilový průmysl, komplexní rámec

The full version of the doctoral thesis is available at the Central Library of TBU in Zlín.

The electronic version of doctoral thesis summary may be found at www.utb.cz

DEDICATION

This thesis is dedicated to *my father* **Manzoor Ali Qadri** *and my mother* **Ghulam Sughra** for their always support and motivation. They taught me a lesson of life that "*survival is important in life*".

ACKNOWLEDGEMENT

In the name of **ALLAH**, the Most Gracious and the Most Merciful Alhamdulillah, **all praises to ALLAH**, for the strengths and His blessing in completing of this doctoral thesis.

Peace be upon the Prophet Muhammad (pbuh), his family (pbuh), and his companions (pbuh)

The Holy Prophet (pbuh) said:

"Verily Imam Hussain (a,s) is the shining light of guidance and the ark of salvation."

ABSTRACT

Several large companies underwent a sustainability transition over the past few years, despite limited theory and empirical research on green human resource management with sustainability. However, this corpus of research remains nascent, with several notable shortcomings. Rooted in dual theoretical perspectives of AMO and paradox theories. The model incorporates top management commitment and organizational green culture as mediation mechanisms to explain the pathway from green HRM transformation towards corporate sustainability.

The main aim of this doctoral thesis is to be achieved by employing a mix-methodology, using a survey of 194 employees working in the automotive companies (quantitative phase-I) and followed by content analysis (qualitative phase-II) 2 years sustainability reports published by three automotive companies in the Czech Republic. This research used SmartPLS 4.0 software for survey data analysis. For qualitative data analysis, the author conducted the content analysis with the help of Atlas.ti 9.0 version qualitative software for two years of sustainability reports of three automotive companies.

The survey data revealed that green HRM practices, e.g. green performance management and green employee involvement, were positively related to top management commitment and the organization's green culture. Conversely, green training was not supported by top management commitment. This research demonstrates top management commitment, organization's green culture promotes corporate sustainability. The qualitative content analysis results generated valuable themes such as green initiatives, responsible behaviours, a digital business model and employee care.

This research is theory-driven with a theoretically novel perspective, it presents a comprehensive framework for a better understanding of how automotive companies adopt green HRM in fostering corporate sustainability at different levels such as individual, strategic and organizational level. Importantly, this research contributes to the body of knowledge on GHRM and corporate sustainability, a partially examined phenomenon in the Central European Region, especially in the Czech Republic. This research is also an early attempt to combine two previously separated theoretical perspectives such as AMO and Paradox theories. Finally, this research also discusses the implications of this comprehensive framework for research on green HRM with corporate sustainability.

ABSTRAKT

Několik velkých společností prošlo v posledních letech přechodem na udržitelnost, a to i přes omezený teoretický a empirický výzkum v oblasti environmentálního řízení lidských zdrojů s přihlédnutím k udržitelnosti. Tento výzkum však zůstává v počáteční fázi a má několik významných nedostatků. Je založený na duálních teoretických perspektivách teorií AMO a paradoxu. Model zahrnuje závazek nejvyššího vedení a firemní environmentální kulturu jako mediační mechanismy k vysvětlení procesu transformace environmentálního řízení lidských zdrojů směrem k podnikové udržitelnosti.

Hlavní cíl této disertační práce má být dosažen pomocí kombinované metodologie s využitím vlastního průzkumu 194 zaměstnanců pracujících v automobilových společnostech (kvantitativní fáze-I) a následné obsahové analýzy (kvalitativní fáze-II) dvou ročních zpráv o udržitelném rozvoji, které byly zveřejněny třemi automobilovými společnostmi v České republice. V tomto výzkumu byl pro analýzu dat z průzkumu použit software SmartPLS 4.0. Za účelem kvalitativní analýzy dat autor provedl obsahovou analýzu dvou ročních zpráv o udržitelnosti vydané třemi automobilovými společnostmi, a to pomocí kvalitativního softwaru verze Atlas.ti 9.0.

Údaje z průzkumu ukázaly, že environmentální principy řízení lidských zdrojů, např. environmentální řízení výkonnosti a environmentální zapojení zaměstnanců, pozitivně souvisejí s angažovaností vrcholového managementu a environmentální kulturou organizace. Naopak environmentální školení nebylo podporováno angažovaností nejvyššího vedení. Tento výzkum poukazuje na závazek vrcholového managementu a vliv environmentální kultury organizace na udržitelnost podniku. Výsledky kvalitativní obsahové analýzy přinesly užitečná témata, jako jsou environmentální iniciativy, odpovědné chování, digitální obchodní model a orientace na zaměstnance.

Tento výzkum je založen na teorii s teoreticky novou perspektivou a představuje komplexní rámec pro lepší pochopení toho, jak automobilové společnosti přijímají environmentální řízení lidských zdrojů při podpoře podnikové udržitelnosti. Důležité je, že tento výzkum přispívá k souboru poznatků o GHRM a podnikové udržitelnosti, což je částečně prozkoumaný fenomén ve středoevropském regionu, zejména v České republice. Tento výzkum je také prvním pokusem o spojení dvou dosud oddělených teoretických perspektiv, jakými jsou teorie AMO a teorie paradoxu. V neposlední řadě se tento výzkum zabývá i důsledky tohoto komplexního rámce pro výzkum environmentálního řízení lidských zdrojů s ohledem na udržitelnost podniku.

CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVATIONS

EC= European Commission

UN=United Nations

EU=European Union

GCs=Grand Challenges

AMO=Ability Motivation Opportunity

MMR=Mixed-Methods Research

TBL= Triple-Bottom Line

PLS-SEM= Partial Least Square-Structural Equation Modelling

GHRM= Green Human Resource Management

1. INTRODUCTION

1.1 Background and Motivation for the study

"To allow the market mechanism to be sole director of the fate of human beings and their natural environmental…would results in the demolition of society." (Polanyi, 2001).

The entire globe is going through major shifts. Plenty of the "grand challenges (GCs)", such as economic uncertainties, the COVID-19 pandemic, the global climate crisis and social problems in societies as well as industries, face various hurdles, especially for managing human resources at the workplace (Wickert et al., 2021). In a recent decade, there is a growing urge to develop a theory concerning strategy and institutions effective in overcoming grand challenges (Jarzabkowski et al., 2021). In addition, even though the speed and severity of COVID-19 and its striking global consequences are undoubtedly fascinating, similar are the impacts of worldwide temperatures on extreme weather conditions. During the last 20 years, the number of natural disasters like storms and extreme weather, combined with their indirect impacts like flash floods, lack of rain, and wildfires, have steadily increased, amounting to 6681 incidents and affecting $4.07 trillion in worldwide financial damage (Reduction, 2020). Based on a 2009 Newsweek Top 500 Green Companies and Fortune 500 list investigation, including over 6,000 adopting sustainable initiatives, most institutional sustainable green actions depend on "voluntary" employee engagement (Ones et al., 2018). The notion of corporate sustainability "refers to a company's actions that show how it treats stakeholders with respect and care while yet making a profit" (Van Marrewijk & Werre, 2003). Hence, it deals with a wide range of goals, both institutional and societal, that are "inextricably connected and internally interdependent." (Bansal, 2002) (Bansal, 2002, p. 123). The essential to the debate is, thus, how economic, environmental, and social objectives of the automotive companies relate to each other. A debate is still going on about whether or not there is a good link between sustainability and financial performance (Karnani, 2011; Rivoli & Waddock, 2011) and it is needed to point out a company's dedication to sustainability (Alfred & Adam, 2009).

The context of this research entails the automotive industry, which contributes to many national economies but also has implications for pollution, global warming, and human health issues (Mamalis et al., 2013). Yet, the automotive industry of Czech Republic is under increasing regulatory and social pressure to prioritize sustainability (Velinov & Štrach, 2022; Zorpas & Inglezakis, 2012). Yet, there is still a lot of uncertainty around green HRM and its place in responding to policy and customer demands (Susan E Jackson et al., 2011) and

to reach corporate sustainability goals (Hahn & Aragón-Correa, 2015). Similarly, automotive companies are aligning their business strategies with sustainability mind-set as to address environmental, social and economic concerns at the workplace (Szász et al., 2021). Importantly, automotive companies' strategy responses to sustainability concerns have been more clearly recognized for the reason to the expanding literature on corporate sustainability (Lin et al., 2020; Sharma, 2000). For this reason, top managers, middle-level managers and employees can play an important role in addressing the issue of sustainability concerns in the automotive firms due to their carbon contributing nature (Wijethilake & Lama, 2019). Hence, previous studies mainly focused on green HRM with environmental performance specifically in service-sector (Irani et al., 2022), economic performance (O'Donohue & Torugsa, 2016). However, there is partial research considered the role of green HRM with sustainability in manufacturing industry (J. Y. Yong, M. Y. Yusliza, C. J. C. Jabbour, et al., 2020; Jing Yi Yong et al., 2020), in higher education sector (Abbas et al., 2021), social sustainability in the hotels (Abbas et al., 2022b). In past studies, they focused on Western region (Guerci et al., 2016; Haddock-Millar et al., 2016), South-Asian context (R. Chaudhary, 2019; R. D. Raut et al., 2020), South America (Freitas et al., 2020), Asia-Pacific region (Nhat Tan Pham et al., 2019), Middle-East region (Fayyazi et al., 2015; Mehrajunnisa et al.). In the existing literature, an empirical investigation of the relationship between green HRM and corporate sustainability is still lacking. In this way, there is need to examine the role of green HRM with corporate sustainability in the Central European region especially in Czech Republic due to its automotive industry which is famous globally.

Scholars in the field of human resource management have been raising awareness of the need to create more sustainable HRM systems to improve the sustainability of the human workforce over the past decade specifically in the automotive industry which is unique context (Ehnert & Ehnert, 2009; Jasiński et al., 2021; Pfeffer, 2010). This plea for HRM practices and procedure design to view sustainability not just as a "means" to corporate sustainability goals, but as a "end" (Taylor et al., 2012). In spite of evidence that HRM practices have an effect not only on employees but also on the human, social, and environmental settings of organisations (Renwick et al., 2016; Rothenberg et al., 2017). Moreover, despite knowledge that employees are a key factor in the achievement of a company's sustainability goals, many automotive companies still fail to implement successful sustainability initiatives (Cataltepe et al., 2022; Cohen et al., 2012). Hence, there is a compelling need to address environmental, economic and social issues at the company level by these automotive companies because this is timely debate to be discussed (Lukin et al., 2022).

The debate of green HRM is unique at company level in the automotive industry due to its sustainability initiatives (Orsato & Wells, 2007). Automotive companies are contributing massively on rising carbon footprints and their negative impacts on environment (Dragomir et al., 2022). For this reason, to mitigate the adverse effects of climate change, carbon dioxide (CO_2) emissions must be minimized by automotive companies (Stern, 2007). Meanwhile, automotive companies have started to see the possibility that climate change and the push for a low-carbon society nowadays (Busch, 2008; Wolff et al., 2020). Similarly, automotive companies must incorporate green HRM practices to decrease carbon emissions into their basic processes to address the challenges and opportunities of a carbon-constrained society (Papouskova et al., 2020; R. D. Raut et al., 2020). By responding European Green Deal, carbon performance metrics have received extensive attention from the automotive industry and transforming towards new workplace strategy (Zvezdov & Hack, 2016) and re-designing their business models into by launching new workplace strategy for sustainable workplace (Harrison et al., 2003).

This research mainly focuses on automotive industry and it has substantial contribution to economy, employment and trade of the Czech Republic. This industry contributes positively for the economic stability as well as negatively on environment by 14% of total carbon emissions in the Czech Republic. The automobile industry faces considerable obstacles in terms of advancing the green agenda because the level of global competitiveness has increased, particularly from new entrants and incumbent enterprises in the Asia Pacific region. Manufacturers will need to increase innovation and productivity to adapt to the forthcoming changes in the management and regulation of supply chains, the production of electric vehicles and batteries, and the general digitalization of the economy (Brown et al., 2021).

The Czech automobile industry is ready to take advantage of the green transition because to its low carbon footprint. Companies in this field have successfully decoupled CO_2 emissions from their manufacturing processes, and the Czech Republic's auto industry is one of Europe's most carbon-efficient manufacturers. One stream of research examined green HRM with employee green behaviours in the automotive industry in developing country context such as India (R. Chaudhary, 2019). Based on contextual setting, another stream of research revealed that employee green behaviours promotes sustainability into their production level specifically in automobile industry of Pakistan (Shah & Soomro, 2023). In this research, this automotive context matters due to its importance role for economic, environmental and social sustainability. Carbon emissions from the automotive industry are of particular concern because cars are the primary contributors of such emissions (Mintzberg, 2000; Niu et al., 2021). As a result, European regulating agencies are tightening up on reducing

carbon emissions as a means of addressing human-caused climate change by launching European Green Deal. In this way, automotive companies of Czech Republic launching smart, resilient and efficient green policies into their operations at the company level by achieving economic, environmental, social performance (Sukova, 2020; Zoubek et al., 2022).

Nevertheless, scholars and researchers need help coming up with feasible solutions and explaining how their research can be implemented to solve grand challenges (George et al., 2016; Wickert et al., 2021). Yet another strategy for trying to conduct influential investigations is to carryout problem- or phenomenon-driven research on pressing and unaddressed social, environmental, or moral considerations, such as "grand challenges." (Buckley et al., 2017; Davis & Marquis, 2005; George et al., 2016). Due to rising public and institutional demands, management intellectuals are under pressure to produce work to address real-world problems.

For these reasons, this research argues that environmental, social, and economic objectives are necessary for corporate sustainability (Pellegrini et al., 2018). As a result of its execution, dilemmas are believed to exist, which are meant to represent opposing and inconsistent poles, all of which are backed by logical reasons (Cunha & Putnam, 2019). Therefore, corporate sustainability is a subject of compelling paradoxes for human resource managers, who now must learn to deal with ambiguities instead of dismissing them (Stahl et al., 2020). Similarly, the conflicts between complex economic, environmental, and social problems faced by stakeholders 'such as investors, workers and customers create a progressively growing sustainability awareness (Mirvis & Googins, 2006). Debatably, corporate sustainability is now a strategic focus for several businesses worldwide (Hengst et al., 2020). Executives must concurrently tackle divergent but linked issues for the surrounding world and societal welfare to achieve corporate sustainability (Bansal, 2002; Gladwin et al., 1995; Maon et al., 2008). Surprisingly, there is a big disparity, Society for Human Resource Management carried out a survey on HR's role in socially responsible practices revealed Only 6% of HR was responsible for the strategic planning of sustainability initiatives, whereas 25% was involved in the implementation of strategy (Cohen et al., 2012).

Recent developments in the human resource management theory exposed a gap in the literature regarding green HRM which is an essential to achieve corporate sustainability. Indeed, this raises questions about implementing green initiatives in the workplace (Jing Yi Yong et al., 2020). Over the past decades, corporate sustainability has been considered a concern for organizations and management scholars. Since the report by United Nations WCED (1987) was released, it has been perceived that the concept of sustainability is more like a mantra for the

21st century (Dyllick & Hockerts, 2002). Social pressure regarding environmental laws can be observed for organizations to embrace and implement improvised practices for corporate sustainability in the form of modified strategies and plans (Ehnert et al., 2016). Traditionally, profit-maximizing shareholder value was focused on by organizations. This strategy fails to consider the interconnection of three pillars of corporate sustainability, where organizations only exist with the environment and society. Recently a paradigm shift from maximization of shareholder value towards delivering value to all stakeholders (Iglesias et al., 2022)

However, the current significant societal challenges, including the ones highlighted by sustainable development goals of the United Nations (UN), ensure conclusive prosperity and protection of the planet and have been considered of utmost value in the literature and management world. The organizations ultimately support critical dilemmas in employment relations, designing a business model and different practices at the managerial level (George et al., 2016). Subsequently, (Stahl et al., 2020) emphasized addressing these challenges through the implementation of human resource policies, strategies, and the complete system as a potential way to highlight the sustainability goals of an organization. Another essential point is that functions of HRM are considered as the most suitable ones to make organizations more conscious towards social responsibility as the knowledge, attitude, and skills of the employees are viewed as the core of corporate sustainability and can lead towards the achievement of organizational goals (Hirsig et al., 2014).

In the past few years, a new approach towards sustainable human resource management has emerged; green HRM (GHRM) is mainly concerned with the sustainability of the environment in business organizations. It could be said that the approach was introduced to improve and inspire employees' knowledge and attitude and eventually contribute to the organization's green credentials (Renwick et al., 2013). Therefore, it has gained growing interest in research-related aspects for further development (Renwick et al., 2016). In the recent studies (Mousa & Othman, 2020; J. Y. Yong, M. Y. Yusliza, T. Ramayah, et al., 2020; Zaid et al., 2018), the practices of green human resource management are highlighted to be positively associated with sustainability at the transitional level of organizational structure. In contrast, organization green culture with corporate sustainability and the top management commitment are still inadequately researched. To date, the empirical research shows top management commitment implement sustainability transition (Spencer et al., 2013; M. Y. Yusliza et al., 2019). Ultimately, more research on the practices of Green HRM with corporate sustainability is still needed.

Notably, existing research on green HRM with sustainability is scarce and reveals mixed results. For instance, highlighted the relationship between green HRM and corporate sustainability in the manufacturing sector of under-developed countries, comprising six practices of GHRM that are positively related to sustainability. For that reason, the primary aim is to create awareness among researchers, human resource practitioners, and managers so the significant environmental aspects of HRM can be considered better. Subsequently, ecological sustainability can be integrated and implemented in current human resource functions (Renwick et al., 2013). Similarly, the practices of GHRM were found to influence sustainable performance substantially (Renwick et al., 2016). These green practices include green training, where different courses that increase environmental knowledge tend to be introduced; green rewards, in which appraisals and additional benefits are connected with the accomplishment of environmental goals; and green hiring, where employees are being recruited for positions, which involve green tasks and require green attitudes.

The first notable issue is that prior research has primarily discussed green HRM with environmental sustainability in the non-western context e.g South Asia, Southeast Asia, East Asia and Middle East (Zahid Hameed et al., 2020; Islam et al., 2020; Singh et al., 2020; Umrani et al., 2020) , very few green HRM studies have been conducted in the Western context especially in the European region (Bombiak, 2019; E. Bombiak & A. Marciniuk-Kluska, 2018; Jerónimo et al., 2020). However, that research has partially limited understanding on green HRM in developed country context such as Czech Republic. Hence, it is of great value to the body of knowledge to conduct further research on GHRM and corporate sustainability, which is under-researched by scholars in the context of Central European region especially in the Czech Republic. This research extends the GHRM literature by conducted a mix-method study in the western context. In this way, this research provides new perspectives and they help us expose radical sustainability transitions.

Yet, despite these practical and theoretical challenges, green HRM and corporate sustainability are under-researched areas in existing literature. Previous research demonstrates inconclusive findings regarding green HRM on corporate sustainability (CS). For instance, the relationship between GHRM and CS has been found positive in some studies (Bombiak, 2019; Edyta Bombiak & Anna Marciniuk-Kluska, 2018; Mousa & Othman, 2020; Zaid et al., 2018), others suggested rejection or disassociation (Mousa and Othman, 2020). Scholars had accumulated little insights on how green HRM promotes corporate sustainability (Abbas et al., 2021; Mousa & Othman, 2020; Jing Yi Yong et al., 2020). However, despite repeated calls over several years across the human resource

management domain (Garavan et al., 2022; Jiang et al., 2022; Sathasivam et al., 2021; Zoogah, 2011).

Surprisingly, the existing literature inadequately attempted to highlight the role of green HRM with sustainability, there is still lack an adequate solution to the question of how green HRM at multiple levels might affect corporate sustainability. For this reason, attempting to address this gap is philosophically essential since it can broaden our understanding of the role of green HRM in automotive companies. Importantly, this study provides fresh perspective on antecedents of green HRM as it examined (1) the relationship between GHRM practices and corporate sustainability as combined effect (2) the parallel mediating role of top management commitment and organizational green culture in these relationships; and (3) the role of sustainable leadership.

1.2 Research Problem

The motivation for heightened consideration on corporate sustainability derives from a broad range of internal and external pressures such as lowering natural resources and continuing to rise pollution levels in the environment, growing populations and economic inequality, consumer, government, and activist shareholder demands for more accountability, and changing demands from customers, corporate leaders, workers, and other stakeholders (Laszlo & Zhexembayeva, 2011; Savitz, 2013; Swallow, 2009). Until now, a little importance has been given to corporate sustainability with green HRM practices. In this vein, to ascertain the impact of GHRM practices on corporate sustainability and further assess the parallel mediating role of top management commitment and organization green culture on linkage between GHRM practices and corporate sustainability in automotive companies of the Czech Republic. Moreover, this study investigated the moderating impact by sustainable leadership between organisation green culture and top management commitment. Extant literature shows that automotive industry has been facing issues related to management of resources, environmental concerns and social problems impacts potentially more dangerous, bringing companies belonging to such industries under even closer observation by the media and other watchdogs (Lin et al., 2021).

Recently, a green deal has been launched by the European Union (EU) law makers to cut the toxic vehicle emissions by 35 percent by 2030 in order to fight pollution and climate change (Pianta & Lucchese, 2020; Wolf et al., 2021) In light of these concerns, the Czech Republic, whose economy is driven by the automotive industry made efforts to reduce this cut, arguing on the structural problems across (EU) lead by the stringent CO^2 targets (Brzobohatý & Janský, 2010). The Czech Republic is located in the heart of Europe and it is famous for its automotive products across the globe (Šimberová et al., 2022). A new market economy was created in the Czech Republic representing a pivotal change

during the transition from socialism to capitalism. Human Resource work has experienced some essential development since 1990s such as the transformation from an informative society to a knowledge society (Vraňaková et al., 2021). The Czech Republic has been working on the development of artificial intelligence technologies to associate it with the automobiles to build autonomous vehicles and bring enhancements in the performance and handling of electric vehicles and traditional skills used in the manufacturing of internal combustion engines (Pavlínek et al., 2009).

Despite the increasing attention on GHRM with sustainability in the non-western context but little is known regarding GHRM practices toward corporate sustainability in the central European region especially in the Czech Republic. This study also responds to recent call for research on Green Deal by European Commission (EC) (Wendler, 2022). Hence, this study argues that corporate sustainability is an imperative phenomenon that is increasingly drawing attention for the automotive companies in the Czech Republic to adopt substantial changes into their human resource practices.

1.3 Research Questions
On the basis of above-mentioned research gaps, this research triggers a number of research questions to fundamentally advance scholar's understanding on under-researched GHRM-corporate sustainability phenomenon.

RQ1: Do GHRM practices affect top management commitment, organization green culture and corporate sustainability?

RQ2: Do top management commitment and organization green culture mediates the linkages between Green HRM practices and corporate sustainability?

RQ3: Do sustainable leadership moderate the relationship between top management commitment, organization green culture towards corporate sustainability?

RQ4: How does green HRM practices foster corporate sustainability by using content analysis on sustainability reports published by automotive companies?

1.4 Research Objectives
This main goal of this doctoral thesis is to fill the research gap by developing a comprehensive framework on green HRM and corporate sustainability in the automotive industry of the Czech Republic.

RO1: To examine the direct effects of GHRM practices on top management commitment, organization green culture and corporate sustainability.

RO2: To investigate the mediating roles of top management commitment and organization green culture towards the linkages between GHRM practices and

Corporate sustainability.

RO3: To measure the moderation effect of sustainable leadership on the relationship between top management commitment, organization green culture towards corporate sustainability.

RO4: To explore green HRM practices foster corporate sustainability.

1.5 Research Gaps

1.5.1 Theoretical Gap

This study seeks to look into a several notable shortcomings. Firstly, this study investigated the impact of green HRM with corporate sustainability in the automotive industry. Although a great deal of research examined the similar topic. However, the academic literature has overwhelmingly focused on one component of corporate sustainability aspect i.e. environmental performance (Anwar et al., 2020; Gupta, 2018; Z. Hameed et al., 2020; Kim et al., 2019; N. T. Pham et al., 2020; N. T. Pham, Z. Tuckova, & H. V. Viet, 2019; Rawashdeh, 2018; Ren et al., 2020; S. Roscoe et al., 2019; Singh et al., 2020; Umrani et al., 2020; Zhang et al., 2019), with limited consideration on corporate sustainability in relation with GHRM. More importantly, there are partially limited research which investigated the GHRM practices with corporate sustainability e.g. economic, environmental and social performance (Mousa & Othman, 2020; J. Y. Yong, M. Y. Yusliza, T. Ramayah, et al., 2020; Zaid et al., 2018).

The focus on integrating corporate sustainability with HRM practices has presented positive advancements in the existing studies, inspiring the development and emergence of Green HRM practices by focusing on environmental sustainability (S. E. Jackson et al., 2011; S. Ren et al., 2018; Renwick et al., 2016) with the discussion transitioning to sustainable HRM practices contributing to organization's triple bottom line i.e. economic, environmental, and social responsibility also known as profit, planet, and people (Aust et al., 2020; Ehnert & Ehnert, 2009; Mariappanadar & Kramar, 2014) . In doing so, this study also responds to a recent call in the literature to examine green HRM with sustainability (Ren, Jiang, et al., 2022). Specifically, this study also responds to recent call for research on Green Deal by European Commission (Claeys et al., 2019). In this way, this study examined green HRM practices promotes corporate sustainability in the central European context especially in Czech automotive companies.

Secondly, in spite of the significance of strategic variable, very little research has been conducted on the top management commitment and organization green culture. In this way, this study addresses these concerns by examining the parallel mediation analysis of top management commitment and organization green culture between GHRM practices and corporate sustainability. More importantly, previous studies on organization green culture have focused on

GHRM and environmental performance rather than they neglected the association with corporate sustainability (Aggarwal & Agarwala, 2022; Aldaas et al., 2022; Haldorai et al., 2022; Harris & Crane, 2002; S. Roscoe et al., 2019; Sepahvand et al., 2022; Wang, 2019). Consequently, it has been suggested to explore the organization green culture as mediation mechanism (Jamal et al., 2021; Levy & Marans, 2012; Rayner & Morgan, 2018). Also, there has been a lack of research on organization green culture in relation to corporate sustainability despite of its significance and multiple calls in different studies (Abbas et al., 2021; Al-Swidi et al., 2021; Memon et al., 2022).

Thirdly, the other important yet unanswered issue concerns the condition how sustainable leadership as a moderating effect between GHRM practices, top management commitment, organization green culture and corporate sustainability. By doing so, this study attempts to address a underresearched factor by examining the interactive effects of sustainable leadership on GHRM practices and corporate sustainability. Sustainable leadership is a relatively new idea in the management literature (Iqbal et al., 2020). Besides, there is a compelling need to further investigate the sustainable leadership (Suriyankietkaew, 2022). In this way, this study broadens the understanding in the literature by exploring sustainable leadership because leaders who undertake actions to make a sustainable difference at the workplace and communities.

1.5.2 Methodological Gap

Thus far, by bringing together insights from diverse perspectives, this research tries to address a methodological gap by employing mixed-methods. Despite the popularity of mixed methods approaches, it has been suggested that primary research, supported by exploratory research techniques like a qualitative content analysis (Landrum & Ohsowski, 2018) is still an essential when digging deeper into this area (quantitative with qualitative) rarely conducted in this topic (Anwar et al., 2020; Zaid et al., 2018). A prior research have also called for a shift toward using mixed-method approaches in investigating complex global problems such as climate change and their impact on manufacturing companies (Aguinis et al., 2020). Also, it has been suggested to employ qualitative content analysis method to further explore contemporary phenomenon (i.e. green HRM practices and corporate sustainability) the line between phenomenon and context is partially evident in the real world and when multiple evidence sources are used (Jayarathna et al., 2022; Krippendorff, 2018)

In light of this, this study responds to above-mentioned calls to explore the GHRM practices with corporate sustainability by using content analysis method of qualitative research design (Landrum & Ohsowski, 2018; Weber, 1990). Perhaps just as importantly, this study also responds to a recent call to adopt mix-methods research in GHRM practices by further explore this phenomenon due to lacking knowledge in the existing literature (Shoaib et al., 2021; Zaid et

al., 2018). Significantly, green HRM scholars are increasingly interested in the automobile sector (Richa Chaudhary, 2019b; Gupta, 2018; Rakesh D Raut et al., 2020).

As a result, those studies were restricted to examining just the positive aspects of Green HRM practices inside the automotive sector. Indeed, content analysis of sustainability reports of automotive companies may be used in combination with a survey research to get a knowledge of the role that Green HRM plays in attaining sustainable sustainability practices (Krippendorff, 2018; N. T. Pham, Z. Tuckova, & C. J. C. Jabbour, 2019). Sustainability reports are generated by 8% of the world's leading corporations (Kolk, 2003). Prior research demonstrated green HRM plays a significant role in environmental sustainability. However, there is partial research on the role of HRM in achieving corporate sustainability in terms of economic, environmental and social performance (Sharma et al., 2020).

This thesis considers content analysis as an important technique to analyze the current trends on adoption of green HRM practices towards sustainability. In this way, this technique provides a new perspective on corporate sustainability initiatives of automotive companies.

1.6 Automotive Industry of Czech Republic

The Czech Republic may be viewed a country with a long history of manufacturing and production. This study focuses on the automotive industry (AI) of Czech Republic. This industry is the backbone of the Czech economy. Importantly, this industry is an essential for the success of both the European and global economic systems (Winter, 2017). The Czech automotive sector employs roughly 150,000 individuals, making it the biggest industry by economic output in Central Eastern Europe (Pavlínek, 2018). This is important when considering the potential environmental, economic and social impact of automotive industry, including consumption, waste, carbon footprint (Grzesiak & Sulich, 2022). Manufactures and ISO 14001-Certified businesses are the subject of current research (Latan et al., 2020; Teixeira et al., 2016). In a similar vein, the automobile industry has been described as having a long-term and substantial environmental effect, that has ramifications in plenty of other industries (Orsato & Wells, 2007).

The private sector considered as a crucial to "corporations as important and necessary social change agents" (Aguilera et al., 2007). In a similar fashion, several enterprises have pledged to address such wider societal issues and have made efforts to integrate their actions with the demands of stakeholders both within and outside the company. As evidenced by the large influx of collaborations among companies and governments, the emergence of devoted CS/CSR departments in several large firms, and the increase of mutual self-

regulatory guidelines like the UN Global Compact, the globe is increasingly conscious of the significance of corporate social obligation. A few have even moved beyond and started businesses based on the notion of "profit with a purpose." (Levillain & Segrestin, 2019).

I decided to focus on the automotive industry of Czech Republic for two main reasons. The transport sector accounted 14 percent of total emissions in the Czech Republic. Automotive industry is responsible for climate change and carbon emissions, air pollutants with negative human health impacts and affecting natural environment. Automotive industry (AI) contributes 13.8% employment, which is crucial for economic development. Importantly, Czech Republic is famous for its automotive industry at the global level. This industry represents a major contributor to the economy but also to environmental air quality, climate change and human health concerns (Gažo et al., 2022; Sedláček, 2013). As a consequence, the automotive sector must shift its emphasis forward into sustainable practices in order to respond to increasing social and legal pressures from several stakeholders (Kiron, Kruschwitz, Haanaes, et al., 2012). Significantly, the automotive sector is a key player in the expansion, stability, and advancement of economies around the world. Economic growth, tax income, scientific inquiry, and individual growth are all sparked by this phenomenon, In 2022, it is projected to be one of the world's most lucrative markets, at an estimated USD 2.8 trillion (Statista, 2022).

Over the span of Czech history, over 12 million automobiles (including cars, trucks, buses, and motorcycles) have been manufactured by the country's automotive industry, which makes it one of the country's strongest economic pillars. The Czech Republic is often called "automotive power" (Sedláček, 2012). Importantly, a new era is about to begin in the automotive sector, one that may be characterized by electromobility, smart networking, or driverless vehicles (Štefek, 2023). Robotics and automated processes are particularly prominent in the automotive sector. This change will transform positively to automotive industry (Marek, 2017). The Czech Republic's auto industry mainly produces cheap, low-value parts. Similarly, Czechia also has one of the lowest shares of highly educated people and a relatively low share of those who work in the automobile industry (Pavlínek, 2023).

Automotive industry of Czech Republic considered as an important context due to its positive role in economic development, employment generation, export and trade (Pavlínek, 2012). Past investigations have demonstrated that capital intensity is a crucial factor in determining the financial impact of the automotive sector, and that higher-tier enterprises, which are primarily owned by foreign investors, generate and capture more value than lower-tier firms, which comprise the vast majority of local suppliers (Pavlínek & Ženka, 2016). Importantly, the rising volume of automobile manufacturing has placed a heavy

strain on ecosystems all around the world specifically ecological burden (Gerrard & Kandlikar, 2007). Similarly, this industry has also some negative impacts on environment. Also, the automotive industry's crisis stems from the
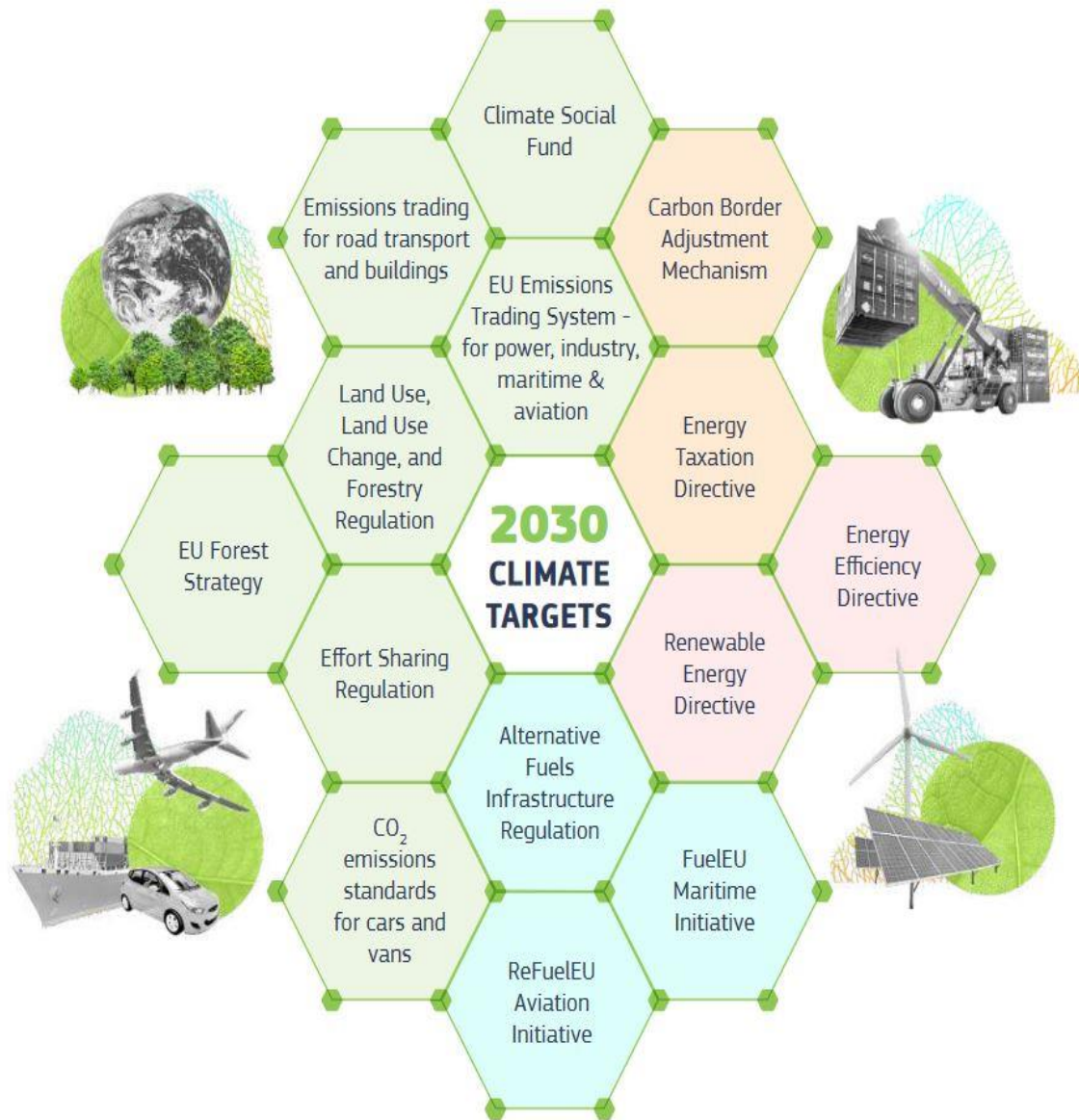
industry's inability to confront the combined threat of economic and environmental pressures (Wells, 2010). Recently, European Union launched European Green Deal aims to make Europe climate neutral by 2050. This means that pollution reductions will have to happen much faster (Wolf et al., 2021).

Figure 1: European Green Deal (Source: (Commission, 2021)

By responding to European green deal, automotive industry of Czech Republic is implementing green practices into their production and re-designing their business model as they can accomplish climate targets as per guidelines of European Commission to play their positive role in sustainable transport for all.

A business-friendly environment that allows low- and high-emission enterprises to enter and leave can help spread new green technologies and knowledge. Competition is linked to higher rates of capital formation and productivity expansion, and encourage the uptake of new technologies (Andrews et al., 2015). In the Czech Republic, insolvency resolution costs are excessively high, preventing creative destruction, green investment, and the entry of new low-carbon enterprises.
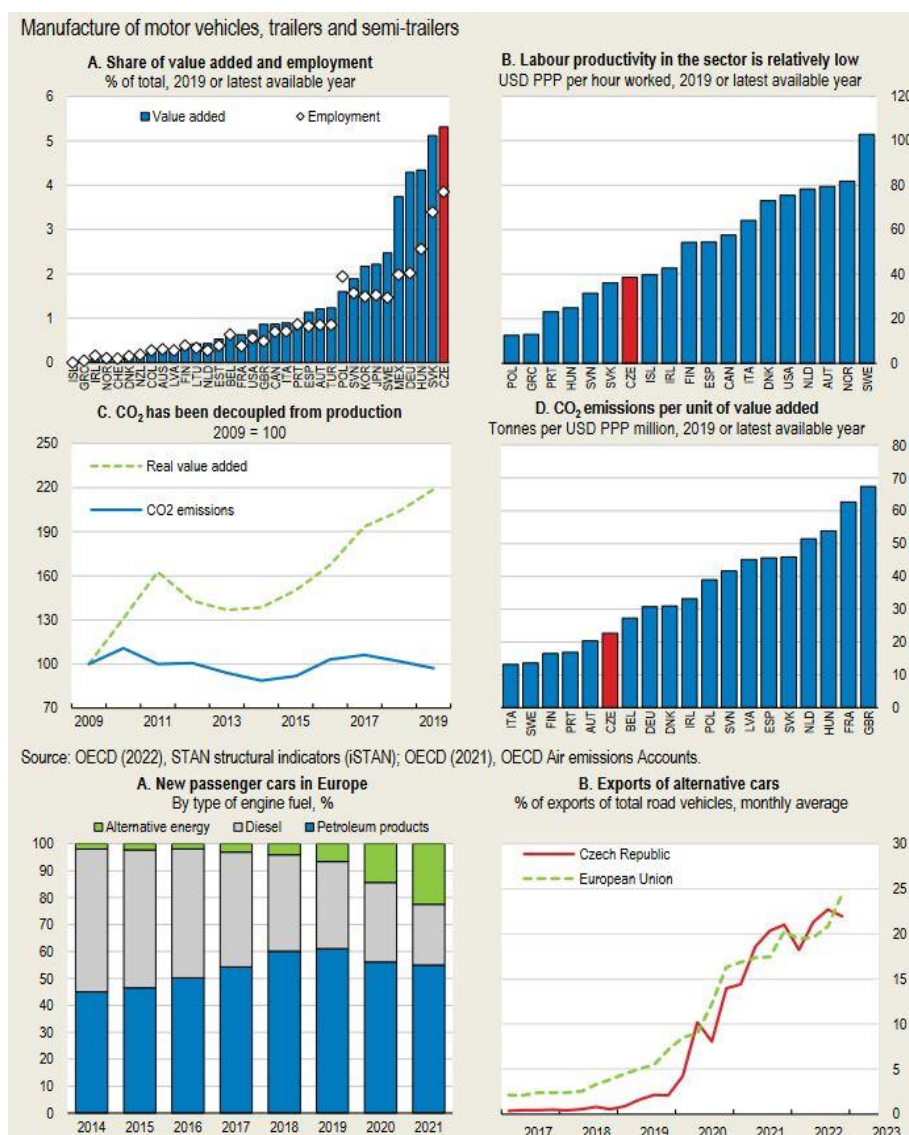
Figure 2: Automotive Industry for value added and CO2-efficient Source: (Sila & Frohm, 2023)

1.7 Structure of the dissertation

This dissertation comprised six chapters and additional parts.

First chapter, *introduction,* which briefly presents the thesis. It consists of motivation and need for conducting this research, research problem, research questions and objectives, and research gaps and automotive industry.

Second chapter, *literature review*, used AMO and paradox theories, GHRM which have three key components involving green training, green performance management, green employee involvement, mediating role of top management commitment and organization green culture and moderating effect of sustainable leadership, definitions of variables, theoretical framework and summary of hypotheses.

Third chapter, is about *methodology*, which includes research design, philosophical paradigms, research methods, quantitative and qualitative, research context, population and sampling technique, sampling frame, sample and data collection procedure, and measurement of variables.

Fourth chapter, *results*, it includes quantitative (survey findings) by using SmartPLS 4.0, mediation analysis, moderation analysis, PLS-predict, qualitative phase conducted by using ATLAS.ti software on sustainability reports published by automotive companies, themes generated.

Fifth chapter, *discussion*, this chapter comprised hypothesis findings and their debate with previous studies, theoretical methodological and contextual contributions, practical implications for business and society. Finally to talk on policy relevance.

Sixth chapter, *conclusion,* It includes conclusion, limitations and future direction

Finally, References, list of publications by author, author's curriculum vitae, appendix-A, appendix-B, appendix-C, and appendix-D,

2. LITERATURE REVIEW

2.1 Theoretical lenses of the research

Recent developments in the area of green HRM triggers employee-organizational level perspectives. This study assumes that green HRM research and practice have yet to investigate the potential benefits of implementing Ability Motivation Opportunity (AMO) and Paradox Theory. Importantly, several authors have applied an ability motivation opportunity (AMO) and resource based-view theoretical lens to the analysis of as single perspective on green HRM phenomenon with environmental performance and sustainability (Anwar et al., 2020; J. Y. Yong, M. Y. Yusliza, T. Ramayah, et al., 2020). However, a detailed analysis of the effects that paradox and AMO theoretical perspectives with green HRM practices and corporate sustainability is still lacking in the existing literature (M. Guerci & L. Carollo, 2016). In this way, this study considered as a worthy contribution to the body of knowledge as extension to AMO and paradox theories and it also providing two-fold benefits such as employee and organizational levels to get better understanding about green HRM practices and corporate sustainability.

2.2 Ability Motivation Opportunity (AMO) theory:

AMO theory states that HRM practices may influence organizational performance by improving employees' skills (e.g., through recruitment and training), increasing their motivation (e.g., through performance management and rewards), and giving workers more opportunities to be participated (through employee involvement, suggestion systems, and organizational culture (Guerrero Alba et al., 2021; Obereder et al., 2022). Similarly, (Renwick et al., 2013) have worked on green HRM using the AMO theory, which discussing the association among HRM and performance.

A steady stream of research on AMO theory in different contexts and in various industries; a previous research examined how green HRM with environmental performance in the industrial sector (Singh et al., 2020). Notably, prior studies have used AMO theory to examine similar topics (Ahmed et al., 2021; N. T. Pham, Z. Tuckova, & C. J. C. Jabbour, 2019). A recent research revealed AMO theory pushes employees to adopt green behaviours through psychological mechanism at the workplace (Ye et al., 2022). Based on the AMO theory, HRM focuses on improving workers' capabilities, motivation and opportunities (Renwick et al., 2013).

Significantly, AMO theory claims that strategic HRM practises inspire and empower organisational members to participate in success behaviours (Kim et al., 2015). Similarly, another research shows that AMO theory engage employees to adopt green HRM practices to achieve green organizational citizenship behaviour (Hooi et al., 2021). Specifically, green HRM predicts

green recovery performance at work (Darban et al., 2022). Prior work on AMO theory postulates that the influence of green HRM leads to improve employee green behaviours in the organizational setting (Mehrajunnisa et al., 2022).

There has been increasing interest on AMO theory to promote environmental cooperation through implementation of green HRM practices (Yu et al., 2020). In addition, another notable research found employees' knowledge towards the environment have a positive relation towards accelerating the GHRM practices under the lens of AMO theory (Khatoon et al., 2021). Given its focus on AMO theory and it helps stakeholders' such as employees', managers and top managers to achieve environmental performance goals (Bhatti et al., 2021). Based on the AMO theory, green HRM practices strengthen employees' competencies, inspire them, and give prospects to them to engage in behaviours that contribute to organizational performance (Kim et al., 2015). *Ability* can be characterised as the blend of physiological and cognitive skills that allow a person to effectively finish a given task (Blumberg & Pringle, 1982), In a broader sense, as knowledge, skills, abilities, and proficiencies of personnel (Marin-Garcia & Tomas, 2016). One definition of *Motivation* is "the force that guides, enlivens, and maintains behaviour." (Van Iddekinge et al., 2018), or the desire and willingness of employees to complete a task (Bos-Nehles et al., 2013). Lastly, *opportunity* refers to the sphere of influence that lies outside of a person's immediate sphere of influence (Blumberg & Pringle, 1982), and the sphere of factors surrounding a person and his or her tasks that facilitates or constrains that person's task execution. These three important pillars combined pushes employees to achieve sustainability (Rincon-Roldan & Lopez-Cabrales, 2022). Recently, green HRM with environmental sustainability explored in service sector under the AMO theory (Ahmed et al., 2021). Another research examined green HRM with sustainability by anchoring AMO theoretical perspective (Muisyo et al., 2021). Importantly, previous research revealed AMO theory is suitable framework for implementing sustainability initiatives (Buller & McEvoy, 2016). Similarly, one study suggested AMO theory engage employees towards green behaviours such as energy saving, manage resources efficiently and protection of environment (Abbas et al., 2022b).

2.3 Paradox theory:
The notion of paradox in management science originated in the late 1970s and early 1980s, even though it was recommended as an useful perspective for examining organisational phenomena (Schad et al., 2016). More notably, (Smith & Lewis, 2011) enhanced the applicability of the theory of paradox. This thought of a paradox, which is outlined as "opposing but related things that exist at the same time and stay the same over time," has three main parts:

- *Opposition* paradoxes encompass organizational elements that "seem logical in isolation, but absurd and irrational when appearing simultaneously" (Lewis, 2000).
- *Interdependence* these conflicting components must be inseparably connected; they must; they must be "two sides of the same coin"(Lewis, 2000).
- *Persistence* these tensions cannot be addressed for good because they cannot be definitively resolved because they "persist over time" (Smith & Lewis, 2011).

Scholars have utilized the notion of paradox to explore a variety of issues, when applied to a wide range contextual factors, paradox theory yields valuable insights because it serves as a theoretical lens (Lewis & Smith, 2014). Importantly, given its ability to provide deeper insights further into challenges of corporate sustainability, it has been utilized to examine problems in sustainability (Hahn et al., 2018; Hahn et al., 2015; Hahn et al., 2014). More importantly, paradox theory seemed instrumental in adopting GHRM practices toward corporate sustainability (Marco Guerci & Luca Carollo, 2016).

Although there has been a lot of research on this topic recently, it is still unclear how to use and describe the word "paradox." This makes it difficult for paradox theory to guide with research and practise on corporate sustainability. Paradox persists in giving off the impression that "fuzzy concept", that is outlined by "one which possesses two or more alternative meanings and thus cannot be reliably identified or applied by different readers or scholars" (Markusen, 2003).

Importantly, the prominent strategy for sustainability is business case blends research and practice (Hahn et al., 2018; Hahn et al., 2014), has demonstrated inadequate for this objective since it reflects concerns about social and ecological issues primarily as an approach to promote corporate financial performance (Ergene et al., 2021; Figge & Hahn, 2021). Evidently, the diversity of sustainability expectations is demonstrating to businesses that these components are a major threat to their present and future stability, nevertheless, it is not something can be neglected or dealt purely from a financial perspective, because they have to be coped with in their own privilege while at the same time as the business's primary duties. Although this constructive method to corporate sustainability is also debated in the field of business ethics since it diminishes social and environmental issues to funds invested for financial benefit rather than situations for making ethical choices (Johnsen, 2021).

Scholars have applied paradox theory in order to improve, enhance, and understand the sustainability-oriented practices by considering the concept - which consists of traversing through different levels of analysis and comprising of different dimensions – that brings multiple tensions to business leaders and organizations (Gao & Bansal, 2013; Hahn et al., 2014). It has also been

investigated that paradox theory has not yet been applied with green HRM (Abbas et al., 2021; Renwick et al., 2013). More importantly employees with a paradox worldview have been found to appreciate, accept, and even welcome ambiguity and conflict. Employees view conflicts as learning opportunities, engage with them, and actively seek out both/and solutions. (Lewis, 2000)

A previous research revealed that paradox considered prominent for car suppliers in the Germany to meet the challenges of industry (Backhaus & Büschken, 1999). Another study found that automotive companies should consider the role of paradox theory by focusing on conflicting goals to achieve business excellence (Shu, 2022). A recent research also shows paradox presents an interesting guidelines to managers for decision making when they face conflicting situation for sustainability specifically in automotive industry (Dutta & Snehvrat, 2022). A prior study found dysfunctional behaviour are discussed as being triggered by the illusion of paradox embracing sustainability in auto industry of Germany (Gaim et al., 2021). Another recent research demonstrates that firms must cope up with paradoxical contradiction while implementing sustainability into their operations (Blome et al., 2023).

2.4 Green HRM and corporate sustainability

Over the past decade, scholars in the field of HRM have been spreading awareness of the necessity to establish more sustainable HRM systems to enhance the sustainability of the organizations (Ehnert et al., 2014). The debate of sustainability started in general management during the 1990s (Gladwin et al., 1995). Interestingly, it has been suggested that businesses should prioritize making contributions to sustainable development goals (SDGs) sparked a new level of discussion (Dyllick & Muff, 2016). In this way, "Green HRM as phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems to embrace environmental sustainability" (Shuang Ren et al., 2018). Organizations whose business strategies are linked with sustainable practices, those firms considered as a responsible citizens (Sehnem et al., 2019) serve as drivers of incoherence. As a result, their organizational structures need a staff dedicated to environmental problems (Singh & El-Kassar, 2019).

Humans also significantly impact business operations, corporate sustainability and attempts to embrace it (Schaltegger, 2018). GHRM practices are critical in supplying the essential elements for attaining corporate sustainability (Obeidat et al., 2022). As a result, prior research has highlighted the importance and promise of GHRM in attaining corporate sustainability. The triple-bottom line (TBL) method, which essentially measures a company's impact on environmental, societal, and economic growth, is among the most often used definitions of sustainability in business operations (Dyllick & Hockerts, 2002).

Corporate sustainability is a three-dimensional principle based on economic growth, fairness in society, and protection of the environment (Bansal, 2002). Another research (Jing Yi Yong et al., 2020) investigated the relationship amongst green HRM, and the sustainability of manufacturer firms in developing countries, identifying six green management practices that seem to have a favorable impact on sustainability. In line with sustainable HRM efforts, which promote environmental management practices, reduce environmental deterioration, and encourage environmental preservation and regeneration, time is about the importance (Ren et al., 2020). Recent evidence from a consultant survey suggests that sustainability and HRM are both important. For example, recent survey on 'Workforce of the future' (PriceWaterhouseCoopers, 2023). One of important recommendation that companies must re-design their models into green business models as to cope with future challenges for their workforce.

Green World: *The road to 2030*

2020
'Stop the Bots' marches against job losses attract tens of millions of demonstrators in Detroit, Toronto, Mumbai and London.

2021
A year-long drought in eastern Pakistan and northern India causes the deaths of two million people. More than 30 million are displaced.

2022
The #waterwaster social campaign targets organisations that have failed to reduce their water consumption since international guidelines were agreed in 2020. The share price and revenue of a dozen multinationals plummet.

2025
International accounting standards require a 'Natural Capital and Social Capital impact' balance sheet from all listed companies.

2030
The European Union introduces legislation that bans all companies trading within the EU from using petrol and diesel vehicles.

Figure 3: Workforce of the Future: the Green World Source: (PriceWaterhouseCoopers, 2023)

A survey on 'Managing tomorrow's people'. One of the four primary options for the future of work and for recruiting the generation Y skills is businesses with an increased focus on sustainability, green management, and social responsibility. While not every business may choose to implement sustainability measures, PWC's scenarios suggest that a growing proportion of enterprises will choose this approach. PWC, which places an emphasis on HRM, suggests that an organization's people strategy and worker involvement be linked with its comprehensive and transparent corporate sustainability strategy. (PriceWaterhouseCoopers, 2007). KPMG, a professional services firm, notes, when talking about its audit offering, that sustainability financial corporation reporting is not a standalone function. In fact, there is an integration of financial and sustainability and CSR reporting. Furthermore, this might be taken as stressing the value of Sustainable HRM because many of the believes supplied are data coming from the heart of HRM such as employee participation in HRD practices, absenteeism, and turnover rates (KPMG, 2008).
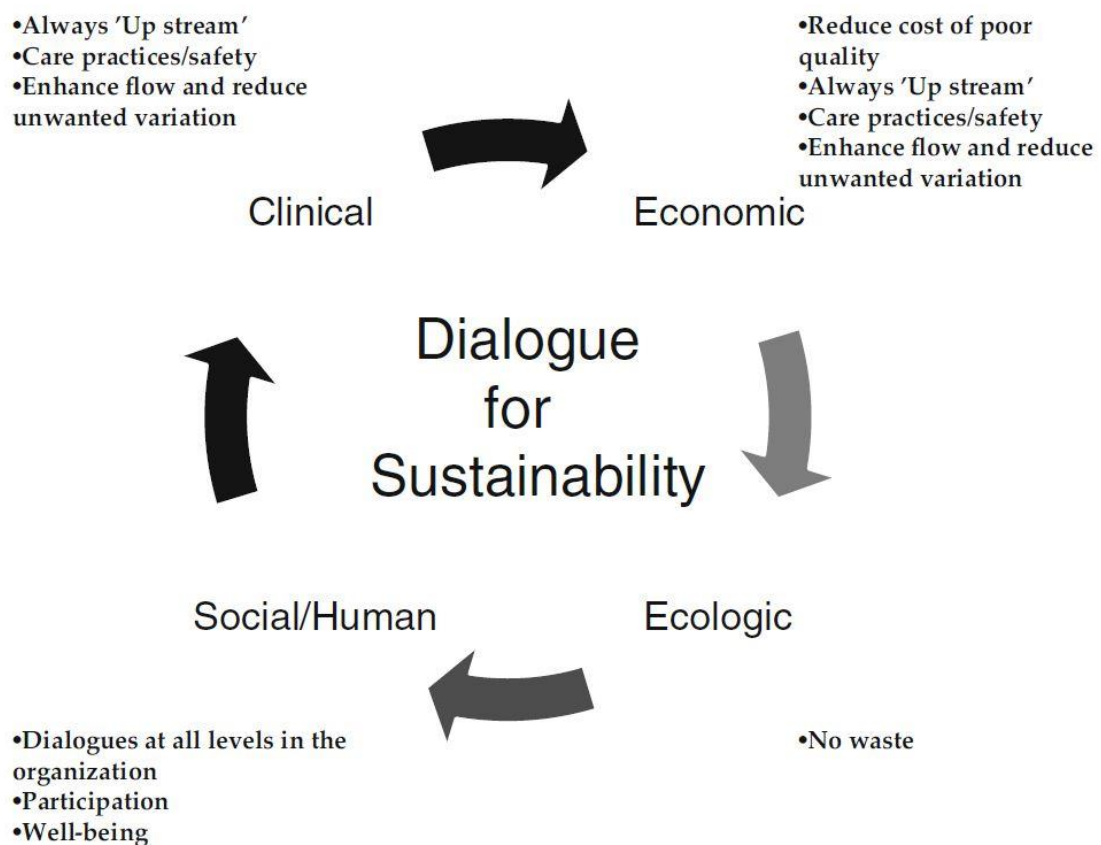
Figure 4: Sustainability Spiral (Source:(Kira & Lifvergren, 2013)

A previous research on content analysis of sustainability reports of European automotive companies found environmental management systems and standards, as well as corresponding modifications to institutional frameworks, are examples of policy instruments used in implementation (Sukitsch et al., 2015). Another study on South African automotive industry revealed most automakers are making efforts to reduce their environmental impact by building sustainability into their day-to-day operations (Kehbila et al., 2010). They have also implemented environmental management system (EMS) into their production.

2.5 Green Training

Green training (GT) is defined as "a type of training related to relevant environmental topics, which enables all staff to integrate the firm's performance with environmental issues" (Freitas et al., 2020). Green training really does have the ability to enhance ecologic job performance, and may discuss areas like environmental legislation, device usage, and company policies (Muster & Schrader, 2011). A recent study revealed green training promotes corporate sustainability in the manufacturing companies (Xie & Zhu, 2020). Similarly, green training increases the employee skills to performance well for the achieving sustainability and put their efforts for promoting it towards all stakeholders (Schröder et al., 2022). Launching eco-friendly duties and tasks should be viewed as an innovation process that necessitates adequate guidance and realigning of the workers (Ojo et al., 2019).

Importantly, top leadership plans diverse training programs for their employees as they can cope up with ongoing industrial challenges (M.-Y. Yusliza et al., 2019). Another important aspect is green training with organization green culture (OGC). Extant research shows green training enhance values and belief system by promoting organization green culture at the workplace (Pham et al., 2018). Organization green culture can enhance competitiveness among members by making environmental issues a fundamental principle (Bansal & Roth, 2000). Significantly, companies provides green training to their employees to achieve sustainable performance in the greening culture (Wang, 2019).

2.6 Green Performance Management

A growing strand of research revealed system for assessing how well workers contribute to ecological is known as green performance management (Jabbour et al., 2008). Significantly, Employees' environmental performance must be assessed and documented throughout their career paths in an organization, and they should be given praise and recognition to prevent unwanted perceptions or bolster appropriate behavior (Jabbour, 2011). The corpus of this literature has

shown that establishing ecofriendly objectives for all stakeholders reinforces sustainability (Mousa & Othman, 2020). Significantly, when enterprises think concerning ecological issues at a corporate strategy, it helps them identify new revenue streams through using sustainability (Bansal & Roth, 2000).

Another needed factor to highlight is GPM with organizational ecological values. A culture wherein the members of a company exemplify a great deal of care for the external ecosystems through their principles, attitudes, and behavior patterns (Samuel Roscoe et al., 2019). Importantly, green performance management helps employees to recognize their role in green initiatives and inspires them to promote green actions (N. T. Pham, Z. Tuckova, & C. J. C. Jabbour, 2019). Organization green culture motives to employees for accomplish their targets through green performance appraisal (Dyllick & Hockerts, 2002). Conversely, a recent study found that green performance management is not moderated by culture (Nhat Tan Pham et al., 2020).

2.7 Green Employee Involvement

Green employee involvement (GEI) is crucial pillar to organizational sustainable performance (Matthes et al., 2014). Employee involvement is an important to participate in the sustainable initiatives launched by their organizations (Renwick et al., 2013). A prior research found that GEI was positively related with corporate social responsibility in the hotels (Srivastava & Shree, 2018). Keeping in view human resource management and engaging them in environmental sustainability enhances performance indicators (Florida & Davison, 2001). Similarly, employee involvement is important to assess environmental quality indicators in a research of 110 Spanish ISO 14001 registered companies (Del Brío et al., 2007). More importantly, green employee involvement through engage and inspire workers to recommend ecologic, social, and economic progress (Govindarajulu & Daily, 2004). Top management commitment creates a high-performing culture by initiating sustainability programmes as their employee engage and involve themselves for the achieving business excellence (Mahajan et al., 2012). Recent research have demonstrated that a more adaptable workplace environment can minimize the negative consequences of perceived social and business stress on employees' green behavior (Zhang et al., 2022).

2.8 Mediating role of top management commitment

At the crux of the ongoing debate on corporate sustainability is likely to continue to be the top concern for managers and organizations. (Jerónimo et al., 2020). Top management commitment plays crucial role in decision making of organizations to tackle the issues of several stakeholders, because such decisions entail resource commitment and organisational changes (Bansal & Roth, 2000;

GonzálezBenito & GonzálezBenito, 2010), Top management is an integral part in executing sustainability initiatives.

According to Bansal and Roth (2000), upper management involvement is required to determine if an organisation has a real understanding of sustainability. For example, upper executives might well pledge to minimizing sustainability issues in processes, assessing the impact of sustainability on organisational operations, identifying sustainability mostly as value creation, developing an awareness of competitors' sustainability strategies, assessing industry sustainability requirements, understanding customers' sustainability challenges, and interacting with customers about sustainability issues (Colwell & Joshi, 2013). A considerable amount of literature has been published on to establish a successful ISO 14001 environmental management system so top management commitment is crucial (Chiarini, 2019), embrace green activities (Gedam et al., 2021).

2.9 Mediating effect of organization green culture

It is an essential to differentiate workplace culture from related ideas such as corporate image, workplace factors, or national culture (Scholz, 1987). There are numerous ways for an organization's culture may be created (Gao, 2017). For green competitiveness, an organization's green culture is a crucial element (Gurlek and Tuna, 2018).

Existing research demonstrate green HRM practices may lead to a competitiveness via green culture somewhere at organisational level, environmental capabilities, environmental performance and green supply chains (Almada and Borges, 2018). As businesses steer these transitions, top executives are beginning to realize the vital significance of culture in the drive forward into sustainable practices (Bertels et al., 2010). The inclusion of sustainable practices into workplace culture is an essential part on this path. However, in the context of environmentally friendly development, the link between company viability and company behavior appears to be underrated (Baumgartner, 2009).

2.10 Moderating role of sustainable leadership

Combining spiritual key principles such as respect for workers and observing the business as a force for good around the world, sustainable leadership is a key element of this managerial approach for survival of the organization (Avery & Bergsteiner, 2011). In the corporate understanding of sustainability, sustainable leadership (SL) plays an increasingly important role (Kiewiet and Vos 2007). Importantly, SL, which is the balance of employees, revenues and the world to promote continuation of an organisation via methods grounded and adopting a pragmatic tactic to organisational performance (Avery & Bergsteiner, 2011).

A survey conducted by Accenture reveals that 93% of Chief executives believe that being sustainable is essential to the future success of their corporation

(Compact, 2010). The triple bottom line (TBL) viewpoint is the dominant paradigm while discussing sustainability with sustainable leadership. Organizational leaders must balance employees, revenue and the environment in order for a sustainable future (Wheeler & Elkington, 2001). In 2005, Wal-Mart Stores adopted sustainable leadership princes going forward for achieving business excellence (Avery & Bergsteiner, 2011).

Enterprises that are responsibly led have been distinguished in a range of sectors, nations, contextual factors, and industries (Scott, 2008). Private companies and Micro - enterprises are fraught with shining models of sustainable leadership. The majority of the 23 traits of a healthy business are visible in the following unlisted companies: WL Gore & Associates in the US.

2.11 Definition of Variables

Definitions of key constructs are required to conceptualize and operationalize the research. Accordingly, Table 1 provides definitions of all variables and indicators.

Table 1: Definitions of constructs and indicators

Variable	Indicators	Definitions	Studies
Dependent	**Corporate Sustainability (CS)**	Incorporation of social, economic and environmental performance that influences the natural environment & society in a constructive manner; however, also results in long-run competitive advantage and economic benefits for the organisation. **Economic performance** For the corporate financial success, the performance of the economy is the key and a company must be capable to manufacture goods and offer facilities on the consistent basis while generating maximal profits to survive in the market. **Environmental performance** The environmental performance tends to specify the ecological impact on business. The natural resources are essentially preserved	(Laosirihongthong et al., 2013; Paulraj, 2011; Zhu et al., 2008)

		to the sustainable intergenerational equity and economic production. **Social performance** The focus on equal distribution and the concerns related to poverty, inequality of income, poverty, and educational and health issues, comes under the social performance.	
Independent	**Green Training**	The arrangement of different activities that encourage employees to enhance their existing skills and to attain new skills so the environment issues can be addressed and the environmental objectives can be accomplished is referred as Green Training (GT). Training is considered as a key tool to enhance the skills, upgrade the knowledge and escalate the awareness of employees in environmental activities.	(Jabbour, 2011) (Del Brío et al., 2007)
Independent	**Green Performance Management**	A system where the performance of employees is appraised through different activities in the procedure of environmental performance is referred as Green Performance Management (GPM). The performance appraisal of employees on the basis of their productivity and practices through compensations and incentives is one of the practices of GPM (Green Performance Management). Therefore, organisations are more inclined to identify an efficient for	(Jabbour et al., 2008) (Jabbour et al., 2008)

		the execution of green performance management.	
Independent	**Green Employee Involvement**	Opportunities are provided to employees for the participation of employees in the management of environment that tend to stimulate them to prevent the pollution and recognise the environmental prospects.	(Renwick et al., 2013)
Mediator	**Top Management Commitment (TMC)**	The top management is significant for organisations to implement the practices of green human resource management so the sustainability can be achieved. The sustainability of the green environment and workforce ought to be the main concern of top management of organisation. TMC tend to play a dynamic role in the implementation of sustainable strategies, including the decisions that involve organisational changes and resource commitment.	(Bansal, 2002; Bansal & Roth, 2000; Bhardwaj & Ieee, 2014; Cherian et al., 2021)
Mediator	**Organization Green Culture**	When the employees work beyond seeking profits, with the objectives to minimise the adverse and maximise the constructive impacts of the organisational activities on the environment, then the culture of organisation could be considered green.	(Wang, 2019)

Moderator	**Sustainable Leadership**	Leadership when long-term visions are shared, sustainability issues are identified, green initiatives are spurred, and the policies of green management are instilled, is referred as Sustainable Leadership.	(Avery & Bergsteiner, 2011)

<div align="right">Source: Own research</div>

2.12 Theoretical Framework

To achieve the aim of this dissertation, theoretical variables and a comprehensive literature review were utilised, which is to identify the antecedents of green HRM. This research has proposed a comprehensive framework on green HRM with corporate sustainability through top management commitment and organization green culture as a mediation mechanisms to know the perception of managers and employees in automotive industry of Czech Republic. This research presents a comprehensive framework, illustrated in Figure.5, based on a review of the prior research.
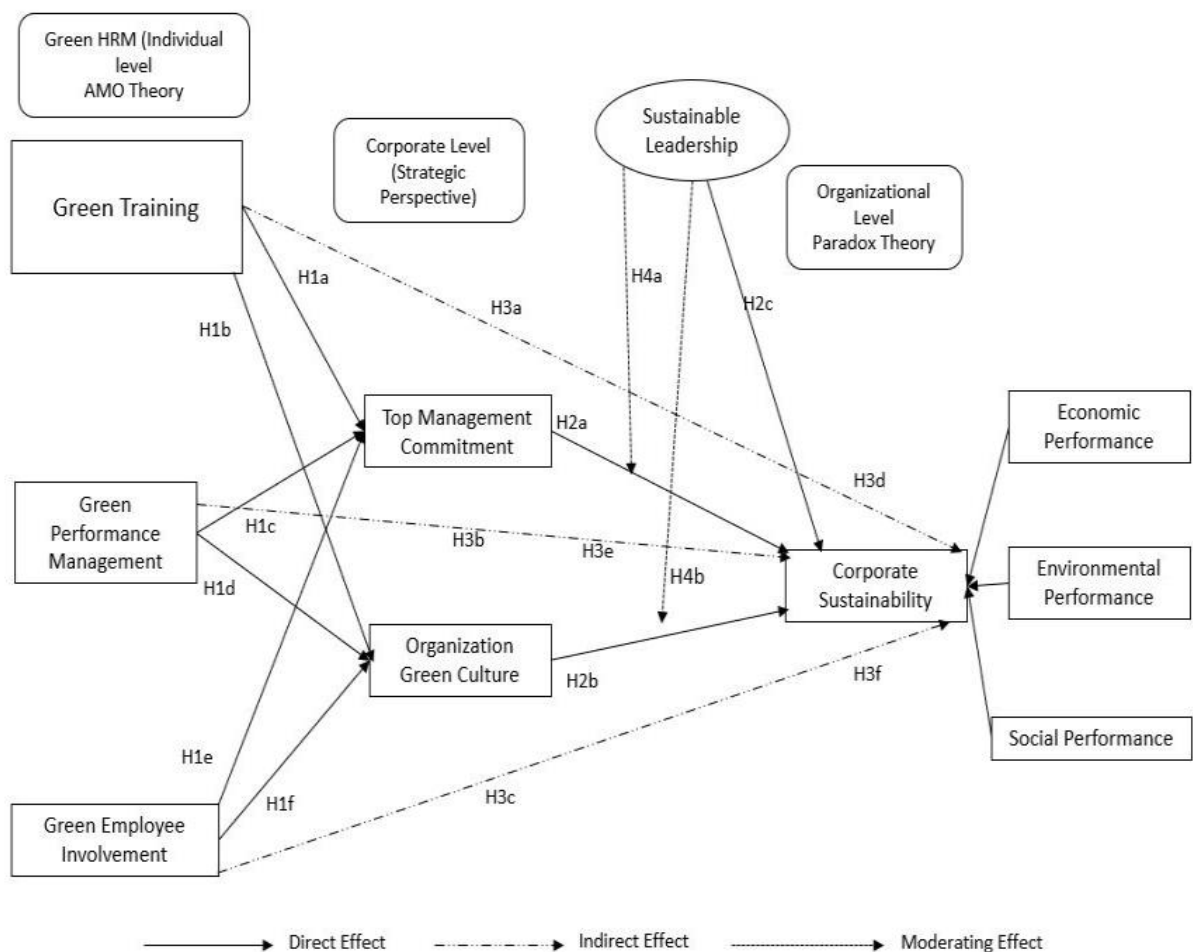
2.13 Research Hypotheses

The following research hypotheses have been formulated according to the prior debate in the literature and theoretical framework.

Direct Effect Influence of GHRM practices on top management commitment, organization green culture and corporate sustainability.	
H1a:	*Green training is positively related to top management commitment*
H1b:	*Green training is positively related with organization green culture*
H1c:	*Green performance management is positively associated with top management commitment*
H1d:	*Green performance management is positively related with organization green culture*
H1e:	*Green employee involvement is positively related to top management commitment*
H1f:	*Green employee involvement is positively related to organization green culture*
H2a:	*Top management commitment is positively associated with corporate sustainability*
H2b:	*Organization green culture is positively related to corporate sustainability*
H2c:	*Sustainable leadership is positively related with corporate sustainability*
Indirect Effect Top management commitment and organization green culture mediates linkages among GHRM practices and Corporate sustainability.	
H3a:	*Top management commitment mediates the relationship between green training and corporate sustainability*
H3b:	*Top management commitment mediates the relationship between green performance management and corporate sustainability*
H3c:	*Top management commitment mediates the relationship between green employee involvement and corporate sustainability*
H3d	*Organization green culture mediates the relationship between green training and corporate sustainability*
H3e:	*Organization green culture mediates the relationship between green performance management and corporate sustainability*
H3f:	*Organization green culture mediates the relationship between green employee involvement and corporate sustainability*
Indirect Effect (Moderation Analysis)	

	Moderation effect of sustainable leadership on the connections between top management commitment, organization green culture towards corporate sustainability.
H4a:	*Sustainable leadership moderates the relationship between top management commitment and corporate sustainability*
H4b:	*Sustainable leadership moderates the relationship between organization green culture and corporate sustainability*

Source: Own research

3. RESEARCH METHODOLOGY

A research approach, the methodology lays out the steps that must be performed in order to conduct the research. The present portion of the study gives an overview of the study's guiding principles, methods, data collection process, and research context. Therefore, the procedures and scientific approaches described in this chapter are those deemed appropriate for this study.

3.1 Research Design

A research design is an overarching strategy for answering research questions. Approach, strategy, philosophy, data collection methods, and analysis are all parts of the research design process that are covered in this study (M. Saunders & P. Lewis, 2017). Based on the theoretical concept of a "research onion," is suitable technique for research methodology as suggested (Saunders et al., 2009). The research onion model was created for use in HRM and management research. Each of the six main layers of the research onion describes a different step in the investigation process. Research should follow the same order of operations, with each stage being thoroughly investigated before moving on to the next. Thus, study is analogous to peeling back the layers of an onion. Nevertheless, the following explains some of the most important layers of the "research onion" employed in the present research.
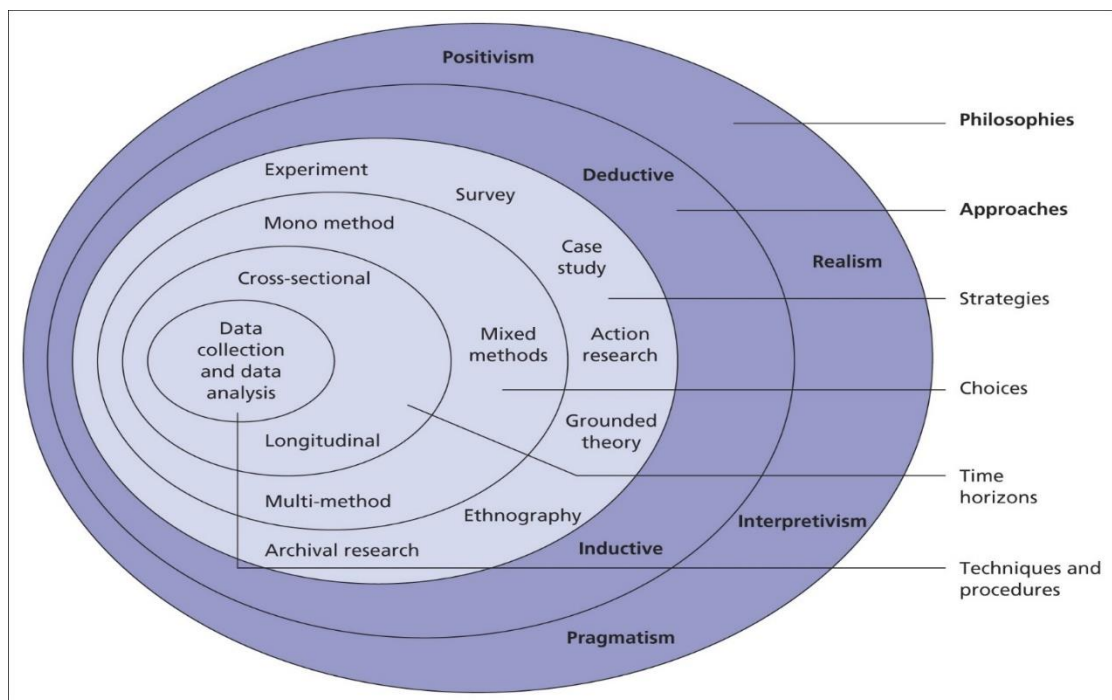
Figure 6: Research Onion (Source: (M. N. Saunders & P. Lewis, 2017)

This study employed a mixed-method strategy even though mixed-methods research (MMR) is prominent and preferred to clarify the complexity of defined research problem (Creswell & Creswell, 2017). The combination of quantitative and qualitative data collection and analysis process is defined as the mixed-method approach that can be used in a single research simultaneously. Furthermore, mixed research methods are anticipated to substantiate the quantitative and qualitative results and analysis (M. Saunders & P. Lewis, 2017). (Saunders et al., 2009). A pioneer scholars suggested that better results can be obtained through using mixed research methods (Teddlie & Tashakkori, 2011). Additionally, mix-methodology can enhance the reliability and validity of the research (Bell et al., 2022; Tashakkori & Creswell, 2007). Regardless of that, this approach yet not addressed adequately in the domain of green HRM, the trend of research in GHRM has been raising, though weak, where both the quantitative and qualitative methods (Abbas et al., 2022b; Harvey et al., 2013; N. T. Pham, Z. Tuckova, & C. J. C. Jabbour, 2019). For two major reasons for choosing mixed research methods in this research; one is that this approach is adequate to reveal the primary insights of the identified relations within the operational context of real life and so does highlights other related aspects that potentially influence the implementation of green HRM (Tashakkori et al., 1998). The other is to have a two-way perspective through employing both the quantitative and qualitative data since these two are considered as complementary to each other (Onwuegbuzie & Leech, 2005).

3.2 Philosophical Paradigm

The definition of research philosophy as a set of ideas about how knowledge grows (M. Saunders & P. Lewis, 2017). A pioneer scholar Thomas Kuhn, in his book *The Structure of Scientific Revolutions*, introduced the concept of the research paradigm, which has since become both influential and timely (Kuhn, 1974). Author used two philosophical paradigms in this mixed-method research. Firstly, this study used post-positivism paradigm in survey phase research. Secondly, this research used interpretivism for qualitative phase study.

3.3 Quantitative Design (Survey Phase-I)

This study opted to use survey-method through using questionnaire for the quantitative data collection, which is more adequate to measure the relationship amongst different variables (M. Saunders & P. Lewis, 2017). For the purposes of describing, comparing, or explaining people's knowledge, attitudes, and behaviour, a survey is a method of gathering information from or about them (Fink, 2003). Because it allows researchers to collect quantitative data on to gain the perception of employees, the survey approach is widely used in human resource management and management studies (Van De Voorde et al., 2010). For this reason, I conducted survey research by adopting post-positivism philosophical paradigm. Importantly, Post-positivism is widely acknowledged

as the driving force behind much of the empirical study being conducted today (Phillips, 1990). The literature review would aid the proposed model with the theoretical underpinnings of the study model. There is a logical approach to the research questions or hypotheses (Creswell & Creswell, 2017).

3.4 Research Context

This research was conducted in the automotive industry of Czech Republic. This research selected this industry due to numerous reasons. Automotive industry contributes 14% of total carbon emissions and impacting negatively on environment (Gažo et al., 2022). Automotive industry also considered as backbone of Czech Economy.

3.5 Population and Sampling Technique

A total of 1496 automotive companies were registered in the Albertina Database of Czech Republic (Bisnode, 2021). So, the present study target population was made up of 1496 automotive companies of Czech Republic. This study drawn sample from population of small, mid-size, big and large automotive companies registered in the ALBERTINA database of Czech Republic. The selected automotive companies are inspected by ISO14001 certified. Correspondingly, these selected companies comply to national and regional governmental guidelines (e.g. laws and regulations issued by the Ministry of the Environment of the Czech Republic). The employees of these companies are well aware about sustainability practices as they participate and engage in sustainability initiatives. In this manner, it is important examine green HRM phenomenon in these kinds of organizations (Ren, Tang, et al., 2022).

Sampling involves selecting a representative subset of a larger population for examination. so that we are able to generalise from the sample's qualities and characteristics to the population as a whole through study and knowledge (Bougie & Sekaran, 2019). The sampling frame contains representations of all parts of the population from which the sample is taken. Having a sample frame that includes the entire population is quite helpful. For this reason, this research targeted population 1496 automotive companies were already defined and finite which was extracted from Bisnode Albertina database as it is used by all companies in the Czech Republic. This thesis employed probability sampling technique. Probability sampling can enhance credibility by removing the possible bias that can outcome from using human discretion during in the selection process (Cumming, 1990; Henry, 1990). Probability sampling is a method of selecting samples from a population in which each individual has a non-zero chance of being chosen. There is a predetermined and uniform probability that each member of the population will be chosen as a test subject. Indeed, this research used "simple random sampling" served this purpose, where each outcome is given an equal chance of being selected and enhances of

generalizability of the results (Sekaran & Bougie, 2016). Employees are working in automotive companies considered as unit of analysis for this research.

3.6 Sampling Frame

For this research, the sample frame is the population from which selections can be made using the selected sampling technique (Fowler Jr & Cosenza, 2009). Bisnode Albertina Database was used for the sample frame. A Czech Academic Expert applied selection criteria by extracting relevant automotive companies from Albertina database, those companies are following sustainability initiatives. There were total 1496 automotive companies extracted by the help of Albertina Database. In this regard, the sampling frame was available. So, the total population of current research was 1496 automotive companies.

3.7 Sample and Data Collection Procedure

The questionnaire adapted after the reviewing existing literature. The questionnaire initially be written in English and then translated into Czech language through the back-translation method by linguistic expert specialized both in English and Czech language (Brislin, 1970, 1976). A questionnaire consisting of five-point Likert-type scale ranging from strongly disagree (1) to strongly agree (5) representing all variable measurements expressed in the conceptualization will serve as a method for collecting primary data. A pre-test was used to improve the measuring instrument. After making some minor modifications for clarity, three academic experts examined the survey questionnaire for face validity. Participants' privacy and anonymity were protected by the original e-mail invitation/research participant informed consent provided detailed information about the study's aims, methods, confidentiality, and data use. A positive reaction to the invitation serves as evidence of consent and indicates acceptance of the invitation (Connelly, 2014).

For following ethical considerations, respondents' and their organizations' names and information remained anonymous and protected under the terms of the consent. The permission also made it clear that participation was entirely voluntary and that participants might leave the study at any moment for any reason. During the gathering of data, All participants were given a comprehensive set of instructions, and their privacy was protected (Reio Jr, 2010). Participants were given plenty of information under the Informed Consent policy. Before filling out the online survey, participants read the Informed Consent, which addressed their concerns and provided information about the study. The researcher decided that there were no potential ethical issues with the data collection procedures used in this study. To ensure that all responses were equally challenging, the data collection tool also avoided using

any complex or unclear language. Maintaining respondents' anonymity is crucial for a high response rate. When people are in intimate touch with the researcher while their replies are needed, they are more likely to be socially desirable, acquiescent, and consistent, all of which lower the appraisal of their apprehension in making modifications to their responses (Podsakoff et al., 2003).

After the designing the Czech survey questionnaire. Each automotive company's contact details were collected using the Bisnode Albertina database (Bisnode, 2021). Each Outlook form-based web link shared with contact persons in these companies and requested them to share it with employees who working in different departments such as Administration, Production, Logistics, Human Resource Management, Marketing and Sales, Quality, Finance and Accounting, and Controlling. This research mainly targeted those employees who are involved in green HRM practices and sustainability initiatives. To add more, author also used LinkedIn platform for sending Czech Survey to HR professionals and managers for data collection who worked in these automotive companies.

The data collection carried out by sending Czech Survey questionnaire into three reminders to responsible person in these automotive companies. Firstly, author and his Czech colleague send survey questionnaire to companies in the month of May 2022. After three months gap, Czech colleague reminded to responsible personnel again for data collection by sending Czech Survey to them in the August 2022. Similarly, Czech colleague distributed same questionnaire by sending them through Reminder 2 in the December 2022. Finally, the third reminder was sent to companies in the month of February 2023. This survey research collected data from multiple respondents from automotive company. The whole data collection process took around 11 months from May 2022 to March 2023. This research collected data from automotive companies with approximately 50 to 2500 employees.

Author had received 194 responses from total population of 1496 automotive companies, resulting in a 12.96% response rate. Such a sample size can be considered an adequate (Reinartz et al., 2009), this number of observations would enough to reach acceptable levels of statistical power using the PLS technique. Importantly, the 12.96% response rate is adequate considering most survey research involving similar response rate in the context of Czech Republic.

Similar studies conducted in the Czech Republic reported low response rate, such as 16.5% response rate reported (Srivastava & Tyll, 2021), they examined performance of Czech SMEs. A recent research on SMEs sustainability had small response rate of 5% (Belas et al., 2022). Similarly, another study reported 6% response rate by analyzing ecological issues in Czech automotive industry

(Gažo et al., 2022). Another similar research conducted in manufacturing industry with similar response rate (Ondra, 2022). Also, study with sample size of 112 in the Czech Republic (Crhová & Matošková, 2019). A recent research on green HRM and sustainable performance, they collected 131 responses (Obeidat et al., 2022). Another similar kind of recent research reported 12% response rate (Ubeda-Garcia et al., 2021). By looking into previous studies response rate. This thesis has acceptable response rate. Significantly, the size of the sample is also influenced by the unit of analysis. Another important reason for survey with low response rate due to national culture of Czech Republic as an "individualistic orientation" such as national culture considered a potential driver of differing response rates (de Jong & Mneimneh, 2021; Schwarz et al., 2010).

Author used PLS-SEM is premised on a smaller sample size usage of a single indicator construct and non-normal data distribution (Hair Jr et al., 2014). Another reason using PSL-SEM thus helps to overcome a few of covariance-based SEM's (Jöreskog, 1978), limitations are well-known, especially in contexts with complex research models and limited data. For example, sample sizes in business-to-business research are frequently constrained by smaller population sizes. Similarly, human resource management studies primarily focus on subsets of the general population, like HR managers. Likewise, HRM scholars tend to be interested in examining phenomena within specific populations, such as human resource professionals (Goldberg et al., 2019), top managers (Ren et al., 2020). In such circumstances, PLS-SEM consistently succeeds by offering insightful answers for models both basic and sophisticated (Hair & Sarstedt, 2021).

3.8 Qualitative design (Content Analysis phase-II)

This study employed "context analysis" as qualitative method to analyze the sustainability reports published by three automotive companies of Czech Republic from 2015 to 2022. The secondary data sources were used to gather the information (Morhardt et al., 2002). The main object of this study to analyze the 2 year-Sustainability reports of each automotive company by extracting triple-bottle line phenomenon e.g environmental, economic and social performance. Importantly, the objective of content analysis is to derive accurate and trustworthy conclusions regarding the links between texts (or other significant matter) and the settings in which they are used (Krippendorff, 2018).

To meet the standards of new laws, for example in Europe, the Non-financial Information (NFI) Directive (2014/95/EU) and the proposals for a Corporate Sustainability Reporting Directive (2021/0104 (COD), as well as the fact that CSR and triple-bottom line focused businesses are being seen as promising investments by more and more people (Durand et al., 2019) mean that reporting on sustainability has become standard (Yang et al., 2021). The purpose of this

guide is to assist Czech businesses in incorporating environmental, social, and governance (ESG) factors into their reporting processes. The Prague Stock Exchange (PSE) has taken preventative measures to deal with the difficulties that listed and unlisted companies may have as a result of unified sustainability reporting (Republic, 2023). The European Union has adopted Green Deal to develop regulatory framework for companies to work together on reducing carbon emissions and climate change (Wolf et al., 2021). Companies used sustainability reporting for addressing issues including environmental impact, social responsibility, and corporate governance for meeting sustainable development goals by United Nations (Minutiello & Tettamanzi, 2022).

The past two decades have seen a dramatic shift in interest among academics in using qualitative research methods to investigate more complicated business issues, borrowing and modifying techniques from more established fields (Miles & Huberman, 1994). Content analysis, a class of methods that combines the qualitative and quantitative traditions, is useful for management researchers because it permits in-depth exploration of numerous vital but challenging issues (Carley, 1993). Content text analysis is one such qualitative methodology that has flourished as a result of the information technology and digital transformation (Gilli et al., 2023). There are several advantages by using content analysis method in sustainability research especially in manufacturing companies to unravel interesting insights (Vaz et al., 2017). Management scholars rely heavily on content analysis because it gives a scalable approach to delving into abstract concepts like values, intents, attitudes, and cognitions (Carley, 1993). Because of this, content analysis can be used for a wide range of organisational events. Take an example, the concept of corporate social responsibility is one example of an application in management (Gao, 2011). In the past, only the most forward-thinking companies would publish sustainability reports, but now it's the norm for businesses of all sizes to do so (Landrum & Ohsowski, 2018). In reality, 95% of the world's 250 largest firms now publish a sustainable development report, per the 2011 KPMG assessment of corporate responsibility reporting (Boiral & Henri, 2017).

3.9 Sampling and Inclusion Criteria

The purpose of this research was to draw attention to the difficulties presented by corporate communication guidelines on sustainability for the automotive industry. Automotive companies were selected based on three criteria: (1) three automotive companies selected by analysis of their good performance in the automotive industry e.g., total production, employment, supply-chain systems and market positioning, sustainability implementation (Guide, 2020). (2) Automotive companies' strategies based on economic, environmental and social pillars of corporate sustainability. (3) Those companies who published their 2-year sustainability reports. A purposive sampling technique was used to select 9 sustainability reports from three automotive companies working in Czech

Republic. Author employed purposive sampling technique due to selection of major automotive companies who implemented sustainability initiatives.

3.10 Data Preparation

The data were prepared by analysing the sustainability reports published by these automotive companies – available for download on institutional company websites (Hahn & Lülfs, 2014). Any information, including text and graphics, that discussed or mentioned one or more of the sustainability performance indicators was considered to be sustainable communication. This definition included all types of media.

3.11 Data Analysis

The large set of data was processed with the assistance of the Atlas.ti 9 version software. In corporate responsibility research, content analysis is often employed of the documents were assessed the sample companies' economic, environmental, and social commitment (Klettner et al., 2014). To ensure consistency in the classification of the texts, the content analysis was performed manually, and the results were double-checked by two academic experts. The author used coding protocol (Weber, 1990), categorization coding units were defined, and coding schemes were created. Inductive reasoning is used to build the coding schemes by first analysing the data that has been gathered (Drisko & Maschi, 2016), rich in relation to the coded categories. Each section of text is coded using predetermined categories that represent different features of interest based on the study's objectives. An effective content analysis relies on a reliable coding scheme and coding methodology (Duriau et al., 2007). The data was analysed applying an inductive thematic strategy, which comprised the development of coding schemes and the identification of overarching themes and meanings within the collected data (Braun & Clarke, 2012). In this research, a total of 9 documents and around 980 pages were examined. Each report was analysis thoroughly to get rich data for better results. The published reports period from 2015 to 2022.

Table 2: Research Methodology

Research Approach	Mixed-Method	
Research Design	Quantitative	Qualitative
Research Paradigm	Post-Positivism	Interpretivism
Research Method (strategies)	Survey Study	Content Analysis
Data Collection Technique	Questionnaire.	Sustainability Reports downloaded from Official Websites of Automotive Companies
Sampling Techniques	Simple Random Sampling	Purposive Sampling
Database for Selection of Companies	Automotive companies selected from ALBERTINA Database of the Czech Republic.	
Selected Companies	This research selected those automotive companies which follows business strategy is based on a sustainability. This comprised a social responsibility, mitigate environmental concerns, economic stability at the workplace.	
Sample Size	194 employees working in the Automotive companies in the Czech Republic	9 sustainability reports of three automotive companies in the Czech Republic.
Data Analysis techniques	Structural equation modelling (using confirmatory factor analysis). Data analysis conduct on SmartPLS 4.0	Thematic analysis technique employed for data analysis by using Atlas.ti 9.0 version qualitative software.

Source: Own research

Figure 7: The Process of Mixed Methods in the research (Source: Own Research)

3.12 Measurement of Variables

There are seven constructs in this research. The measurement developed after comprehensive literature review of high-quality articles which are from the Web of science and Scopus in the context of GHRM practices and corporate sustainability. All of the items were tested using a five-point Likert scale with an ordinal scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree) to make things clear. Since filling out closed-ended questions is quicker and easier for replies. A Likert scale with five points was utilised in this survey (Armstrong, 1987). Since the study is interested in the size of respondents' expressions, opinions, and thoughts, an ordinal scale is the most appropriate measurement scale to employed. The researcher can use it to see if one thing shares more, less, or the same qualities as another.

Table 3: Measurement of Variables

Construct	Operationalization of Variables Items	Source
Green Training (GT)	A sample item includes, *GT1:* I receive environmental training frequently. *GT4:* My company provides its staff with comprehensive environmental management education (such as recycling techniques, garbage disposal strategies, and sustainability seminars).	The 5-item green training (GT) scale was adapted from (G. Y. Tang et al., 2018).
Green Performance Management (GPM)	A sample item includes, *GPM2:* My environmental management efforts are assessed. *GPM5:* In my organization, the system of employee performance evaluation takes the attainment of environmental goals into account.	A 5-item green performance management (GPM) was adopted from (Jackson & Seo, 2010; G. Tang et al., 2018).
Green Employee Involvement (GEI)	A sample item includes, *GEI2:* In my organization, i take part in environmental initiatives (such as	GEI 5-item scale was adopted from

	cleaning campaigns and community service programmes that focus on the environment) to foster a culture of mutual learning among my coworkers. *GEI5:* In my organization, I am able to participate an active role in sustainability initiatives through avenues such as community environmental awareness programmes, low-carbon green projects, and suggestion schemes.	(Pinzone et al., 2016).
Top Management Commitment (TMC) **(Mediator)**	A sample item includes, *TMC1:* Top management extends full support for environmental, economic and social sustainability practices. *TMC5:* Top management effectively communicates sustainability practices among stakeholders.	6-item scale used from (Colwell & Joshi, 2013; Digalwar et al., 2013).
Organization green culture (OGC) **(Mediator)**	A sample item includes, *OGC4:* Our firm links environmental objectives with our other economic and social sustainable goals. *OGC5:* Every member of staff at our organization is made aware of the significance of environmental protection.	A 5-item scale was adopted from (Banerjee, 2002; Wang, 2019).
Sustainable leadership (SL) **(Moderator)**	A sample item includes, *SL1:* Our leadership acts in a sustainable socially, environmentally and ethically responsible manner. *SL5:* Our leadership attempts to use unique innovative methods to resolve sustainability issues.	A 8-item scale was used from (McCann & Sweet, 2014; McCann & Holt, 2010).

Corporate sustainability (Dependent Variable) is a multidimensional concept that includes sub-dimensions such as social performance, environmental performance, and economic performance.	**Economic Performance** A sample item includes, *ECP1:* The cost of material purchasing decreased in our organization. *ECP5:* There is a decrease in fines for environmental accidents. **Environmental Performance** A sample item includes, *ENP2:* Initiatives are taken to reduce pollution from wastes and greenhouse gas emission in our organization. *ENP5:* I never neglect environmental aspects of the job which are obligated to perform **Social Performance**. A sample item includes, *SCP1:* Our organization prioritizes employee health and safety. *SCP5:* Our organization takes care of overall welfare of stakeholders' (Employees, Managers, Customers, Suppliers and Society).	A 16-item scale were adapted from (Chow & Chen, 2012; De Giovanni, 2012; Janssen & Van Yperen, 2004; Laosirihongthong et al., 2013; Paulraj, 2011; Zhu et al., 2008)

Source: Own research

4. RESULTS

4.1 Quantitative (Survey Study)

Partial least squares structural equation modeling (PLS-SEM), is a widely used statistical analytical technique in HRM, tested the proposed model in this study (Ringle et al., 2020). Prior research utilised PLS-SEM to analyze data using the Smart PLS software (Ringle et al., 2015), because of the well it predicts and how prominent it is in the green HRM field (Ringle et al., 2020). Considering that the research intended to predict and identify the constructs, PLS is the better analysis method (Hair Jr et al., 2020). PLS-SEM helps in examining and implement the structural model to comprehend and analyse constructs. The rationale behind selecting PLS-SEM has two reasons: Firstly, to aid in estimating contingent variables (Hair Jr et al., 2017). Secondly, due to the gradual aspect of this research (i.e., top management commitment, organization green culture as a mediators between Green HRM with corporate sustainability (Nitzl et al., 2016).

The growing complexity of HRM models highlights the urgent need for new approaches to data analysis (Wright et al., 2005). In order to better understand the connections between these models, partial least square-structural equation modelling (SEM) has become a popular tool, for instance, the relationship between green HRM with sustainability in difference sectors such as higher education, manufacturing, service (Abbas et al., 2022a; Abbas et al., 2021; J. Y. Yong, M. Y. Yusliza, T. Ramayah, et al., 2020). Extended data-characteristic flexibility, applicability to exploratory theory-building research, and improved prediction metrics are just a few of the unique aspects that set PLS-SEM apart (Hair & Sarstedt, 2021; Shiau et al., 2019). As is frequently crucial in encouraging methodological progress (Zhao et al., 2010). Besides that, it is the method of choice when developing a theoretical model that incorporates formatively assessed constructs from primary and secondary sources (J. Hair et al., 2019) (Hair, Black, et al., 2019; Sarstedt et al., 2016). When determining the most important factors in influencing a desired outcome is the primary goal of a study, PLS-SEM is an effective choice of methodology (Hair & Alamer, 2022). Importantly, A large number of estimated factors can restrict the analytic possibilities available to researchers conceptualizing and testing novel models in human resource development in certain research situations (Takeuchi et al., 2021). More importantly, researchers can use partial least squares structural equation modelling (PLS-SEM) to estimate models in which they hypotheses the presence of one or more mediating effects, either alone or in interaction with moderators in mediated moderation or moderated mediation models (Nitzl et al., 2016). For instance, few recent studies applied PLS-SEM to examined mediating and moderating effect of green HRM with pro-environmental behaviour and employee green behaviours (Huang et al., 2023; Li et al., 2023). For the above-

mentioned reasons; author employed PLS-SEM technique to conduct data analysis by using latest version of SmartPLS 4.0.

In any empirical investigation, the validity and reliability of the measuring Constructs were most important considerations (Bagozzi, 1981). A reliable measuring tool would produce consistent results. Cronbach's alpha is a way to measure how consistent the answers found to be more than 0.70. Content validity, convergent validity, and discriminant validity are three ways in which a measurement instrument can be evaluated for reliability and validity (Bagozzi, 1981). The concept of convergent validity describes the degree to which different indicators of the same construct share variance in common (Hair & Alamer, 2022). In other words, the scale is accurately measuring the target notion (J. Hair et al., 2019). A concept can be said to have discriminant validity if it can be distinguished from other constructs and if it can measure a phenomenon that is not captured by other measurements (Henseler et al., 2015). In order to be considered normal, the Heterotrait-Monotrait Coefficient must be less than 0.85.

4.2 Demographic Profile of the Sample

Table 4 shows that the sample of this research comprised of 27.83% employees from production and 21.14% respondents from human resource management department as this reflects, this research mainly focuses on employees who are more relevant with this problematic in the automotive companies to get better understanding of green HRM phenomenon. 32.99 of respondents with master's degree. As for the work experience, 27.31% of respondents were having 1-3 years of experience, 29.37% respondents were from 1000-2499 employees and 67.52% respondents from organizations with Czech ownership.

Table 4. Demographic profile

Demographic Variable	Category	Frequency	Percentage (%)
	Administration	15	7.74
	Production	54	27.83
	Logistics	23	11.85
Departments	Human Resource Management	41	21.14
	Marketing and Sales	9	4.64
	Quality	26	13.40
	Finance and Accounting	7	3.60
	Controlling	19	9.80
	Total	194	100.00
Level of Education	High School with teaching certificate	26	13.40
	High school with high school diploma	82	42.26
	Bachelor's Degree	64	32.98
	Master's Degree (Ing., Mgr)	14	7.21
	Doctorate (Ph.D.)	8	4.13
	Total	194	100.00
Work Experience	Less than 1 year	37	19.07
	1-3 years	53	27.31
	4-6 years	49	25.26
	7-10 years	45	23.20
	More than 10 years	10	5.16
	Total	194	100.00
	Less than 50	11	5.68
Number of Employees in the Company	50-249	19	9.79
	250-499	23	11.89
	500-999	49	25.24
	1000-2499	57	29.37
	2500 and above	35	18.03
	Total	194	100.00
Ownership of Organizations	With Czech Ownership	131	67.52
	With Foreign Ownership	63	32.48
	Total	194	100.00

Note: N=194 (Survey from Automotive Companies of Czech Republic, Source: Own Research)

4.3 Common Method Bias

The is survey-based research and data were collected from a single source; traditional process bias was a potential concern (Podsakoff et al., 2003). To counteract the effect of traditional procedure bias, both procedural and statistical approaches were used. For example, respondents were given specific directions during data collection, and their privacy and secrecy were guaranteed (Reio Jr, 2010). Furthermore, the data collection tool prevented utilizing puzzling or ambiguous terms to ensure that all answers needed an equivalent amount of work (Reio Jr, 2010; Shuck & Reio Jr, 2014). Importantly, the Harman single factor test revealed 35% data variation in this research, it shows there is no common method bias and it is less than the recommended threshold of 50% (Harman & Harman, 1976; Kock, 2020; Podsakoff et al., 2003).

4.4 Internal Consistency Reliability

Internal quality reliability is a metric of how well objects represent latent constructs; thus, it can be calculated using Composite Reliability *(*CR) (Richter et al., 2016); a CR value greater than 0.7 is deemed appropriate (Nunnally, 1978). The findings reveal that all frameworks – green training (0.829), green performance management (0.849), green employee involvement (0.877), top management commitment (0.921), organization green culture (0.889), sustainable leadership (0.936), and corporate sustainability comprised economic performance (0.872), environmental performance (0.891), social performance (0.907)– thus showing have a satisfactory CR, suggesting high internal consistency reliability (Table.5).

4.5 Convergent Validity

An indicator with a high outer loading is highly reflective of the construct. The CV findings show that all indicators have acceptable loadings. The AVE ratings – green training (0.535), green performance management (0.538), green employee involvement (0.594), top management commitment (0.698), organization green culture (0.597), sustainable leadership (0.647), and corporate sustainability comprised economic performance (0.578), environmental performance (0.619), social performance (0.628)), as seen in Table 5, validated the CV of the assessment model.

Table 5. Internal consistency reliability and convergent validity

Variable	Sub dimension	Indicator	Loading	AVE	CR
Green Training (GT) (CA=0.709)				0.535	0.829
		GT2	0.631		
		GT3	0.813		
		GT4	0.721		
		GT5	0.749		
Green Performance Management (GPM) (CA=0.777)				0.538	0.849
		GPM1	0.635		
		GPM2	0.696		
		GPM3	0.729		
		GPM4	0.792		
		GPM5	0.782		
Green Employee Involvement (GEI) (CA=0.822)				0.594	0.877
		GEI1	0.517		
		GEI2	0.769		
		GEI3	0.828		
		GEI4	0.852		
		GEI5	0.838		
Top Management Commitment (TMC) (CA=0.889)				0.698	0.921
		TMC1	0.683		
		TMC2	0.882		
		TMC3	0.837		
		TMC4	0.865		
		TMC5	0.896		
Organization Green Culture (OGC) (CA=0.829)				0.597	0.889
		OGC1	0.668		
		OGC2	0.845		
		OGC3	0.724		
		OGC4	0.808		
		OGC5	0.815		
Sustainable Leadership (SL) (CA=0.922)				0.647	0.936
		SL1	0.707		

	SL2	0.829		
	SL3	0.787		
	SL4	0.812		
	SL5	0.822		
	SL6	0.862		
	SL7	0.812		
	SL8	0.795		
Corporate Sustainability (CS) (CA=0.930)				
Economic Performance (ECP) (CA=0.815)	ECP1	0.607	0.578	0.872
	ECP2	0.814		
	ECP3	0.777		
	ECP4	0.795		
	ECP5	0.798		
Environmental Performance (ENP) (CA=0.845)	ENP1	0.817	0.619	0.891
	ENP2	0.779		
	ENP3	0.832		
	ENP4	0.705		
	ENP5	0.794		
Social Performance (SCP) (CA=0.877)	SCP1	0.773	0.628	0.907
	SCP2	0.814		
	SCP3	0.793		
	SCP4	0.818		
	SCP5	0.812		
	SCP6	0.714		

Note (s): Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE), Source: Own Research

The results from Fornell-Larcker's criterion (Fornell & Larcker, 1981b) revealed discriminant validity has been proven whenever a construct is demonstrated to be reliable with its underlying hypotheses. It is significant to mention that the values in the diagonal (in bold) of the Fornell-Larcker's table (see Table 6) signifies AVE's for the constructs being evaluated, which has to be higher than 0.5. Simultaneously moment, each construct's AVE must have a greater value (coefficient) than some other constructs in both the column and row positions, so that discriminant validity could be determined (Fornell & Larcker, 1981a)

Table 6. Correlational Matrix- Discriminant validity (Fornell-Larcker Criterion)

	CS	ECP	ENP	GEI	GPM	GT	OGC	SCP	SL	TMC
CS	**0.702**									
ECP	0.872	**0.761**								
ENP	0.898	0.694	**0.787**							
GEI	0.781	0.684	0.677	**0.771**						
GPM	0.671	0.649	0.534	0.720	**0.728**					
GT	0.626	0.573	0.569	0.606	0.614	**0.732**				
OGC	0.770	0.650	0.648	0.732	0.681	0.588	**0.773**			
SCP	0.928	0.710	0.748	0.742	0.630	0.556	0.762	**0.787**		
SL	0.791	0.665	0.697	0.693	0.639	0.561	0.777	0.762	**0.804**	
TMC	0.784	0.645	0.681	0.708	0.605	0.530	0.785	0.773	0.859	**0.835**

Note: CS=Corporate sustainability, Squared correlations; AVE in the diagonal (in bold).
Source: Own Research

The Heterotrait-Monotrait ratio (HTMT) result was less than the minimum threshold of 0.85, which shows that multi-collinearity is not a problem between the constructs (Kline, 2015).

Table 7. Discriminant validity (HTMT criterion)

Variables	CS	ECP	ENP	GEI	GPM	GT	OGC	SCP	SL
Corporate Sustainability									
Economic Performance (ECP)	0.800								
Environmental Performance (ENP)	0.669	0.825							
Green Employee Involvement (GEI)	0.834	0.827	0.783						
Green Performance Management (GPM)	0.784	0.805	0.654	0.654					

Green Training (GT)	0.762	0.739	0.720	0.774	0.820				
Organization Green Culture (OGC)	0.823	0.783	0.768	0.877	0.842	0.758			
Social Performance (SCP)	0.789	0.833	0.822	0.862	0.757	0.701	0.710		
Sustainable Leadership (SL)	0.849	0.760	0.785	0.789	0.752	0.688	0.765	0.845	
Top Management Commitment (TMC)	0.821	0.743	0.778	0.819	0.719	0.660	0.667	0.801	0.775

Note(s): DV is established at HTMT.85 (Kline, 2015) Source: Own Research

4.6 Formative Construct Measurement (Higher-Order Construct)

This analysis followed the measures suggested by (Sarstedt et al., 2019) to evaluate the higher-order construct. First, all aspects of corporate sustainability were examined for collinearity. The variance inflation factor (VIF) values depicted in Table 6 are less than 3, it reflects collinearity is not a crucial concern (Diamantopoulos & Siguaw, 2006). Further, the significance and outer weights of the measurements were checked using a bootstrapping procedure with 5,000 resamples.

Table 8 shows that all dimensions (social, environmental, and economic performance) were statistically significant. As a result, I argue that corporate sustainability is a type II reflective-formative paradigm. Furthermore, the reflective-formative calculation primarily uses the first-order reflective evaluation scores to form the second-order formative build (J. F. Hair et al., 2019).

Table 8. Formative Construct Measurement Model (Higher-Order Construct)

Variable	Subdimension	Outer Weights	T Statistics	P Values	VIF
Corporate Sustainability	Economic Performance	0.215**	3.277	0.001	2.291
	Environmental Performance	0.217**	2.708	0.003	2.583
	Social Performance	0.661**	8.835	0.000	2.701

Note: *VIF=variance inflation factor,* Source: Own Research

To generate Q^2 values, blindfolding was used. Blindfolding is a sample reuse strategy that eliminates any dth data point in the endogenous build indicators (Hair et al., 2017). Q^2 value more excellent than zero suggests predictive relevance for a model's dependent constructs (Fornell and Cha, 1994). The Q^2 values for top management commitment (0.360), organization green culture (0.346), and corporate sustainability (0.555) showed adequate statistical relevance, as seen in Table 9. Several metrics were used to evaluate the structural model, including direction coefficients, coefficient of determinations (R^2), effect size (f^2), and predictive validity (Q^2) (Chin, 1998; Hair et al., 2017). R^2 reflects the model's total statistical accuracy (Hair et al., 2014). Additionally, Cohen (1988) recommends R^2 values of 0.26, 0.13, and 0.02 as large, medium, and small. As seen in Table 9, the structural model findings show a high R^2 (0.528) for top management commitment, R^2 (0.598) for organization green culture, and R^2 (0.712) for corporate sustainability.

Table 9. R^2 and Q^2 of endogenous constructs

Predictor Variable	Target Variable	R^2	Predictive accuracy	Q^2
GT, GPM, GEI, SL	Top Management Commitment	0.528	Large	0.360
GT, GPM, GEI, SL	Organization Green Culture	0.598	Large	0.346
GT, GPM, GEI, TMC, OGC, SL	Corporate Sustainability	0.712	Large	0.555

GT= Green Training, GPM=Green Performance Management, GEI= Green Employee Involvement, TMC=Top Management Commitment, OGC= Organization Green Culture SL=Sustainable Leadership, Source: Own Research

4.7 Structural Model

The effect size (f^2) is defined as "the variation in R^2 after discarding a given exogenous construct from the model, which could be utilized to see if the missing construct had a big effect on the endogenous variable" (Hair Jr et al., 2020). Also, (Cohen & Kirchmeyer, 1995; Cohen et al., 2000) suggests that f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large impact sizes, respectively.

Green training (f^2=0.02 7), have small effect on top management commitment. green performance management (f^2=0.160), green employee involvement (f^2=0.178) have a medium impact on top management commitment. Top management commitment (f^2=0.370) have a large effect on corporate sustainability. Organization green culture (f^2=0.158), sustainable leadership (f^2=0.026) have medium effect on corporate sustainability. Furthermore, green training (f^2=0.110), green performance management (f^2=0.035), green employee involvement (f^2=0.022) have a small effect on organization green culture.

Table 10. f^2 Results

Predictor Variable	Target Variable	f^2	Effect Size
GT	TMC	0.027	Small
GPM	TMC	0.160	Medium
GEI	TMC	0.178	Medium
GT	OGC	0.110	Small
GPM	OGC	0.035	Small
GEI	OGC	0.022	Small
TMC	CS	0.370	Large
OGC	CS	0.158	Medium
SL	CS	0.026	Medium

GT= Green Training, GPM=Green Performance Management, GEI= Green Employee

Involvement, TMC=Top Management Commitment, OGC= Organization Green Culture

SL=Sustainable Leadership, CS=Corporate Sustainability, Source: Own Research

4.8 Direct Relationships

The bootstrapping procedure (5,000 subsamples, one-tailed significance) was utilized to estimate the statistically significant of the variable. According to Table 9, the results showed an insignificance relationship between green training and top management commitment (H1a, O=0.116, t=1.659, p=0.049). Moreover, green performance management (H1c, O=0.154, t=2.183, p=0.015), green employee involvement (H1e, O=0.527, t=7.334, p=0.000) were significantly positively associated with top management commitment. Similarly, green training (H1b, O=0.155, t=2.792, p=0.003), green performance management (H1d, O=0.262, t=4.137, p=0.000), and green employee involvement (H1f, O=0.449, t=7.051, p=0.000) were positively related with organization green culture. Finally, top management commitment (H2a, O=0.277, t=4.032, p=0.000), organization green culture (H2b, O=0.329, t=4.765, p=0.000), and sustainable leadership (H2c, O=0.301, t=4.556, p=0.000) were significantly associated with corporate sustainability (Table.11).

4.9 Mediation Analysis (Indirect Relationships)

The indirect effect finding show that green training (H4a, O=0.032, t=1.469, p=0.071) was not supported with corporate sustainability via top management commitment. Green performance management (H4c, O=0.043, t=1.971, p=0.024), green employee involvement (H4e, O=0.146, t=3.339, p=0.000) were positively related with corporate sustainability through top management commitment. Green training, (H4b, O=0.051, t=2.357, p=0.009), green performance management (H4d, O=0.086, t=3.167, p=0.001) and green employee involvement (H4f, O=0.147, t=3.736, p=0.000) have significant indirect effect on corporate sustainability via organization green culture (Table.11).

4.10 Moderation Analysis (Indirect Effects)

Regarding the moderation hypotheses, the sustainable leadership was not supported with top management and corporate sustainability (O=0.013, t=1.050, p=0.442), failing to support H3a. Similarly, sustainable leadership interaction term was an insignificance with organization green culture and corporate sustainability (O=0.072, t=1.456, p=0.206) failing to support H3b (Table.11).

Table 11. Hypotheses testing (direct effect and indirect)

Hypothesis	Path Coefficient	Sample Mean (M)	STDEV	T value	p value	Decision
Direct Relationship						
H1a: GT -> TMC	0.116	0.117	0.070	1.659	0.049	Not Supported
H1b: GT -> OGC	0.155	0.156	0.056	2.792	0.003	Supported
H1c: GPM -> TMC	0.154	0.158	0.070	2.183	0.015	Supported
H1d: GPM -> OGC	0.262	0.266	0.063	4.137	0.000	Supported
H1e: GEI -> TMC	0.527	0.525	0.072	7.334	0.000	Supported
H1f: GEI -> OGC	0.449	0.446	0.064	7.051	0.000	Supported
H2a: TMC -> CS	0.277	0.279	0.069	4.032	0.000	Supported
H2b: OGC -> CS	0.329	0.328	0.069	4.765	0.000	Supported
H2c: SL -> CS	0.301	0.302	0.066	4.556	0.000	Supported
Indirect Relationship						
H4a: GT->TMC->CS	0.032	0.033	0.022	1.469	0.071	Not Supported
H4b: GT-> OGC -> CS	0.051	0.052	0.022	2.357	0.009	Supported
H4c: GPM->TMC -> CS	0.043	0.044	0.022	1.971	0.024	Supported
H4d: GPM-> OGC -> CS	0.086	0.087	0.027	3.167	0.001	Supported

H4e: GEI -> TMC -> CS	0.146	0.208	0.043	3.339	0.000	Supported
H4f: GEI -> OGC -> CS	0.147	0.189	0.039	3.736	0.000	Supported
Interactive Effect (Moderation Analysis)						
H3a: TMC*SL-> CS	0.013	0.092	0.146	1.050	0.442	Not Supported
H3b: OGC*SL-> CS	0.072	0.086	0.819	1.456	0.206	Not Supported

Note(s): STDEV=standard deviation, GEI=Green Employee Involvement, GPM=Green Performance Management, GT=Green Training, OGC=Organization Green Culture, SL=Sustainable Leadership, TMC=Top Management Commitment, CS= Corporate Sustainability, Source: Own Research
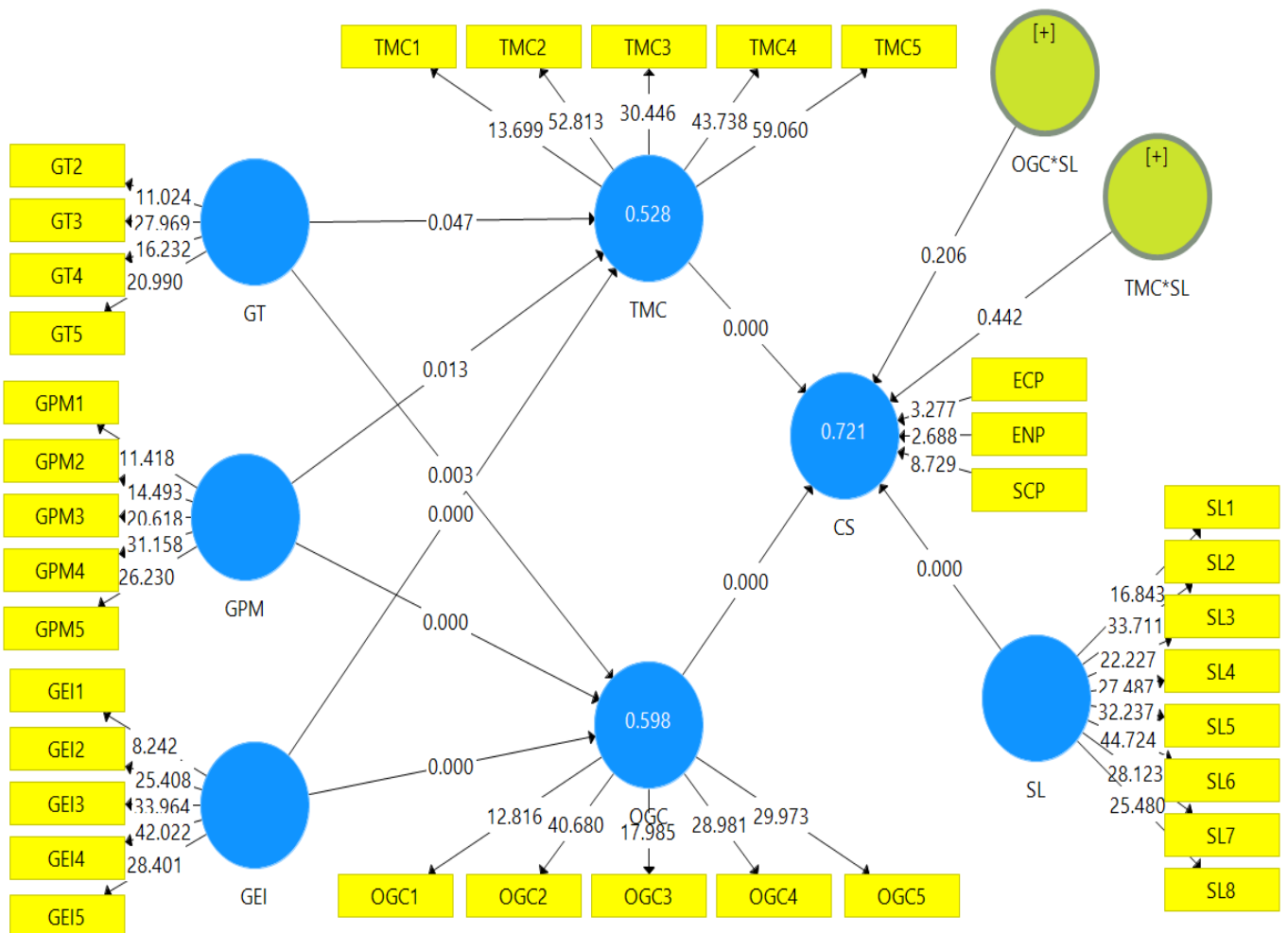
Figure 8: Structural Equation Model Testing (Source: Extracted from SmartPLS 4.0)

R Square Value

The R^2 values revealed by the model in the case of top management commitment 52%, organizational green culture 59%, and in corporate sustainability 72% of the variation in the dependent variable, which as per the threshold falls in the moderate (Hair Jr et al., 2017). As a general guideline, R-square values of 0.75, 0.50 and 0.25 can be considered substantial, moderate and weak (Hair et al., 2011; Hair et al., 2013). Hence, the research model explains 72% (R square) of the variability on corporate sustainability. Based on the rule of thumb of (Hair Jr et al., 2021), the measured structural model reflected a *moderate explanatory power*.

PLS predict analysis

With PLS-SEM and the $PLS_{predict}$ procedure is unique, scholars can analyze the model's predictive capabilities with both in-sample and out-of-sample prediction (Shmueli et al., 2016). Importantly, the predictive power of the model was assessed using a novel assessment method proposed by many scholars (Ringle et al., 2020; Shmueli et al., 2016). At first, the $Q^2_{predict}$ values of Stone-Geisser were determined using a blindfolding. However, the author noted that each item of dependent and intermediate variables seemed to have $Q^2_{predict}$ values greater than zero, which is suggested for threshold values. (Shmueli et al., 2019).

The values of the linear regression model (LM) were compared with the values of each indicator using the Root Mean Squared Error (RMSE) and Mean Absolute Error (MAE). If all PLS-RMSE item differences were lower than LM-RMSE, then the model had high predictive power; while most item differences were smaller than LM, then the model had moderate predictive power; and if only some item differences were smaller than LM, then the model had low predictive power. As can be seen from Table 12, the majority of indicators RMSE in PLS-SEM yield lower values than RMSE in LM model showing *moderate predictive power in this research*.

Table. 12. PLS predict analysis

Variable	PLS			Variable	LM		
	RMSE	MAE	$Q^2_{predict}$		RMSE	MAE	$Q^2_{predict}$
Corporate Sustainability				Corporate Sustainability			
ECP2	*1.094*	0.912	0.353	ECP2	1.138	0.897	0.299
ECP3	*1.120*	0.911	0.314	ECP3	1.165	0.886	0.259
ECP4	*0.989*	0.814	0.391	ECP4	1.013	0.782	0.361
ECP5	*1.069*	0.880	0.328	ECP5	1.121	0.871	0.261
ENP1	*1.035*	0.847	0.345	ENP1	1.073	0.846	0.296
ENP2	*0.977*	0.813	0.457	ENP2	1.005	0.769	0.425
ENP3	*0.924*	0.724	0.337	ENP3	0.959	0.748	0.286
ENP4	*1.152*	0.942	0.260	ENP4	1.167	0.918	0.241
ENP5	*0.933*	0.710	0.236	ENP5	0.946	0.721	0.214
SCP1	*0.952*	0.776	0.377	SCP1	0.958	0.750	0.369
SCP2	*0.932*	0.761	0.386	SCP2	1.000	0.783	0.293
SCP3	*0.988*	0.800	0.438	SCP3	1.014	0.776	0.408
SCP4	*0.939*	0.747	0.427	SCP4	0.956	0.715	0.407
SCP5	*0.917*	0.743	0.401	SCP5	0.940	0.722	0.371
SCP6	*0.976*	0.779	0.304	SCP6	1.066	0.829	0.169
Organization Green Culture				Organization Green Culture			
OGC2	*0.962*	0.750	0.419	OGC2	0.961	0.745	0.420
OGC1	*1.059*	0.838	0.246	OGC1	0.988	0.749	0.345
OGC3	*1.081*	0.866	0.313	OGC3	1.095	0.863	0.295
OGC4	*1.031*	0.822	0.373	OGC4	1.004	0.763	0.406
OGC5	*1.014*	0.797	0.371	OGC5	1.021	0.784	0.362
Top Management Commitment				Top Management Commitment			
TMC2	*0.989*	0.791	0.408	TMC2	0.847	0.646	0.565
TMC1	*1.128*	0.907	0.223	TMC1	1.018	0.775	0.366
TMC3	*1.022*	0.814	0.305	TMC3	0.896	0.681	0.466
TMC4	*1.007*	0.802	0.385	TMC4	0.861	0.658	0.550
TMC5	*0.957*	0.761	0.441	TMC5	0.825	0.621	0.585

Note (s) RMSE, root mean squared error, MAE, mean absolute error, LM, linear model, Source: Own research
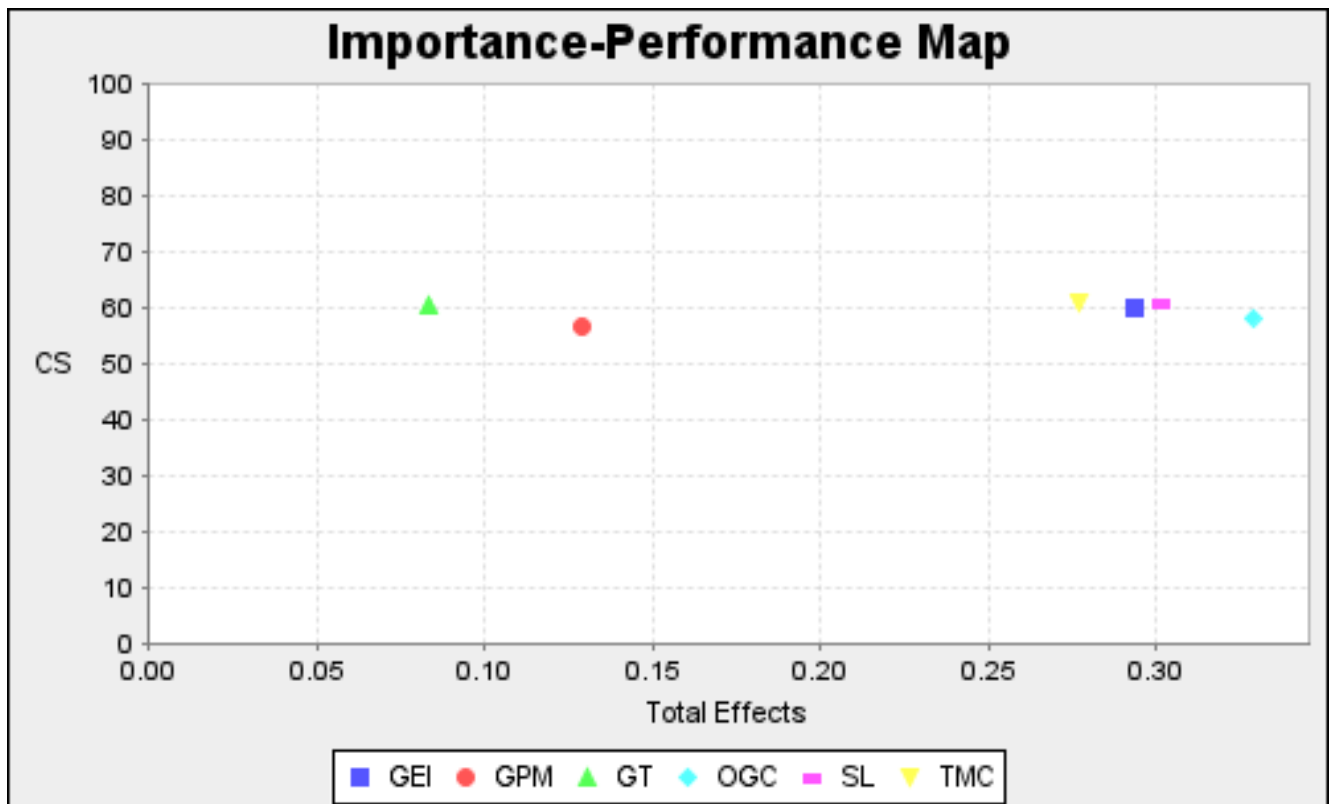
Figure 9: Importance-Performance Map (Source: Extracted from SmartPLS 4.0)

Table. 13 Summary of Tested Hypotheses

Hypotheses		**Conclusion**
H1a	*Green training is positively related to top management commitment*	Rejected
H1b	*Green training is positively related with organization green culture*	Supported
H1c	*Green performance management is positively associated with top management commitment*	Supported
H1d	*Green performance management is positively related with organization green culture*	Supported
H1e	***H1e:** Green employee involvement is positively related to top management commitment*	Supported
H1f	*Green employee involvement is positively related to organization green culture*	Supported
H2a	*Top management commitment is positively associated with corporate sustainability*	Supported
H2b	*Organization green culture is positively related to corporate sustainability*	Supported
H2c	*Sustainable leadership is positively related with corporate sustainability*	Supported
H3a	*Top management commitment mediates the relationship between green training and corporate sustainability*	Rejected
H3b	*Top management commitment mediates the relationship between green performance management and corporate sustainability*	Supported
H3c	*Top management commitment mediates the relationship between green employee involvement and corporate sustainability*	Supported
H3d	*Organization green culture mediates the relationship between green training and corporate sustainability*	Supported
H3e	*Organization green culture mediates the relationship between green performance management and corporate sustainability*	Supported
H3f	*Organization green culture mediates the relationship between green employee involvement and corporate sustainability*	Supported
H4a	*Sustainable leadership moderates the relationship between top management commitment and corporate sustainability*	Rejected

H4b	*Sustainable leadership moderates the relationship between organization green culture and corporate sustainability*	Rejected

4.11 Qualitative Analysis (Content Analysis)

This research analyzed 9 sustainability reports of automotive companies by using Atlas.ti 9.0 version qualitative software.

Figure 10: Word Cloud on Sustainability Reports (Source: Extracted from Atlas.ti qualitative software Version 9.0)

The above Figure.10 of world cloud revealed automotive companies mostly focused on employee development by providing them good monetary and non-monetary benefits specifically health and wellbeing of them. These companies work for social sustainability as they have strong CSR strategies by taking care of society and give back to it in the form social benefits such as technical education for youth, care for older people of the community, road safety for the people. Finally, they explicitly do efforts for the environmental performance as it is most important challenge of this 21st Century. They have implemented environmental management system into their operations for promoting

environmental sustainability. These companies also consider needs of all stakeholders such as state, customers, employees, suppliers and social actors.

First Order Concepts   **Second Order Themes**

- Attractive employer
- Climate Protection/decarbonization
- Ecologically friendly production
- Environmental efficiency
- Increased environmental awareness
- Promotion of energy reduction

Green Initiatives

- Expectations of Multi-stakeholders
- Corruption Prevention
- Responsibility towards society
- Low-carbon products

Responsible Behaviours

- Digital Mobility
- DigiLab
- Implement Eco-Design

Digital Business Model

- Work-Life Balance
- Ergonomic Assessment
- Flexible Workplace
- Employee Rights
- Employee Welfare

Employee Care

Figure 11: Themes (Source: Own Research)

As detailed in Figure.11, content analysis results revealed automotive companies are focusing on green initiatives, adopting responsible behaviours, implementing digital business model and taking care of their employees. First and foremost, green initiatives are important to address grand challenges such as climate change, environmental issues, cope with energy crises. More importantly, they consider digital transformation as an opportunity for capturing market share in the industry due to changing business environment. Similarly, responsible behaviours mean managing business responsibly and ethically as to play their positive role for multiple stakeholders. Due to scandals in business, it is important for top management to develop a mechanism which control corruption and unethical behaviours at the workplace. Finally, employees are main pillar of any organization. From the results, it is explicitly visible that automotive companies are providing work-life balance, welfare programs and monetary and non-monetary benefits for their employees.

4.12 Theme 1: Green Initiatives

The automotive companies launched green initiatives to achieve corporate sustainability and business excellence. The content analysis results revealed these automotive companies considered as an *attractive employer* due to strong employer branding by launching sustainable green initiatives at the *institutional level*. Employer branding describes the tangible and intangible benefits an employer offers to draw in potential employees and keep the ones they already have (Tanwar & Prasad, 2017). Similarly, these companies implemented *climate protection* and *decarbonization initiatives* as meet the sustainable development goals (SDGs). Another interesting factor is also *ecologically friendly production* into their operations as to achieve *environmental efficiency*. They have also *environmental awareness* programs at the workplace for the *promoting energy reduction*.

4.13 Theme 2: Responsible Behaviours

In today's business environment globally and locally, automotive companies are required to behave in socially responsibly ways by adopting *responsible behaviours* from the *institutional perspective* at the workplace. For this reason, *expectations of multi-stakeholders* are an important for companies to run their businesses with integrity, compliance, transparent and responsible conduct in corporate governance. Importantly, automotive companies implemented compliance management system into their operations as to *corruption prevention* among employees, business partners, suppliers and top management. Significantly, these are responsible behaviours adopted by these companies as to fights against corruption, money-laundering, and frauds. Being responsible

players in the automotive industry; the *responsibility towards society* is crucial goal for automotive companies as to achieve social performance for the sake of business and society. Mostly automotive companies have several CSR programs in th form of blood donations drive, safety for people, regional development. Finally, *low-carbon products* are mitigating environmental issues at larger scale. From the results, this research found responsible behaviours are not only important for businesses but also for society and state.

4.14 Theme 3: Digital Business Model

The digital transformation brings an opportunity for the businesses. This is an era of technology and adoption of *digital business models* at *strategic level* as to capture huge market share in the industry by providing efficient new vehicles for the customers for their easiness and safety. For this reason, automotive companies regularly monitor changing trends and customer behaviours. They are providing *digital mobility* such as electromobility, use of modern technologies, innovation as to achieve digital sustainability. Another important concept launched *DigiLab* is an ecosystem for providing smart services to their customers. Finally, automotive companies *implemented eco-design* into their vehicles as to reduce carbon emissions. To establish social and environmental benefits through the application of digitalization whereas concurrently growing a company's bottom line is the concept of digital sustainability (George et al., 2021). The results found that digital sustainability is an important transition towards corporate sustainability.

4.15 Theme 4: Employee Care

Human resources considered an important pillar for any organization to achieve its goals. Automotive companies follow *employee care* strategies by providing several benefits in the form of monetary and non-monetary. First and foremost, *work-life balance* is crucial for employees and their families to enjoy their lives. *Ergonomics assessment* considered an important for health and wellbeing of employees at the workplace. Ergonomics and sustainability are crucial for human resource managers. Similarly, organizations are paying huge attention on ergonomics as to improve wellbeing of their employees and create a sustainable workplace environment (May & Schwoerer, 1994). For considering the important role of *flexible workplace* after global pandemic, automotive companies re-designed their business models for the flexible working hours for the mental and health wellbeing of employees. In this way, employees have flexible working hours as they can maintain their family life as well.

Another crucial factor for organizations to highlight social responsibility. *Employee rights* considered an important for organizational performance as employees are their main actors. Organizations must develop culture where employees have strong rights for decision-making participation (McCall, 2001). Prior research revealed fulfilment of employee needs leads to corporate sustainability (Pfeffer, 2010). Similarly, employees' wellbeing is a primary consideration for big companies (Barnea & Rubin, 2010). A previous research suggest employee-oriented policies *(employee welfare)* improve employee relations and engagement at the workplace and motive them for achieving organizational objectives (Ghaly et al., 2015).

5. DISCUSSION

The main contribution of the thesis to help answer the questions of how green HRM practices foster corporate sustainability in automotive companies of Czech Republic. The phase-1 survey research attempted to addresses these research questions:

RQ1: Do GHRM practices affect top management commitment, organization green culture and corporate sustainability?

RQ2: Do top management commitment and organization green culture mediates the linkages between Green HRM practices and corporate sustainability?

RQ3: Do sustainable leadership moderate the relationship between top management commitment, organization green culture towards corporate sustainability?

Green HRM practices impact on corporate sustainability

H1a result shows that green training has an insignificance with top management commitment. This implies that green training is activity of middle-level managers so it does not influence on top managers. This result contradicted with finding of the previous research (Yong, Yusliza, Ramayah, & Seles, 2022). On the contrary, the finding of **H1b** indicates that green training is the strongest predictor of organization green culture. Importantly, this finding provides useful insights for companies to launch green training programs by inducing green culture at their working environment. Also, this finding is consistent with results of prior study (Jamal et al., 2021), they found that organization green culture boost employees green values and attitudes by gaining green training experience. This denotes that automotive companies focus on providing eco-friendly workshops to their employees in order to increase awareness of green and promote their participation in green initiatives at work. A recent study found green training improves values, believes and behaviours of employees while

adopting organization green culture (Hooi et al., 2021). Employees who know about preserving the environment, skills and green awareness bring a positive greening culture into their daily routines at the workplace, which leads to organizational sustainable performance (Anwar et al., 2020).

The result of **H1c** revealed green performance management (GPM) has a significant impact on top management commitment. Top management commitment encourages employees to perform in a good manner as to achieve green performance appraisal. This final outcome corresponds to the results of previous research, (M.-Y. Yusliza et al., 2019), they observed the crucial importance of top management commitment in implementing GPM at their workplace. The finding of **H1d** demonstrate GPM has a positive effect on organization green culture (OGC). This results is aligned with prior research (Wang, 2019), they found green performance management brings a greening culture. Similarly, prior studies has demonstrated that OGC can transform organization members' way of thinking (Rao & Holt, 2005).

The finding of **H1e** revealed that green employee involvement has a substantial effect on top management commitment. The finding is consistent with previous studies (Ali & Ahmed, 2009; Chowdhury et al., 2007), they found that for workers to be pushed to do eco-friendly capabilities, those who must be inspired, given the power, and conscious of the eco system. The finding of **H1f** shows green employee involvement has positive relationship with organization green culture. This finding agrees with latest study (Shahriari et al., 2022), they found that culture is the key to keeping companies together and changes how employees work, think, and act. Importantly, green employee involvement has vital significance because cultural aspects in any corporation (Cherian et al., 2021).

The result of **H2a** revealed top management commitment has a significant impact with corporate sustainability. This evidence appears to fit with what we previously had seen (Kiron, Kruschwitz, Reeves, et al., 2012), they observed that top management commitment is important for bringing corporate sustainability. Top-level commitment is most often highlighted as a crucial factor in the achievement of environmental appropriate mechanisms. As per research of environmental initiatives conducted in the past, an efficient ISO 14001 system for environmental management seems to need the support of top management (Chiarini, 2019), embrace sustainability initiatives (Gedam et al., 2021). The finding of **H2b** indicates organization green culture has a positive relationship with corporate sustainability. This results is consistent with recent study (Wang et al., 2022). Previous research shows organizations need to transform through cultural change by meeting the demands of stakeholders on economic, environmental and social challenges (Sharma et al., 2021). When

trying to move forward into environmental governance, the primary idea is that companies will have to establish a culture that is supposed to focus on sustainable development (Harris & Crane, 2002).

The result of **H2c** shows sustainable leadership (SL) has significant positive effect on corporate sustainability. This result is in line with previous published research (Fatoki, 2021), they found that sustainable leadership has an encouraging effect on financial, social and environmental sustainability in the service sector. Researchers in the disciplines of commitment and sustainable development have consented that sustainable leaders play an important role in trying to shape ethical and environmentally friendly practices (Burawat, 2019; Suriyankietkaew & Avery, 2016). Meanwhile, SL is found in the business definitions of sustainability and it becomes more influential in business today (Kiewiet & Vos, 2007).

5.1 Mediation Analysis

Top management commitment and organizational green culture has mediating effect on corporate sustainability

The result of **H4a** revealed top management commitment has not mediating effect between green training and corporate sustainability. This finding is contradicted with previous research (Chowdhury et al., 2007; Jing Yi Yong et al., 2020), which reported a top management commitment has partial mediating effect with GT and sustainability. The finding of **H4b** shows organization green culture has mediating impact between GT and CS. This result is aligned with previous work (Fang et al., 2022), they revealed organization green culture is positive mediating mechanism for boosting green skills through training and promote sustainability initiatives in the manufacturing firms. In a similar vein, the result of **H4c** demonstrate top management commitment has mediating effect between GPM and corporate sustainability. This results is in line with previous work (Haldorai et al., 2022). Top management have long been studied as an important determinant of corporate success (Certo et al., 2006).

Aside from that, **H4d** organization green culture has mediating effect between GPM and corporate sustainability. This finding is similar to previous research (Hooi et al., 2021). Significantly, green culture in organizations is that when employees' virtues, belief systems, and behavioural patterns show interest in the environment (Samuel Roscoe et al., 2019). The finding of **H4e** top management commitment has mediating effect between GEI and CS. This result is aligned with prior research (Yong, Yusliza, Ramayah, & Seles, 2022). The devotion of the business's senior leadership is vital to the growth of the business mission and the improvement of the company's performance. It pursues that the commitment

of an organization's leaders is essential for the fulfilment of any goal (Williams Jr et al., 2014).

The finding of **H4f** organizational green culture has mediating effect between GEI and CS. This results is consistent with previous research (Muisyo & Qin, 2021). This research implies that organization green culture creates an enthusiasm among employees to engage and involve in green initiatives at the workplace as to achieve environmental, economic and social performance.

5.2 Moderation analysis

The role of sustainable leadership

Contrary to my expectations, the results of **H3a and H3b** sustainable leadership has not moderating effect between top management commitment, organization green culture and corporate sustainability. These findings are contradicted with previous studies (Iqbal & Ahmad, 2021; Wijethilake & Lama, 2019), they found that sustainable leadership promotes sustainability through launching of green culture by top managers. In this research, sustainable leadership does not influence as moderator between top management commitment, green culture with sustainability. This research suggests that future research may see the direct effect of sustainable leadership on sustainability.

The phase-II qualitative research achieved its objectives by answering this research question:

RQ4: How does green HRM practices foster corporate sustainability by using content analysis on sustainability reports published by automotive companies?

The key findings to emerge from phase-II qualitative research content analysis revealed an interesting theme such as *green initiatives, responsible behaviours, digital business model and employee car*e.

The first key finding shows *green initiatives* are important to be launch by automotive companies because the main problem for the automotive companies is cutting down on carbon emissions. In response to rising costs and higher levels of complexity pressure brought on by stricter environmental regulations, these businesses are increasing their spending on research and development (R&D) in order to create products that cause less or no harm to the natural world (Company, 2013). Green initiatives, such as green innovation, eco-production, and green supply chain management, are becoming more and more prevalent by companies as they look to the future and expand their focus beyond traditional

functions (Kushwaha & Sharma, 2016). The rising fuel prices around the world and carbon emissions are going up, both buyers and the government are very worried about the automotive industry (KPMG, 2008). Previous studies found positive relationship among green initiatives and environmental performance (King et al., 2005). Another research revealed green initiatives promotes corporate sustainability at the workplace through engagement of employees, managers and top management (Yacob et al., 2019).

The second key finding demonstrated *responsible behaviours* enables greening culture in the organization. Nonetheless, companies act socially responsibly has received little academic attention (Rowley & Berman, 2000). Automotive companies adopt responsible behaviours to fulfill the need of multi-stakeholders for achieving business excellence and corporate sustainability goals (De Bakker et al., 2019). Stakeholders such as government, media and society put pressure on automotive companies to produce eco-friendly products, fulfill legal obligations, behave socially responsible to play their role in reduction of carbon emissions (Koelbel & Busch, 2013; Lin et al., 2020). However, there has been a significant rise in recent years in the scholarly and popular focus on corporate misconduct and employee corruption. (Clemente & Gabbioneta, 2017; Paruchuri & Misangyi, 2015; Pelletier & Bligh, 2008), likely because of business scandals like those at Volkswagen, Enron, WorldCom, and Parmalat. Many automotive firms are facing compliance violations such as corruption. (Leskow, 2013). In recent years, many businesses have realized how important it is to communicate value management and create a company culture with clearly articulated values (Bussmann & Niemeczek, 2019). Even so, having a compliance management system in place does not automatically have an intended preventive effect on criminal activity. Only until it is rooted in a morally upstanding corporate culture will it be able to fulfil its potential for influencing employees' actions. (Valentine et al., 2014; Verhezen, 2010). Companies seem to be shifting from a rule-oriented, or compliance-based, culture to a more value-driven one (Ferrell & Fraedrich, 2021). Responsibility towards society, automotive companies' duty to put its resources to good use for the greater good of society through active membership in that society, taking into account societal needs and promoting societal welfare apart from the company's bottom line (Snider et al., 2003). In recent developments in the automotive industry, most of companies launched low-carbon products to take care of natural environment (Böttcher & Müller, 2015; Gažo et al., 2022). In the European region, automotive companies are shifting their business models towards low-carbon vehicles and playing their role in responsible production and consumption (Orame & Pianeselli, 2023)

The third important finding shows *digital business model* is present need of time for automotive companies due to digital transformation. In recent years, businesses have come to recognize the importance of digital technology and

digital transformation in their pursuit of carbon neutrality (Ghobakhloo et al., 2023). In addition, the proliferation of digital devices has resulted in an influx of data, firms that can effectively utilise data analytics and machine learning will have a significant advantage in the market (Feliciano-Cestero et al., 2023). In order to make profit off of digital technology and keep up with the competition in today's uncertain and fast-paced digital business environment (Schoemaker et al., 2018), automotive companies need to design, develop, and implement digital business model to compete in cut-throat competition in this industry (Seiferlein et al., 2023). Another important factor for digital business model is eco-innovation bringing about this balance in nature (He et al., 2018), this is because engaging in such pursuits corresponds with embracing of innovations that boost the efficiency of both production and environmental outcomes, as well as the use of eco-products (Geng et al., 2021). However, when it comes to the automotive industry in particular, eco-innovation initiatives demand broad engagement with stakeholders through a blend of existing organisational resources (Kanda et al., 2021).

The final key finding emerged from qualitative research was *employee care*. Automotive companies have work-life balance for their employees as they can achieve business performance while enjoy their life too (…….). A recent study found work-life balance leads to sustainable organizational performance (Deshpande & Srivastava, 2023). Although, A few organizations embrace caring as an underlying principle and a vital component of their values (Barsade & O'Neill, 2014). Most employees count on their employer to ensure both their physical and mental wellbeing (Saks, 2022). Organizational care as "beliefs and guiding principles that priorities meeting the needs of people, looking out for their best interests, and appreciating and rewarding their achievements" (McAllister & Bigley, 2002), the needs, interests, worries, and well-being of the people who make up an organization are given priority by caring organizations. Another important aspect is flexible workplace for taking care of their employees. The advent of more drastic modifications in workplace architecture is increasingly being linked to workplace flexibility in both popular media and academic publications (Kossek, 2016). In this vein, many occupations in today's increasingly flexible workplaces have strict deadlines and need substantial overtime (Putnam et al., 2014).

5.3 Contributions

The section that follows discusses the theoretical, methodological contributions and practical implications as an outcome of this thesis.

5.4 Theoretical Contributions

This thesis provides useful theoretical contributions for the academic discourse on the GHRM and sustainability. First and foremost, scholars and policymakers have been calls for research on GHRM and corporate sustainability especially in European context as European Union also launched European Green Deal (Ren et al., 2020; European Commission 2020). By doing so, this research deepens understanding by examining the GHRM practices with corporate sustainability in the automotive industry of Czech Republic, which is part of Central European region. This contribute to an ongoing debate within Sustainable HRM research.

Second, this research has theoretical significance to underpin the crux of ability motivation opportunity (AMO) and paradox theory to satisfy the demands of multiple stakeholders and cope up with multiple tensions faced by organizations. Significantly, the present research makes another contribution by testing and finding support for AMO theory (Kellner et al., 2019) and paradox theory (Smith & Lewis, 2011) by providing evidence that green HRM fostering corporate sustainability at the workplace. In particular, the findings highlight employee, top management and institutional levels. Thus, AMO and paradox theories pushes employees to adopt green HRM practices and promotes sustainability transition. This transformation brings positive impact sustainability initiatives of companies.

Third, although previous studies have revealed several mediators (e.g. employee environmental commitment, top-management teams' commitment, servant leadership, perceived organizational support, innovative environmental behaviour) between green HRM with environmental performance and sustainability (Bhatti et al., 2021; Darvishmotevali & Altinay, 2022; Ren, Jiang, et al., 2022; Ren et al., 2020), these insights has partial understanding of top management commitment and organization green culture influences corporate sustainability. Surprisingly, previous research has mostly overlooked the strategic variables and focused only on employee level antecedents based on green HRM practices (Bhatti et al., 2021). Importantly, it has been suggested to examine top management commitment and organizational green culture as a potential mediators (Haldorai et al., 2022; Rizvi & Garg, 2021). In this way, this study investigated the impact of strategic variables such TMC and OGC. This research argues that top managers and organizational culture are important factors for the implementation of sustainability at the workplace. The current thesis contributes to understanding of the intermediate mechanisms by adding top management commitment and organization green culture as a potential mediators. This approach is noteworthy because, as the central tenets of top

management commitment and organization green culture pushes to all stakeholders for the promoting sustainability at the organizational settings (Abbas et al., 2021; Wang, 2019). This research tested and used two mediators as more vigorous method. Finally, this study provides a fresh perspective by exploring automotive industry in the Czech Republic both are theoretically unique and under-researched in the existing literature. Previously, scholars highlighted green HRM phenomenon in the non-western settings. In this sense, this thesis has investigated the effect of green HRM with sustainability in the unique context due to difference between companies, industries and economies. For this reason, this research investigated to get better understanding how automotive companies challenges such as climate change, rising carbon footprint and digital transformation for sustainability transition at the workplace.

5.5 Methodological Contributions

This thesis entails an important methodological contribution by employing mixed-methods (survey and content analysis) to addressed limitations of prior studies (Paillé et al., 2022; Ren, Jiang, et al., 2022). It has been suggested to apply multi-methods to get better understanding of green HRM phenomenon with sustainability (Shuang Ren et al., 2018; Ren, Tang, et al., 2022). First, this thesis used quantitative approach by utilizing survey method to gain perceptions of employees about green HRM practise, which promotes sustainability at the workplace in the manufacturing sector. Employees considered as an important human capital for organizations to achieve business excellence due to changing business environments and customer demands globally and locally specially in the automotive companies.

Second, this thesis deployed qualitative approach by using content analysis method to get real picture of green initiatives of automotive companies. As green HRM is contemporary and complex phenomenon so content analysis is suitable method. For this reason, this study used content analysis method to get important insights from 2 years sustainability reports published by three automotive companies of the Czech Republic. Indeed, content analysis can be utilized in a variety of organizational scenarios, Corporate sustainability becomes an example of an application in management (Landrum & Ohsowski, 2018), and corporate social responsibility (Ullmann, 1985).

5.6 Practical Implications for Business and Society

The research findings of this thesis have several practical implications, particularly for manufacturing companies. First, this study provides valuable insights to policymakers, managers and HRM practitioners on devising employee-friendly policies to boost employee green behavior at the workplace.

Second, this study offers guidelines for different industries of the Czech Republic as well as European Union for implementation of green and sustainable workplace practices in these industries due to the recent call on European Green Deal by European Commission. Third, this study gives pathway to supervisors by imparting green training programs to improve the employee performance. Fourth, this study is useful for top management to achieve economic, environmental and social performance of organizations by launching sustainable practices at the workplace.

Finally, this thesis also provides guidelines to non-profit organizations (NPOs), non-governmental organizations (NGOs), social enterprises to replicate this comprehensive framework into their operations as to achieve social performance at micro-level. Significantly, this research is moving one step towards "transform business for good" as companies needs to consider the importance of social benefit too along with achieving profit maximization. This thesis is concerned with sustainable economy and healthy eco-systems as society is an important for all stakeholders because we live, interact and share benefits for all.

5.7 Policy Relevance

This research provides an important insight to the multi-level stakeholders e.g automotive industry actors, state level institutions, human resource practitioners, top managers of manufacturing companies. These actors' behaviors or actions have multi-level influences, either as trickle-down or bottom-up effects. In this sense, this research provides a multi-level perspective from employees, top managers, middle-level management, and operation level in the several automotive companies of Czech Republic.

6. CONCLUSION, LIMITATION AND FUTURE DIRECTION

6.1 Conclusion

The world is besieged by grand challenges such as climate change, economic volatility and social problems. Importantly, the Academy of Management Journal's 20th Editorial team called for research to address "grand challenges" specifically environmental issues, economic and social problems (Ferraro et al., 2015; George et al., 2016). By responding above call, this research examined how GHRM practices functions as a driver for corporate sustainability by parallel mediation mechanism of top management commitment and organization green culture and also sustainable leadership as moderator in the automotive companies of the Czech Republic. This research deployed mix-methodology by using survey method and data collected from 194 employees along with

conducted content analysis on 9 sustainability reports of three automotive companies in the developed country context (Czech Republic). The results of this thesis demonstrate green HRM foster corporate sustainability. Also, top management commitment and organization green culture has mediating effect between green HRM and corporate sustainability. Conversely, sustainable leadership is an insignificant between top management commitment, organization green culture with corporate sustainability. Finally, this thesis contributed the sustainable development goals of United Nations e.g "good health and wellbeing **(SDG 3)**, "gender equality **(SDG 5)**", "decent work and economic growth **(SDG 8)**", "industry innovation and infrastructure **(SDG 9)**, "ensure sustainable consumption and production patterns **(SDG 12)**, and "climate action **(SDG 13)**".

6.2 Limitations and Future Directions

Despite its plethora of strengths, this research has few weaknesses. Firstly, green HRM is a relatively new and contemporary research area, and a longitudinal study to measure how people's perceptions shift over time will indeed assist us in comprehending it better. Secondly, green HRM practices vary between companies, industries and economies. The participating companies of this research are automotive companies of Czech Republic. Hence the sample of this research may not be representative of other Czech Industries. Thirdly, this study focused on one developed country context. Future research may compare cross-country perspective (developing and developed countries) on GHRM practices with corporate sustainability.

Fourthly, this study introduced a single moderator. It has been suggested future scholars may examine multiple moderators such as strategic orientation, green strategy and green transformation leadership. Fifthly, this study examined only one automotive industry. Future research may investigate multiple industries to get better understanding as they can view multi-industry perspectives by applying multi-group analysis (MGA). Sixthly, this study tested two theoretical underpinnings AMO and paradox. Future researcher may also view the perspective from institutional theory to examine the conformity to institutional pressure enhances the survival of organizations to remain responsibly sustainable. Seventhly, management practices vary across firms, sectors and countries (Bloom et al., 2012). This research focused on the manufacturing industry in Czech Republic. Since green HRM practises may differ between manufacturing and non-manufacturing sectors and between developing and developed countries, the results of this study may not be applicable beyond the specific contexts in which they were observed. This research conducted context analysis on secondary data in the form of sustainability reports published by automotive companies. There is need to conduct real-life experiences of employees and managers through qualitative research by employing case study method. As green HRM phenomenon is at infancy stage so it will provide better

understanding through interviews from managers and employees. Finally. future researcher may also examine the role of green HRM on digital sustainability and circular economy through micro-macro perspectives.

REFERENCES

Abbas, Z., KHAN, A. G., Smaliukienė, R., Zámečník, R., HUSSAIN, K., & MUBARIK, S. (2022a). Green HRM pursuit of social sustainability in the hotels: AMO theoretical perspective. *Quality-Access to Success*, *23*(190).

Abbas, Z., KHAN, A. G., Smaliukienė, R., Zámečník, R., Hussain, K., & MUBARIK, S. (2022b). Green HRM pursuit of social sustainability in the hotels: AMO theoretical perspective. *Quality-Access to Success*, *23*(190), 41-50. https://doi.org/DOI: 10.47750/QAS/23.190.05

Abbas, Z., Sarwar, S., Rehman, M. A., Zámečník, R., & Shoaib, M. (2021). Green HRM promotes higher education sustainability: a mediated-moderated analysis. *International Journal of Manpower*.

Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*.

Aboramadan, M., Kundi, Y. M., & Becker, A. (2021). Green human resource management in nonprofit organizations: Effects on employee green behavior and the role of perceived green organizational support. *Personnel Review*.

Abualigah, A., Koburtay, T., Bourini, I., Badar, K., & Gerged, A. M. (2022). Towards sustainable development in the hospitality sector: Does green human resource management stimulate green creativity? A moderated mediation model. *Business Strategy and the Environment*.

Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2022). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment*.

Aggarwal, P., & Agarwala, T. (2022). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*(ahead-of-print).

Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of management review*, *32*(3), 836-863.

Aguinis, H., Banks, G. C., Rogelberg, S. G., & Cascio, W. F. (2020). Actionable recommendations for narrowing the science-practice gap in open science. *Organizational Behavior and Human Decision Processes*, *158*, 27-35.

Ahmad, S., Islam, T., Sadiq, M., & Kaleem, A. (2021). Promoting green behavior through ethical leadership: a model of green human resource

management and environmental knowledge. *Leadership & Organization Development Journal*, *42*(4), 531-547. https://doi.org/10.1108/lodj-01-2020-0024

Ahmed, I., Islam, T., & Umar, A. (2022). Bridging organisational and individual green actions through green knowledge sharing & individual values. *Knowledge Management Research & Practice*, 1-13.

Ahmed, U., Umrani, W. A., Yousaf, A., Siddiqui, M. A., & Pahi, M. H. (2021). Developing faithful stewardship for environment through green HRM. *International Journal of Contemporary Hospitality Management*.

Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of Cleaner Production*, *316*, 128112.

Al Kerdawy, M. M. A. (2019). The Role of Corporate Support for Employee Volunteering in Strengthening the Impact of Green Human Resource Management Practices on Corporate Social Responsibility in the Egyptian Firms. *European Management Review*, *16*(4), 1079-1095. https://doi.org/10.1111/emre.12310

Aldaas, R., Mohamed, R., Ali, M. H., & Ismail, N. A. (2022). Green supply chain management and SMEs environmental performance: green HRM practices as antecedent from service sector of emerging economy. *International Journal of Emergency Services*(ahead-of-print).

Alfred, A. M., & Adam, R. F. (2009). Green management matters regardless. *Academy of Management Perspectives*, *23*(3), 17-26.

Ali, M., Puah, C.-H., Ali, A., Raza, S. A., & Ayob, N. (2021). Green intellectual capital, green HRM and green social identity toward sustainable environment: a new integrated framework for Islamic banks. *International Journal of Manpower*.

Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International review of business research papers*, *5*(4), 270-279.

Andrews, D., Criscuolo, C., & Gal, P. N. (2015). Frontier firms, technology diffusion and public policy: Micro evidence from OECD countries.

Ansari, N. Y., Farrukh, M., & Raza, A. (2021). Green human resource management and employees pro-environmental behaviours: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, *28*(1), 229-238. https://doi.org/10.1002/csr.2044

Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner*

Production, *256*, Article 120401. https://doi.org/10.1016/j.jclepro.2020.120401

Armstrong, R. L. (1987). The midpoint on a five-point Likert-type scale. *Perceptual and Motor Skills*, *64*(2), 359-362.

Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM? *Human Resource Management Review*, *30*(3), 100705.

Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. *Strategy & Leadership*.

Backhaus, K., & Büschken, J. (1999). The paradox of unsatisfying but stable relationships—A look at German car suppliers. *Journal of Business Research*, *46*(3), 245-257.

Bagozzi, R. P. (1981). Evaluating structural equation models with unobservable variables and measurement error: a comment. In: SAGE Publications Sage CA: Los Angeles, CA.

Banerjee, S. B. (2002). Corporate environmentalism: The construct and its measurement. *Journal of Business Research*, *55*(3), 177-191.

Bansal, P. (2002). The corporate challenges of sustainable development. *Academy of Management Perspectives*, *16*(2), 122-131.

Bansal, P., & Roth, K. (2000). Why companies go green: A model of ecological responsiveness. *Academy of Management Journal*, *43*(4), 717-736.

Barnea, A., & Rubin, A. (2010). Corporate social responsibility as a conflict between shareholders. *Journal of Business Ethics*, *97*, 71-86.

Barsade, S. G., & O'Neill, O. A. (2014). What's love got to do with it? A longitudinal study of the culture of companionate love and employee and client outcomes in a long-term care setting. *Administrative science quarterly*, *59*(4), 551-598.

Baumgartner, R. J. (2009). Organizational culture and leadership: Preconditions for the development of a sustainable corporation. *Sustainable Development*, *17*(2), 102-113.

Belas, J., Škare, M., Gavurova, B., Dvorsky, J., & Kotaskova, A. (2022). The impact of ethical and CSR factors on engineers' attitudes towards SMEs sustainability. *Journal of Business Research*, *149*, 589-598.

Bell, E., Bryman, A., & Harley, B. (2022). *Business research methods*. Oxford university press.

Bertels, S., Papania, L., & Papania, D. (2010). Embedding sustainability in organizational culture. *A systematic review of the body of knowledge. London, Canada: Network for Business Sustainability*, *25*.

Bhardwaj, B. R., & Ieee. (2014). *Sustainable Supply Chain Management Through Enterprise Resource Planning (ERP)*: A Model of Sustainable Computing*. <Go to ISI>://WOS:000356599900031

Bhatti, S. H., Saleem, F., Murtaza, G., & Haq, T. U. (2021). Exploring the impact of green human resource management on environmental performance:

The roles of perceived organizational support and innovative environmental behavior. *International Journal of Manpower*.

Bisnode. (2021). *ALBERTINA*. Retrieved 15 June 2021 from https://www.bisnode.cz/produkty/albertina/#expand-anchor-first-anchor

Blome, C., Paulraj, A., Preuss, L., & Roehrich, J. K. (2023). Trust and opportunism as paradoxical tension: Implications for achieving sustainability in buyer-supplier relationships. *Industrial Marketing Management*, *108*, 94-107.

Bloom, N., Genakos, C., Sadun, R., & Van Reenen, J. (2012). Management practices across firms and countries. *Academy of Management Perspectives*, *26*(1), 12-33.

Blumberg, M., & Pringle, C. D. (1982). The missing opportunity in organizational research: Some implications for a theory of work performance. *Academy of management review*, *7*(4), 560-569.

Boiral, O., & Henri, J.-F. (2017). Is sustainability performance comparable? A study of GRI reports of mining organizations. *Business & Society*, *56*(2), 283-317.

Bombiak, E. (2019). GREEN HUMAN RESOURCE MANAGEMENT- THE LATEST TREND OR STRATEGIC NECESSITY? *Entrepreneurship and Sustainability Issues*, *6*(4), 1647-1662. https://doi.org/10.9770/jesi.2019.6.4(7)

Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, *10*(6), 1739.

Bombiak, E., & Marciniuk-Kluska, A. (2018). Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience. *Sustainability*, *10*(6), Article 1739. https://doi.org/10.3390/su10061739

Bos-Nehles, A. C., Van Riemsdijk, M. J., & Kees Looise, J. (2013). Employee perceptions of line management performance: applying the AMO theory to explain the effectiveness of line managers' HRM implementation. *Human Resource Management*, *52*(6), 861-877.

Böttcher, C. F., & Müller, M. (2015). Drivers, practices and outcomes of low-carbon operations: Approaches of German automotive suppliers to cutting carbon emissions. *Business Strategy and the Environment*, *24*(6), 477-498.

Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*. John Wiley & Sons.

Braun, V., & Clarke, V. (2012). *Thematic analysis*. American Psychological Association.

Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of cross-cultural psychology*, *1*(3), 185-216.

Brislin, R. W. (1976). Comparative research methodology: Cross-cultural studies. *International journal of psychology*, *11*(3), 215-229.

Brown, D., Flickenschild, M., Mazzi, C., Gasparotti, A., Panagiotidou, Z., Dingemanse, J., & Bratzel, S. (2021). *The future of the EU automotive sector*.

Brzobohatý, T., & Janský, P. (2010). Impact of CO2 emissions reductions on firms' finance in an emerging economy: the case of the Czech Republic. *Transition Studies Review*, *17*(4), 725-736.

Buckley, P. J., Doh, J. P., & Benischke, M. H. (2017). Towards a renaissance in international business research? Big questions, grand challenges, and the future of IB scholarship. *Journal of International Business Studies*, *48*(9), 1045-1064.

Buller, P. F., & McEvoy, G. M. (2016). A model for implementing a sustainability strategy through HRM practices. *Business and Society Review*, *121*(4), 465-495.

Burawat, P. (2019). The relationships among transformational leadership, sustainable leadership, lean manufacturing and sustainability performance in Thai SMEs manufacturing industry. *International Journal of Quality & Reliability Management*.

Busch, T. (2008). *Strategic management under carbon constraints* ETH Zurich].

Bussmann, K. D., & Niemeczek, A. (2019). Compliance through company culture and values: An international study based on the example of corruption prevention. *Journal of Business Ethics*, *157*(3), 797-811.

Cabral, C., & Jabbour, C. J. C. (2020). Understanding the human side of green hospitality management. *International Journal of Hospitality Management*, *88*, Article 102389. https://doi.org/10.1016/j.ijhm.2019.102389

Carley, K. (1993). Coding choices for textual analysis: A comparison of content analysis and map analysis. *Sociological methodology*, 75-126.

Cataltepe, V., Kamasak, R., Bulutlar, F., & Alkan, D. P. (2022). Dynamic and marketing capabilities as determinants of firm performance: evidence from automotive industry. *Journal of Asia Business Studies*(ahead-of-print).

Certo, S. T., Lester, R. H., Dalton, C. M., & Dalton, D. R. (2006). Top management teams, strategy and financial performance: A meta-analytic examination. *Journal of Management Studies*, *43*(4), 813-839.

Chaudhary, R. (2019a). Green human resource management and job pursuit intention: Examining the underlying processes. *Corporate Social Responsibility and Environmental Management*, *26*(4), 929-937.

Chaudhary, R. (2019). Green human resource management in Indian automobile industry. *Journal of Global Responsibility*, *10*(2), 161-175. https://doi.org/10.1108/jgr-12-2018-0084

Chaudhary, R. (2019b). Green human resource management in Indian automobile industry. *Journal of Global Responsibility*.

Chaudhary, R. (2020). Green Human Resource Management and Employee Green Behavior: An Empirical Analysis. *Corporate Social Responsibility and Environmental Management*, *27*(2), 630-641. https://doi.org/10.1002/csr.1827

Chen, Y. S., & Yan, X. (2022). The small and medium enterprises' green human resource management and green transformational leadership: A sustainable moderated-mediation practice. *Corporate Social Responsibility and Environmental Management*.

Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(1), 45.

Chiarini, A. (2019). Factors for succeeding in ISO 14001 implementation in Italian construction industry. *Business Strategy and the Environment*, *28*(5), 794-803.

Chow, W. S., & Chen, Y. (2012). Corporate sustainable development: Testing a new scale based on the mainland Chinese context. *Journal of Business Ethics*, *105*(4), 519-533.

Chowdhury, M., Paul, H., & Das, A. (2007). The impact of top management commitment on total quality management practice: an exploratory study in the Thai garment industry. *Global Journal of Flexible Systems Management*, *8*(1), 17-29.

Claeys, G., Tagliapietra, S., & Zachmann, G. (2019). *How to make the European Green Deal work*. JSTOR.

Clemente, M., & Gabbioneta, C. (2017). How does the media frame corporate scandals? The case of German newspapers and the Volkswagen diesel scandal. *Journal of Management Inquiry*, *26*(3), 287-302.

Cohen, A., & Kirchmeyer, C. (1995). A multidimensional approach to the relation between organizational commitment and nonwork participation. *Journal of Vocational Behavior*, *46*(2), 189-202.

Cohen, E., Taylor, S., & Muller-Camen, M. (2012). HRMs role in corporate social and environmental sustainability. *SHRM report*, *1*, 1-16.

Cohen, M. Z., Kahn, D. L., & Steeves, R. H. (2000). *Hermeneutic phenomenological research: A practical guide for nurse researchers*. Sage Publications.

Colwell, S. R., & Joshi, A. W. (2013). Corporate ecological responsiveness: Antecedent effects of institutional pressure and top management commitment and their impact on organizational performance. *Business Strategy and the Environment*, *22*(2), 73-91.

Commission, E. (2021). *European Green Deal - Delivering on our targets*. European Commission. Retrieved 29 April 2023 from https://ec.europa.eu/commission/presscorner/detail/en/fs_21_3688

Compact, U. G. (2010). Accenture. 2013. *CEO study on sustainability 2013: Architects of a better world*.

Company, M. a. (2013). *The Road to 2020 and Beyond: What's Driving the Global Automotive Industry?* https://www.mckinsey.com/~/media/mckinsey/dotcom/client_service/automotive%20and%20assembly/pdfs/mck_the_road_to_2020_and_beyond.ashx

Connelly, L. M. (2014). Ethical considerations in research studies. *Medsurg Nursing*, *23*(1), 54-56.

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Crhová, Z., & Matošková, J. (2019). The link between knowledge sharing and organizational performance: empirical evidence from the Czech Republic. *International Journal of Knowledge Management (IJKM)*, *15*(3), 1-23.

Cumming, R. G. (1990). Is probability sampling always better? A comparison of results from a quota and a probability sample survey. *Community health studies*, *14*(2), 132-137.

Cunha, M. P. e., & Putnam, L. L. (2019). Paradox theory and the paradox of success. *Strategic organization*, *17*(1), 95-106.

Darban, G., Karatepe, O. M., & Rezapouraghdam, H. (2022). Does work engagement mediate the impact of green human resource management on absenteeism and green recovery performance? *Employee Relations: The International Journal*.

Darvishmotevali, M., & Altinay, L. (2022). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism Management*, *88*, 104401.

Davis, G. F., & Marquis, C. (2005). Prospects for organization theory in the early twenty-first century: Institutional fields and mechanisms. *Organization science*, *16*(4), 332-343.

Davis, M. C., Unsworth, K. L., Russell, S. V., & Galvan, J. J. (2020). Can green behaviors really be increased for all employees? Trade-offs for "deep greens" in a goal-oriented green human resource management intervention. *Business Strategy and the Environment*, *29*(2), 335-346. https://doi.org/10.1002/bse.2367

De Bakker, F. G., Rasche, A., & Ponte, S. (2019). Multi-stakeholder initiatives on sustainability: A cross-disciplinary review and research agenda for business ethics. *Business Ethics Quarterly*, *29*(3), 343-383.

De Giovanni, P. (2012). Do internal and external environmental management contribute to the triple bottom line? *International Journal of Operations & Production Management*.

de Jong, J. A., & Mneimneh, Z. N. (2021). Survey design and implementation considerations in international and cross-national research. In *Handbook of International and Cross-Cultural Leadership Research Processes* (pp. 246-267). Routledge.

de Souza Moraes, S., Jabbour, C. J. C., Battistelle, R. A., Rodrigues, J. M., Renwick, D. S., Foropon, C., & Roubaud, D. (2018). When knowledge management matters: interplay between green human resources and eco-efficiency in the financial service industry. *Journal of Knowledge Management*, *23*(9), 1691-1707.

Del Brío, J. Á., Fernandez, E., & Junquera, B. (2007). Management and employee involvement in achieving an environmental action-based competitive advantage: an empirical study. *The International Journal of Human Resource Management*, *18*(4), 491-522.

Deshpande, P., & Srivastava, A. P. (2023). A study to explore the linkage between green training and sustainable organizational performance through emotional intelligence and green work life balance. *European Journal of Training and Development*, *47*(5/6), 615-634.

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British journal of management*, *17*(4), 263-282.

Digalwar, A. K., Tagalpallewar, A. R., & Sunnapwar, V. K. (2013). Green manufacturing performance measures: an empirical investigation from Indian manufacturing industries. *Measuring Business Excellence*.

Dragomir, M., Blagu, D. A., Popescu, S., Fulea, M., & Neamțu, C. (2022). How Well Are Manufacturing Companies in Transylvania, Romania Adapting to the Low-Carbon Economy in Order to Become Sustainable? *International Journal of Environmental Research and Public Health*, *19*(4), 2118.

Drisko, J. W., & Maschi, T. (2016). *Content analysis*. Pocket Guide to Social Work Re.

Durand, R., Paugam, L., & Stolowy, H. (2019). Do investors actually value sustainability indices? Replication, development, and new evidence on CSR visibility. *Strategic management journal*, *40*(9), 1471-1490.

Duriau, V. J., Reger, R. K., & Pfarrer, M. D. (2007). A content analysis of the content analysis literature in organization studies: Research themes, data sources, and methodological refinements. *Organizational research methods*, *10*(1), 5-34.

Dutta, S. K., & Snehvrat, S. (2022). From paradoxes to trade-offs: metaroutine enabled multi level ambidexterity at Tata Motors, India. *International Journal of Organizational Analysis*, *30*(6), 1554-1568.

Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, *11*(2), 130-141.

Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. *Organization & Environment*, *29*(2), 156-174.

Ehnert, I., & Ehnert, I. (2009). *Sustainable human resource management*. Springer.

Ehnert, I., Harry, W., & Zink, K. J. (2014). Sustainability and HRM: An introduction to the field. *Sustainability and human resource management: Developing sustainable business organizations*, 3-32.

Ehnert, I., Parsa, S., Roper, I., Wagner, M., & Muller-Camen, M. (2016). Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*, *27*(1), 88-108.

Ergene, S., Banerjee, S. B., & Hoffman, A. J. (2021). (Un) sustainability and organization studies: Towards a radical engagement. *Organization Studies*, *42*(8), 1319-1335.

Fang, L., Shi, S., Gao, J., & Li, X. (2022). The mediating role of green innovation and green culture in the relationship between green human resource management and environmental performance. *PLoS ONE*, *17*(9), e0274820.

Farooq, R., Zhang, Z., Talwar, S., & Dhir, A. (2022). Do green human resource management and self-efficacy facilitate green creativity? A study of luxury hotels and resorts. *Journal of Sustainable Tourism*, *30*(4), 824-845.

Farrukh, M., Ansari, N., Raza, A., Wu, Y., & Wang, H. (2022). Fostering employee's pro-environmental behavior through green transformational leadership, green human resource management and environmental knowledge. *Technological Forecasting and Social Change*, *179*, 121643.

Fatoki, O. (2021). Sustainable leadership and sustainable performance of hospitality firms in South Africa. *Entrepreneurship and Sustainability Issues*, *8*(4), 610.

Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Faezah, J. N., & Muhammad, Z. (2020). Assessing the green behaviour of academics The role of green human resource management and environmental knowledge. *International Journal of Manpower*, *41*(7), 879-900. https://doi.org/10.1108/ijm-07-2019-0347

Fayyazi, M., Shahbazmoradi, S., Afshar, Z., & Shahbazmoradi, M. (2015). Investigating the barriers of the green human resource management implementation in oil industry. *Management Science Letters*, *5*(1), 101-108.

Feliciano-Cestero, M. M., Ameen, N., Kotabe, M., Paul, J., & Signoret, M. (2023). Is digital transformation threatened? A systematic literature review of the factors influencing firms' digital transformation and internationalization. *Journal of Business Research*, *157*, 113546.

Ferraro, F., Etzion, D., & Gehman, J. (2015). Tackling grand challenges pragmatically: Robust action revisited. *Organization Studies*, *36*(3), 363-390.

Ferrell, O. C., & Fraedrich, J. (2021). *Business ethics: Ethical decision making and cases*. Cengage learning.

Figge, F., & Hahn, T. (2021). Business-and environment-related drivers of firms' return on natural resources: A configurational approach. *Long range planning*, *54*(4), 102066.

Fink, A. (2003). *The survey handbook*. sage.

Florida, R., & Davison, D. (2001). Gaining from green management: environmental management systems inside and outside the factory. *California Management Review*, *43*(3), 64-84.

Fornell, C., & Larcker, D. F. (1981a). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39-50.

Fornell, C., & Larcker, D. F. (1981b). Structural equation models with unobservable variables and measurement error: Algebra and statistics. In: Sage Publications Sage CA: Los Angeles, CA.

Fowler Jr, F. J., & Cosenza, C. (2009). Design and evaluation of survey questions. *The SAGE handbook of applied social research methods*, *2*, 375-412.

Freitas, W. R. D., Caldeira-Oliveira, J. H., Teixeira, A. A., Stefanelli, N. O., & Teixeira, T. B. (2020). Green human resource management and corporate social responsibility Evidence from Brazilian firms. *Benchmarking-an International Journal*, *27*(4), 1551-1569. https://doi.org/10.1108/bij-12-2019-0543

Gaim, M., Clegg, S., & Cunha, M. P. e. (2021). Managing impressions rather than emissions: Volkswagen and the false mastery of paradox. *Organization Studies*, *42*(6), 949-970.

Gao, J., & Bansal, P. (2013). Instrumental and integrative logics in business sustainability. *Journal of Business Ethics*, *112*(2), 241-255.

Gao, Y. (2011). CSR in an emerging country: a content analysis of CSR reports of listed companies. *Baltic Journal of Management*.

Garavan, T., Ullah, I., O'Brien, F., Darcy, C., Wisetsri, W., Afshan, G., & Mughal, Y. H. (2022). Employee perceptions of individual green HRM practices and voluntary green work behaviour: a signalling theory perspective. *Asia Pacific Journal of Human Resources*.

Gažo, P., Martišková, M., & Smith, T. S. (2022). The transformation of the Slovak and Czech automotive industries: stakeholders' perspectives and barriers towards an ecological mobility industry. *International Journal of Automotive Technology and Management*, *22*(2), 202-221.

Gedam, V. V., Raut, R. D., Lopes de Sousa Jabbour, A. B., Narkhede, B. E., & Grebinevych, O. (2021). Sustainable manufacturing and green human

resources: Critical success factors in the automotive sector. *Business Strategy and the Environment*, *30*(2), 1296-1313.

Geng, D., Lai, K.-h., & Zhu, Q. (2021). Eco-innovation and its role for performance improvement among Chinese small and medium-sized manufacturing enterprises. *International Journal of Production Economics*, *231*, 107869.

George, G., Howard-Grenville, J., Joshi, A., & Tihanyi, L. (2016). Understanding and tackling societal grand challenges through management research. *Academy of Management Journal*, *59*(6), 1880-1895.

George, G., Merrill, R. K., & Schillebeeckx, S. J. (2021). Digital sustainability and entrepreneurship: How digital innovations are helping tackle climate change and sustainable development. *Entrepreneurship Theory and Practice*, *45*(5), 999-1027.

Gerrard, J., & Kandlikar, M. (2007). Is European end-of-life vehicle legislation living up to expectations? Assessing the impact of the ELV Directive on 'green'innovation and vehicle recovery. *Journal of Cleaner Production*, *15*(1), 17-27.

Ghaly, M., Dang, V. A., & Stathopoulos, K. (2015). Cash holdings and employee welfare. *Journal of Corporate Finance*, *33*, 53-70.

Ghobakhloo, M., Iranmanesh, M., Morales, M. E., Nilashi, M., & Amran, A. (2023). Actions and approaches for enabling Industry 5.0-driven sustainable industrial transformation: A strategy roadmap. *Corporate Social Responsibility and Environmental Management*, *30*(3), 1473-1494.

Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Chaana, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, *26*(6), 1579-1590. https://doi.org/10.1002/csr.1835

Gilli, K., Nippa, M., & Knappstein, M. (2023). Leadership competencies for digital transformation: An exploratory content analysis of job advertisements. *German Journal of Human Resource Management*, *37*(1), 50-75.

Gim, G. C., Ooi, S. K., Teoh, S. T., Lim, H. L., & Yeap, J. A. (2021). Green human resource management, leader–member exchange, core self-evaluations and work engagement: the mediating role of human resource management performance attributions. *International Journal of Manpower*.

Gladwin, T. N., Kennelly, J. J., & Krause, T.-S. (1995). Shifting paradigms for sustainable development: Implications for management theory and research. *Academy of management review*, *20*(4), 874-907.

Goldberg, C. B., Rawski, S. L., & Perry, E. L. (2019). The direct and indirect effects of organizational tolerance for sexual harassment on the

effectiveness of sexual harassment investigation training for HR managers. *Human Resource Development Quarterly*, *30*(1), 81-100.

Govindarajulu, N., & Daily, B. F. (2004). Motivating employees for environmental improvement. *Industrial management & data systems*.

Grzesiak, S., & Sulich, A. (2022). Car Engines Comparative Analysis: Sustainable Approach. *Energies*, *15*(14), 5170.

Guerci, M., & Carollo, L. (2016). A paradox view on green human resource management: Insights from the Italian context. *The International Journal of Human Resource Management*, *27*(2), 212-238.

Guerci, M., & Carollo, L. (2016). A paradox view on green human resource management: insights from the Italian context. *International Journal of Human Resource Management*, *27*(2), 212-238. https://doi.org/10.1080/09585192.2015.1033641

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance - the mediating role of green HRM practices. *International Journal of Human Resource Management*, *27*(2), 262-289. https://doi.org/10.1080/09585192.2015.1065431

Guerrero Alba, F., Martín Alcázar, F., & Sánchez Gardey, G. (2021). Identifying the determinants of individual scientific performance: A perspective focused on AMO theory.

Guide, C. B. (2020). *The automotive industry* https://www.czechbusinessguide.com/content-of-book-top-sectors-for-investment-automotive-industry/

Gupta, H. (2018). Assessing organizations performance on the basis of GHRM practices using BWM and Fuzzy TOPSIS. *Journal of Environmental Management*, *226*, 201-216. https://doi.org/10.1016/j.jenvman.2018.08.005

Haddock-Millar, J., Sanyal, C., & Muller-Camen, M. (2016). Green human resource management: a comparative qualitative case study of a United States multinational corporation. *International Journal of Human Resource Management*, *27*(2), 192-211. https://doi.org/10.1080/09585192.2015.1052087

Hahn, R., & Lülfs, R. (2014). Legitimizing negative aspects in GRI-oriented sustainability reporting: A qualitative analysis of corporate disclosure strategies. *Journal of Business Ethics*, *123*, 401-420.

Hahn, T., & Aragón-Correa, J. A. (2015). Toward cognitive plurality on corporate sustainability in organizations: The role of organizational factors. In (Vol. 28, pp. 255-263): Sage Publications Sage CA: Los Angeles, CA.

Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2018). A paradox perspective on corporate sustainability: Descriptive, instrumental, and normative aspects. *Journal of Business Ethics*, *148*(2), 235-248.

Hahn, T., Pinkse, J., Preuss, L., & Figge, F. (2015). Tensions in corporate sustainability: Towards an integrative framework. *Journal of Business Ethics*, *127*(2), 297-316.

Hahn, T., Preuss, L., Pinkse, J., & Figge, F. (2014). Cognitive frames in corporate sustainability: Managerial sensemaking with paradoxical and business case frames. *Academy of management review*, *39*(4), 463-487.

Hair, J., & Alamer, A. (2022). Partial least squares structural equation modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, *1*(3), 100027.

Hair, J., Black, W., Babin, B., & Anderson, R. (2019). Multivariate data analysis . Cengage Learning. *Hampshire, United Kingdom.*

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, *19*(2), 139-152.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance. *Long range planning*, *46*(1-2), 1-12.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review*, *31*(1), 2-24.

Hair, J. F., & Sarstedt, M. (2021). Explanation plus prediction—The logical focus of project management research. *Project Management Journal*, *52*(4), 319-322.

Hair Jr, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, *109*, 101-110.

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM).* Sage publications.

Hair Jr, J. F., Ringle, C., Sarstedt, M., & Gudergan, S. P. (2017). Advanced issues in partial least square structural equation modeling. *SAGE.*

Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.

Haldorai, K., Kim, W. G., & Garcia, R. F. (2022). Top management green commitment and green intellectual capital as enablers of hotel environmental performance: The mediating role of green human resource management. *Tourism Management*, *88*, 104431.

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of Manpower*.

Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance?

International Journal of Manpower, *41*(7), 1061-1079. https://doi.org/10.1108/ijm-08-2019-0407

Hameed, Z., Naeem, R. M., Hassan, M., Naeem, M., Nazim, M., & Maqbool, A. (2021). How GHRM is related to green creativity? A moderated mediation model of green transformational leadership and green perceived organizational support. *International Journal of Manpower*(ahead-of-print).

Harman, H. H., & Harman, H. H. (1976). *Modern factor analysis*. University of Chicago press.

Harris, L. C., & Crane, A. (2002). The greening of organizational culture: Management views on the depth, degree and diffusion of change. *Journal of organizational change management*.

Harrison, A., Wheeler, P., & Whitehead, C. (2003). *The distributed workplace: Sustainable work environments*. Routledge.

Harvey, G., Williams, K., & Probert, J. (2013). Greening the airline pilot: HRM and the green performance of airlines in the UK. *The International Journal of Human Resource Management*, *24*(1), 152-166.

He, F., Miao, X., Wong, C. W., & Lee, S. (2018). Contemporary corporate eco-innovation research: A systematic review. *Journal of Cleaner Production*, *174*, 502-526.

He, J., Morrison, A. M., & Zhang, H. (2021). Being sustainable: The three-way interactive effects of CSR, green human resource management, and responsible leadership on employee green behavior and task performance. *Corporate Social Responsibility and Environmental Management*, *28*(3), 1043-1054.

Hengst, I.-A., Jarzabkowski, P., Hoegl, M., & Muethel, M. (2020). Toward a process theory of making sustainability strategies legitimate in action. *Academy of Management Journal*, *63*(1), 246-271.

Henry, G. T. (1990). *Practical sampling* (Vol. 21). Sage.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115-135.

Hirsig, N., Rogovsky, N., & Elkin, M. (2014). Enterprise sustainability and HRM in small and medium-sized enterprises. In *Sustainability and Human Resource Management* (pp. 127-152). Springer.

Hooi, L. W., Liu, M.-S., & Lin, J. J. (2021). Green human resource management and green organizational citizenship behavior: do green culture and green values matter? *International Journal of Manpower*.

Huang, L., Guo, Z., Deng, B., & Wang, B. (2023). Unlocking the relationship between environmentally specific transformational leadership and employees' green behaviour: A cultural self-representation perspective. *Journal of Cleaner Production*, *382*, 134857.

Iglesias, O., Ind, N., & Schultz, M. (2022). Towards a Paradigm Shift in Corporate Branding. In *The Routledge Companion to Corporate Branding* (pp. 3-23). Routledge.

Iqbal, Q., & Ahmad, N. H. (2021). Sustainable development: The colors of sustainable leadership in learning organization. *Sustainable Development*, *29*(1), 108-119.

Iqbal, Q., Ahmad, N. H., & Halim, H. A. (2020). How does sustainable leadership influence sustainable performance? Empirical evidence from selected ASEAN countries. *SAGE Open*, *10*(4), 2158244020969394.

Irani, F., Kiliç, H., & Adeshola, I. (2022). Impact of green human resource management practices on the environmental performance of green hotels. *Journal of Hospitality Marketing & Management*, 1-31.

Islam, T., Hussain, D., Ahmed, I., & Sadiq, M. (2021). Ethical leadership and environment specific discretionary behaviour: the mediating role of green human resource management and moderating role of individual green values. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, *38*(4), 442-459.

Islam, T., Khan, M. M., Ahmed, I., & Mahmood, K. (2020). Promoting in-role and extra-role green behavior through ethical leadership: mediating role of green HRM and moderating role of individual green values. *International Journal of Manpower*.

Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*.

Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2008). Environmental management system and human resource practices: is there a link between them in four Brazilian companies? *Journal of Cleaner Production*, *16*(17), 1922-1925.

Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management*, *25*(2), 99-116.

Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue. *Zeitschrift Fur Personalforschung*, *25*(2), 99-116. https://doi.org/10.1688/1862-0000_ZfP_2011_02_Jackson

Jackson, S. E., & Seo, J. (2010). The greening of strategic HRM scholarship. *Organization Management Journal*, *7*(4), 278-290.

Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., & Mata, P. N. (2021). Perceived green human resource management practices and corporate sustainability: multigroup Analysis and major industries perspectives. *Sustainability*, *13*(6), 3045.

Janssen, O., & Van Yperen, N. W. (2004). Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. *Academy of Management Journal*, *47*(3), 368-384.

Jarzabkowski, P., Dowell, G. W., & Berchicci, L. (2021). Strategy and organization scholarship through a radical sustainability lens: A call for 5.0. In (Vol. 19, pp. 449-455): SAGE Publications Sage UK: London, England.

Jasiński, D., Meredith, J., & Kirwan, K. (2021). Sustainable development model for measuring and managing sustainability in the automotive sector. *Sustainable Development*, *29*(6), 1123-1137.

Jawaad, M., Hasan, T., Amir, A., & Imam, H. (2022). Exploring the impact of green human resource management on firm sustainable performance: roles of green supply chain management and firm size. *Journal of Management & Organization*, 1-23.

Jayarathna, C. P., Agdas, D., Dawes, L., & Miska, M. (2022). Exploring sector-specific sustainability indicators: A content analysis of sustainability reports in the logistics sector. *European business review*, *34*(3), 321-343.

Jerónimo, H. M., Henriques, P. L., de Lacerda, T. C., da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. *Journal of Business Research*, *112*, 413-421.

Jiang, Y., Jackson, S. E., Shim, H., Budhwar, P., Renwick, D. W., Jabbour, C. J. C., Jabbour, A. B. L. d. S., Tang, G., Müller-Camen, M., & Wagner, M. (2022). Culture as context: a five-country study of discretionary green workplace behavior. *Organization & Environment*, 10860266221104039.

Johnsen, C. G. (2021). Sustainability beyond instrumentality: Towards an immanent ethics of organizational environmentalism. *Journal of Business Ethics*, *172*(1), 1-14.

Jöreskog, K. G. (1978). Structural analysis of covariance and correlation matrices. *Psychometrika*, *43*(4), 443-477.

Joshi, G., & Dhar, R. L. (2020). Green training in enhancing green creativity via green dynamic capabilities in the Indian handicraft sector: The moderating effect of resource commitment. *Journal of Cleaner Production*, *267*, Article 121948. https://doi.org/10.1016/j.jclepro.2020.121948

Kanda, W., Geissdoerfer, M., & Hjelm, O. (2021). From circular business models to circular business ecosystems. *Business Strategy and the Environment*, *30*(6), 2814-2829.

Karatepe, O. M., Hsieh, H., & Aboramadan, M. (2022). The effects of green human resource management and perceived organizational support for the environment on green and non-green hotel employee outcomes. *International Journal of Hospitality Management*, *103*, 103202.

Karnani, A. (2011). "Doing well by doing good": The grand illusion. *California Management Review*, *53*(2), 69-86.

Kehbila, A. G., Ertel, J., & Brent, A. C. (2010). Corporate sustainability, ecological modernization and the policy process in the South African automotive industry. *Business Strategy and the Environment*, *19*(7), 453-465.

Kellner, A., Cafferkey, K., & Townsend, K. (2019). Ability, motivation and opportunity theory: a formula for employee performance? In *Elgar introduction to theories of human resources and employment relations*. Edward Elgar Publishing.

Khan, K., Khan, Q., Jalaly, S., Shams, M. S., & Shah, T. A. (2022). Green Human Resource Management and Green Service Behaviour in Organisations: Examining Underlying Mechanism. *South Asian Journal of Human Resources Management*, 23220937221119908.

Khatoon, A., Khan, N. A., Bharadwaj, S., & Parvin, F. (2021). Green human resource management: a transformational vision towards environmental sustainability. *International Journal of Business Environment*, *12*(3), 207-226.

Khatoon, A., Khan, N. A., Parvin, F., Wahid, M. S., Jamal, M. T., & Azhar, S. (2022). Green HRM: pathway towards environmental sustainability using AHP and FAHP in a nascent parsimony. *International Journal of Manpower*.

Kiewiet, D. J., & Vos, J. F. (2007). Organisational sustainability: A case for formulating a tailor-made definition. *Journal of Environmental Assessment Policy and Management*, *9*(01), 1-18.

Kim, K. Y., Pathak, S., & Werner, S. (2015). When do international human capital enhancing practices benefit the bottom line? An ability, motivation, and opportunity perspective. *Journal of International Business Studies*, *46*(7), 784-805.

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, *76*, 83-93. https://doi.org/10.1016/j.ijhm.2018.04.007

King, A. A., Lenox, M. J., & Terlaak, A. (2005). The strategic use of decentralized institutions: Exploring certification with the ISO 14001 management standard. *Academy of Management Journal*, *48*(6), 1091-1106.

Kira, M., & Lifvergren, S. (2013). Sowing seeds for sustainability in work systems. In *Sustainability and human resource management: Developing sustainable business organizations* (pp. 57-81). Springer.

Kiron, D., Kruschwitz, N., Haanaes, K., & Velken, I. V. S. (2012). Sustainability nears a tipping point. *MIT Sloan Management Review*, *53*(2), 69.

Kiron, D., Kruschwitz, N., Reeves, M., Haanaes, K., & Goh, E. (2012). The benefits of sustainability-driven innovation. *Own the Future: 50 Ways to Win from the Boston Consulting Group*, 119-123.

Klettner, A., Clarke, T., & Boersma, M. (2014). The governance of corporate sustainability: Empirical insights into the development, leadership and implementation of responsible business strategy. *Journal of Business Ethics*, *122*(1), 145-165.

Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford publications.

Kock, N. (2020). Harman's single factor test in PLS-SEM: Checking for common method bias. *Data Analysis Perspectives Journal*, *2*(2), 1-6.

Koelbel, J., & Busch, T. (2013). Does stakeholder pressure on ESG issues affect firm risk? Evidence from an international sample. Academy of Management Proceedings,

Kolk, A. (2003). Trends in sustainability reporting by the Fortune Global 250. *Business Strategy and the Environment*, *12*(5), 279-291.

Kossek, E. E. (2016). Implementing organizational work–life interventions: toward a triple bottom line. *Community, Work & Family*, *19*(2), 242-256.

KPMG, T. (2008). KPMG International survey of corporate responsibility reporting 2008. *Amsterdam, The Netherlands: KPMG*.

Krippendorff, K. (2018). *Content analysis: An introduction to its methodology*. Sage publications.

Kuhn, T. S. (1974). Second thoughts on paradigms. *The structure of scientific theories*, *2*, 459-482.

Kushwaha, G. S., & Sharma, N. K. (2016). Green initiatives: a step towards sustainable development and firm's performance in the automobile industry. *Journal of Cleaner Production*, *121*, 116-129.

Landrum, N. E., & Ohsowski, B. (2018). Identifying worldviews on corporate sustainability: A content analysis of corporate sustainability reports. *Business Strategy and the Environment*, *27*(1), 128-151.

Laosirihongthong, T., Adebanjo, D., & Tan, K. C. (2013). Green supply chain management practices and performance. *Industrial management & data systems*.

Laszlo, C., & Zhexembayeva, N. (2011). Embedded sustainability: A strategy for market leaders. *The European Financial Review*, *15*, 37-49.

Latan, H., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., de Camargo Fiorini, P., & Foropon, C. (2020). Innovative efforts of ISO 9001-certified manufacturing firms: Evidence of links between determinants of innovation, continuous innovation and firm performance. *International Journal of Production Economics*, *223*, 107526.

Leskow, P. L. (2013). Compliance and corruption in the automobile industry: Daimler's Integrity and Legal Affairs Division. *Journal of European Management & Public Affairs Studies*, *1*(1), 5-10.

Levillain, K., & Segrestin, B. (2019). From primacy to purpose commitment: How emerging profit-with-purpose corporations open new corporate governance avenues. *European Management Journal*, *37*(5), 637-647.

Levy, B. L., & Marans, R. W. (2012). Towards a campus culture of environmental sustainability: Recommendations for a large university. *International Journal of Sustainability in Higher Education*.

Lewis, M. W. (2000). Exploring paradox: Toward a more comprehensive guide. *Academy of management review*, *25*(4), 760-776.

Lewis, M. W., & Smith, W. K. (2014). Paradox as a metatheoretical perspective: Sharpening the focus and widening the scope. *The Journal of Applied Behavioral Science*, *50*(2), 127-149.

Li, W., Abdalla, A. A., Mohammad, T., Khassawneh, O., & Parveen, M. (2023). Towards examining the link between green hrm practices and employee green in-role behavior: spiritual leadership as a moderator. *Psychology Research and Behavior Management*, 383-396.

Lin, W. L., Ho, J. A., Lee, C., & Ng, S. I. (2020). Impact of positive and negative corporate social responsibility on automotive firms' financial performance: A market-based asset perspective. *Corporate Social Responsibility and Environmental Management*, *27*(4), 1761-1773.

Lin, W. L., Lee, C., & Law, S. H. (2021). Asymmetric effects of corporate sustainability strategy on value creation among global automotive firms: A dynamic panel quantile regression approach. *Business Strategy and the Environment*, *30*(2), 931-954.

Lu, H., Cai, S., Liu, Y., & Chen, H. (2022). How GHRM impacts employee OCBE: the role of emotions and value discrepancy. *International Journal of Manpower*(ahead-of-print).

Lu, H., Xu, W., Cai, S., Yang, F., & Chen, Q. (2022). Does top management team responsible leadership help employees go green? The role of green human resource management and environmental felt-responsibility. *Corporate Social Responsibility and Environmental Management*, *29*(4), 843-859.

Lukin, E., Krajnović, A., & Bosna, J. (2022). Sustainability strategies and achieving SDGs: A comparative analysis of leading companies in the automotive industry. *Sustainability*, *14*(7), 4000.

Luu, T. T. (2021). Can green creativity be fostered? Unfolding the roles of perceived green human resource management practices, dual mediation paths, and perceived environmentally-specific authentic leadership. *The International Journal of Human Resource Management*, 1-28.

Mahajan, A., Bishop, J. W., & Scott, D. (2012). Does trust in top management mediate top management communication, employee involvement and organizational commitment relationships? *Journal of Managerial Issues*, 173-190.

Mamalis, A., Spentzas, K., & Mamali, A. (2013). The impact of automotive industry and its supply chain to climate change: Somme techno-economic aspects. *European Transport Research Review*, *5*(1), 1-10.

Mansoor, A., Jahan, S., & Riaz, M. (2021). Does green intellectual capital spur corporate environmental performance through green workforce? *Journal of Intellectual Capital*.

Maon, F., Lindgreen, A., & Swaen, V. (2008). Thinking of the organization as a system: The role of managerial perceptions in developing a corporate social responsibility strategic agenda. *Systems Research and Behavioral Science: The Official Journal of the International Federation for Systems Research*, *25*(3), 413-426.

Marek, D. (2017). *Deloitte's Survey: Czech Automotive Industry*. https://www2.deloitte.com/cz/en/pages/consumer-and-industrial-products/articles/pruzkum-automobilovy-prumysl-v-cr.html

Mariappanadar, S., & Kramar, R. (2014). Sustainable HRM: The synthesis effect of high performance work systems on organisational performance and employee harm. *Asia-Pacific Journal of Business Administration*.

Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible capital*, *12*(4), 1040-1087.

Markusen, A. (2003). Fuzzy concepts, scanty evidence, policy distance: the case for rigour and policy relevance in critical regional studies. *Regional studies*, *37*(6-7), 701-717.

Marrucci, L., Daddi, T., & Iraldo, F. (2022). Institutional and stakeholder pressures on organisational performance and green human resources management. *Corporate Social Responsibility and Environmental Management*.

Matthes, J., Wonneberger, A., & Schmuck, D. (2014). Consumers' green involvement and the persuasive effects of emotional versus functional ads. *Journal of Business Research*, *67*(9), 1885-1893.

May, D. R., & Schwoerer, C. E. (1994). Employee health by design: Using employee involvement teams in ergonomic job redesign. *Personnel Psychology*, *47*(4), 861-876.

McAllister, D. J., & Bigley, G. A. (2002). Work context and the definition of self: How organizational care influences organization-basei self-esteem. *Academy of Management Journal*, *45*(5), 894-904.

McCall, J. J. (2001). Employee voice in corporate governance: A defense of strong participation rights. *Business Ethics Quarterly*, 195-213.

McCann, J., & Sweet, M. (2014). The perceptions of ethical and sustainable leadership. *Journal of Business Ethics*, *121*(3), 373-383.

McCann, J. T., & Holt, R. A. (2010). Servant and sustainable leadership: an analysis in the manufacturing environment. *International Journal of Management Practice*, *4*(2), 134-148.

Mehrajunnisa, M., Jabeen, F., Faisal, M. N., & Lange, T. (2022). The influence of green human resource management practices and employee green behavior on business performance in sustainability-focused organizations. *Journal of Environmental Planning and Management*, 1-20.

Mehrajunnisa, M., Jabeen, F., Faisal, M. N., & Mehmood, K. Prioritizing Green HRM practices from policymaker's perspective. *International Journal of Organizational Analysis*. https://doi.org/10.1108/ijoa-12-2019-1976

Memon, M. A., Ting, H., Ringle, C., Cheah, J.-H., & Muenjohn, N. (2022). Guest editorial: Green human resource management and the implications of culture on its practices in Asia. *International Journal of Manpower*, *43*(3), 589-594.

Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. sage.

Mintzberg, H. (2000). The Strategy Process. Rev. European ed., repr. In: Prentice Hall, London.

Minutiello, V., & Tettamanzi, P. (2022). The quality of nonfinancial voluntary disclosure: A systematic literature network analysis on sustainability reporting and integrated reporting. *Corporate Social Responsibility and Environmental Management*, *29*(1), 1-18.

Mirvis, P., & Googins, B. (2006). Stages of corporate citizenship. *California Management Review*, *48*(2), 104-126.

Morhardt, J. E., Baird, S., & Freeman, K. (2002). Scoring corporate environmental and sustainability reports using GRI 2000, ISO 14031 and other criteria. *Corporate Social Responsibility and Environmental Management*, *9*(4), 215-233.

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, *243*, Article 118595. https://doi.org/10.1016/j.jclepro.2019.118595

Muisyo, P., Su, Q., Ho, T. H., Julius, M. M., & Usmani, M. S. (2021). Implications of green HRM on the firm's green competitive advantage: the mediating role of enablers of green culture. *Journal of Manufacturing Technology Management*.

Muisyo, P. K., & Qin, S. (2021). Enhancing the FIRM'S green performance through green HRM: The moderating role of green innovation culture. *Journal of Cleaner Production*, *289*, 125720.

Muisyo, P. K., Su, Q., Hashmi, H. B. A., Ho, T. H., & Julius, M. M. (2022). The role of green HRM in driving hotels' green creativity. *International Journal of Contemporary Hospitality Management*.

Munawar, S., Yousaf, H. Q., Ahmed, M., & Rehman, S. (2022). Effects of green human resource management on green innovation through green human

capital, environmental knowledge, and managerial environmental concern. *Journal of Hospitality and Tourism Management*, *52*, 141-150.

Muster, V., & Schrader, U. (2011). Green work-life balance: A new perspective for green HRM. *German Journal of Human Resource Management*, *25*(2), 140-156.

Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modeling: Helping researchers discuss more sophisticated models. *Industrial management & data systems*.

Niu, B., Yu, X., & Shen, Z. (2021). Structure adjustment of automobile supply chain facing low-carbon emission standard. *Resources, Conservation and Recycling*, *171*, 105629.

O'Donohue, W., & Torugsa, N. (2016). The moderating effect of 'Green'HRM on the association between proactive environmental management and financial performance in small firms. *The International Journal of Human Resource Management*, *27*(2), 239-261.

Obeidat, S. M., Abdalla, S., & Al Bakri, A. A. K. (2022). Integrating green human resource management and circular economy to enhance sustainable performance: an empirical study from the Qatari service sector. *Employee Relations: The International Journal*(ahead-of-print).

Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2020). Leveraging "Green" Human Resource Practices to Enable Environmental and Organizational Performance: Evidence from the Qatari Oil and Gas Industry. *Journal of Business Ethics*, *164*(2), 371-388. https://doi.org/10.1007/s10551-018-4075-z

Obereder, L., Müller-Camen, M., & Renwick, D. W. (2022). GHRM in Sustainability Reporting: An Exploratory Analysis Across Six Countries Using the AMO Framework. In *Green Human Resource Management Research* (pp. 141-166). Springer.

Ogbeibu, S., Jabbour, C. J. C., Burgess, J., Gaskin, J., & Renwick, D. W. (2021). Green talent management and turnover intention: the roles of leader STARA competence and digital task interdependence. *Journal of Intellectual Capital*.

Ojo, A. O., Raman, M., & Downe, A. G. (2019). Toward green computing practices: a Malaysian study of green belief and attitude among Information Technology professionals. *Journal of Cleaner Production*, *224*, 246-255.

Ondra, P. (2022). The Impact of Single Minute Exchange of Die and Total Productive Maintenance on Overall Equipment Effectiveness. *Journal of Competitiveness*, *14*(3), 113-132.

Ones, D. S., Wiernik, B. M., Dilchert, S., & Klein, R. M. (2018). Multiple domains and categories of employee green behaviours: More than conservation. In *Research handbook on employee pro-environmental behaviour* (pp. 13-38). Edward Elgar Publishing.

Onwuegbuzie, A. J., & Leech, N. L. (2005). On becoming a pragmatic researcher: The importance of combining quantitative and qualitative research methodologies. *International journal of social research methodology*, *8*(5), 375-387.

Orame, A., & Pianeselli, D. (2023). *Thinking the green transition: evidence from the automotive industry*.

Orsato, R. J., & Wells, P. (2007). The automobile industry & sustainability. In (Vol. 15, pp. 989-993): Elsevier.

Paillé, P., Sanchez-Famoso, V., Valéau, P., Ren, S., & Mejia-Morelos, J. H. (2022). Green HRM through social exchange revisited: when negotiated exchanges shape cooperation. *The International Journal of Human Resource Management*, 1-31.

Paille, P., Valeau, P., & Renwick, D. W. (2020). Leveraging green human resource practices to achieve environmental sustainability. *Journal of Cleaner Production*, *260*, Article 121137. https://doi.org/10.1016/j.jclepro.2020.121137

Papouskova, K., Telecky, M., & Cejka, J. (2020). Process efficiency analysis of selected automotive companies in Europe. *Communications-Scientific letters of the University of Zilina*, *22*(4), 20-27.

Paruchuri, S., & Misangyi, V. F. (2015). Investor perceptions of financial misconduct: The heterogeneous contamination of bystander firms. *Academy of Management Journal*, *58*(1), 169-194.

Paulraj, A. (2011). Understanding the relationships between internal resources and capabilities, sustainable supply management and organizational sustainability. *Journal of Supply Chain Management*, *47*(1), 19-37.

Pavlínek, P. (2012). The internationalization of corporate R&D and the automotive industry R&D of East-Central Europe. *Economic Geography*, *88*(3), 279-310.

Pavlínek, P. (2018). Global production networks, foreign direct investment, and supplier linkages in the integrated peripheries of the automotive industry. *Economic Geography*, *94*(2), 141-165.

Pavlínek, P. (2023). Transition of the automotive industry towards electric vehicle production in the east European integrated periphery. *Empirica*, *50*(1), 35-73.

Pavlínek, P., Domański, B., & Guzik, R. (2009). Industrial upgrading through foreign direct investment in Central European automotive manufacturing. *European Urban and Regional Studies*, *16*(1), 43-63.

Pavlínek, P., & Ženka, J. (2016). Value creation and value capture in the automotive industry: Empirical evidence from Czechia. *Environment and Planning A*, *48*(5), 937-959.

Pellegrini, C., Rizzi, F., & Frey, M. (2018). The role of sustainable human resource practices in influencing employee behavior for corporate sustainability. *Business Strategy and the Environment*, *27*(8), 1221-1232.

Pelletier, K. L., & Bligh, M. C. (2008). The aftermath of organizational corruption: Employee attributions and emotional reactions. *Journal of Business Ethics*, *80*, 823-844.

Pfeffer, J. (2010). Building sustainable organizations: The human factor. *Academy of Management Perspectives*, *24*(1), 34-45.

Pham, N. T., Chiappetta Jabbour, C. J., Vo-Thanh, T., Huynh, T. L. D., & Santos, C. (2020). Greening hotels: does motivating hotel employees promote in-role green performance? The role of culture. *Journal of Sustainable Tourism*, 1-20.

Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N., & Nguyen, L. H. (2018). Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture. *Management & Marketing. Challenges for the Knowledge Society*, *13*(4), 1174-1189.

Pham, N. T., Thanh, T. V., Tuckova, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management*, *88*, Article 102392. https://doi.org/10.1016/j.ijhm.2019.102392

Pham, N. T., Tuckova, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, *72*, 386-399. https://doi.org/10.1016/j.tourman.2018.12.008

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, *72*, 386-399.

Pham, N. T., Tuckova, Z., & Viet, H. V. (2019). *Green Human Resource Management in Enhancing Employee Environmental Commitment in the Hotel Industry*. <Go to ISI>://WOS:000471925200045

Phillips, D. C. (1990). Postpositivistic science: Myths and realities. *The paradigm dialog*, 31-45.

Pianta, M., & Lucchese, M. (2020). Rethinking the European Green Deal: An industrial policy for a just transition in Europe. *Review of Radical Political Economics*, *52*(4), 633-641.

Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: the role of 'Green' HRM. *Journal of Cleaner Production*, *122*, 201-211. https://doi.org/10.1016/j.jclepro.2016.02.031

Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, *88*(5), 879.

Polanyi, K. (2001). *The great transformation: The political and economic origins of our time*. Beacon press.

PriceWaterhouseCoopers. (2007). *Managing tomorrow's people*. https://www.pwc.com/gx/en/managing-tomorrows-people/future-of-work/pdf/mtp-future-of-work.pdf

PriceWaterhouseCoopers. (2023). *Workforce of the future: The Green World in 2030*. Retrieved 1st June from https://www.pwc.com/gx/en/services/people-organisation/workforce-of-the-future/workforce-of-the-future-the-competing-forces-shaping-2030-pwc.pdf

Putnam, L. L., Myers, K. K., & Gailliard, B. M. (2014). Examining the tensions in workplace flexibility and exploring options for new directions. *Human Relations*, *67*(4), 413-440.

Rao, P., & Holt, D. (2005). Do green supply chains lead to competitiveness and economic performance? *International Journal of Operations & Production Management*.

Raut, R. D., Gardas, B., Luthra, S., Narkhede, B., & Mangla, S. K. (2020). Analysing green human resource management indicators of automotive service sector. *International Journal of Manpower*, *41*(7), 925-944. https://doi.org/10.1108/ijm-09-2019-0435

Raut, R. D., Gardas, B., Luthra, S., Narkhede, B., & Mangla, S. K. (2020). Analysing green human resource management indicators of automotive service sector. *International Journal of Manpower*.

Rawashdeh, A. (2018). The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. *Management Science Letters*, *8*(10), 1049-1058.

Rayner, J., & Morgan, D. (2018). An empirical study of 'green'workplace behaviours: Ability, motivation and opportunity. *Asia Pacific Journal of Human Resources*, *56*(1), 56-78.

Reduction, U. O. f. D. R. (2020). The Human Cost of Disasters: An Overview of the Last 20 Years (2000–2019). In: UN Office for Disaster Risk Reduction Geneva, Switzerland.

Rehman, S. U., Kraus, S., Shah, S. A., Khanin, D., & Mahto, R. V. (2021). Analyzing the relationship between green innovation and environmental performance in large manufacturing firms. *Technological Forecasting and Social Change*, *163*, Article 120481. https://doi.org/10.1016/j.techfore.2020.120481

Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of Research in Marketing*, *26*(4), 332-344.

Reio Jr, T. G. (2010). The threat of common method variance bias to theory building. *Human Resource Development Review*, *9*(4), 405-411.

Ren, S., Fan, D., & Tang, G. (2022). Organizations' Management Configurations Towards Environment and Market Performances. *Journal of Business Ethics*, 1-19.

Ren, S., Jiang, K., & Tang, G. (2022). Leveraging green HRM for firm performance: The joint effects of CEO environmental belief and external pollution severity and the mediating role of employee environmental commitment. *Human Resource Management*, *61*(1), 75-90.

Ren, S., Tang, G., & E Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, *35*(3), 769-803.

Ren, S., Tang, G., & Jackson, S. E. (2020). Effects of Green HRM and CEO ethical leadership on organizations' environmental performance. *International Journal of Manpower*, *42*(6), 961-983.

Ren, S., Tang, G., & Zhang, S. (2022). Small Actions Can Make a Big Difference: Voluntary Employee Green Behaviour at Work and Affective Commitment to the Organization. *British journal of management*.

Ren, S., Tang, G. Y., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, *35*(3), 769-803. https://doi.org/10.1007/s10490-017-9532-1

Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, *15*(1), 1-14.

Renwick, D. W. S., Jabbour, C. J. C., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016). Contemporary developments in Green (environmental) HRM scholarship INTRODUCTION. *International Journal of Human Resource Management*, *27*(2), 114-128. https://doi.org/10.1080/09585192.2015.1105844

Republic, D. C. (2023). *Sustainability Reporting Guidelines*. https://www.pse.cz/userfiles/related_documents/cs/ESG-Guidelines.pdf

Rincon-Roldan, F., & Lopez-Cabrales, A. (2022). Linking organisational values and sustainability: the role of AMO practices. *Personnel Review*, *51*(6), 1651-1671.

Ringle, C. M., Sarstedt, M., Mitchell, R., & Gudergan, S. P. (2020). Partial least squares structural equation modeling in HRM research. *The International Journal of Human Resource Management*, *31*(12), 1617-1643.

Ringle, C. M., Wende, S., & Becker, J.-M. (2015). SmartPLS 3. *Boenningstedt: SmartPLS GmbH*, *584*.

Rivoli, P., & Waddock, S. (2011). "First they ignore you…": The time-context dynamic and corporate responsibility. *California Management Review*, *53*(2), 87-104.

Rizvi, Y. S., & Garg, R. (2021). The simultaneous effect of green ability-motivation-opportunity and transformational leadership in environment

management: the mediating role of green culture. *Benchmarking-an International Journal*, *28*(3), 830-856. https://doi.org/10.1108/bij-08-2020-0400

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

Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, *28*(5), 737-749. https://doi.org/10.1002/bse.2277

Rothenberg, S., Hull, C. E., & Tang, Z. (2017). The impact of human resource management on corporate social performance strengths and concerns. *Business & Society*, *56*(3), 391-418.

Rowley, T., & Berman, S. (2000). A brand new brand of corporate social performance. *Business & Society*, *39*(4), 397-418.

Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). The influence of green HRM practices on green service behaviors: the mediating effect of green knowledge sharing. *Employee Relations: The International Journal*.

Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, *32*(3), 100835.

Sarstedt, M., Hair Jr, J. F., Cheah, J.-H., Becker, J.-M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal (AMJ)*, *27*(3), 197-211.

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

Saunders, M., & Lewis, P. (2017). *Doing research in business and management*. Pearson.

Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.

Saunders, M. N., & Lewis, P. (2017). *Doing research in business and management*. Pearson.

Savitz, A. (2013). *Talent, transformation, and the triple bottom line: How companies can leverage human resources to achieve sustainable growth*. John Wiley & Sons.

Schad, J., Lewis, M. W., Raisch, S., & Smith, W. K. (2016). Paradox research in management science: Looking back to move forward. *Academy of Management annals*, *10*(1), 5-64.

Schaltegger, S. (2018). Linking environmental management accounting: A reflection on (missing) links to sustainability and planetary boundaries. *Social and Environmental Accountability Journal*, *38*(1), 19-29.

Schoemaker, P. J. H., Heaton, S., & Teece, D. (2018). Innovation, Dynamic Capabilities, and Leadership. *California Management Review*, *61*(1), 15-42. https://doi.org/10.1177/0008125618790246

Scholz, C. (1987). Corporate culture and strategy—The problem of strategic fit. *Long range planning*, *20*(4), 78-87.

Schröder, S., Wiek, A., Farny, S., & Luthardt, P. (2022). Toward holistic corporate sustainability—Developing employees' action competence for sustainability in small and medium-sized enterprises through training. *Business Strategy and the Environment*.

Schwarz, N., Oyserman, D., & Peytcheva, E. (2010). Cognition, communication, and culture: Implications for the survey response process. *Survey methods in multinational, multiregional, and multicultural contexts*, 175-190.

Scott, L. (2008). 'Remarks as prepared for Lee Scott, CEO and President of Wal-Mart Stores, Inc. at the 'The Company of the Future. Wal-Mart US year beginning meeting, January,

Sedláček, M. (2012). Key Performance Indicators as a Business Strategy Tool during the Global Crisis Period. *WSEAS Advances in Economics, Risk Management, Political and Law Science*, 136.

Sedláček, M. (2013). Impacts of the global crisis period 2007-2010 on the automotive industry in the Czech Republic. *Journal of Competitiveness*.

Sehnem, S., Jabbour, C. J. C., Pereira, S. C. F., & de Sousa Jabbour, A. B. L. (2019). Improving sustainable supply chains performance through operational excellence: circular economy approach. *Resources, Conservation and Recycling*, *149*, 236-248.

Seiferlein, B., Kanbach, D. K., & Lehmann, C. (2023). Internal antecedents for systematic business model innovation: insights from the German automotive manufacturers. *International Journal of Entrepreneurship and Innovation Management*, *27*(1-2), 19-50.

Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. john wiley & sons.

Sepahvand, R., Nazarpoori, A., Sepahvand, M., & Arefnezhad, M. (2022). The effect of green human resource management measures on green innovation through the mediating role of green organizational culture: A case study of managers and experts of small waste processing companies. *Organizational Culture Management*, *20*(1), 71-100.

Shafaei, A., Nejati, M., & Yusoff, Y. M. (2020). Green human resource management A two-study investigation of antecedents and outcomes. *International Journal of Manpower*, *41*(7), 1041-1060. https://doi.org/10.1108/ijm-08-2019-0406

Shah, N., & Soomro, B. A. (2022). Effects of green human resource management practices on green innovation and behavior. *Management Decision*(ahead-of-print).

Shah, N., & Soomro, B. A. (2023). Effects of green human resource management practices on green innovation and behavior. *Management Decision*, *61*(1), 290-312.

Shahriari, M., Tajmir Riahi, M., Azizan, O., & Rasti-Barzoki, M. (2022). The effect of green organizational culture on organizational commitment: The mediating role of job satisfaction. *Journal of Human Behavior in the Social Environment*, 1-18.

Sharma, R., Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2020). Sustainable manufacturing and industry 4.0: what we know and what we don't. *Journal of Enterprise Information Management*.

Sharma, S. (2000). Managerial interpretations and organizational context as predictors of corporate choice of environmental strategy. *Academy of Management Journal*, *43*(4), 681-697.

Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021). Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. *Journal of Cleaner Production*, *303*, 127039.

Shiau, W.-L., Sarstedt, M., & Hair, J. F. (2019). Internet research using partial least squares structural equation modeling (PLS-SEM). *Internet Research*.

Shmueli, G., Ray, S., Estrada, J. M. V., & Chatla, S. B. (2016). The elephant in the room: Predictive performance of PLS models. *Journal of Business Research*, *69*(10), 4552-4564.

Shmueli, G., Sarstedt, M., Hair, J. F., Cheah, J.-H., Ting, H., Vaithilingam, S., & Ringle, C. M. (2019). Predictive model assessment in PLS-SEM: guidelines for using PLSpredict. *European Journal of Marketing*.

Shoaib, M., Abbas, Z., Yousaf, M., Zamecnik, R., Ahmed, J., & Saqib, S. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, *8*(1), Article 1870798. https://doi.org/10.1080/23311975.2020.1870798

Shu, E. E. (2022). Paradoxical framing and coping process on sustainable new product development. *Technovation*, *111*, 102392.

Shuck, B., & Reio Jr, T. G. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of leadership & organizational studies*, *21*(1), 43-58.

Sila, U., & Frohm, E. (2023). Towards net zero in the Czech Republic.

Šimberová, I., Korauš, A., Schüller, D., Smolíkova, L., Straková, J., & Váchal, J. (2022). Threats and Opportunities in Digital Transformation in SMEs from the Perspective of Sustainability: A Case Study in the Czech Republic. *Sustainability*, *14*(6), 3628.

Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, *150*, Article 119762. https://doi.org/10.1016/j.techfore.2019.119762

Singh, S. K., & El-Kassar, A. N. (2019). Role of big data analytics in developing sustainable capabilities. *Journal of Cleaner Production*, *213*, 1264-1273. https://doi.org/10.1016/j.jclepro.2018.12.199

Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of management review*, *36*(2), 381-403.

Snider, J., Hill, R. P., & Martin, D. (2003). Corporate social responsibility in the 21st century: A view from the world's most successful firms. *Journal of Business Ethics*, *48*, 175-187.

Song, W., Yu, H., & Xu, H. (2020). Effects of green human resource management and managerial environmental concern on green innovation. *European Journal of Innovation Management*.

Spencer, S. Y., Adams, C., & Yapa, P. W. (2013). The mediating effects of the adoption of an environmental information system on top management's commitment and environmental performance. *Sustainability Accounting, Management and Policy Journal*, *4*(1), 75-102.

Srivastava, A. P., & Shree, S. (2018). Examining the effect of employee green involvement on perception of corporate social responsibility: Moderating role of green training. *Management of Environmental Quality: An International Journal*.

Srivastava, M., & Tyll, L. (2021). The effect of industry-specific networking behaviour on the internationalization performance of Czech SMEs. *European business review*, *33*(2), 361-382.

Srivastava, S., & Dhiman, N. (2022). Does Green HRM Practices Infuse Green Behaviour Among Hotel Employees? The Mediating Role of Psychological Green Climate. *Vision*, 09722629221129759.

Stahl, G. K., Brewster, C. J., Collings, D. G., & Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: A multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, *30*(3), 100708.

Štefek, P. (2023). *Automotive Industry*. PwC Czech Republic. Retrieved 28 April 2023 from

Stern, N. H. (2007). *The economics of climate change: the Stern review*. cambridge University press.

Sukitsch, M., Engert, S., & Baumgartner, R. J. (2015). The implementation of corporate sustainability in the European automotive industry: An analysis of sustainability reports. *Sustainability*, *7*(9), 11504-11531.

Sukova, L. (2020). Greiner's model and its application in automotive companies in the Czech Republic. *Acta Informatica Pragensia*, *9*(1), 18-29.

Suriyankietkaew, S. (2022). Effects of key leadership determinants on business sustainability in entrepreneurial enterprises. *Journal of Entrepreneurship in Emerging Economies*.

Suriyankietkaew, S., & Avery, G. (2016). Sustainable leadership practices driving financial performance: Empirical evidence from Thai SMEs. *Sustainability*, *8*(4), 327.

Swallow, L. (2009). *Green Business Practices For Dummies®*. John Wiley & Sons.

Szász, L., Csíki, O., & Rácz, B.-G. (2021). Sustainability management in the global automotive industry: A theoretical model and survey study. *International Journal of Production Economics*, *235*, 108085.

Takeuchi, T., Takeuchi, N., & Jung, Y. (2021). Toward a process model of newcomer socialization: Integrating pre-and post-entry factors for newcomer adjustment. *Human Resource Development Quarterly*, *32*(3), 391-418.

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, *56*(1), 31-55.

Tang, G. Y., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: scale development and validity [Article]. *Asia Pacific Journal of Human Resources*, *56*(1), 31-55. https://doi.org/10.1111/1744-7941.12147

Tanwar, K., & Prasad, A. (2017). Employer brand scale development and validation: a second-order factor approach. *Personnel Review*.

Tashakkori, A., & Creswell, J. W. (2007). Exploring the nature of research questions in mixed methods research. In (Vol. 1, pp. 207-211): Sage Publications Sage CA: Los Angeles, CA.

Tashakkori, A., Teddlie, C., & Teddlie, C. B. (1998). *Mixed methodology: Combining qualitative and quantitative approaches* (Vol. 46). sage.

Taylor, S., Osland, J., & Egri, C. P. (2012). Guest editors' introduction: Introduction to HRM's role in sustainability: Systems, strategies, and practices. In (Vol. 51, pp. 789-798): Wiley Online Library.

Teddlie, C., & Tashakkori, A. (2011). Mixed methods research. *The Sage handbook of qualitative research*, *4*, 285-300.

Teixeira, A. A., Jabbour, C. J. C., Jabbour, A., Latan, H., & de Oliveira, J. H. C. (2016). Green training and green supply chain management: evidence from Brazilian firms. *Journal of Cleaner Production*, *116*, 170-176. https://doi.org/10.1016/j.jclepro.2015.12.061

Teng-Calleja, M., Presbitero, A., & de Guzman, M. M. (2022). Organizational direction, expectations, and employees' intention for Green HRM

practices in the Philippines: a signaling theory perspective. *Asian Business & Management*, 1-27.

Tu, Y., Li, Y., & Zuo, W. (2022). Arousing employee pro-environmental behavior: A synergy effect of environmentally specific transformational leadership and green human resource management. *Human Resource Management*.

Tuan, L. T. (2022). Promoting employee green behavior in the Chinese and Vietnamese hospitality contexts: The roles of green human resource management practices and responsible leadership. *International Journal of Hospitality Management*, *105*, 103253.

Ubeda-Garcia, M., Claver-Cortes, E., Marco-Lajara, B., & Zaragoza-Saez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, *123*, 57-69. https://doi.org/10.1016/j.jbusres.2020.09.055

Ullah, S., Mehmood, T., & Ahmad, T. (2022). Green intellectual capital and green HRM enabling organizations go green: mediating role of green innovation. *International Journal of Innovation Science*(ahead-of-print).

Ullmann, A. A. (1985). Data in search of a theory: A critical examination of the relationships among social performance, social disclosure, and economic performance of US firms. *Academy of management review*, *10*(3), 540-557.

Umrani, W. A., Channa, N. A., Ahmed, U., Syed, J., Pahi, M. H., & Ramayah, T. (2022). The laws of attraction: Role of green human resources, culture and environmental performance in the hospitality sector. *International Journal of Hospitality Management*, *103*, 103222.

Umrani, W. A., Channa, N. A., Yousaf, A., Ahmed, U., Pahi, M. H., & Ramayah, T. (2020). Greening the workforce to achieve environmental performance in hotel industry: A serial mediation model. *Journal of Hospitality and Tourism Management*, *44*, 50-60.

Valentine, S., Nam, S.-H., Hollingworth, D., & Hall, C. (2014). Ethical context and ethical decision making: Examination of an alternative statistical approach for identifying variable relationships. *Journal of Business Ethics*, *124*, 509-526.

Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2010). Predicting business unit performance using employee surveys: monitoring HRM-related changes. *Human Resource Management Journal*, *20*(1), 44-63.

Van Iddekinge, C. H., Aguinis, H., Mackey, J. D., & DeOrtentiis, P. S. (2018). A meta-analysis of the interactive, additive, and relative effects of cognitive ability and motivation on performance. *Journal of Management*, *44*(1), 249-279.

Van Marrewijk, M., & Werre, M. (2003). Multiple levels of corporate sustainability. *Journal of Business Ethics*, *44*(2-3), 107-119.

Vaz, C. R., Rauen, T. R. S., & Lezana, Á. G. R. (2017). Sustainability and innovation in the automotive sector: A structured content analysis. *Sustainability*, *9*(6), 880.

Velinov, E., & Štrach, P. (2022). Diversity and Inclusion Practices as a Booster for Firm Sustainability: Evidence from the Czech Automotive Sector. *Review of Economic Perspectives*, *23*(1), 71-88.

Verhezen, P. (2010). Giving voice in a culture of silence. From a culture of compliance to a culture of integrity. *Journal of Business Ethics*, *96*, 187-206.

Vraňaková, N., Gyurák Babeľová, Z., & Chlpeková, A. (2021). Sustainable human resource management and generational diversity: The importance of the age management pillars. *Sustainability*, *13*(15), 8496.

Wang, C.-H. (2019). How organizational green culture influences green performance and competitive advantage: The mediating role of green innovation. *Journal of Manufacturing Technology Management*.

Wang, S., Abbas, J., Sial, M. S., Álvarez-Otero, S., & Cioca, L.-I. (2022). Achieving green innovation and sustainable development goals through green knowledge management: Moderating role of organizational green culture. *Journal of Innovation & Knowledge*, *7*(4), 100272.

Weber, R. P. (1990). *Basic content analysis* (Vol. 49). Sage.

Wells, P. E. (2010). Preface: The Era of Eco-Austerity. In *The Automotive Industry in an Era of Eco-Austerity*. Edward Elgar Publishing.

Wen, J., Hussain, H., Waheed, J., Ali, W., & Jamil, I. (2021). Pathway toward environmental sustainability: mediating role of corporate social responsibility in green human resource management practices in small and medium enterprises. *International Journal of Manpower*.

Wendler, F. (2022). Climate Change Policy in the EU: From the Paris Agreement to the European Green Deal. *Framing Climate Change in the EU and US After the Paris Agreement*, 65-117.

Wheeler, D., & Elkington, J. (2001). The end of the corporate environmental report? Or the advent of cybernetic sustainability reporting and communication [Article]. *Business Strategy and the Environment*, *10*(1), 1-14. https://doi.org/10.1002/1099-0836(200101/02)10:1<1::AID-BSE274>3.0.CO;2-0

Wickert, C., Post, C., Doh, J. P., Prescott, J. E., & Prencipe, A. (2021). Management research that makes a difference: Broadening the meaning of impact. In (Vol. 58, pp. 297-320): Wiley Online Library.

Wijethilake, C., & Lama, T. (2019). Sustainability core values and sustainability risk management: Moderating effects of top management commitment and stakeholder pressure. *Business Strategy and the Environment*, *28*(1), 143-154.

Williams Jr, R. I., Morrell, D. L., & Mullane, J. V. (2014). Reinvigorating the mission statement through top management commitment. *Management Decision*.

Winter, J. (2017). Spatial division of competencies and local upgrading in the automotive industry: Conceptual considerations and empirical findings from Poland. In *Globalising Worlds and New Economic Configurations* (pp. 113-124). Routledge.

Wolf, S., Teitge, J., Mielke, J., Schütze, F., & Jaeger, C. (2021). The European Green Deal—more than climate neutrality. *Intereconomics*, *56*(2), 99-107.

Wolff, S., Brönner, M., Held, M., & Lienkamp, M. (2020). Transforming automotive companies into sustainability leaders: A concept for managing current challenges. *Journal of Cleaner Production*, *276*, 124179.

Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The relationship between HR practices and firm performance: Examining causal order. *Personnel Psychology*, *58*(2), 409-446.

Xie, X., & Zhu, Q. (2020). Exploring an innovative pivot: How green training can spur corporate sustainability performance. *Business Strategy and the Environment*, *29*(6), 2432-2449.

Yacob, P., Wong, L. S., & Khor, S. C. (2019). An empirical investigation of green initiatives and environmental sustainability for manufacturing SMEs. *Journal of Manufacturing Technology Management*, *30*(1), 2-25.

Yang, Y., Orzes, G., Jia, F., & Chen, L. (2021). Does GRI sustainability reporting pay off? An empirical investigation of publicly listed firms in China. *Business & Society*, *60*(7), 1738-1772.

Yasin, R., Huseynova, A., & Atif, M. (2022). Green human resource management, a gateway to employer branding: Mediating role of corporate environmental sustainability and corporate social sustainability. *Corporate Social Responsibility and Environmental Management*.

Ye, J., Zhang, X., Zhou, L., Wang, D., & Tian, F. (2022). Psychological mechanism linking green human resource management to green behavior. *International Journal of Manpower*.

Yong, J. Y., Yusliza, M. Y., Jabbour, C. J. C., & Ahmad, N. H. (2020). Exploratory cases on the interplay between green human resource management and advanced green manufacturing in light of the Ability-Motivation-Opportunity theory. *Journal of Management Development*, *39*(1), 31-49. https://doi.org/10.1108/jmd-12-2018-0355

Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, *29*(1), 212-228.

Yong, J. Y., Yusliza, M. Y., Ramayah, T., Farooq, K., & Tanveer, M. I. (2022). Accentuating the interconnection between green intellectual capital, green

human resource management and sustainability. *Benchmarking: An International Journal*(ahead-of-print).

Yong, J. Y., Yusliza, M. Y., Ramayah, T., Jabbour, C. J. C., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, *29*(1), 212-228. https://doi.org/10.1002/bse.2359

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Seles, B. M. R. P. (2022). Testing the stakeholder pressure, relative advantage, top management commitment and green human resource management linkage. *Corporate Social Responsibility and Environmental Management*.

Yu, W., Chavez, R., Feng, M., Wong, C. Y., & Fynes, B. (2020). Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective. *International Journal of Production Economics*, *219*, 224-235.

Yusliza, M.-Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. *Benchmarking: An International Journal*.

Yusliza, M. Y., Tanveer, M. I., Fawehinmi, O. O., Yong, J. Y., & Ahmad, A. (2019). *Systematic Literature Review on Green Human Resource Management: Green Health, Safety and Welfare as New Dimension*. <Go to ISI>://WOS:000503988800018

Zafar, H., Ho, J. A., Cheah, J. H., & Mohamed, R. (2022). Promoting pro-environmental behavior through organizational identity and green organizational climate. *Asia Pacific Journal of Human Resources*.

Zaid, A. A., Jaaron, A. A. M., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production*, *204*, 965-979. https://doi.org/10.1016/j.jclepro.2018.09.062

Zhang, Q., Feng, T., Cheng, L., & He, Q. (2022). Institutional force and firm performance: Do employee green involvement and flexibility-oriented culture matter? *Corporate Social Responsibility and Environmental Management*, *29*(4), 950-964.

Zhang, S. S., Wang, Z. Q., & Zhao, X. D. (2019). Effects of proactive environmental strategy on environmental performance: Mediation and moderation analyses. *Journal of Cleaner Production*, *235*, 1438-1449. https://doi.org/10.1016/j.jclepro.2019.06.220

Zhang, Z., Zhang, Y., & Jia, M. (2021). Does a sense of calling facilitate sustainability? Research on the influence of calling on employee green behavior. *Business Strategy and the Environment*, *30*(7), 3145-3159.

Zhao, X., Lynch Jr, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of consumer research*, *37*(2), 197-206.

Zhu, Q., Sarkis, J., & Lai, K.-h. (2008). Confirmation of a measurement model for green supply chain management practices implementation. *International Journal of Production Economics*, *111*(2), 261-273.

Zoogah, D. B. (2011). The dynamics of Green HRM behaviors: A cognitive social information processing approach. *German Journal of Human Resource Management*, *25*(2), 117-139.

Zorpas, A. A., & Inglezakis, V. J. (2012). Automotive industry challenges in meeting EU 2015 environmental standard. *Technology in Society*, *34*(1), 55-83.

Zoubek, M., Simon, M., & Poor, P. (2022). Overall Readiness of Logistics 4.0: A Comparative Study of Automotive, Manufacturing, and Electronics Industries in the West Bohemian Region (Czech Republic). *Applied Sciences*, *12*(15), 7789.

Zvezdov, D., & Hack, S. (2016). Carbon footprinting of large product portfolios. Extending the use of Enterprise Resource Planning systems to carbon information management. *Journal of Cleaner Production*, *135*, 1267-1275.

LIST OF PUBLICATIONS BY AUTHOR

Author identifiers:

Web of Science ResearcherID: ABA-8358-2020

SCOPUS ID: 57196042671

ORCiD 🆔**:** https://orcid.org/0000-0003-2242-2848

Publons 〔publons〕 **:** https://publons.com/researcher/3721478/zuhair-abbas/

Peer-reviewed journal articles indexed in Web of Science and SCOPUS

1. Shaikh, F., Afshan, G., Anwar, R. S., **Abbas, Z.,** & Chana, K. A. **(2023). Analyzing the impact of artificial intelligence on employee productivity: the mediating effect of knowledge sharing and well-being.** *Asia Pacific Journal of Human Resources,* https://doi.org/10.1111/1744-7941.12385 **[SSCI IF: 3.426, Q3 in AIS, ABDC-B, ABS-2, Q1 in Scopus]**

2. **Abbas, Z**., Sarwar, S., Rehman, M.A., Zámečník, R. & Shoaib, M. (2021), **"Green HRM promotes higher education sustainability: a mediated-moderated analysis",** *International Journal of Manpower,* Vol.43 No.3, pp. 827-843 https://doi.org/10.1108/IJM-04-2020-0171 **[ABDC-A, ABS-2, SSCI IF: 4.4, Q3 in AIS, Q2 in Scopus]**

3. **Abbas, Z.,** Smaliukienė, R., Zamečnik, R., Kalsoom, G., and Cera, E. (2023). **How does green HRM influence environmental and social sustainability in hotels?**. *Problems and Perspectives in Management*, 21(1), 253-263**. http://dx.doi.org/10.21511/ppm.21(1).2023.22 [ABS:1, SCOPUS Q2]**

4. **Abbas, Z.,** Khan, A.G., Smaliukienė, R., Zámečník, R., Hussain, K., Mubarik, S., (2022). **"Green HRM pursuit of social sustainability in the hotels: AMO theoretical perspective"**, *Quality-Access to Success,* Vol.23 No.190, pp. 41-50 https://doi.org/10.47750/QAS/23.190.05 **[SCOPUS Indexed Cite Score: 1.5, Scopus: Q3]**

5. Zlámalová, J., **Abbas, Z**., (2022). "**The role of HR indicators on performance of Czech companies: A multi-sector perspective"**, *Quality-Access to Success,* Vol 24, No.192, pp. 329-336

https://doi.org/10.47750/QAS/24.192.39 **[SCOPUS Indexed Cite Score: 1.5, Scopus: Q3]**

6. Gulzar, S., Hussain, K., Akhlaq, A., **Abbas, Z.** and Ghauri, S. (2022), **"Exploring the psychological contract breach of nurses in healthcare: an exploratory study"**, *Asia-Pacific Journal of Business Administration,* Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/APJBA-03-2021-0102 **[ABDC: C, SCOPUS Q2)**

7. Shoaib, M., **Abbas, Z**., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021). "**The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital**", *Cogent Business & Management,* 8(1), 1870798. https://doi.org/10.1080/23311975.2020.1870798**[SCOPUS Indexed Cite Score: 2.9, ABS:1, Scopus: Q2]**

8. **Abbas, Z.,** Ansari, J., Gulzar, S., Zameer, U., & Hussain, K. (2021). "**The Role of Workload, Nepotism, Job Satisfaction, and Organizational Politics on Turnover Intention: A Conservation of Resources Perspective**", *Organizacija*, 54*(3)* https://doi.org/10.2478/orga-2021-0016 **[SCOPUS Indexed Cite Score: 3.5, Scopus: Q2]**

9. Gulzar, S., Ayub, N., **Abbas, Z.** (2021). **"Examining the mediating-moderating role of psychological contract breach and abusive supervision on employee well-being in banking sector"**, *Cogent Business and Management,* 8*(1)* 1959007 https://doi.org/10.1080/23311975.2021.1959007 **[ABS:1, SCOPUS Indexed Cite Score: 2.9, Scopus: Q2]**

10. Rehman, M. A., Soroya, S. H., **Abbas, Z.,** Mirza, F., & Mahmood, K. **"Understanding the challenges of e-learning during the global pandemic emergency: the students' perspective"**, *Quality Assurance in Education,* Vol. 29 No.2/3 pp. 259-276 https://doi.org/10.1108/QAE-02-2021-0025 **[Scopus Indexed, Cite Score; 2.0, ESCI by Web of Science, Scopus: Q2]**

11. Hussain, K., **Abbas, Z.,** Gulzar, S., Jibril, A. B., & Hussain, A. (2020). **"Examining the impact of abusive supervision on employees' psychological wellbeing and turnover intention: The mediating role of intrinsic motivation",** *Cogent Business & Management*, 7(1),

1818998. https://doi.org/10.1080/23311975.2020.1818998 **[ABS:1, SCOPUS Indexed Cite Score: 2.9, Scopus: Q2]**

12. Gulzar, S., Ghauri, S., **Abbas, Z**., Hussain, K., & Jibril, A. B. (2020). **"Antecedents of employee wellbeing in the banking sector: The moderating role of working environment",** *Problems and Perspectives in Management*, 18(4), pp. 448-460 http://dx.doi.org/10.21511/ppm.18(4).2020.36 **[SCOPUS Indexed, ABS:1, Q2]**

Articles in Under-Review in Peer-reviewed journals indexed in Web of Science and ranked in CABS/ABDC List

1. "Green HRM fostering in corporate sustainability, *Business Strategy and the Environment* **[SSCI IF: 10.801, AIS: Q2, ABS-3, ABDC-A Status:** *Under-Review at R1*]

2. "Green HRM on Fostering Corporate Sustainability: A South Asian Perspective from Textile Industry" *International Journal of Manpower* **[ABDC-A, ABS-2, SSCI IF: 4.4, Q3 in AIS, Q2 in Scopus Status:** *Under Review*]

International and National Conferences Indexed in Web of Science: Conference Proceedings Citation Index (CPCI-WOS).

1. **Abbas, Z.,** & Sarwar, S. **"Green Human Resource Management and Corporate sustainability: A South Asian perspective from Textile industry",** at the International Conference on Environmental, Social and Governance (ESG2023) hosted by Higher Colleges of Technology, **United Arab Emirates (UAE)**.

2. **Abbas**, Z., Smaliukienė, R., Zámečník, R., **"A systematic synthesis and meta-analysis of green human resource management"** *British Academy of Management 2022* hosted by Alliance Manchester Business School, University of Manchester, **United Kingdom (UK)**.

3. **Abbas**, Z., Smaliukienė, R., Zámečník, R. & Kalsoom, G. **"Green HRM practices as a drivers for environmental and social performance: A social cognitive perspective"** *XI International Scientific Conference on Social Innovations 2022* hosted by Mykolas Romeris University, **Lithuania**

4. **Abbas**, Z., Zámečník, R, Kalsoom, G., Shoaib, M., Hussain, M., & Javed, M. **"How green human resource management drives corporate social responsibility: A literature review"** 17th Annual International Bata Conference for Ph.D Students and Young Researchers, **Czech Republic**.

5. Cera, E., Gregar, A., Matošková, J., & Abbas, Z. **"Responsible competitiveness factors and competitive advantage: A socially responsible-HRM perspective"** 15th International Management Conference "Managing People and Organizations in a Global Crisis" 2021, **Romania**.

6. **Abbas, Z.,** Shoaib, M., Zlamalova, J., & Zámečník, R. (2020). **"Green Human Resource Management as a way to Support Sustainability: A Literature Review"**, 16th International Bata Conference for Ph.D. Students and Young Researchers, *Tomas Bata University in Zlín,* **Czech Republic.**

7. **Abbas, Z.,** Zámečník, R., Javed, M., Gulzar, S., Hussain, K., Shoaib, M., & Yousaf, M., (2020). **"A systematic quantitative literature review of GHRM under AMO theoretical perspective"**. 14th International Scientific Conference INPROFORUM Business Cycles more than Economic Phenomena, 5th-6th November 2020, *Faculty of Economics, University of South Bohemia in České Budějovice,* **Czech Republic.**

8. **Abbas, Z.,** Zámečník, R., & Javed, M., (2020). **"GHRM practices as a predictor of sustainability: the moderating role of employee environmental responsibility"**. In 22nd International Conference on Environmental Economics, Policy and International Environmental Relations. 19-20 November, 2020, *University of Economics and Business, Prague, & Charles University, Prague*, **Czech Republic**

9. **Abbas, Z.,** Zámečník, R., Gulzar, S., Hussain, K. **"Thriving in uncertain times: learning organization on employee resilience via serial mediation analysis of adaptability and self-efficacy"** 16th International Forum on Knowledge Asset Dynamics 2021, **Italy**.

10. Javed, M., Tučková, Z., & **Abbas, Z.** (2020). **Towards Understanding the Challenges of COVID-19 and Tourism Industry**. In 14th International Conference INPROFORUM 2020,

5th–6th November, 2020, *Faculty of Economics, University of South Bohemia in České Budějovice,* **Czech Republic**.

11. Javed, M., Tučková, Z., & **Abbas, Z.** (2020), **Knowledge agents, organizational and social performance in the restaurant industry**. In 22th International Conference on Environmental Economics, Policy and International Environmental Relations. 19-20 November, 2020, *University of Economics and Business, Prague, & Charles University, Prague,* **Czech Republic**

12. Shoaib, M., Zámečník, R., **Abbas, Z.,** Mohsin J, Rehman, Ur, A "**Green human resource management and green human capital: A systematic literature review**" International Scientific Conference Contemporary Issues in Business, Management and Economics Engineering, 13-14 May 2021, *Vilnius Gediminas Technical University,* **Lithuania**.

AUTHOR'S CURRICULUM VITAE

1. Personal information
- **Full name:** Zuhair Abbas
- **Address:** Nám. T. G. M. MSI 1281, 76001, Zlín, Czech Republic.
- **Sex:** Male
- **Nationality:** Pakistani
- **Email:** abbas@utb.cz

2. Work experience
- **2018-2019:** Lecturer at Mohammad Ali Jinnah University, Karachi, Pakistan
- **2016-2016:** Lecturer at KASB Institute of Technology, Karachi, Pakistan

3. Education
- **2019 to date: Ph.D.** candidate at Tomas Bata University in Zlín, Zlín, Czech Republic.
- **2011-2016: M.BA**. (Master of Business Administration) from KASB Institute of Technology, Karachi, Pakistan.

4. Research Experience (Erasmus+Erasmus Mobility)
- **2022-2023 Vilnius Gediminas Technical University, Lithuania**

  - Ph.D. Visiting Researcher (Erasmus+Erasmus Mobility)

5. Research interests
Green human resource management, corporate sustainability, abusive supervision, psychological contract breach, turnover intention, unethical behaviour, artificial intelligence, employee wellbeing and knowledge hiding.

6. Research activities at Tomas Bata University in Zlín
Principal Investigator of the research project under Grant No. IGA-K-TRINITY/2022/005, project title **"**Role prosociálního a ochranného chování turistů na sociálně-ekonomickou udržitelnost cestovního ruchu během globální pandemie". **Guarantor: Mohsin Javed, Ph.D.**

Member of the research project, by the FaME, TBU under Grant No**. IGA/FaME/2023/012,** project title "Closed and open innovations: role of human resource, servant leadership, digitalisation, and uncertainty" **Guarantor: Assoc Prof. Jana Matošková**

Member of the research project, by the FaME, TBU under Grant No. FSR-FORD 5-6/2022-23/FaME/006, titled, "Linking stakeholder pressure,

green HRM application and competitive advantage in the hotel industry". **Guarantor: doc. Ing. Zuzana Tučková, Ph.D.**

Member of the research project, Internal Grant Agency of FaME TBU No. IGA/FaME/2021/009 "Green Human Resource Management Practices Leading Transformation towards Sustainable Performance in the Selected Sectors". **Guarantor: doc. Ing. Roman Zámečník, Ph.D.**

Member of the research project, Internal Grant Agency of FaME TBU No. IGA/FaME/2020/010 **"**The Measurement of Performance in Selected Sectors with the Emphasis on Human Resources Indicators". **Guarantor: doc. Ing. Roman Zámečník, Ph.D**.

7. Research Contributions

He published 12 research papers in peer-reviewed Web of Science and SCOPUS indexed journals and ranked in CABS/ABDC List. He also participated and published 12 conference papers at reputed international and national conferences in the Conference Proceedings Citation Index by Web of Science, Clarivate Analytics. Moreover, his 2 research articles are under-review in the ABS:3 & 2 and ABDC-A ranked journals. Finally, he worked on 5 research grant projects under the funding approved by the Tomas Bata University in Zlin.

8. Membership of Scientific Societies

2023-   Member of **Academy of Management**, United States
             https://aom.org/
2022-   Member of **British Academy of Management**, United Kingdom
             https://www.bam.ac.uk
2022-   Member of **European Academy of Management**, Belgium
             https://euram.academy/
2022-   Member of **European Association of Work and Organizational Psychology**, Netherlands http://www.eawop.org/

9. Award

2019-2023   Awarded an **"Extraordinary Scholarship for Ph.D."** from Tomas Bata University in Zlin, Czech Republic, Europe

10. Reviewer of Scholarly Journals and Prestigious Conferences

- International Journal of Manpower by Emerald Publishing U.K
- Canadian Journal of Administrative Sciences by Wiley Publisher U.S.A
- Evidence-based HRM Journal by Emerald Publishing U.K
- Academy of Management (AOM), U.S.A
- British Academy of Management (BAM), United Kingdom
- European Academy of Management (EURAM), Belgium

- European Association of Work and Organizational Psychology (EAWOP), Netherlands

APPENDIX: A

Table 14. Systematic Synthesis of green HRM studies

S.No	Study	Method	Journal ranked ABS/ABDC	Findings
1	(Ren, Jiang, et al., 2022)	Quantiative Survey Multi-Sourced Data Analysis on AMOS Software 101 subsidiaries from 35 companies in the China	Human Resource Management (US) (ABS:4, ABDC: A*)	The role of top leadership is an important for environmental sustainability.
2	(Paillé et al., 2022)	Survey Longitudinal Design Data Analysis on SPSS Software 178 Sample size from employees working in multi-sectoral organizations in the Spain.	The International Journal of Human Resource Management (ABS:3, ABDC: A)	Social exchange promotes environmental sustainability at the workplace. Felt responsibility an important for employee green behaviours.
3	(Darvishmotevali & Altinay, 2022)	Survey Multi-Sourced Data Analysis on Smart PLS Software 139 Sample size Hotels in Kazakhstan.	Tourism Management (ABS:4, ABDC: A)	Environmental awareness brings a positive impact on pro-environmental behaviours.
4	(Farrukh et al., 2022)	Quantitative-Survey Supervisor-Subordinate dyads Multi-Sourced Data 305 Sample Size Smart PLS	Technological Forecasting and Social Change (ABS:3, ABDC: A)	GHRM positively mediates relationship with green transformational leadership and pro-environmental behaviors in manufacturing industry of Pakistan.
5	(Zafar et al., 2022)	Quantitative-Survey Multi-Sourced Data Employee-Managerial Level 459 Sample Size Smart PLS	Asia Pacific Journal of Human Resources (ABS:2, ABDC: B)	Textile industry of Pakistan is facing several environmental challenges.

6	(Ye et al., 2022)	Quantitative-Survey Data Analysis on MPLUS 7.0 399 Employees 103 Supervisors	International Journal of Manpower (ABS:2, ABDC: A)	GHRM improves employee green behavior in the high-tech industry of China.
7	(Darban et al., 2022)	Quantitative-Survey Data Analysis on AMOS 182 Sample Size Employees-Supervisory Levels	Employee Relations (ABS:2, ABDC: B)	Green HRM and work engagement on absenteeism and green recovery performance in international five-star chain hotels in Turkey.
8	(Yong, Yusliza, Ramayah, & Seles, 2022)	Survey Data Analysis on SmartPLS 3.2.8 112 HR Managers in Malaysia	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	This research suggests launch green initiatives to adopt green HRM practices.
9	(Chen & Yan, 2022)	Survey Data Analysis on AMOS software 379 Sample Size from employees working in SMEs in China.	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	The data revealed green HRM and green transformational leadership enhances green organizational pride.
10	(Munawar et al., 2022)	Survey Data Analysis on SmartPLS software 209 Sample Size from employees working in hotel chains in Pakistan.	Journal of Hospitality and Tourism Management (ABS:1, ABDC: A)	Environmental knowledge is crucial for increasing hotel industry performance.
11	(Muisyo et al., 2022)	Multi-Source, Multiwave Survey Data Analysis on Mplus 7.2 software 182 Sample Size from 3-5-star hotels in Kenya.	International Journal of Contemporary Hospitality Management (ABS:3, ABDC: A)	Green creativity is an important for hotels.
12	(Garavan et al., 2022)	Survey Data Analysis on Smart PLS software 300 employees in 50 manufacturing organizations in China.	Asia Pacific Journal of Human Resources (ABS:2, ABDC: B)	Green HRM boost employee voluntary green work behaviour. Reflective moral attentiveness partially mediates relationship between green HRM.

13	(Khatoon et al., 2022)	Mixed Method AHP and Fuzzy Set	International Journal of Manpower (ABS:2, ABDC: A)	This research found green compensation and rewards is great motivator for environmental sustainability at the workplace.
14	(Haldorai et al., 2022)	800 Data collected from hotel employees in Philippines through Survey	Tourism Management (ABS:4, ABDC: A)	Top management green commitment pushes to employees for environmental performance.
15	(Teng-Calleja et al., 2022)	Mixed Methodology 189 Survey and 15 Interviews from HRM Leaders in Philippines	Asian and Business Management (ABS:2, ABDC:C	Organizational directions were positively related with sustainability.
16	(Ullah et al., 2022)	Survey Method 456 Food Manufacturing Firms in Pakistan	International Journal of Innovation Science (ABS:1)	Green innovation has mediating role between green intellectual capital, green HRM on organizational environmental performance.
17	(Aldaas et al., 2022)	314 cases from SMEs in Oman	International Journal of Emergency Services (ABS:2, ABDC: C)	Green hiring, green training and innovation has positive impact on green supply chain management
18	(Srivastava & Dhiman, 2022)	320 employees	Vision: The Journal of Business Perspectives (ABS:1, ABDC:C)	Employee green can achieved via environmental values.
19	(Yong, Yusliza, Ramayah, Farooq, et al., 2022)	112 large Malaysian manufacturing companies.	Benchmarking: An International Journal (ABS:1)	Green human capital enhances sustainability.
20	(Tu et al., 2022)	Mixed Methods Experimental Method Study 1 (176 Sample size from students of large public university in China) Study 2 (160 participants for lab experiment)	Human Resource Management (US) (ABS:4, ABDC: A*)	Organization-level GHRM, and individual-level environmental specific transformational leadership improves pro-environmental behaviour.

		Study 3 (Time-lagged, multi-level, multi-sourced data from 83 companies)		
21	(Jawaad et al., 2022)	Survey Method Sample from 272 (ISO-certified) textile firms in Pakistan Cluster Sampling Approach	Journal of Management & Organization (ABS:2, ABDC: B)	Green HRM promotes environmental and social sustainability.
22	(Darban et al., 2022)	Survey Method Judgmental Sampling Sample Size 182 from Employees in time lagged waves and 49 sample from Supervisors. Hotel Industry of Turkey	Employee Relations (ABS:2, ABDC: B)	Green HRM fosters work engagement (WENG). Also, WENG positively impact on absenteeism and green recovery performance.
23	(Shah & Soomro, 2022)	190 Sample size from employees working in automobile industry of Pakistan	Management Decision (ABS:2, ABDC: B)	Green innovation is considered as important for automotive companies.
24	(Abualigah et al., 2022)	Survey from 271 employees	Business Strategy and the Environment (ABS:3 ABDC: A)	Green HRM leads to green creativity.
25	(Khan et al., 2022)	203 sample size from employees working in banking sector of Afghanistan	South Asian Journal of Human Resource Management (ABS:1, ABDC: C)	The results show green commitment mediates link between green HRM and employees' behaviour.
26	(Ahmed et al., 2022)	354 data from employees in Pakistan Multi-wave approach	Knowledge Management Research and Practices (ABS:1, ABDC: A)	Green knowledge sharing behaviour improves green organization citizenship behaviour.
27	(Lu, Xu, et al., 2022)	At Team Level Data from 102 middle-level managers, 527 employees.	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	Top management teams are crucial for business excellence.
28	(Yasin et al., 2022)	329 Data from employees working in	Corporate Social Responsibility and	Corporate social sustainability promotes employer branding.

		Textile Firms in Pakistan	Environmental Management (ABS:1, ABDC: C)	
29	(Lu, Cai, et al., 2022)	226 Sample size from multi-sector in China	International Journal of Manpower (ABS:2, ABDC: A)	GHRM improves OCBE.
30	(Marrucci et al., 2022)	819 sample from Employees from 3580 EMAS-registered organization by using online software Lime Survey.	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	Institutional and stakeholder pressures creates a obligations for organizations.
31	(Karatepe et al., 2022)	236 sample size from employees in Taiwanese Hotels. Three-Wave time lagged data	International Journal of Hospitality Management (ABS:3, ABDC: A*)	GRHM enhances employees' perception of organizational support (PES).
32	(Tuan, 2022)	Cross Country Study 392 employees and 84 supervisors (China), 537 employees and 109 supervisors (Vietnam) from hospitality industry.	International Journal of Hospitality Management (ABS:3, ABDC: A*)	Managing responsibly is an important for leadership.
33	(Aftab et al., 2022)	410 Managers working manufacturing firms in Pakistan.	Business Strategy and the Environment (ABS:3 ABDC: A)	Mediating and moderating findings revealed green innovation, environmental strategy and pro-environmental behaviour increase environmental performance.
34	(Umrani et al., 2022)	322 employees working in hospitality sector of Pakistan. Multi-wave design	International Journal of Hospitality Management (ABS:3, ABDC: A*)	GHRM promotes organizational attractiveness, environmental performance, organizational reputation, and green culture.
35	(Ren, Fan, et al., 2022)	Fuzzy-set qualitative comparative analysis (fsQCA) technique	Journal of Business Ethics (ABS: 3, ABDC: A)	Institutional logics and GHRM practices increase environmental and market performance.

		179 organizations in China		
36	(Farooq et al., 2022)	235 Sample size from employees of luxury hotels and resorts in Morocco Multi-Wave data approach	Journal of Sustainable Tourism (ABS:3, ABDC: A*)	Green HRM has positive impact on green creativity.
37	(Islam et al., 2021)	589 MBA executive students	Canadian Journal of Administrative Sciences (ABS:2, ABDC: B)	The results show ethical leadership has positive impact on employee's citizenship behaviour. Furthermore, individual green values promote green HRM and ECB.
38	(Abbas et al., 2021)	Survey Method 190 employees working in 40 higher educational institutions of Pakistan	International Journal of Manpower (ABS:2, ABDC: A)	The results revealed top leadership promotes sustainability at the workplace.
39	(Ali et al., 2021)	Survey Method 231 data from employees working in Islamic Banks in Pakistan	International Journal of Manpower (ABS:2, ABDC: A)	The findings demonstrate green intellectual capital leads to environmental sustainability.
40	(Ubeda-Garcia et al., 2021)	112 sample size from	Journal of Business Research (ABS:3, ABDC: A)	CSR promotes organizational performance.
41	(Luu, 2021)	Multi-Wave Survey Method 712 employees 106 managers from Tour Operators in Vietnam	The International Journal of Human Resource Management (ABS:3, ABDC: A)	Green passion passion lead to employee green creativity.
42	(Al-Swidi et al., 2021)	614 workers in Qatar	Journal of Cleaner Production (ABS:2 ABDC: A)	Based on the research results, environmental consciousness, GHRM, and green leadership behavior are the major drivers of sustainability impact.

43	(Ahmad et al., 2021)	427 supervisor-subordinate dyads	Leadership & Organizational Development Journal (ABS:1, ABDC: B)	GHRM influences between ethical leadership and green work behavior.
44	(Aboramadan & Karatepe, 2021)	235 sample size from employees working in Hotels of Palestine.	International Journal of Contemporary Hospitality Management (ABS:3, ABDC: A)	This research found green HRM boost employees' perception of green organizational support.
45	(Bhatti et al., 2021)	187 sample size from oil and gas industry of Pakistan	International Journal of Manpower (ABS:2, ABDC: A)	Green HRM was not supported with environmental performance.
46	(Zhang et al., 2021)	Mix-Method	Business Strategy and the Environment (ABS:3 ABDC: A)	Calling has positive impact on employee green behaviour.
47	(Gim et al., 2021)	110 respondents working ISO 4001 Certified organizations in Malaysia	International Journal of Manpower (ABS:2, ABDC: A)	GHRM and leader member exchange were positively related with HRM attribution and employee performance.
48	(Mansoor et al., 2021)	187 sample size Unit of analysis: Managers/Directors of HR Department Manufacturing firms from (textile and sugar) in Pakistan	Journal of Intellectual Capital (ABS:2, ABDC: B)	Human capital considered as an important pillar for sustainable performance.
49	(Rubel et al., 2021)	365 front-line employees from banks of Bangladesh	Employee Relations (ABS:2, ABDC: B)	Green HRM fostering employee green knowledge sharing behaviours.
50	(Wen et al., 2021)	320 manufacturing SMEs in Pakistan PLS-SEM on SmartPLS software	International Journal of Manpower (ABS:2, ABDC: A)	They found environmental sustainability achieved through adoption of green HRM practices.
51	(Aboramadan et al., 2021)	408 Sample size from non-profit sector of Plastine. Two-Wave Data Approach	Personnel Review (ABS:2, ABDC: A)	The findings show green HRM increases green voice, knowledge sharing and green help behaviors.
52	(Rehman et al., 2021)	244 data from managers in Malaysian organizations	Technological Forecasting and Social Change (ABS:3, ABDC: A)	Green intellectual capital and green HRM were not influence on environmental performance.

53	(Ahmed et al., 2021)	Supervisor-Subordinated nested design Multi-wave data approach 330 sample size form 15 hotels of Pakistan	International Journal of Contemporary Hospitality Management (ABS:3, ABDC: A)	Green HRM, green culture environmental responsibility enhances environmental performance.
54	(Hameed et al., 2021)	Multi-sourced data from manufacturing firms	International Journal of Manpower (ABS:2, ABDC: A)	GHRM shapes ecofriendly creative thinking through organization commitment.
55	(Ogbeibu et al., 2021)	372 data from 49 manufacturing organizations in Nigeria.	Journal of Intellectual Capital (ABS:2, ABDC: B)	This research demonstrate green hard and soft talent management and leader STARA competence leads to turnover intention.
56	(Ansari et al., 2021)	342 sample size	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	This study revealed green HRM influences employee green commitment and pro-environmental behaviors.
57	(Paille et al., 2020)	Survey Method 221 sample size	Journal of Cleaner Production (ABS:2 ABDC: A)	Green training improves environmental performance.
58	(N. T. Pham et al., 2020)	220 responses from hotels in Vietnam	International Journal of Hospitality Management (ABS:3, ABDC: A*)	This research show green HRM is driving force for environmental performance.
59	(He et al., 2021)	Three-way interactive effect	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	This research revealed GHRM, CSR and leaders who are responsible boost competitiveness at the workplace.
60	(Singh et al., 2020)	Triadic data from 309 SMEs in manufacturing sector. CB-SEM for data analysis technique	Technological Forecasting and Social Change (ABS:3, ABDC: A)	Leadership drives all stakeholders to achieve environmental sustainability.
61	(Ren et al., 2020)	Multi-sourced data from 240 HR Managers, CFOs, CEOs in 80 firms	International Journal of Manpower (ABS:2, ABDC: A)	CEO ethical leadership promotes green HRM and green TMT commitment.

62	(Cabral & Jabbour, 2020)	303 data from employees	International Journal of Hospitality Management (ABS:3, ABDC: A*)	The findings of this research revealed green training leads to environmental performance.
63	(Anwar et al., 2020)	122 sample size from two campuses of university in Malaysia.	Journal of Cleaner Production (ABS:2 ABDC: A)	Green HRM improves corporate environmental citizenship.
64	(Davis et al., 2020)	1112 employees working in automobile manufacturing plant in the UK	Business Strategy and the Environment (ABS:3 ABDC: A)	Autonomous motivation and high goal commitment increase employee green behavior.
65	(Song et al., 2020)	Sample size 143 firms in China.	European Journal of Innovation Management (ABS:1, ABDC:C)	GHRM has positive link between green human capital and green innovation.
66	(Fawehinmi et al., 2020)	425 responses from academic professionals in Malaysia. SmartPLS used for data analysis	International Journal of Manpower (ABS:2, ABDC: A)	The results show green HRM impact employee green behavior via mediation mechanism of environmental knowledge.
67	(Jerónimo et al., 2020)	275 employees working in Portugal	Journal of Business Research (ABS:3, ABDC: A)	The findings revealed perceived organizational rational for sustainability linked with green hiring. Younger employees require green training.
68	(Joshi & Dhar, 2020)	Mixed-Methodology Survey phase 211 handcraft managers Qualitative with 2 handcraft organizations	Journal of Cleaner Production (ABS:2 ABDC: A)	The results demonstrate green training improved green creativity and green dynamic capabilities.
69	(Obeidat et al., 2020)	144 managers from Oil and Gas industry of Qatar.	Journal of Business Ethics (ABS: 3, ABDC: A)	The findings demonstrate green HRM impact internal environmental orientation and environmental goals.
70	(Nhat Tan Pham et al., 2020)	301 managerial and non-managerial 3-5 start hotels in Vietnam	Journal of Sustainable Tourism (ABS:3, ABDC: A*)	Green rewards has positive impact on employees' in-role performance and OCB.

71	(Shafaei et al., 2020)	Study 1, 206 hotels at organizational level Study 2, 508 employees from hotels in Malaysia	International Journal of Manpower (ABS:2, ABDC: A)	At organizational level, environmental culture leads to green HRM.
72	(Z. Hameed et al., 2020)	Multi-sourced data from 365 employees and their supervisors in Pakistan	International Journal of Manpower (ABS:2, ABDC: A)	GHRM has positive link with OCBE through green employee empowerment.
73	(J. Y. Yong, M. Y. Yusliza, T. Ramayah, et al., 2020)	112 large manufacturing firms in Malaysia	Business Strategy and the Environment (ABS:3 ABDC: A)	Launching green recruitment enhances sustainable performance.
74	(Chaudhary, 2020)	301 employees working in automobile firms in India	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	GHRM promotes task-related and voluntary employee green behaviours.
75	(Kim et al., 2019)	276 sample size from Hotels in Thailand	International Journal of Hospitality Management (ABS:3, ABDC: A*)	The results revealed GHRM engage employees towards greening activities.
76	(Al Kerdawy, 2019)	326 sample size from managerial positions in Egypt.	European Management Review (ABS:3, ABDC:C)	The findings show GHRM help in adopting of CSR initiatives.
77	(Samuel Roscoe et al., 2019)	204 employees working in manufacturing firms in China	Business Strategy and the Environment (ABS:3 ABDC: A)	The results revealed pro-environmental HRM improves green organizational culture.
78	(Richa Chaudhary, 2019a)	172 sample size from one of technology institution in India	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	Organizational prestige and organizational attractiveness were sequentially mediated by GHRM on job pursuit intention.
79	(N. T. Pham, Z. Tuckova, & C. J. C. Jabbour, 2019)	203 employees working in 4-5 start hotels of Vietnam	Tourism Management (ABS:4, ABDC: A)	Green HRM has positive effect on OCBE.
80	(Gilal et al., 2019)	N=214 employees working in higher education industry of Pakistan.	Corporate Social Responsibility and Environmental Management (ABS:1, ABDC: C)	GHRM has positive link with environmental performance via employees' environmental passion.

81	(de Souza Moraes et al., 2018)	178 employees working in banks in Brazil	Journal of Knowledge Management (ABS:2, ABDC: A)	Environmental training enhances eco-efficiency.

Source: Web of Science Database, Chartered Association of Business Schools (CABS, UK) Academic Journal Guide, Australian Business Deans Council (ABDC) Journal Quality List 2021 (*N=81 peer-reviewed studies*) Source: Own Research

SURVEY-QUESTIONNAIRE TRANSLATED IN CZECH

Účast ve výzkumu – INFORMOVANÝ SOUHLAS

Vážení respondenti,

jmenuji se Zuhair Abbas a působím jako doktorand (student Ph.D.) na Fakultě managementu a ekonomiky Univerzity Tomáše Bati ve Zlíně. Dovoluji si Vás požádat o účast v dotazníkovém průzkumu zaměřeném na ekologické (environmentální) postupy řízení lidských zdrojů v automobilovém průmyslu. Výsledky jsou součástí zpracování mé dizertační práce „Ekologické postupy řízení lidských zdrojů jako prediktor udržitelnosti společnosti" a výzkumného projektu Interní grantové agentury Univerzity Tomáše Bati ve Zlíně (IGA/FaME/2021/009).

Vyplnění by Vám nemělo zabrat déle než 20 minut. V případě účasti v průzkumu Vás žádám, abyste na jednotlivé otázky odpovídali podle skutečnosti, jak na jednotlivé oblasti pohlížíte ve Vašem podniku. Zaručuji Vám, že Vaše odpovědi jsou zcela anonymní a že získané údaje budou sloužit výhradně pro výše uvedené účely. Současně se tímto zavazuji, že uvedené informace nebudou zveřejněny v souvislosti s Vaší společností.

Případné nejasnosti, otázky či připomínky adresujte prosím telefonicky, osobně nebo mailem na níže uvedený kontakt (kolegyně Ing. Jana Zlámalová, MBA).

Těšíme se na spolupráci.

S úctou a poděkováním

Zuhair **Abbas**
Ing. Jana Zlámalová, MBA

Ústav podnikové ekonomiky

Fakulta managementu a ekonomiky

Mostní 5139

760 01 Zlín

jzlamalova@fame.utb.cz

+420 607 774 267

Nejdříve prosím vyplňte následující identifikační údaje:

Odpovězte prosím dle následujícího:
 Škála: 1= naprosto nesouhlasím 2=spíše nesouhlasím 3=neutrální postoj
 4=spíše souhlasím 5=naprosto souhlasím

1. Označte prosím oddělení, ve kterém pracujete
    ☐ Administrativa
    ☐ Výroba
    ☐ Logistika
    ☐ Řízení lidských zdrojů
    ☐ Marketing a obchod
    ☐ Kvalita
    ☐ Finance/účetnictví
    ☐ Controlling

2. Označte prosím Vaše dosažené vzdělání
    ☐ sš s výučním listem
    ☐ sš s maturitou
    ☐ bakalářské
    ☐ magisterské (Ing., Mgr.)
    ☐ doktorské (Ph.D.)

3. Označte prosím délku Vaší pracovní praxe
    ☐ méně než 1 rok
    ☐ 1-3 roky
    ☐ 4-6 let
    ☐ 7-10 let
    ☐ více než 10 let

4. Uveďte počet zaměstnanců v podniku:
    ☐ Méně než 50
    ☐ 50 - 249
    ☐ 250 – 499
    ☐ 500 - 999
    ☐ 1 000 - 2 499
    ☐ 2500 a více

5. Jak lze charakterizovat váš podnik?
    ☐ Podnik má majoritně českého majitele

☐ Podnik má majoritně zahraničního majitele

SEKCE-A

GT1   Jsem často školen v environmentální oblasti.   **1   2   3   4   5**

GT2   Naše organizace poskytuje programy a workshopy, které se zaměřují na environmentální smýšlení a získávání znalostí v této oblasti.   **1   2   3   4   5**

GT3   Organizace, v níž pracuji, poskytuje integrovaná školení s cílem zapojit zaměstnance do problematiky systému řízení zaměřeného na ochranu životního prostředí (jak recyklovat, třídit odpad, programy nebo workshopy zaměřené na udržitelnost).   **1   2   3   4   5**

GT4   V naší organizaci jsou zaměstnancům k dispozici veškeré školicí materiály online, aby se tak snížily náklady na kancelářský papír.   **1   2   3   4   5**

SEKCE-B

GPM1   Zaměstnanci znají své ekologické úkoly, cíle a závazky.   **1   2   3   4   5**

GPM2   Můj přínos v oblasti environmentálního managementu je hodnocen.   **1   2   3   4   5**

GPM3   Výsledky mého hodnocení jsou zaznamenávány.   **1   2   3   4   5**

GPM4   Poskytování zpětné vazby zaměstnancům a jednotlivým týmům pomáhá plnit environmentální cíle nebo zlepšovat environmentální chování.   **1   2   3   4   5**

GPM5   V naší organizaci je dosahování environmentálních cílů považováno za jedno z kritérií v systému hodnocení výkonu zaměstnanců.   **1   2   3   4   5**

SEKCE-C

GEI1   Naše organizace má jasnou vizi, jakým směrem se mají mé aktivity v oblasti systému řízení zaměřeném na ochranu životního prostředí ubírat.   **1   2   3   4   5**

GEI2   V naší organizaci jsem společně s ostatními kolegy/kolegyněmi zapojen/a do vzájemného učení ohledně ekologického chování a smýšlení (např. úklidové akce, komunitní projekty týkající se životního prostředí).   **1   2   3   4   5**

GEI3	Organizace, v níž pracuji, nabízí množství formálních i neformálních komunikačních kanálů, které se soustředí na "zelenou" kulturu (např. emaily, plakáty etc.).	1 2 3 4 5
GEI4	Organizace mě podporuje, abych se zapojil/a do zlepšování kvality a řešení ekologických otázek a problémů.	1 2 3 4 5
GEI5	Organizace mi umožňuje podílet se na řízení ochrany životního prostředí např. formou participace na systému zlepšovacích návrhů, prostřednictvím aktivit spojených s komunitními programy, které jsou cílené na zvyšování povědomí o ochraně životního prostředí, či aktivit spojených se snižováním uhlíkové stopy.	1 2 3 4 5

SEKCE-D

ECP1	Náklady na nákup materiálu se v naší organizaci snížily.	1 2 3 4 5
ECP2	Náklady na energii se v naší organizaci snížily.	1 2 3 4 5
ECP3	V mé organizaci se snížily poplatky za zpracování odpadu.	1 2 3 4 5
ECP4	Prodejní růst, stabilita příjmů a ziskovost jsou v mé organizaci na přijatelné úrovni.	1 2 3 4 5
ECP5	Množství pokut za ekologické havárie v naší instituci se snížilo.	1 2 3 4 5

SEKCE-E

ENP1	Naše organizace podporuje aktivity týkající se úspory energie (včetně upozornění na vypínání počítačů a světel, když nejsou používány).	1 2 3 4 5
ENP2	Naše organizace se snaží snižovat znečištění životního prostředí a emise skleníkových plynů.	1 2 3 4 5
ENP3	Ve své práci přebírám plnou zodpovědnost za životní prostředí.	1 2 3 4 5
ENP4	Naše společnost penalizuje porušování pravidel týkajících se životního prostředí (např. kouření).	1 2 3 4 5
ENP5	Nikdy nezanedbávám aspekty práce spojené s životním prostředím.	1 2 3 4 5

SEKCE-F

SP1	Prioritou naší organizace je zdraví a bezpečnost zaměstnanců.	**1 2 3 4 5**
SP2	V případě potřeby se naše organizace zapojuje a finančně podílí na aktivitách místní komunity.	**1 2 3 4 5**
SP3	Naše organizace komunikuje svůj dopad na životní prostředí a rizika s veřejností.	**1 2 3 4 5**
SP4	Naše organizace se snaží snížit environmentální dopady a rizika na širokou veřejnost.	**1 2 3 4 5**
SP5	Naše organizace se stará o celkové blaho všech zúčastněných stran (zaměstnanci, zákazníci, veřejnost …)	**1 2 3 4 5**
SP6	Naše organizace podporuje společnost např. příspěvky nemocnicím, charitním a neziskovým organizacím.	**1 2 3 4 5**

SEKCE-G

OGC1	Naše organizace usiluje o to, aby každý zaměstnanec pochopil důležitost ochrany životního prostředí.	**1 2 3 4 5**
OGC2	V naší organizaci jsou jasně stanoveny zásady týkající se podpory environmentálního smýšlení ve všech oblastech.	**1 2 3 4 5**
OGC3	Top management vytvořil systém udělování trestů a pokut za porušování předpisů v oblasti environmentálního managementu.	**1 2 3 4 5**
OGC4	Naše organizace propojuje environmentální cíle s dalšími ekonomicky a sociálně udržitelnými cíli.	**1 2 3 4 5**
OGC5	Naše organizace vyvíjí produkty a procesy, které minimalizují dopad na životní prostředí.	**1 2 3 4 5**

SEKCE-H

TMC1	Top management plně podporuje ekologicky, ekonomicky a sociálně udržitelné postupy.	**1 2 3 4 5**
TMC2	Top management vykazuje chování, které představuje udržitelnost jako konkurenční výhodu.	**1 2 3 4 5**
TMC3	Top management má velké pochopení pro trvale udržitelné chování konkurence.	**1 2 3 4 5**

TMC4	Top management je dobře obeznámen s požadavky zákazníků a průmyslových odvětví na udržitelnost.	**1 2 3 4 5**
TMC5	Top management efektivně komunikuje postupy udržitelnosti se zúčastněnými stranami (zaměstnanci, zákazníci, veřejnost …)	**1 2 3 4 5**
TMC6	Top management stanovil pokuty za nedodržování předpisů v oblasti environmentálního managementu.	

SEKCE-I

SL1	Vedení v naší organizaci se chová způsobem, který je sociálně, ekologicky a eticky udržitelný.	**1 2 3 4 5**
SL2	Vedení činí rozhodnutí s ohledem na celou instituci.	**1 2 3 4 5**
SL3	Vedoucí management oficiálně uzná, pokud se vyskytne chyba ovlivňující udržitelnost.	**1 2 3 4 5**
SL4	Vedení chce napravit chyby, které mají vliv na udržitelnost.	**1 2 3 4 5**
SL5	Vedení se snaží využívat jedinečné inovativní metody k řešení otázek týkajících se udržitelnosti.	**1 2 3 4 5**
SL6	Vedení se snaží prostřednictvím udržitelných nástrojů tvořit blahobyt.	**1 2 3 4 5**
SL7	Vedení upřednostňuje cíl před ziskem.	**1 2 3 4 5**
SL8	Vedení se snaží najít rovnováhu mezi udržitelnou společenskou zodpovědností a ziskem.	**1 2 3 4 5**

Vaše komentáře, postřehy ke zkoumané problematice:

Uveďte název podniku z důvodu zamezení duplicity

Pokud chcete obdržet statistické vyhodnocení výsledků výzkumu, uveďte prosím Vaši emailovou adresu:

jzlamalova@fame.utb.cz.

Děkujeme za Váš čas a přejeme hezký den!

SURVEY-QUESTIONNAIRE IN ENGLISH

RESEARCH PARTICPATION - INFORMED CONSENT

Principal Researcher : Zuhair Abbas, PhD Student at Tomas Bata University in Zlín, email. abbas@utb.cz

I, hereby, provide my **informed consent** to **voluntarily participate** in the research of **Zuhair Abbas - Supervised by Doc. Ing. Roman Zámečník, Ph.D. at Tomas Bata University in Zlín**. I understand that the research is on "**green human resource management practices as a predictor of corporate sustainability**", and the research project of the Internal Grant Agency of Tomas Bata University in Zlin (IGA/FaME/2021/009).

It should not take you more than 20 minutes to fill it out. If you participate in the survey, I ask you to answer the individual questions according to the reality of how you view individual areas in your company. I guarantee that your answers are completely anonymous and that the data obtained will be used exclusively for the above purposes. At the same time, I undertake that the mentioned information will not be published in connection with your company.

Please address any ambiguities, questions or comments by phone, in person or by email to the contact below (colleague Ing. Jana Zlámalová, MBA).

We are looking forward to collaborate with you.

With respect and thanks
Zuhair Abbas
Ing. Jana Zlámalová, MBA
Institute of Business Economics
Faculty of Management and Economics
Mostní 5139
760 01 Zlín
jzlamalova@fame.utb.cz

First, please fill in the following identification information:

Your responses are as the following guidance:
 Scale: 1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

1. Please indicate the department in which you work
☐ Administration
☐ Production
☐ Logistics
☐ Human Resource Management
☐ Marketing and Sales
☐ Quality
☐ Finance/Accounting
☐ Controlling

2. Please indicate your level of education
☐ high school with teaching certificate
☐ High school with high school diploma
☐ Bachelor's
☐ Master's (Ing., Mgr.)
☐ Doctorate (Ph.D.)

3. Please indicate the length of your work experience
☐ less than 1 year
☐ 1-3 years
☐ 4-6 years
☐ 7-10 years
☐ more than 10 years

4. Enter the number of employees in the company:
☐ less than 50
☐ 50 - 249
☐ 250 – 499
☐ 500 - 999
☐ 1 000 - 2499
☐ 2500 and above

5. How can your business be characterized?
☐ the company has a majority of Czech ownership
☐ the company has a majority foreign ownership

SECTION-A

GT1	I receive environmental training frequently.	**1** **2** **3** **4** **5**
GT2	I can get opportunities to be trained on environmental issues.	**1** **2** **3** **4** **5**
GT3	Our organization provides environmental awareness programs or workshops to improve my environmental knowledge.	**1** **2** **3** **4** **5**
GT4	In my organization, integrated training to create the involvement of employees in environmental management is provided (How to recycle, manage waste, sustainability programs or workshops).	**1** **2** **3** **4** **5**

SECTION-B

GPM1	Employees know their specific green targets, goals and responsibilities.	**1** **2** **3** **4** **5**
GPM2	My contributions to environmental management are assessed.	**1** **2** **3** **4** **5**
GPM3	My individual performance assessment results are recorded.	**1** **2** **3** **4** **5**
GPM4	Providing regular feedback to the employees or teams help to achieve environmental goals or improve their environmental performance.	**1** **2** **3** **4** **5**
GPM5	In my organization, the achievement of environmental goals is seen as one of the criteria in the system of employee performance appraisal.	**1** **2** **3** **4** **5**

SECTION-C

GEI1	My organization has a clear developmental vision to guide my actions in environmental management.	**1** **2** **3** **4** **5**
GEI2	In my organization, I am involved in a mutual learning climate among employees for green behaviour and awareness (e.g., cleaning campaigns, environmental-based community projects).	**1** **2** **3** **4** **5**
GEI3	In my organization, I have observed a number of formal or informal communication channels to spread green culture (e.g., via email, posters, etc.).	**1** **2** **3** **4** **5**
GEI4	In my organization, I am encouraged to involve in quality improvement and problem-solving on green issues.	**1** **2** **3** **4** **5**

| GEI5 | In my organization, I have opportunities to participate in environmental management such as suggestion schemes, community programs for environmental awareness, low-carbon green initiatives. | **1 2 3 4 5** |

SECTION-D

ECP1	The cost of material purchasing decreased in our organization.	**1 2 3 4 5**
ECP2	The costs of energy consumption reduced in our organization.	**1 2 3 4 5**
ECP3	The fees for waste treatment reduced in our organization.	**1 2 3 4 5**
ECP4	The sales growth, income stability and profitability is at an acceptable level in our organization.	**1 2 3 4 5**
ECP5	There is a decrease in fines for environmental accidents.	**1 2 3 4 5**

SECTION-E

ENP1	In my organization, energy conservation practices are promoted (including reminders for energy savings, turning off computers and lights when not being used).	**1 2 3 4 5**
ENP2	Initiatives are taken to reduce pollution from wastes and greenhouse gas emission in our organization.	**1 2 3 4 5**
ENP3	I fulfil all environmental responsibilities required by the job.	**1 2 3 4 5**
ENP4	In my organization, non-compliance with environmental laws cause sanctions (e.g., fine on smoking at the workplace).	**1 2 3 4 5**
ENP5	I never neglect environmental aspects of the job which are obligated to perform.	**1 2 3 4 5**

SECTION-F

| SP1 | Our organization prioritizes employee health and safety. | **1 2 3 4 5** |
| SP2 | Our organization recognizes and acts on the need to fund local community initiatives. | **1 2 3 4 5** |

SP3	Our organization communicates the firm's environmental impacts and risks to the public.	**1 2 3 4 5**
SP4	Our organization takes care of the reduction of environmental impacts and risks to the general public.	**1 2 3 4 5**
SP5	Our organization takes care of overall welfare of stakeholders' (Employees, Managers, Customers, Suppliers and Soceity).	**1 2 3 4 5**
SP6	Our organization supports the community, e.g. donations to hospitals, charity institutions and NGOs.	**1 2 3 4 5**

SECTION-G

OGC1	Our firm makes a concerted effort to make every employee understand the importance of environmental preservation.	**1 2 3 4 5**
OGC2	Our firm has a clear policy statement urging environmental awareness in every area.	**1 2 3 4 5**
OGC3	Top management develops a punishment system and penalties for noncompliance in the environmental management.	**1 2 3 4 5**
OGC4	Our firm links environmental objectives with our other economic and social sustainable goals.	**1 2 3 4 5**
OGC5	Our firm develops products and processes that minimize environmental impact.	**1 2 3 4 5**

SECTION-H

TMC1	Top management extends full support for environmental, economic and social sustainability practices.	**1 2 3 4 5**
TMC2	Top management shows behavior that indicates sustainability as a competitive advantage.	**1 2 3 4 5**
TMC3	Top management has a great understanding of competitors' sustainability practices.	**1 2 3 4 5**
TMC4	Top management knows a great deal about customers' and industry sustainability requirements.	**1 2 3 4 5**

TMC5	Top management effectively communicates sustainability practices among stakeholders.	**1 2 3 4 5**
TMC6	Top management has set fines for non-compliance with environmental management regulations	**1 2 3 4 5**

SECTION-I

SL1	Our leadership acts in a sustainable socially, environmentally and ethically responsible manner.	**1 2 3 4 5**
SL2	Our leadership's decisions are made while considering the entire organization.	**1 2 3 4 5**
SL3	Our leadership officially recognizes when a mistake is made that affects sustainability.	**1 2 3 4 5**
SL4	Our leadership is willing to correct mistakes that affect sustainability.	**1 2 3 4 5**
SL5	Our leadership attempts to use unique innovative methods to resolve sustainability issues.	**1 2 3 4 5**
SL6	Our leadership attempts to create wealth through sustainable efforts.	**1 2 3 4 5**
SL7	Our leadership puts purpose for environmental and social performance before profit.	**1 2 3 4 5**
SL8	Our leadership balances sustainable social responsibility with profit.	**1 2 3 4 5**

Your comments and observations on the investigated issue:
Please include the business name to avoid duplication:
If you want to receive a statistical evaluation of the research results, please enter your email address:

_____
_

jzlamalova@fame.utb.cz

Thank you for your time and have a nice day!

APPENDIX: D

Table 15: Sample of Analyzed Reports

S.No	Title	Year	Name of Company	Pages
1	Sustainability Report	2015/16	SA	1-103
2	Sustainability Report	2019	VW	1-99
3	Road to Sustainability	2020	HA	1-125
4	Sustainability Report	2017/18	SA	1-89
5	Sustainability Report	2020	VW	1-96
6	Road to Sustainability	2021	HA	1-108
7	Sustainability Report	2019/20	SA	1-121
8	Sustainability Report	2021	VW	1-110
9	Road to Sustainability	2022	HA	1-130

Source: Own Research

Zuhair Abbas

The Role of Green HRM in Fostering Corporate Sustainability in the Automotive Industry

Úloha environmentálního řízení lidských zdrojů při podpoře udržitelnosti podniku v automobilovém průmyslu

Doctoral Thesis