



This research project in Comparative Green HRM is carrying out an international comparison of environmental strategies in human resource management (HRM). It is led by Vienna University of Economics and Business (WU Vienna) in cooperation with Augsburg University, funded by the Austrian Science Fund (FWF) and the German Research Foundation (DFG) over the next three years. In the UK the research partners are Nottingham Trent University and Middlesex University London. This document provides an overview of project objectives, the team involved in it and what opportunities arise for you as a potential cooperation partner.

### **What's Green HRM about?**

Green Human Resource Management (Green HRM) is a recent research field that includes all aspects and practices of HRM that pursue the goal of environmental sustainability. The aim is to reconcile the goals of companies and society without compromising company goals. Green HRM has become an important applied field of research when it comes to developing businesses in an ecologically sustainable way. Green HRM offers the opportunity to accompany and support long-term change of employees' mindset and behaviours, which are a precondition for environmental change in the entire organization. Ecological sustainability matters from an economic viewpoint, as it saves organisational costs, increases employee motivation and opens up new markets.

### **Project goals**

This project aims to uncover and analyse options for implementing environmentally friendly HR strategies in your organisation to reveal how employees deal with obstacles and challenges regarding environmental requirements and how doing so may create tensions or paradoxical situations in which they act with contradictions. Our goal is to explore which strategies employees use in different situations to reduce these tensions or to solve such paradoxes. Project results offer valuable solutions to the challenges arising in Green HRM of implementation in corporate strategic plans, and ensuring efficient business practices. We assume that your organisational teams play a pivotal role and require special attention, and the team as a determinant represents a research gap in the current HRM scientific literature.

A research project of the  
University of Augsburg  
and  
Vienna University of  
Economics and Business



In cooperation with



### **What are the benefits for participating companies?**

Engaging in ecologically sustainable HRM research will not only lead to favourable reputation effects for your organisation but also directly reduce the cost of employees' onboarding, training and development processes. Here, your own 'green employer' reputation can intrinsically motivate your current employees and potential future ones, since their work is seen as meaningful. The uncovering and evaluation of possible paradoxes and tensions in your organization also serves as an appreciation of employee needs, as a contribution to the environment and as a guarantee for organisational profitability. Your organisation can directly benefit from our research by recognizing and eliminating such possible staff tensions or paradoxes. This research project is thus an easy way for your company to know of issues arising before the implementation of any potential new green organisational strategy, and your cooperation can also lead to increased efficiency in implementation. Taking part in this university research project enables analysis at a high scientific level. Our study design also aims to analyse green HRM strategies in a comparative perspective, at the industry and country levels, in order to identify important structural factors beyond firm boundaries.

### **Study design, procedure and companies effort – in a nutshell**

- Survey 3 to 4 companies with offices in all four countries
- Survey 20 teams or more per organisation
- Teams in the study must have at least 3 members, plus a team leader in post for at least 1 year
- Survey completed in two steps

#### **Step 1: Survey using online questionnaires**

- Random selection of teams
- Anonymisation guarantees individual names or team names are not traceable

- About 20 minutes of time per team member to do the survey
- For team leaders, the survey takes about 30 minutes
- Questions ask about environmentally friendly behaviour in the workplace

### Step 2: Semi-structured interviews

- 10 team members or team leaders from different areas of responsibility
- Additional interviews with HR managers, environmental managers, CSR managers and department heads
- Audio recording of interviews
- About 60 minutes time needed for each interview, which are carried out by university scientists
- Voluntary participation only – guarantees interviewees are anonymous – means your name and position are kept secret
- Questions are about challenges and applied solutions for environmental issues in the workplace

About 40 hours of time needed from each organisation for us to collect all of the data above.

### Privacy and data protection

Data protection and privacy have very high priority in this study. Therefore, interviews will only be held after staff interviewees have given their written informed consent and if they have agreed that the findings resulting from these interviews can be used for research purposes only. Additionally, all necessary requirements with regard to your data protection and privacy will be made by following relevant guidelines such as the European Commission's General Data Protection Regulation (GDPR). Any references to companies or individuals will be anonymised, i.e. not detailed, revealed or shared. The collected data is stored exclusively on university-owned servers and protected against access by third parties.

### Our project team

This research project is carried-out by an international team in cooperation with WU Vienna and the University of Augsburg funded by the Austrian and German research councils. Our project team is led by Prof. Dr. Michael Müller-Camen (WU Vienna) and Prof. Dr. Marcus Wagner (University of Augsburg), and comprises many other globally-renowned researchers. Our core team consists of six staff researchers in Vienna and Augsburg, who manage the planning, implementation and evaluation of the study. In the UK, we are supported by our co-investigators Dr. Douglas Renwick of Nottingham Trent University and Dr. Julie Haddock-Millar of Middlesex University London. One of the leading researchers in sustainable HRM, Prof. Dr. Susan Jackson accompanies the US team from

Rutgers University, and Dr. Andrea Kim from Sungkyunkwan University South Korea is part of our cooperation network.

### Advantages for your organisation:

- By participating in this research project, you can contribute to the future effectiveness of your company
- Participation in this project will provide insights about your employees environmental attitudes and behaviors
- You may learn ways to improve ecological sustainability as well as employee satisfaction
- The introduction of ecological sustainability strategies directly reduces resource consumption in your organisation and leads to significant cost savings and economic benefits for your company

**We hope that you got curious.  
Would you like to get more information  
about the project or us?  
Then these are the next steps:**

- Send us an email using the address in the business card below
- We will contact you as soon as possible with more information and arrange a meeting or phone call

Please click on the business card to get to the project website.

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