
The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

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Abstract:

This article comprehensively examines green human resource management (GHRM) and its critical role in developing sustainable organisations. GHRM leverages human resource systems to achieve environmental sustainability goals and develop green workforces. The article outlines the concept, theoretical foundations, and key dimensions of GHRM, encompassing recruitment, training, performance management, motivation, and retention. It reviews extensive empirical research demonstrating GHRM's positive impacts on sustainability outcomes like environmental performance, green behaviours, capabilities, and reputation. Significant implementation challenges include a lack of leadership commitment, narrow HR role perceptions, and misalignment with strategy. Case analysis of Patagonia highlights real-world GHRM practices. Theoretical, empirical, and practical implications are considered, emphasising GHRM's multifaceted benefits but the need for further rigorous, context-sensitive research. In conclusion, the article establishes GHRM as a vital, emerging approach for aligning human capital with sustainability, warranting ongoing investigation and application.

Keywords: Green human resource management GRHM, Environmental sustainability, GRHM practices, Patagonia.

Jel Classification Codes:M12, M54, M54.

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1. Introduction

Sustainability has become a key issue for organisations in recent years. With growing awareness of the risks of climate change, resource scarcity, and environmental degradation, organisations are increasingly pressured to reduce their environmental footprint and operate more sustainably (Jackson et al., 2011). Implementing sustainable practices has recently become a crucial need for companies and institutions. To minimise their negative impact on the environment and use resources judiciously, they have to change how they operate fundamentally. Adopting sustainability measures is vital for organisations to remain profitable and competitive while benefiting the planet. Going green allows companies to lower costs, appeal to eco-conscious consumers, comply with regulations and build a positive reputation. In essence, embracing sustainability has evolved into an essential strategy for organisations to succeed in the long term, both financially and ethically.

An important aspect of building a sustainable organisation is developing human resource (HR) systems and practices that align with sustainability goals (Renwick et al., 2013). This emerging field is known as green human resources management (GHRM). GHRM is the aspect of human resource management that focuses on transforming regular employees into green employees to achieve an organisation's environmental goals and ultimately significantly contribute to environmental sustainability (Opatha&Arulrajah, 2014). The aim is to create an HRM system that fosters individual and organisational environmental sustainability. However, significant challenges remain in putting GHRM into practice.

This article provides an in-depth examination of the current state of research on the role of GHRM in building sustainable organisations. It begins with an overview of the concept of GHRM and its theoretical underpinnings. The article then reviews the literature on the various dimensions of GHRM and its impacts on organisational sustainability. Key challenges in implementing GHRM are also discussed. A case study of Patagonia to highlight real-world GHRM practices has been conducted. Finally, implications for research and practice are considered, along with directions for future research.

1.1. Research Objectives: This study aims to achieve the following key research objectives:

- Examine the concept and dimensions of green human resource management (GHRM).
- Review empirical evidence on the impacts of GHRM practices on sustainability outcomes.
- Identify key challenges and success factors in implementing GHRM.
- Provide recommendations for organisations seeking to adopt GHRM.

1.2. Research Importance: The importance of this research can be understood in the following elements:

- GHRM is an emerging approach organisations can use to embed sustainability in HR systems.
- Research is needed to substantiate GHRM's benefits and provide evidence-based guidance for implementation.

- Findings will inform practice on leveraging human capital for sustainability.

1.3. Research Questions: The research questions guiding this study are:

- Do organisations that implement GHRM practices exhibit better environmental performance outcomes than those that do not implement GHRM practices?
- Is there a relationship between employees' perceptions of their organisation's sustainability commitment and their engagement in individual green behaviours?
- How do Patagonia's specific GHRM practices relate to and potentially explain its strong environmental reputation and performance?

1.4. Research Hypotheses: The hypotheses for this research are:

- H₁: Organisations implementing green human resource management (GHRM) practices like green recruitment, training, performance management, and rewards will demonstrate improved environmental performance compared to organisations without these practices.
- H₂: Employees who perceive their organisation is committed to environmental sustainability will exhibit higher levels of individual green behaviours like energy conservation, waste reduction, and eco-initiatives.
- H₃: Patagonia's GHRM practices, like green recruitment, employee activism support, and sustainability-aligned facilities and culture, contribute to its strong environmental reputation and performance.

1.5. Methodology:

This present study utilises a thorough conceptual analysis and critical examination of the existing literature on GHRM practices and their theoretical underpinnings. An extensive review and synthesis of empirical studies published in academic journals on GHRM is also conducted, summarising the current state of knowledge regarding the antecedents and outcomes of environmental sustainability practices in HR. Building on the conceptual and empirical insights, the study further investigates GHRM in practice through a qualitative case study analysis of Patagonia company, a pioneer and leader in implementing environmentally-friendly people management policies. The Patagonia case provides rich, real-world examples and evidence for the feasibility and potential benefits of GHRM initiatives, helping to translate theoretical ideas into demonstrable organisational practices.

2. Literature Review:

2.1. The Concept and Dimensions of GHRM:

GHRM, also called environmental HRM or sustainable HRM, has emerged as a critical approach for integrating sustainability into HR systems (Renwick et al., 2013). It stems from the broader corporate sustainability movement, emphasising balancing economic, social, and environmental performance (Van

The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

Marrewijk & Werre, 2003). The concept reflects a natural expansion of HRM's scope to include an environmental dimension alongside traditional economic and social concerns (Jackson & Seo, 2010).

Several definitions of GHRM exist. Opatha and Arulrajah (2014, p. 101) define it as "the policies, practices, and systems that make employees of the organisation green for the benefit of the individual, society, natural environment, and the business." Labella-Fernández and Martínez-del-Río (2019, p. 1) describe GHRM as "a set of people-centred practices oriented toward developing and maintaining the workforce's abilities, motivation, and opportunities to contribute to an organisation's economic and environmental sustainability" Underlying these definitions is a focus on leveraging HRM systems to achieve environmental goals and develop a workforce with pro-environmental attitudes and behaviours.

Researchers have identified several key dimensions that comprise GHRM:

- Green training and development aim to provide employees with the required skills, knowledge and competencies to identify and implement environmental initiatives in the workplace (Masri & Jaaron, 2017).
- Green recruitment and selection: refers to attracting and hiring talented people who possess knowledge about environmental management practices and show concern for the natural environment (Masri & Jaaron, 2017).
- Green performance management and appraisal: incorporates environmental sustainability metrics into employee performance evaluation to assess employee contribution to environmental objectives (Masri & Jaaron, 2017).
- Green employee motivation and retention include financial and non-financial rewards to engage employees in environmental management practices (Masri & Jaaron, 2017).
- Green recruitment involves attracting people who have knowledge of environmental management practices and show concern for the natural environment (Guerci et al., 2016).

This multidimensional perspective indicates that GHRM requires a systems approach that coordinates greening across all HR practices (Renwick et al., 2013). Isolating sustainability to one or two practices is insufficient. The aim is to completely integrate environmental sustainability into the fabric of HRM to align human capital with the organisation's sustainability strategy.

GHRM encompasses several key dimensions aimed at integrating environmental sustainability into human resource practices. A major component is green training and development, which provides employees with the required skills, knowledge and competencies to identify and implement environmental initiatives in the workplace. This involves training programs on environmental awareness, energy and waste reduction practices, and similar green topics. Another key area is green recruitment and selection, which refers to attracting and

hiring talented people who know environmental management practices and show concern for the natural environment. Aspects such as screening candidates based on environmental criteria fall under this dimension.

Other dimensions include green performance management and appraisal, which incorporates environmental sustainability metrics into employee performance evaluation to assess the contribution to green objectives. There is also green employee motivation and retention, which utilises financial and non-financial rewards to engage employees in environmental management practices. These key GHRM dimensions aim to develop a workforce with the mindset and capabilities to support organisations' environmental goals and build a culture of sustainability.

2.2. Theoretical Foundations:

Two theories are particularly influential: the firm's natural resource-based view (NRBV) and the stakeholder theory.

The NRBV conceptualises environmental sustainability as a key organisational capability and source of competitive advantage (Hart, 1995). It posits that strategic proactive environmental management driven by HR systems can boost efficiency, differentiation, and financial performance. GHRM provides the tools to develop human, social, and organisational capital related to environmental sustainability.

Stakeholder theory recognises that organisations have responsibilities to stakeholders beyond just shareholders, including employees, communities, NGOs, and the natural environment (Freeman, 2010). GHRM helps balance the needs of these diverse stakeholders by embedding environmental considerations into HR systems. This supports moral legitimacy and long-term value creation.

The NRBV and stakeholder theory provide ethical, social, and business cases for implementing GHRM. Additional perspectives like institutional theory further explain the increasing adoption of GHRM by highlighting coercive, normative, and mimetic drivers. Overall, theoretical and conceptual work firmly establishes GHRM as an approach that can provide a competitive advantage while serving social and environmental goals.

2.3. GHRM and Organizational Sustainability:

A growing body of empirical research demonstrates that effective implementation of GHRM can enhance environmental sustainability across multiple organisational outcomes. Studies have examined the impacts of GHRM on environmental performance, environmental capabilities, employee eco-initiatives, and external reputation.

Several studies reveal positive links between GHRM and environmental performance. Masri and Jaaron (2017) found that green recruitment, training, performance management, and rewards led to superior environmental management and reduced carbon emissions in Palestinian manufacturing organisations. In another study, Khan et al. (2019) examined the application of green human resource management (GHRM) practices among ISO 14001-certified manufacturing firms in Malaysia.

The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

The authors found that firms adopting the ISO 14001 environmental management system also tend to implement GHRM practices to improve sustainability performance. The findings suggest that integrating GHRM and ISO 14001 certification can help minimise imbalances between economic and environmental goals and improve overall sustainable performance in manufacturing firms. The authors highlight the need for firms to adopt ISO 14001 certification as an integral part of addressing sustainability issues. The study provides evidence that GHRM practices such as training, performance appraisal, compensation, and recruitment focused on environmental management can further enhance the benefits of ISO 14001 certification. Superior environmental performance stemming from GHRM may occur because alignment between HR systems and sustainability goals enhances employee commitment and capacity to achieve green objectives.

In their work, Zhao et al. (2017) examined how firms' environmental strategies and reputations relate to their green human resource management and discretionary slack, drawing from natural resource-based theory. Adopting a human resource perspective, they hypothesised that proactive environmental strategies predicted stronger environmental reputations through the mediating role of green human resource management practices. Furthermore, they proposed that slack resources, which managers can discretionarily allocate toward environmental efforts, strengthened these relationships.

Using data from environmentally sensitive industries in eastern China, they found empirical support for their hypotheses. The results highlighted green human resource management's vital contributions to executing environmental strategies and building environmental reputations. Overall, their study reinforced the critical roles of managers and human resources in organisations' sustainability journeys.

At the individual level, GHRM fosters positive employee attitudes and behaviours, catalysing environmental improvement initiatives. Opatha and Arulrajah (2014) showed that GHRM practices increased Sri Lankan bank employees' job satisfaction and organisational commitment, indirectly improving their self-reported environmental performance. Another study revealed that GHRM influences employees' green behaviour within their formal job duties (in-role) and outside their responsibilities (extra-role). (Dumont et al., 2017). When organisations implement GHRM practices - such as providing training on environmental issues, evaluating employee performance on sustainability metrics, and rewarding green behaviours - employees engage in more pro-environmental actions at work.

These green actions include properly disposing of waste, conserving energy and resources, suggesting process improvements to reduce carbon footprint, etc., as part of their regular job activities (in-role green behaviour). Additionally, GHRM makes employees more likely to voluntarily take eco-friendly actions that go above and beyond their formal job descriptions (extra-role green behaviour). Examples of extra-role green

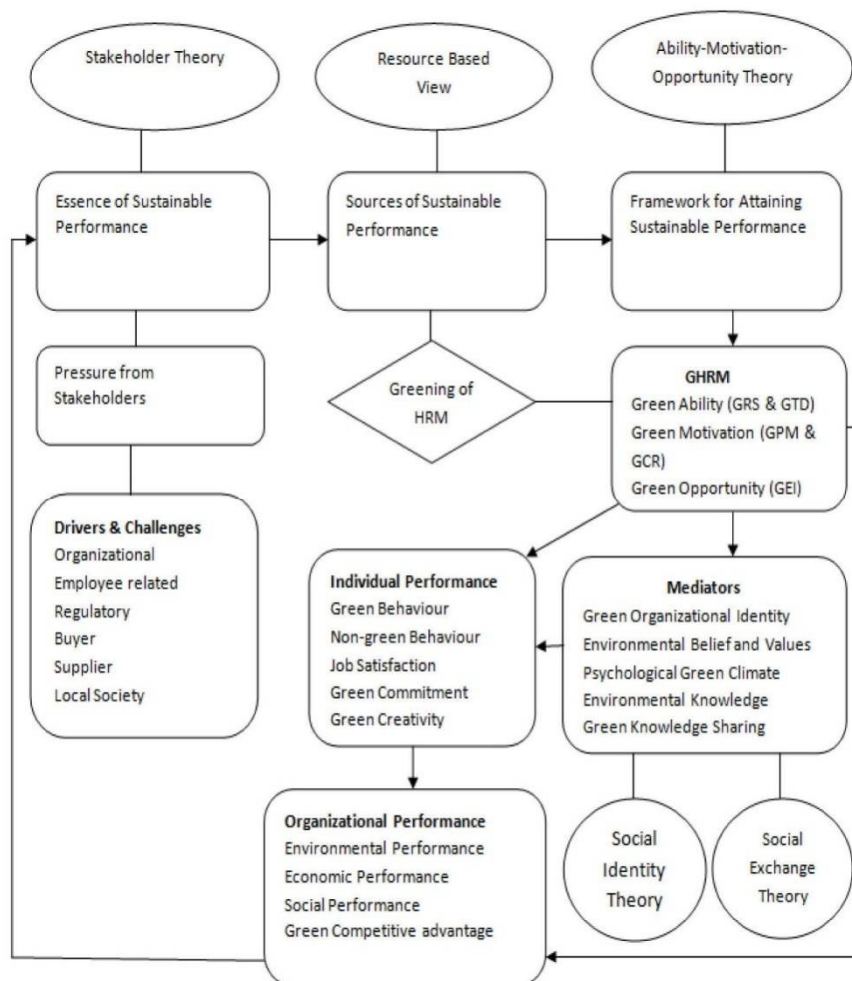
behaviours could be organising office recycling programs, encouraging coworkers to be more environmentally conscious, participating in corporate sustainability initiatives during off-hours, etc.

Finally, empirical research demonstrates that Green human resource management practices can support sustainable organisational business strategies. HR professionals can utilise skills in organisational processes, change management, and promoting organisational culture to help implement environmental sustainability initiatives. While GHRM is still an emerging concept in India, research outlines how HR can access knowledge to assist companies in becoming more sustainable over time (Das & Singh, 2016). Organisations can improve their perceived green image and moral standing by aligning HR systems with sustainability goals.

In summary, studies consistently link GHRM adoption to gains in environmental performance, capabilities, individual green behaviours, and external reputation. GHRM provides an invaluable lever for implementing sustainability strategies and driving progress toward comprehensive organisational sustainability across multiple dimensions.

Figure 1 presents the key conceptual model in a cyclical stepwise visual format to summarise the holistic HRM implementation process for improving organisational sustainability.

Figure 1: Comprehensive Model for GHRM



Source : (Chowdhury et al., 2023)

The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

Chowdhury et al. (2022) demonstrate how five key aspects of green human resource management (GHRM) can improve implementation and enhance organisational, individual, and group performance through a 6-step holistic process model (Figure 1).

The model outlines an iterative process for implementing GHRM sustainably. Step 1 explains that firms must improve performance for sustainability. Step 2 outlines sources like employees and stakeholders to drive sustainability. Step 3 suggests using frameworks like Ability–Motivation–Opportunity to directly impact individual performance with GHRM. Step 4 proposes enhancing employee identity and networks to boost performance. Step 5 notes enabling employees to mediate between GHRM and organisational performance. Step 6 reinforces continual sustainable performance improvements.

Chowdhury et al. (2022) describe how the holistic model identifies six interconnected steps for firms to adopt GHRM and improve sustainable performance at multiple levels. It notes the model's value in highlighting vital aspects of GHRM implementation often overlooked previously. The process integrates diverse stakeholders, frameworks, and performance outcomes across individuals, groups, and the organisation. If firms fail to consider all facets outlined, GHRM efforts could be unsuccessful and jeopardise sustainability goals. The model offers a cyclical approach to drive ongoing enhancements by linking GHRM to individual, group, and organisational performance.

2.4. GHRM and Firm Performance:

An emerging area of research explores the impacts of GHRM on overall firm performance outcomes like financial results, productivity, quality, and innovation. Findings indicate that GHRM adoption can improve general business performance and sustainability-specific gains.

For example, Subramanian et al. (2016) found that screening for green competencies like environmental knowledge, pro-environmental purchase attitudes, and green intentions during employee selection can help companies identify candidates with high potential for strong green performance. Implementing GHRM practices, such as verifying green attributes and mindsets early on, allows organisations to hire and develop employees supporting sustainability initiatives and culture.

Masri and Jaaron (2017) also found a positive and significant relationship between green human resource management (GHRM) practices and environmental performance in Palestinian manufacturing companies. This means that implementing GHRM practices, like providing environmental training, evaluating employees on sustainability metrics, and recruiting candidates with pro-environmental attitudes, is correlated with improved environmental performance in these organisations.

At the process level, GHRM practices stimulate performance improvements by catalysing employee proactivity and eco-innovation. A study by Zahrani (2022) revealed that green team creativity and GHRM

practices mediate the relationships between various HR practices (e.g. green recruitment, training, involvement) and organisational sustainability. Top management support and environmental orientation were also shown to positively affect organisational sustainability when mediated by green team creativity and GHRM practices. The implications are that fostering green team creativity and implementing GHRM practices could enhance environmental sustainability in Saudi organisations.

However, empirical research on connections between GHRM and firm performance remains limited. Further studies using rigorous designs and testing mediating mechanisms are needed to substantiate these initial links. GHRM's performance impacts likely depend on various contextual factors as well. But early findings suggest GHRM may provide both sustainability and business benefits.

2.5. Challenges in Implementing GHRM:

While existing research confirms the benefits of GHRM for sustainability, significant obstacles remain in putting GHRM into practice. Scholars have highlighted a range of potential implementation challenges:

- Lack of top management commitment: Support from senior executives provides momentum and resources for implementing GHRM. Without leadership commitment, sustainability may be marginalised in HR (Yusliza et al., 2019).
- Narrow perceptions of HRM's role: Some HR professionals cling to conventional views of HRM's purpose, hindering the adoption of sustainability practices (Renwick et al., 2013). When HR professionals cling to a narrow, conventional view of their role, it can hinder an organisation's adoption of sustainability practices. They may not see sustainability as part of their remit and therefore fail to advocate for or support sustainability efforts. Or they may actively resist expanding HRM's scope, believing that sustainability is not an HR issue.
- Competing strategic priorities: Pressures on organisations to focus on core business issues like profits and growth may take precedence over implementing environmental sustainability initiatives in HR practices (Ehnert, Harry, & Zink, 2014). Organisations may not devote sufficient resources or attention to GHRM if perceived as secondary to short-term financial goals.
- Limited alignment with sustainability goals: Specific HR practices like recruitment, training, performance management and incentives are not aligned with sustainability goals (Harris & Tregidga, 2012).

Overcoming these barriers requires clear direction from executive leadership, developing HR competencies in sustainability, allowing sufficient time for cultural change, and framing GHRM as a long-term investment rather than simply a cost. The impactful implementation depends on contextual factors like organisational size, sector, and existing environmental strategy maturity. Ultimately, nuanced approaches tailored to each organisation's circumstances will be most effective.

The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

3. GHRM Case Study: Patagonia

3.1 Company Background:

Yvon Chouinard founded Patagonia in 1957 after learning blacksmithing and making his climbing pitons. He started selling climbing gear out of his car to support his climbing lifestyle. In 1965, Chouinard partnered with Tom Frost to form Chouinard Equipment, becoming the US's largest supplier of climbing hardware by 1970. However, their gear damaged the rock, so they pivoted to aluminium chocks that were less harmful. In 1972, Patagonia began selling clothing like rugby shirts and polyurethane jackets to help fund the hardware business.

They innovated synthetic pile fleece in the 1970s for better insulation. In the 1980s, they developed Capilene polyester to wick moisture and introduced bright colours. They also launched insulating polypropylene long underwear and taught layering principles through catalogues. Patagonia grew rapidly but overextended in 1991, requiring layoffs. This led Chouinard to reflect on balancing growth with values (Patagonia, 2023).

Patagonia maintained its culture, like the flexible dress, surfing breaks, and on-site childcare. They also began providing healthy food and opened their books to empower employees. In the 1970s, Patagonia began donating 10% of profits and 1% of sales to environmental groups. They took stances like opposing certain dams and supporting wildlife corridors. Every two years, they hold conferences to teach activism skills.

They also reduced their footprint by using recycled paper since the mid-1980s. Major milestones include making cotton sportswear organic in 1996, becoming a California benefit corporation in 2012, launching their used clothing Worn Wear program in 2012, and forming the Tin Shed Ventures fund in 2013 to invest in responsible startups. In 2022, Chouinard donated the company to new entities to ensure its values were upheld (Patagonia, 2023).

Other companies frequently ask Patagonia for advice on how to adopt more environmentally conscious practices. These recurring requests led Patagonia to create a guide outlining steps businesses can take. The guide provides tips and resources to help companies get started, such as (Patagonia, 2012):

- Auditing waste streams, maximising recycling, tracking and reducing waste, and disposing of waste properly
- Tracking, reducing, and replacing materials with recycled, organic, local and/or sustainable alternatives
- Measuring and recording environmental impacts, setting reduction goals, and conducting life cycle analyses of products
- Using and constructing green buildings and ensuring energy efficiency
- Partnering with suppliers that minimise impacts and provide good working conditions
- Supporting organisations and advocates focused on environmental health

- Educating employees, customers, students, suppliers, and other businesses about environmental issues
- Being transparent with customers and peers about environmental impacts, challenges, and achievements.

The guide aims to provide actionable suggestions that businesses of any size can take to lessen their environmental footprint.

3.2 Patagonia's Approach to GHRM:

Based on the details provided, some key ways Patagonia integrates sustainability into HR management include (PeopleGoal Team, 2019):

- **Hiring Process:** They strive to hire people aligned with their mission and values around environmental sustainability. This helps build an internal culture focused on sustainability.
- **Employee Benefits:** They provide paid time off for employees to volunteer with environmental groups. This encourages sustainability engagement.
- **Flexible Work:** Their "Let My People Go Surfing" policy allows employees flexibility to pursue outdoor activities like surfing. This promotes work-life balance and appreciation for nature.
- **Facilities:** They have on-site organic cafeterias and showers to support environmentally conscious choices. Their parking lot has preferred spots near the building entrance for fuel-efficient vehicles.
- **Management Philosophy:** They limit office size to avoid bureaucracy and over-consumption. Their open office culture facilitates communication and egalitarianism over hierarchy.
- **Paid Activism Leave:** Employees arrested during peaceful environmental protests get bail paid by Patagonia. This encourages activism.
- **Parental Leave:** They provide generous paid parental leave policies to support work-life balance.

4. Theoretical, empirical, and practical implications:

The growing body of research on GHRM and organisational sustainability has several important theoretical, empirical, and practical implications. These developments point to promising new directions for scholarship at the intersection of HRM and sustainability. There are also areas requiring further research to deepen understanding of GHRM dynamics.

4.1. Theoretical Implications:

GHRM research extends HRM theory by incorporating environmental sustainability as a key driver that must be embedded throughout HR systems (Opatha&Arulrajah, 2014). This represents a major expansion of the HRM field. Findings confirm that theoretical frameworks like the NRBV and stakeholder theory apply in a GHRM context, providing foundations for green HR initiatives (Chowdhury et al., 2022). Research is moving towards multidimensional models of GHRM implementation, aligning with configurational and systems perspectives in HRM theory (Jackson et al., 2011).

The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

Overall, the emergence of GHRM strengthens HRM scholarship by illuminating new dimensions for theoretical development and integration. This enhances understanding of how HR systems intersect with organisational phenomena like sustainability.

4.2. Empirical Implications:

A sizeable body of quantitative evidence now validates the positive impacts of GHRM adoption on sustainability outcomes like environmental performance (Masri & Jaaron, 2017). Research demonstrates that GHRM effects manifest at multiple levels, including organisational, group, and individual (Kim et al., 2019; Masri & Jaaron, 2017; Renwick, 2013). Studies consistently reveal performance benefits from strategic, integrated GHRM interventions rather than isolated initiatives (Mahdy et al., 2023). GHRM research focuses on measuring outcomes rather than exploring HR processes to enable sustainability (Renwick et al., 2013). More process-oriented work is needed.

Future empirical GHRM research must address these issues through more multidimensional, process-focused studies utilising sound measures. But the field is moving beyond anecdotes towards robust evidence.

4.3. Practical Implications:

Research identifies key levers like performance management, culture, and leadership for implementing sustainability via HR systems (Masri & Jaaron, 2017). Insights help HR practitioners design comprehensive GHRM interventions tailored to their organisations rather than one-off initiatives with limited impacts (Renwick et al., 2013). Attempts to provide clear GHRM implementation frameworks or measure ROI remain limited (Ehnert, Harry, & Zink, 2014). More practical guidance grounded in fieldwork is needed.

5. Organisational and HR Profession Implications:

5.1. Organisational Implications:

GHRM increases organisations' agility and ability to adapt to evolving societal and regulatory sustainability expectations (Masri & Jaaron, 2017). First-mover advantages exist. GHRM policies and programs could be highly visible examples that demonstrate the company's commitment to CSR and sustainability. Implementing GHRM practices proves the company is becoming socially and environmentally responsible. (Kuo et al., 2022).

While there is increasing empirical evidence that GHRM can save money over the long run through lower energy bills, reduced regulatory costs, etc., there are still uncertainties around exact cost savings and payback periods. Organisations that only focus on short-term financials may see the upfront costs of implementing GHRM and be hesitant to adopt them (Carballo-Penela et al., 2023).

Overall, organisations need to recognise GHRM's multifaceted benefits and carefully evaluate their readiness and motives for pursuing GHRM in relation to their broader strategy.

5.2. HR Profession Implications:

GHRM research highlights an expanded sustainability-oriented role for HR professionals and the need to integrate new green capabilities (Renwick et al., 2013). Still, the pace of actual GHRM adoption remains inconsistent, and perceptions of HR's role in sustainability are slow to change (Guerci & Pedrini, 2014). As organisations strive for improved environmental performance and efficient green business practices, human resources departments have an important role in integrating environmental consciousness across all HR functions (Aykan, 2017).

These implications indicate HR professionals must proactively embrace sustainability across practice areas while recognising GHRM's demands. Academic research can inform this transition.

In summary, GHRM research provides initial ideas and evidence to support adoption in practice but requires continuous sharpening and integration with other sustainability initiatives. Significant opportunities exist to enhance the practical utility and adoption of findings.

6. Conclusion:

based on the conceptual analysis, literature review, and case study, some conclusions can be drawn about the hypotheses:

The first hypothesis was supported. The literature review summarises multiple studies showing that organisations implementing GHRM practices exhibit improved environmental performance.

The second hypothesis was supported. The literature review discusses a study by Opatha and Arulrajah (2014) which found that GHRM practices increased employees' job satisfaction and organisational commitment, leading to better self-reported environmental performance. This suggests employees' perceptions of their company's sustainability commitment influence their green behaviours.

The third hypothesis was supported. The case study analysis of Patagonia provides examples of specific GHRM practices they implement, like paid activism leave and sustainability-focused facilities. The article states these practices likely contribute to Patagonia's solid environmental reputation and performance.

In conclusion, research establishes GHRM as vital for enhancing sustainability across people, profit, and planet dimensions. Adoption of integrated GHRM practices improves environmental and human capital related to sustainability. Despite meaningful progress, challenges in moving from theory to impactful application persist. Success requires sustained, multi-disciplinary research attentive to ever-evolving organisational dynamics and societal expectations regarding sustainability. The path ahead demands rigorous investigation and open practitioner-academic partnerships to fulfil the promise of GHRM in building truly sustainable organisations.

In closing, fully realising GHRM's potential to build sustainable organisations requires ongoing idea-sharing and collaboration between researchers and practitioners. Scholarship should balance rigour with

The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

relevance to provide actionable insights that reflect organisational realities. Only through partnership can the power of GHRM be mobilised to drive sustainability at scale.

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The Vital Role of Green Human Resource Management in Building Sustainable Organizations: A Patagonia Case Study

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