Understanding how Finnish Organizations Include Environmental Sustainability in their HRM Practices

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Abstract for Master's thesis

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Abstract: Studying how organizations act or do not act sustainably both internally and externally is valuable and timely as climate change has begun to reveal its effects on our planet already (e.g., Finnish Government, n.d.). This study focuses on Finnish organizations as the Finnish government has an ambitious climate plan for the coming decades (Finnish Government, n.d.). By incorporating green values and initiatives into their HRM practices, it has been demonstrated that organizations could reach their environmental goals more quickly (e.g., Shen, Dumont & Deng, 2018: 595; Chen, Jiang, Li, & Gao 2021:2).   From this study, one may learn more about how Finnish organizations consider environmental sustainability in their HR work. One may also gain a deeper insight into how well-acquainted Finnish HR professionals are with Green HRM, or whether this HR approach is still undiscovered within the Finnish HR field. The second goal of this study was to learn about the opinions and thoughts of Finnish HR professionals about the responsibility that organizations have regarding fighting climate change, and the role the HR professionals consider that HR should have regarding this.
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1. Introduction

Organizations today have considerable amounts of pressure to make their products and different (industrial) practices more environmentally and socially sustainable, at least in those sectors that are visible to the consumers and customers. How these organizations incorporate environmentally sustainable values into their daily activities through different environmentally sustainable initiatives or Green Human Resource Management, is not as clear nor as visible. In this study, "green" is used as a synonym for environmentally friendly or environmentally sustainable. Environmental sustainability may also have many different definitions but is not defined in any particular or specific manner in this study, in order to let it be analyzed in the broadest possible way.

Studying how organizations act or do not act sustainably both internally and externally is valuable and timely as climate change has begun to reveal its effects on our planet already (e.g., Finnish Government, n.d.). Countries around the world are implored to take action against climate change but the same kind of pressure is not directed at organizations, as their work towards becoming more environmentally sustainable is mainly based on a voluntary choice to do so, at least within the European Union (Virtanen, 2021, 12 March).

I am interested in environmental sustainability and am eager to learn about different ways of fighting climate change, and I wanted to include my interest in this topic in my master's thesis somehow. When thinking about the topic for my master's thesis, I wanted to combine HRM and environmental sustainability on which the topic for my research is based. I believe that my interest in this topic worked as a force of motivation for completing this study, but at the same time this is a study that is needed as we should consider all the ways that we can fight climate change as extensively as possible.

This study focuses on Finnish organizations because having contact with such organizations for interviews was geographically more convenient. However, focusing on Finnish organizations is also of value, as the Finnish government has an ambitious climate plan for the coming decades (Finnish Government, n.d.).

Some of these ambitious plans include being carbon neutral by the year 2035, whereas the European Union has the aim of being carbon neutral fifteen years after

Finland, in 2050 (Finnish Government, n.d.). This means that Finland will have to make necessary changes at a rapid pace to reach this goal more quickly than other countries.

Investigating whether Finnish organizations are as ambitious as the Finnish government concerning fighting climate change, or whether they seem to be further behind in their level of ambition, is of great interest to this study. Even if the organizations are not as ambitious with their environmental goals, the fact that the Finnish government has such ambitious climate plans means that Finnish organizations and foreign organizations operating in Finland will inevitably be affected, and have to adapt their businesses accordingly.

This study aims to focus on studying organizations that have some kind of green thinking or green values that are visible to consumers. The reasoning behind this focus is that these kinds of organizations might have more green initiatives within the organization as well, possibly even in the HR department, that are not visible to the consumers. Some difficulties in maintaining this focus were met in regards to finding such organizations that were willing to participate in the study. Nonetheless, four organizations did agree to participate; this will be discussed in greater detail in the Method chapter.

1.1. Justification

A justification for this study is that examining how holistically, as it were, organizations take action against climate change can be of value. A reason for this is because Finland has an ambitious climate plan for the upcoming decades (Finnish Government, n.d.), but as the same kind of pressure is not put on organizations, they might not incorporate green thinking and values into every aspect of their daily activities even if it could be beneficial. Organizations may thus have goals that are visible to the consumers and customers but which might be less visible in the day-to-day workings of the organization. A second fact worth mentioning is that by incorporating green values and initiatives into their HRM practices, it has been demonstrated that organizations could reach their environmental goals more quickly (e.g., Shen, Dumont & Deng, 2018: 595; Chen, Jiang, Li, & Gao 2021:2).

Some research has been made about how environmental sustainability may appear in different organizations' HR initiatives, but a study where the focus is on organizations that are marketing themselves as environmentally friendly or sustainable has yet to be found. I personally also wanted to have a focus on Finnish organizations in my study, as I have actively followed different Finnish organizations that market themselves as environmentally sustainable and I wish to know more about their HR practices from an environmental perspective. In this study, HR practices mean all the different practices that are included in HR work and which have an effect on the employees or the organization as a whole.

From this study, one may learn more about how Finnish organizations consider environmental sustainability in their HR work. One may also gain a deeper insight into how well-acquainted Finnish HR professionals are with Green HRM, or whether this HR approach is still undiscovered within the Finnish HR field. A second goal of this study is to learn about the opinions and thoughts of Finnish HR professionals about the responsibility that organizations have regarding fighting climate change, and the role the HR professionals consider that HR should have regarding this.

What was noted while becoming acquainted with Green HRM for this study, is that Green HRM is studied to quite an extent in the USA, in Asian countries, and various other countries, but studies about Green HRM conducted in Finland have yet to be found, which makes this study even more justified and valuable.

Overall, finding articles that focus on how Green HRM is applicable in different cultures is difficult, and the Green HRM articles that do discuss culture, only mention it quite briefly (for example Masri & Jaaron, 2017). This notion makes it valuable to consider the cultural aspects in Finland that may play a role in whether or not an organization has incorporated Green HRM into its HR practices.

Overall, with the Finnish government's climate plan in mind as well as the societal pressures that are aimed at organizations in regard to environmental sustainability, it is highly valuable to observe whether or not Finnish organizations, and in this case Finnish HR-practitioners are ready to take responsibility for at least some aspects of the work to become more environmentally sustainable. As we know, HR works with

people, and people are exactly what make up an organization and thus it could be argued that HR should have at least some responsibility for how green their employees are in practice. This juxtaposition is what makes this study important as much as it is timely.

1.2. Definition of organizations that market themselves as being environmentally sustainable

The following chapter serves to define what is meant by organizations that market themselves as being environmentally sustainable. In this study, organizations that in any way promote being more environmentally sustainable are included. This could be some initiative to make their practices more environmentally sustainable or incorporating some kind of screening process for how sustainable other organizations that they are working with are.

This broad definition made it easier to find suitable organizations that could be interviewed, an organization did not have to be environmentally sustainable in all of its different practices. This "marketing" of the sustainability initiatives that the organizations are practicing does not have to be marketing to a broader set of customers but could also be different reports that the organization has released publicly or posts on social media. Thus, the sustainability initiatives that are searched for within the organizations and that are of interest for this study can be found in Corporate Sustainability Reporting (CSR), other kinds of reporting, advertisements, or news articles about the organization.

2. Research questions

There were two research questions that were posed to be answered through this study. The first one is: How aware are HRM practitioners of the fact that they could include environmental sustainability into HRM initiatives? With this question, I wanted to obtain an understanding of whether or not HRM practitioners have knowledge about Green HRM or similar environmentally sustainable HRM styles that are relevant during this time. With this question, I also wanted to see if HRM practitioners have thought about the possibility of including environmental sustainability in their HRM practices.

The second research question is: How do HRM practitioners include environmental sustainability in their HRM practices or initiatives? With this question, I mainly wanted to see what kind of green initiatives the HRM practitioners have incorporated into their HRM practices. With this question, I also wanted to reach an understanding of whether or not Finnish HRM practitioners have Green HRM practices or initiatives that are similar to the Green HRM practices that are discussed in articles about Green HRM. This is because I wanted to see if and how Green HRM practices work in Finnish organizations and if we could see Green HRM become more of a standardized human resource management style.

These two research questions have also guided me when compiling my interview guide and while figuring out what kind of questions should be asked in the interviews. These research questions continued to guide this research and are discussed further and more profoundly during the analysis in the latter part of this study.

3. Theoretical framework

In this section about the theoretical framework of the study, Green HRM as a style of HRM is introduced and prior research about it is reviewed. To understand how Green HRM may be practiced in day-to-day organizational activities, the different practices in HRM, such as recruitment and appraisal, are presented according to how earlier research depicts them. With this, one may gain a better understanding of the similarities and differences between how earlier research depicts Green HRM, and how Green HRM may or may not be practiced in the Finnish organizations interviewed for this study.

To begin with, however, it is beneficial to shortly discuss what defines HRM today and what issues and challenges HRM is facing. This short discussion will introduce the theoretical framework chapter below, before examining existing literature on Green HRM further.

3.1. HRM Today

HRM today faces a considerable number of challenges, however, as Prund (2021) states in their article, the HRM field commonly faces challenges as a new generation enters the business world. A generational diversity, according to Prund (2021), causes challenges to the HRM field as it means that HR practitioners have to adapt and change according to the varying needs and qualities that define employees from different generations. As Prund (2021) states, remembering what works for the employees of one generation, might not work as well for the employees of another generation is still important. In other words, being aware of and following the changing trends revolving around work and working are significant for HRM today.

Another notion that has been voiced by Dundon and Rafferty (2018) in their provocative paper, is that HRM today is feared to become redundant, or at least less important, as the HRM field continues to fail in successfully legitimizing itself as an important business partner. Dundon and Rafferty (2021) suggest that the HRM field should focus on a more pro-business approach, which according to them means "[...]a focus on longer-term sustainability of both organisations and people, rather than just immediate shareholder interests of profittaking." (Dundon & Rafferty, 2021:2).

A rather recent change in HRM practices is the hybrid working model that has been implemented in many organizations due to the remote working habit that arose from the COVID-19 pandemic. Paulet, Holland, and Morgan (2021) discuss in their paper how repercussions from the pandemic have already taken a toll on organizations and how these many changes have affected HR departments in numerous organizations. Paulet, Holland, and Morgan (2021) discuss how the COVID-19 pandemic may or may not halt how eagerly organizations implement or embrace Green HRM and its initiatives. However, noting that the pandemic in itself brought changes with it that are environmentally friendly to the organizations is also important, such as the aforementioned hybrid work and remote work as well as virtual meetings that are used to decrease the amount of unnecessary travel (Paulet,

Holland & Morgan, 2021). Nonetheless, it is still early to deduce what all of the repercussions will be on organizations, as the pandemic is still ongoing.

Technology has had a considerable role in forming HRM today, and no longer is it expected of every member of a team to live in the same country or the same city because of the tools offered by technological solutions (Bondarouk & Brewster, 2016). Bondarouk and Brewster (2016) discuss electronic HRM (e-HRM) in their article, which indicates that IT and HRM have been integrated. Electronic HRM, which one could argue many modern-day organizations already practice to some extent, aims to utilize IT to make HRM practices more efficient and consistent (Bondarouk & Brewster, 2016).

Bondarouk and Brewster (2016) further comment that electronic HRM can relegate some of the traditionally HR-related work to line managers and supervisors, and in this way, it might also result in the HR function becoming much more distant, maybe to a harmful extent, from the rest of the organization. This distancing, one could argue, may ultimately be damaging to the HR function's intention of staying relevant if it continues to delegate its responsibilities over to other departments in the organization. In the same way, a study conducted by KPMG (2020) expresses that many HR practitioners believe that the HR function will become irrelevant if it is not modernized. This modernization could, according to KPMG (2020), include an improved implementation of technological solutions to understand the employees to a greater extent and to serve their needs. The technological solutions could be HR analytics or people analytics (KPMG, 2020). In conclusion, HR practitioners may have to make an attempt at finding the ideal balance of how to utilize technology, to both modernize their practices and to stay relevant as well.

3.2. Green HRM

Green HRM, which entails how environmental sustainability could or should be incorporated into HR practices, is still a new field within HRM. Opatha and Arulrajah (2014:101) mention that Green HRM is an HRM field that was introduced for the first time in 1996, but is still not taught or known by many. Because Green HRM is such a new field within HRM, a limited amount of research about it has

been conducted. (for example, Shen, Dumont & Deng, 2018:613) which means that no clear or definitive criteria of how Green HRM should appear or in which ways it should be practiced exist.

The research within the field of Green HRM is new and can be seen in some of the articles read for this study on environmental sustainability within HR. One can see that HR leaders comment in some research papers from the early 2010´s that they would like to participate more in organizations' environmental strategy. HR leaders also comment that they are unaware of how environmental sustainability could be incorporated into HR. (e.g., Lawler & Boudreau 2015:85; Harris & Tregidga 2012:239 and Mtembu 2018:4) This demonstrates how in its infancy the field of Green HRM is, and that more research is needed to form clear guidelines and criteria as well as to make HR professionals more comfortable with the thought of introducing green initiatives into the organization.

3.2.1. Definition of Green HRM (GHRM)

Opatha and Arulrajah (2014:102) define clearly what Green in Green HRM represents in the following quote:

> "'Green' or 'Greening' has at least four meanings in the context of managing people at work/human resource management (HRM).

> 1) Preservation of the natural environment: all the things in the world which are neither caused nor controlled by human beings and they include land, forests, plants, animals, and other natural phenomena are referred to as the natural environment. To keep it in its original form and protect it from harm, loss, or negative change.

> 2) Conservation of the natural environment: to be very careful in the way of using it in order to let it last as long as possible, to use it at the minimum level so that future generations will be able to utilize it.

3) Avoidance or minimization of environmental pollution: to stop contaminating the water, air, atmosphere, etc.through unpleasant and poisonous substances and wastes. To guard against outcomes that will ultimately endanger the planet/earth where humans and non-humans are living.

4) Generation of gardens and looking-like natural places: to create parks and places which have plants, trees, and grass." (Opatha & Arulrajah, 2014:102)

Green or greening within HRM could thus be understood to mean HRM activities that support environmental sustainability and green employees could be defined as *nature-lovers* or *eco-acitivists*, according to Opatha and Arulrajah (2014:103)

Furthermore, Green HRM, according to Opatha and Arulrajah (2014:104), can be defined as all the activities and policies that enable employees to be green and that could be of assistance in reaching the environmental goals of the organization as well as contributing to environmental sustainability. Green HRM can also be defined as HR practices that strive toward pro-environmental behavior and its practices can be implemented in all aspects of HR from recruitment to exit and can be incorporated into the strategies and goals of an organization (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2019:425-426). According to Saeed et al. (2019:430-433), green HRM practices increase and encourage pro-environmental behavior, which in turn is beneficial to the organization, as green HRM practices are aligned with practices that are helpful for social and economic sustainability (Saeed et al., 2019:425).

Shen, Dumont, and Deng (2018: 595) also note that green HRM practices can be used to promote employees' green behavior which in turn can help reach organizational green goals. This is helpful to the overall corporate social responsibility, or CSR, which has become an increasingly important factor for stakeholders, as organizations' effects on the environment are more scrutinized than ever (Shen, Dumont & Deng, 2018: 595).

Even though the amount of research about Green HRM is limited, several articles where Green HRM is discussed or studied already exist. Green HRM is well

suited for organizations where environmental sustainability is already incorporated into the strategy in some form. In these organizations, Green HRM may thus work as a way to reach the environmental sustainability goals on an organizational level more quickly (for example Shen, Dumont & Deng, 2018: 595 and Chen, Jiang, Li, & Gao 2021:2). In a way, Green HRM can be considered as a tool for organizations to reach their environmental goals or even exceed them.

However, reaching environmental goals on an organizational level is not the only reason for organizations to be interested in Green HRM, according to Guerci, Longoni, and Luzzini (2016:267-268). Guerci et al (2016:267-268) focus in their article on the fact that stakeholder pressure regarding environmental issues has made it relevant for organizations to implement Green HRM initiatives in order to meet stakeholder needs.

Green HRM is also of use both in large and small organizations and even though the HR practices in a small organization may be of a smaller scale, a smaller organization can still benefit financially from using Green HRM, according to a study conducted by O'Donohue and Torugsa (2016:253-256).

Even though Green HRM can be incorporated into organizations of different sizes and has been proven to help organizations reach their environmental goals faster (Shen, Dumont & Deng, 2018: 595; Chen, Jiang, Li, & Gao 2021:2), it still seems as if certain issues exist, at least according to Mtembu (2018) who found in their research that HR practitioners were wary of coming up with any environmental sustainability initiatives. This was both because they prioritized existing HR work, such as recruiting and retainment, and because they thought that these initiatives should be left for environmental professionals to consider together with HR professionals, in a separate unit within HR. Mtembu (2018:4) also mentions that the HR departments interviewed thought that environmental sustainability efforts were more suitable for sectors such as production, This raises the question of whether or not all HR practitioners understand the effects of, organizational culture, and how they as HR professionals could attempt to implement greener values that would affect all departments of the organization.

This problem could be addressed by giving HR professionals the possibility to be educated on Green HRM and how it can be introduced into their organization as well as why Green HRM could be beneficial.

A second issue with Green HRM is that even if it is incorporated into an organization, it does not mean that employees will automatically engage in green behavior, at least according to Ababneh (2021:1220): "[...] That is to say, enforcing green HRM practices at the workplace alone might not be enough to foster employee engagement with environmental initiatives; it is the combination of contextual and individual factors that drives employees' willingness and intention to engage in the organization's environmental initiatives." (Ababneh, 2021:1220).

According to the quote above, successful implementation of Green HRM would in other words require that the employees in the organization have the interest and the kind of personality traits that are associated with green behavior. In Ababneh's study (2021:1212-1218), these personality traits include positive affect and conscientiousness, and employees with these personality traits were more engaged in green behavior and Green HRM initiatives overall.

Concluding from the discussion above, it can be argued that a successful implementation of Green HRM requires that the organization also practices green recruitment, in order to recruit and retain employees who have an interest in environmental sustainability, and have the personality traits that are associated with green behavior. Green recruitment and green selection, or GRS, is a part of Green HRM, but is similarly to Green HRM, a new practice, and is lacking a clear definition or criteria, according to Pham and Paillé (2020:261-269). Because of this, it can be difficult to know how to conduct green recruitment and selection as a new practitioner of Green HRM, however, Pham and Paillé (2020:261-269) do provide some suggestions on how GRS could be conducted.

3.2.2. Difference between Green HRM and CSR

CSR may seem like it already includes everything that Green HRM brings to the table, and that is why I find it fitting to explain their differences a bit further in the following section.

CSR or Corporate Social Responsibility is according to the Finnish government's own sites defined as: "[...] the responsibility of organisations and their value chains for their impacts on people, environment, and society. CSR themes can therefore vary from respecting labour rights to privacy protection and from anti-corruption to land rights." (Ministry of Economic Affairs and Employment of Finland, n.d.-a). This means that CSR does not only regard environmental issues, but also social sustainability. This means that organizations that practice CSR do not have to practice Green HRM, and Green HRM is neither compulsory to practice in the same ways that CSR is for organizations of a specific scale (Ministry of Economic Affairs and Employment of Finland, n.d.-b).

Even though CSR already tackles themes like environmental sustainability, Green HRM could according to He, Morrison, and Zhang (2021:1051) have a synergistic effect on green behavior from employees. This means that even though CSR could already on its own have very positive effects on green behavior from employees and overall environmental sustainability initiatives, Green HRM could be of help in increasing green behavior and environmental sustainability in the organization in question.

Another distinction between CSR and Green HRM is that CSR is a more overarching set of rules and regulations that affect the organization as a whole, whereas Green HRM is "just" about different HR practices that are used to increase green behavior or support activities that are environmentally sustainable (He, Morrison & Zhang, 2021:1044 and Ministry of Economic Affairs and Employment of Finland, n.d.-a).

3.2.3. Green HRM - How it may be practiced in the different HRM practices

Now that Green HRM has been introduced and defined, discussing how the different HRM practices appear when they are practiced in a green manner is appropriate. A considerable amount of the research that was cited in the section above has some examples of how Green HRM could be practiced, which is discussed in further detail in this section. The following section is important for this study as it can aid with the analysis of the data that was obtained from the HR leaders of the organizations that were interviewed for this study. Additionally, this chapter is of assistance for observing whether the interviewees' HR departments act accordingly to how the research depicts Green HRM being practiced, or if there is a considerable amount of diversity in the ways that organizations can practice Green HRM.

As many of the articles that have been written about Green HRM thus far have been about organizations in the USA or Asian countries, a valuable aspect of this study is examining whether Finnish organizations that do practice some kind of Green HRM have similarities with the organizations depicted in the articles about Green HRM, or whether Finnish organizations practice Green HRM in a manner that is more similar with Finnish working culture.

Even though green recruitment and selection or GRS was introduced in the chapter where Green HRM was defined (Pham & Paillé 2020:261-269), it is valuable to further discuss green recruitment.

Backhaus, Stone, and Heiner (2002), as well as Guerci, Montanari, Scapolan, and Epifanio (2016:143-145), note how the reputation of an organization's environmental policies and initiatives could attract applicants who are interested in environmental issues and want to work for an environmentally conscious organization. This means that if an organization is interested in green recruitments and "green applicants", it should also work on its reputation regarding environmental sustainability and greenness. This is probably not the simplest task to accomplish, because Guerci, Montanari, Scapolan, and Epifanio (2016:143-145) also claim that

information about the organization's green policies or initiatives on their websites was not enough to attract green applicants.

Tang, Chen, Jiang, Paillé, and Jia (2018:33-35) agree that employer branding is important for green recruitment and selection to attract the right candidates, and the authors continue by adding that employers should test and evaluate how environmentally aware the candidates are (Tang et al., 2018:33-35). Tang et al. (2018:33-35) add that the job descriptions should have an emphasis on environmental aspects and employee specifications that are related to green values. In this way, the candidates who do apply should be more environmentally conscious and the organization will be able to conduct screening and thus attain employees that possess green values. Opatha and Arulrajah (2014:108) mention that recruiters could discuss with candidates how aware the candidates have been of environmental sustainability in their private life and as consumers. Additionally, Pham and Paillé (2020:261-269) note that the recruiters could ask the candidates to be environmentally responsible when preparing their applications and the materials in addition to it, which is a method that was implemented by Patagonia. Another detail that Pham and Paillé (2020:261-269) mention is that recruiters could assess how motivated and interested candidates are regarding environmental sustainability, which could in turn be a contributing factor to the selection process.

As an additional note regarding GRS, enforcing green initiatives by recruiting employees who are already environmentally conscious might be easier, rather than trying to educate existing employees on environmental sustainability and mold them, according to Adjei-Bamfo, Bempong, Osei, and Kusi-Sarpong (2020:1088).

Regarding education or training, Green HRM practices could include making the new employees aware of the different efforts that the organization has to increase environmental sustainability as well as periodically assessing how much training might be needed for employees (Opatha & Arulrajah, 2014:108). Green training could be used to increase the employees' knowledge of the green values of the organization as well as provide the employees with the necessary skills and expertise

that assist them to reach the goals that the organization has regarding environmental sustainability (Dumont, Shen & Deng, 2017:623).

Leidner, Baden, and Ashleigh (2019:1172) demonstrate a notable and clear gap between environmental policies and how these policies or initiatives are implemented through different means. This gap became clear when becoming acquainted with how Green HRM might appear regarding training or educating the existing employees. However, some research exists that has demonstrated that environmental engagement could be increased by providing line managers with environmental training that is then passed on to employees (Leidner, Baden & Ashleigh, 2019:1172). Leidner, Baden, and Ashleigh (2019:1172) continue by observing another research that demonstrated that line managers could have difficulties with passing on their environmental training to their employees, which made the environmental training provided to the line managers quite redundant. Due to these difficulties, it can be argued that it is beneficial to carefully consider which practices are truly fruitful and how they should be implemented.

Regarding environmental training or green training for existing employees, there is still room for research on how exactly it could or should be conducted. Such training might portray itself differently depending on what field of work the employees are in and what their tasks may consist of.

Another practice that could be included in Green HRM practices is a set of rules related to green work and habits, as well as a code of conduct for how employees may be punished if they do not follow rules concerning environmental sustainability or green values (Opatha & Arulrajah, 2014:108).

4. Methodology

In this section, the method that was used to conduct the interviews is presented together with motivations for the chosen method. Other methods that were thought about as options for this research are also discussed in order to increase transparency and honesty. Thematic analysis, which was used for analyzing the data, is discussed together with detailed descriptions of how the analysis was conducted. In this same

chapter, the interview questions and the matters of reflexivity as well as other methods to increase honesty are also discussed.

4.1. Method

The study was conducted by contacting different companies regardless of size or industry and by trying to reach HRM leaders or practitioners within the companies. I did not intend to only interview large companies or companies only in a specific industry because my intention for this study was not to focus on Green HRM in specific industries or companies of a specific size. Instead, the focus was on receiving information and some kind of an overview of Finnish HRM practitioners and their knowledge of Green HRM practices, whether or not they are aware of Green HRM specifically.

At the beginning of the research, I was quite uncertain if I should conduct the research through interviews or through some kind of survey or questionnaires. I settled on conducting the research with interviews because this would be easier for someone who is still a novice within research and because the qualitative, explorative style is very fitting for this topic. I had, however, first thought that it could be valuable to gain a broad overview of how many organizations have incorporated environmental sustainability into their HR practices, but this I will leave up to someone else to conduct in future research.

To continue on the motivation for the choice of conducting a qualitative study with semi-structured interviews, Bluhm, Harman, Lee and Mitchell (2011) also state that it can be valuable to examine relatively new phenomena with the help of a qualitative research method based on the state of the existing literature on the topic. By doing this, one can "test perceptions" as Bluhm, Harman, Lee and Mitchell (2011) state. This statement echoes the motivations for this study, as the purpose for this study is to examine thoughts, opinions and these aforementioned perceptions of Finnish HR practitioners, which has presumably not been studied before. Bluhm, Harman, Lee and Mitchell (2011:1870) also state the following about what quantitative research is beneficial for in organization and management research: "As qualitative research uncovers experience, processes, and causal mechanisms through its unconventional methods, quantitative research is appropriately poised to follow the qualitative beginnings by refining or calibrating the understanding of a

phenomenon, uncovering the prevalence of an individual's experiences, and generalizing those experiences to a larger population.". To apply the quote above to this research setting - it is beneficial to introduce the research of Green HRM in a Finnish organizational context by conducting qualitative research, and further research may be conducted with a quantitative method in order to strengthen and calibrate what the qualitative research has found.

This study is conducted with semi-structured interviews. By conducting interviews, I wished to obtain opinions and thoughts from HRM practitioners. The interviews also pose the possibility to ask follow up questions, which in turn are not possible when conducting a study with questionnaires. Additionally, obtaining more personal and intimate thoughts and opinions about the state of Green HRM or environmentally sustainable HRM within Finnish companies is also of interest.

The problem I had with conducting interviews was that it was a bit difficult to find enough time to conduct a sufficient number of interviews for this study, and it was also difficult to know how many HR-professionals or practitioners should be interviewed in order to obtain a good amount of data for the analysis. For this study, however, I settled on interviewing four HR-professionals, because this gave me a somewhat decent amount of data to analyze for this study. I had first intended to interview five HR-professionals but the last interviewee did not show up to the interview and was unable to reschedule, which meant that there were four interviewees for the whole study. Interviewing four HR-professionals was nonetheless a fair amount when thinking about the limitations there were regarding the amount of time available for conducting this research as well as the time plan I had set up for myself.

Another problem I had with interviews was that I was not able to come to any conclusions about to what degree some kind of Green HRM is used in Finnish companies. This study is thus more of an explorative research, and gives more insight into what HR-leaders think about Green HRM, what amount of responsibility organizations have in regard to environmental sustainability and to what extent HR-leaders even know about ways to include green initiatives into HRM. This in turn means that this research might be a good starting point for future research about Green HRM in Finnish companies, as this research has its limitations, as stated before.

As the style of interviewing is semi-structured interviews, it means that I had a set of questions that I asked everyone, but semi-structured interviews also left room for follow up questions (Bryman & Bell, 2011:467). By leaving in the opportunity to ask follow up questions the researcher can receive more and more interesting information that might not have been possible by only asking the set interview questions that are asked in every interview. In this way, the interviews differ from each other to some extent, but this is also completely acceptable in the setting of a qualitative research where the main goal is to reach an understanding of how the HR-professionals feel and think about Green HRM.

In semi-structured interviews, the questions do not have to be asked in the same order as they are written in the interview guide, which leaves some room for the interview to proceed naturally and for the interviewer to ask questions that can help fill in any gaps from incomplete or possibly confusing answers from the interviewee (Bryman & Bell, 2011:467). The semi structured interview was thus a very suitable way for this research to obtain the kind of data that was desired.

In order to make sure that the interviews are of good quality I began by conducting a test interview, which helped me make sure that the interview questions provided the type of information that was interesting to me. As the test interview went rather well it was included in the research for analysis, but otherwise it was also used for practice and for ensuring that the questions were relevant. The test interview was also conducted in order for me personally to become more comfortable with interviewing and for noticing and correcting any issues I found myself having with conducting interviews.

An important notion in this research is that I did not mention the word Green HRM during the interviews until the very end. I asked all of the interview questions before disclosing the purpose for this research and only then the word Green HRM was mentioned in order to see if the interviewees would mention the word themselves during the interview or not. When I mentioned the purpose of the study in the end as well as told the interviewees about Green HRM I also got some insightful thoughts and opinions about Green HRM which turned out to be a good way to conduct the interviews.

4.2. Thematic analysis

The analysis of the material from the interviews was completed through thematic analysis. Nowell, Norris, White, and Moules (2017:2) argue that describing in what way the analysis is completed in qualitative research is important, in order for the reader to be able to decide whether the research is trustworthy or not. Thematic analysis is according to Braun and Clarke (2006:79) "[...] a method for identifying, analyzing and reporting patterns (themes) within data.". Additionally, thematic analysis is a useful method to use when one is still unfamiliar and new to researching and analyzing (Braun & Clarke, 2006:78; Nowell et al., 2017:2). This analysis was completed without any specific computer programs that some researchers may use for thematic analysis and was completed with the help of color-coding sentences from the data and by sorting data instead (Nowell, 2017). The article by Nowell, Norris, White, and Moules (2017) was relied on to gain an understanding of the different steps that are used in order to conduct a thematic analysis.

The analysis was already begun by becoming familiar with the data during transcription as well as when the interviews were reiterated in the results section (Nowell et al., 2017:4-5). The interviewees were allowed to "speak for themselves" in the results section without analyzing what they said. This way, the reader has a chance to form their understanding of how the interviews went before any coding or analyzing was conducted.

Coding was conducted by searching for interesting and important sections in the data and by labeling these with short phrases or words (Nowell et al., 2017:5-8). Some of the interesting sections were also color-coded by highlighting the text with different colors depending on what kind of themes were present. The image below is an example of the color-coding that was completed for the thematic analysis. The yellow color stands for recycling and waste minimizing and the blue color stands for travel. The color-coding was mainly used in order to make it easier to organize some citations into Excel.

send in video clips. They continued by saying that as the company usually has quite many applicants to every position, they want people to send in applications through their HR site (workday) and at least not by post. After these initial virtual interviews or meetings they can think about whether or not they should meet up but they have

Image 1. Example of color-coding.

After coding, the different codes were sorted into themes that were found and the themes were provided with names (Nowell et al., 2017:8-10). This sorting was also conducted concretely by sorting all of the themes into Excel, where the themes were named relatively concisely and some quotes were added from each of the interviews that fit into the themes and that were previously sorted through color-coding.

As can be seen below, the Excel that was made for the analysis is not aesthetically pleasing and is just for making the analysis of the data more organized and for making it easier to gain a better understanding of the themes and how prevalent the themes were in each interview during the process of analyzing.

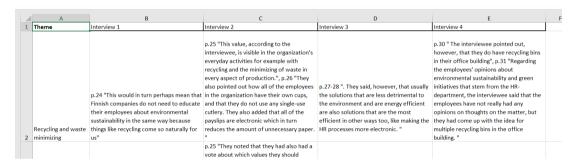|	A	B	C	D	E	F
1	**Theme**	Interview 1	Interview 2	Interview 3	Interview 4	
2	Recycling and waste minimizing	p.24 "This would in turn perhaps mean that Finnish companies do not need to educate their employees about environmental sustainability in the same way because things like recycling come so naturally for us"	p.25 "This value, according to the interviewee, is visible in the organization's everyday activities for example with recycling and the minimizing of waste in every aspect of production.", p.26 "They also pointed out how all of the employees in the organization have their own cups, and that they do not use any single-use cutlery. They also added that all of the payslips are electronic which in turn reduces the amount of unnecessary paper. " p.25 "They noted that they had also had a vote about which values they should	p.27-28 ". They said, however, that usually the solutions that are less detrimental to the environment and are energy efficient are also solutions that are the most efficient in other ways too, like making the HR processes more electronic. "	p.30 " The interviewee pointed out, however, that they do have recycling bins in their office building", p.31 "Regarding the employees' opinions about environmental sustainability and green initiatives that stem from the HR-department, the interviewee said that the employees have not really had any opinions on thoughts on the matter, but they had come up with the idea for multiple recycling bins in the office building. "	

Image 2. Example from Excel.

As the above steps were completed, the next step was to continue the process of analyzing the different themes in further detail (Nowell et al., 2017:10-11), which is conducted in the analysis chapter (chapter 6).

4.3. The interview questions

The interview questions for this study focus on achieving knowledge about how the HRM practitioner sees the current situation as well as if or how they feel the HRM practices should develop in the future regarding environmental sustainability. The interview questions will thus focus both on how the HRM practitioner works with sustainability questions in the organization as well as how the HRM practitioner personally thinks and feels about questions regarding Green HRM or other similar

HRM styles that focus on environmental sustainability. This way, we can receive some information about whether or not the answers that the HRM practitioner gives differ if it is regarding their own opinions and thoughts or if they are discussing more concretely about the organization. The interview questions also include more personal questions about what background and history the interviewee has with working within HR, in order to understand how experienced they might be in the field of work they are in. Another more personal question that was asked is what kind of thoughts and opinions the HR practitioner themselves have about environmental sustainability. This question is interesting because it gives us more insight about to what degree the HR practitioner is personally invested in issues regarding environmental sustainability and global warming and whether or not there are any discrepancies between their own values and the values of the organization.

I also added a question about whether or not the employees in the organization have had any thoughts or opinions on the HR department's involvement, or lack thereof, in matters regarding environmental sustainability. With this question I wanted to gain some insight about if employees had had any noticeable wishes to increase or decrease green initiatives in the organization that could be conducted through the HR department.

4.4. Reflexivity and other methods used for increasing trustworthiness

To make this study as trustworthy as possible reflexivity was practiced while conducting the research. Reflexivity means that the researcher or writer continuously reflects and is conscious of how their personality and different background factors may affect their opinions and thought patterns (Berger, 2015:220). The background factors that may affect one's research are cultural background, gender, race, sexuality, and one's preferences or own opinions (Berger, 2015:220). One cannot escape one's personality or preferences, which means that they will without a doubt affect the research one is conducting at least to some extent. This means that I had to consider how or why my research may have been affected by my background and consider that when analyzing data or reading literature.

In this research, I had to be aware of the fact that I am interested in and passionate about climate change and environmental sustainability. However, not letting one's

own opinions be apparent when interviewing is important because this might in turn have a negative effect on what the interviewee says or what they consider appropriate to share. Additionally, reflexivity is relevant when analyzing data, and truthfully conveying what the interviewees said is equally important for the analysis.

However, as mentioned above, one cannot be completely objective nor separate oneself from everything that affects one's subjective thoughts. In a qualitative study, however, subjective opinions and thoughts are important concerning what the interviewees are saying, and this analysis may be different from how someone else would analyze the same data, and different observations can appear more valuable to some researchers than to others. Thus, these differences and subjective qualities are important to be aware of, but they can also have a meaningful and thought-provoking effect on research. Because of the importance of reflexivity, it is practiced throughout this research by being mindful of how one's background may influence observations.

Throughout the research, the anonymity of the organizations and those who agreed to be interviewed is respected. Names of those interviewed or names of the organizations are not revealed in this research to keep them anonymous. Additionally, the interviewees were told that the interview is completely anonymous beforehand. To draw any conclusions about how the anonymity may or may not have affected the answers is difficult, but for some of the interviewees, it was clearly important for them to stay anonymous. Nevertheless, disclosing any information about the participants and the organizations they represent is not essential to the objective of this research.

As a second measure to protect the anonymity of the interviewees, their gender or age is not enclosed and this information as well is not deemed to be of interest for the research with its purpose in mind.

For the reader to be able to assess how trustworthy and well the analysis is conducted, the method of analysis used in this research is explained in the analysis section (Nowell, Norris, White & Moules, 2017:2). Describing how the analysis is conducted is also of importance, simply because readers will be able to follow the thought process and how any conclusions have been arrived at. By explaining the

method of analysis thoroughly, it becomes easier to see whether any mistakes have been made and to conduct further research on this topic.

5. Results of the study

In this section the results of the interviews are presented. As the interviews are of a qualitative nature and quite explorative, the results are presented in a free manner so that the reader receives an insight of what the interviewees discussed during the interview. The interviews were conducted in Finnish and Swedish and were first transcribed and then translated to the extent that is visible in the sections below. As Finnish and Swedish have a very rich vocabulary, there were some words that had no clear equivalent word in English, and in these cases the original Finnish word is included in brackets next to the translated word or words. This decision was made because there will probably be some readers who understand both Finnish and/or Swedish and English and in this way those readers have the chance to read the Finnish word as well.

The language in the translations of the interviews is purposefully not academic, as it would have been difficult to translate the interviews from spoken language into academic writing. By not translating the interviews into academic English, one can also reach a better understanding of the different personalities of the interviewees and different nuances that the interviewees had in their answers are left in.

5.1. Interview one

The first interview I conducted was on the 17th of January 2022 with an HR practitioner in a leading position in an insurance company. The interview took about half an hour and was transcribed in Finnish as the interview was conducted completely in Finnish. All of the quotes that are used here are freely translated by me.

The first interviewee had begun their career in HR related work in the 90's and had worked with many different tasks within the HR field. They had begun working with leadership roles within the HR field in 2003 or 2004 and had started in their current

role as head of HR support 3 years ago. They stated that they are still very new "in the house" because the organization in question has a tradition of being an organization where people have lengthy careers.

When asked about why they became interested in the HR field they answered that they were first interested in communication and that was what they had studied as well, but that the HR field includes a great deal of communication. After they had begun their work in the HR field, they found more and more interesting things within HR. An interesting thing that they said during this answer was that HR is like a company within a company, and that HR practitioners have to think about their work through a business perspective. They added that HR is also like a lookout ("näköalapaikka") for the company in the way that they are active in every aspect of the organization and are a strategic partner to the leadership. They also added that in the insurance business the employees, in a way, are the whole business.

After the introductory questions above, I asked if they pay attention to environmental sustainability in their HR practices. To this question I got the following answer: Environmental sustainability is one of the company values and is in a way also a company partner ("kumppani"). If we think about what HR works with concretely it is not much compared to organizations that produce physical products as this is not something that we have much to do with in the insurance business in general. However, it (environmental sustainability) affects what kind of businesses we buy services or products from, and there it becomes a central question and is something that we must think about when we make decisions about businesses we work together with.

Following on from the previous answer I asked if they had any plans or thoughts on incorporating environmental sustainability more concretely into their HR practices in practices such as recruitment, rewarding or education. The answer was this: If we think about where we actually can influence things, we do not, for example, recommend that employees attend any schooling or school people in a way that requires that they travel.

They explained further that what they can concretely achieve, is to recommend that employees should opt to conduct things virtually, and that this is

where the HR department can really achieve something that has an effect (on environmental sustainability). After this, they added that when thinking about other practices like recruitment, they prefer to do initial interviews by virtual means or ask applicants to send in video clips. They continued by saying that as the company usually has quite many applicants to every position, they want people to send in applications through their HR site (workday) and at least not by post. After these initial virtual interviews or meetings they can think about whether or not they should meet up but they have had cases where people have been recruited just through virtual interviews without meeting face to face first.

The aspect of virtuality has been very relevant during these times with the Covid-19 pandemic, and because of this I followed up on the previous answer by asking if the pandemic had increased the amount of virtuality in more ways than what they already mentioned. They answered the following: The pandemic pushed us even more to use virtual means for all kinds of meetings, and it had become something that they preferred that managers would take up on even more in the future as well. They continued by saying that it has seemed like managers at different sectors in the organization have understood how smart and sensible it is to use virtual tools for meetings. They noted also that they had now started to see many different benefits that follow from using virtual tools for meetings.

The organization had decided on a hybrid model for remote work, which meant that employees could work 50% of the time remotely. This fact urged me to ask if environmental sustainability had any part in the decision or if the decision was made to give employees more flexibility to choose where they work. The interviewee answered the following: In the HR world the starting point is that we want as efficient and well-functioning teams that we can have and it is the most important thing that our employees work well together. The second most important thing is that our employees can have an impact on their own wellbeing at work and that they can have a balance between their work and their free time. The interviewee continued by saying that environmental sustainability came in third place when they decided on the hybrid model for working. They did not want to make employees who can live quite far away come to the office many times a week when they could work just as well from home. The interviewee added that how many times a week teams should

meet up at the office might vary much depending on how they work together and how old or new the teams are. A new team might need to meet up every day for a week whereas a team that has existed for 15 years might be fine with meeting up at the office just once a week.

After the answer above I asked about whether or not the interviewee and the HR department in the organization had thought about incorporating environmental sustainability even more in their HR practices and they answered that they already think that they take environmental sustainability quite well into consideration in their HR practices. They thought that they still could do better and that they will probably find more ways to include environmental sustainability in the HR practices in the future.

I asked if the employees had ever brought up any ideas or opinions regarding environmental sustainability and what the HR department could do about it. The interviewee answered that the only thing that the HR department can concretely do something about and what the employees also had brought up to them was traveling. The HR department can have various demands regarding traveling, but they can also have restrictions or "negative incentives" ("negatiivisia kannustimia") in order to decrease the amount of traveling between the two cities in Finland where the organization has its offices. The interviewee also discussed the possibility to stop paying per diems ("päiväraha") for single day work trips, and that this would be possible to do because there are not any laws that forced them to pay for single day work trips previously so it would not be a legal issue in the same way as it could possibly be a business issue.

The interviewee added that the employees of the organization in question do not really see the HR department as a place where decisions are made regarding environmental sustainability, and that they have another department that is responsible for practices such as recycling, which is instead associated more with environmental sustainability.

When the interviewee was asked what they thought is the HR-professional's role when organizations have a bigger responsibility regarding environmental sustainability, they answered that it is their role to keep the topic on the surface.

They also mentioned that they work annually with the sustainability report, and that these things (environmental sustainability) are also associated with employer branding and the employer's image which in turn affects recruitment and selection.

Related to the previous question, I asked what the interviewee personally thinks about environmental sustainability. They answered that environmental sustainability means to them as an individual that you should try to consider what consumables you take home from the shop as well as what clothes you wear. These kinds of daily decisions are of great importance. They also noted that people have for many decades increased their consumption and that we should have started taking action against climate change a long time ago.

The interviewee also commented on how everyone should be aware of how real climate change is and that we do not really know whether the effects of climate change will be as we have predicted or possibly even worse. Even though they believe that we should try to decrease our consumption, they added that we have to be realistic and not forbid ourselves from occasionally traveling or buying something excessive, but that these treats should be thought through as well.

Building up on the previous discussion, I asked if the interviewee thought that their own thoughts and opinions on environmental sustainability aligned with the organization's values on the matter, or if there were any discrepancies or conflicts. To this, they answered that they thought that their own values and the values of the organization were very well aligned. They said that they also think that the organization has very agreeable values but that they can also be very stern with some principles. This sternness they said is very good, and is something that helps the organization enable changes such as decreasing traveling by half in the organization.

After all of the questions, I told the interviewee about my idea for this study and told them about the term Green HRM and how it has been studied mostly in the U.S and Asian countries. This led the interviewee to comment that they were aware of the term Green HRM, but that they thought that in Finland and Finnish organizations we do not really educate employees about green values or environmental sustainability. Instead, they said that Finnish organizations probably focus more on having

standards and rules, that can come from the HR department as well, that enforce green values in everyday decision making.

The interviewee also added a comment about how they think that in the U.S there might be a bigger need for educating the employees on for example recycling, and that we in Finland learn about environmental sustainability from school. This would in turn perhaps mean that Finnish companies do not need to educate their employees about environmental sustainability in the same way because things like recycling come so naturally for us. After this, they added that Asian countries usually admire and copy many things that the U.S does.

After this concluding comment from the interviewee, I thanked them for their time and for their interesting comments.

5.2. Interview two

This second interview was conducted on January 25th in 2022 with an HR practitioner from a company that produces products that enables the use of renewable energy sources. This means that the organization itself has a clear link to environmental sustainability and it was interesting to hear more about their HR practices and practices. This interview was, in the same way as the first interview, conducted in Finnish. I transcribed the interview in Finnish and retell the interview in English below.

The interviewee started by telling me some background information about their path to working within the HR-field. They had started in the organization 8 years ago as a sales assistant and then moved on to being an executive assistant. 3 years ago, they had transferred to their current role within HR as a fill-in for someone else but then it became their permanent role. In this way, they stated, they are still a fresh face within the HR-field.

After this introduction I asked whether or not they incorporate environmental sustainability in their HR practices. The interviewee wanted more information about what this could mean in practice or what kind of practices this could entail and pointed out how interesting this topic is for them. I told the interviewee about how

environmental sustainability could be incorporated into different HR-practices like recruitment, education and awarding. I included examples that I had read about within the research of Green HRM but made sure not to mention the term Green HRM. I concluded by asking whether or not any of these things were similar to their own HR practices.

The interviewee said that in recruitment situations they do not really use any terms that would point to this kind of an HR-practice but that their product in their own way means that they need people who are aware of environmental sustainability and know how to work with producing products that are by its very nature environmentally sustainable. They noted that they had also had a vote about which values they should incorporate in their company values and the employees had voted for environmental sustainability as one of their core values. This value, according to the interviewee, is visible in the organization's everyday activities with practices such as recycling and the minimizing of waste in every aspect of production.

I followed up by asking if they had any plans or thoughts on incorporating environmental sustainability into their HR practices more in the near future. The interviewee said that they have a group or team where they think about what steps they could take to fulfill actions according to their values (including environmental sustainability) but that within the HR department they do not think that there is an opening for these kinds of discussions. They added that it might be that these kinds of things (environmental sustainability) might be so self-evident in Finnish organizations that it is difficult to take some pieces of it and work with them in the HR department.

Because of the answer above, I asked if the interviewee thought that there would be some value if they incorporated environmental sustainability into their HR practices. The interviewee answered that they think it is important to keep the topic on the surface in the organization and to consider it (environmental sustainability). They added that it is important to think about whether or not they could do even more to increase their sustainability. When they recruit someone new to the organization, they also educate the new employee about the company values and how this affects their way of working.

Just like in the previous interview, I asked whether or not the employees of the organization had asked for any changes regarding environmental sustainability from the HR-department. They stated that they have continuously something on the table, but that one thing that is directly connected to environmental sustainability is that they are working on giving the employees a bicycle benefit (polkupyöräetu).

They also pointed out how all of the employees in the organization have their own cups, and that they do not use any single-use cutlery. They also added that all of the pay slips are electronic which in turn reduces the amount of unnecessary paper.

To the question of what the interviewee thought is the HR professional's role when organizations have a bigger responsibility regarding environmental sustainability, the interviewee answered that their role is to see to it that the values of the company are actualized.

On a more personal note, the interviewee said that their own relationship with environmental sustainability comes from being mindful about the daily choices one makes while buying or consuming things. They also added that they thought that the fact that they also work with something that is directly linked to environmental sustainability and that is aligned with their own values is a very positive thing.

They said that it is important that there are no discrepancies between their own personal values and the values of the company. They also thought that it is important that other employees act according to the company values.
Again, after all of these questions above, I told the interviewee about my purpose for this study and about Green HRM. The interviewee also asked me to tell them more about previous research on Green HRM. After this, the interviewee added that they believe that in the future it will be even more important for both employees and employers that their values are aligned.

5.3. Interview three

The third interview was conducted with an HR-specialist in an IT-organization that creates IT solutions for other organizations. The IT-organization in question has expressed interest and concern for environmental sustainability on some social media platforms. The third interview was conducted on Tuesday, February the first 2022.

The interview was conducted in Finnish, which means that it was first transcribed in Finnish and then reiterated here in English. The questions asked are very much the same as in the two previous interviews and thus this interview is reiterated without explicitly saying which question was asked before every answer.

The interviewee has an education in industrial engineering and management, and began their career within the HR field after their graduation by working with administrative tasks where they worked with tasks such as employee training and payroll. They have also worked as a manager for a team but started in their new and current role as an HR specialist for the IT-organization last summer. Their current tasks include process development, guiding and helping employees with their HR related questions as well as working with their HR system and its development. They also work with reporting and mentioned that their work is very versatile.

The interviewee stated that they do not very actively think about incorporating environmental sustainability into their HR practices, but that they do strive to make their HR practices as electronic and online as possible which is also more environmentally sustainable. The interviewee said that they have not really discussed or planned to incorporate more environmental sustainability into their HR practices in the future either.

The interviewee said that the HR practices where environmental sustainability could be incorporated successfully could be everything from making as many of the processes electronic or online as well as trying to have interviews through Teams or Zoom, which are things that they themselves were practicing in the organization that have an impact on environmental sustainability.

As the interviewee themselves were still quite new to the organization, they said that they are not really sure in what specific ways it could be beneficial to the organization to incorporate environmental sustainability in the HR practices. They said, however, that usually the solutions that are less detrimental to the environment and are energy efficient are also solutions that are the most efficient in other ways too, like making the HR practices more electronic.

According to the interviewee's recollection, the employees had not really stated any opinions, ideas or thoughts that they might have in regard to HR practices and environmental sustainability. One thing that had come up though, was that the employees in the organization had wished for a bicycle benefit, which is used nowadays to encourage the employees to commute by bicycle instead of by car.

The interviewee stated that the HR-expert's role in the organizations' increasing responsibility to fight against climate change is to consider these things, but that the responsibility to plan and think about environmental sustainability as a whole in the organization is usually in someone else's hands than in the HR department.

The interviewee said that on a personal level they think about climate change and environmental sustainability to a great extent and they think about what the world will be like when their children are adults. They said that they try to think about environmental sustainability when they make their daily choices, they recycle and they think about flying and if there would be some alternative ways to travel. The interviewee added that they have been thinking about whether they will buy an electric car when it is time to buy a new car or if they need a car at all in the future. They continued by saying with a laugh that they should think even more about their consumption.

Regarding the interviewees' own thoughts matching with the organization's values, the interviewee said that the values do match and there are no clear discrepancies. The interviewee stated that they are not fanatic about climate change or environmental sustainability, and that they have increased their amount of vegetarian eating but are still eating meat. They said that they are not very familiar with the environmental values of the organization and that they could not in that way give a very precise opinion on the matter. The interviewee added with a laugh that the organization is not an industrial company running on coal and is an IT-organization which makes it easier not to have discrepancies regarding environmental values.

As a conclusion to the interview, I told the interviewee about Green HRM, how it may look like in HR practices and asked them if they had heard about the term. The interviewee said that they are not familiar with Green HRM but that the HR field

should think about environmental sustainability more and that the younger generation might be more aware and more educated concerning climate change and environmental sustainability. They also added that even though the younger generation might be more aware of climate change, there might still be a division in regard to how much the younger generation is engaged and involved in environmental sustainability. This dividedness was likened by the interviewee to the dividedness that is going on in society otherwise as well. The interviewee stated that young people might make a thing of acting in the opposite way of what is good for the environment by eating meat, driving and flying.

The interviewee commented on Green HRM by saying that it might be difficult for Finnish people to try to pry and ask possible candidates about their environmental values during interviews, and that people might feel like personal values are not something that an employer should be asking about during interviews. The interviewee continued by saying that Finns might not even discuss personal values with acquaintances or even close friends and it might cause some negative feedback if a recruiter tried to ask about a candidate's personal values.

At this point in the interview, I asked the interviewee thought that a company could state in a job advertisement that the organization wishes that the candidate has green values or if this could cause some negative feedback as well. The interviewee said that this kind of a job advertisement might weed out many candidates, and that they thought that the employer could instead try to write about the environmental values that the organization has and about their own brand. They continued by saying that people seek out jobs and employers that have similar kinds of values as themselves. They concluded by saying that it might be easier overall to state which values are preferable in the job advertisement and that they personally would not write about any kind of values being a requirement for the job but that a certain kind of personal value might be counted as a plus.

The above comment concluded the third interview.

5.4. Interview four

Interview four was conducted with an HR specialist from a contact center on Saturday, February 12th. The contact center had presented some information about their sustainability plans on social media platforms and was thus suitable for this study. The contact center helps other organizations by managing their customer service that is conducted by phone calls, e-mails and chats. The interview was conducted in Swedish and was first transcribed in Swedish and now relayed here in English for the most important parts.

The HR specialist, who is still quite new to the field as they graduated only last year, told me that they studied management and leadership and had during the studies become very interested in recruitment. The interviewee had written both their bachelor's thesis and their master's thesis about recruitment and had in that way become somewhat specialized in the field. The interviewee chose their current workplace because they wanted to work with recruitment and are now employed in a contact center that has had plenty of growth during the last couple of years. Because of this growth, the interviewee has had a chance to recruit many new people and told me that they have worked hard to improve and develop the recruitment processes as well as the HR practices in the organization in general.

In regard to environmental sustainability, the interviewee said that they have many customers who have an emphasis on environmental sustainability, but that in the contact center itself they have not really incorporated environmental sustainability into their HR practices. The interviewee pointed out, however, that they do have recycling bins in their office building and that their office building is also very accessible by bus. They also have a new office building coming up in another city and the interviewee had made the decision that it should be in a location that is easily accessed with public transport.

The interviewee commented that it might be easier to incorporate environmental sustainability in more ways in organizations that produce something, rather than in a service business. After this comment the interviewee continued by saying that they have no incentives for the employees to use public transport instead of their own cars, but that many still do use buses and nowadays a majority of the

employees work from home. They continued by saying that even though these things increase environmental sustainability, they are at this time never the main goal, but rather a byproduct and that they are more focused on what works best for the employees and the organization.

The interviewee said that the HR practices where they believe that they could incorporate environmental sustainability was again to have incentives for the employees to use public transport, to allow remote work and to opt for more environmentally sustainable IT-products and office furniture. Here the interviewee also argued that the service industry has not yet really found the market value that there might be for environmentally sustainable customer service or office work.

The interviewee said that the value from environmental sustainability within the HR practices might be more altruistic, or then it might make the employees more satisfied with their work. However, the interviewee did not see their own employees as the kind of people who might be happier in their jobs just if their HR practices or their organization as a whole would be more environmentally sustainable. The interviewee went on by saying that there is not any demand at this time for contact centers that are environmentally sustainable and right now the most important factor is the price that the customers are willing to pay in order to buy their contact center service.

Regarding the employees' opinions about environmental sustainability and green initiatives that stem from the HR-department, the interviewee said that the employees have not really had any opinions on thoughts on the matter, but they had come up with the idea for multiple recycling bins in the office building.

The interviewee said that what they think that they could do better in their HR-department in the organization is to cooperate with the city in order to give the employees a cheaper bus pass so that they would opt for public transport instead of their own car. According to the interviewee, cheaper or free bus passes could also be a huge employee benefit during this time when cars and gas are very expensive.

The interviewee continued on this topic by saying that they personally think that organizations should carry a bigger responsibility in regard to climate change and environmental sustainability, but that there does not seem to be that much demand for it at the moment in their own organization. The interviewee went on and said that they do believe that office work will be revolutionized in the future and office buildings as well as their interior design will be greener.

The interviewee argued that an HR expert's role in the organizations' increasing responsibility to fight against climate change is to consider how the employees come and go to the office as well as how they conduct their work when they are at the office. They said that the HR expert is the person who has the most effect on how the employees in an organization behave while they work, but that the demand to actually incorporate environmental sustainability into the HR practices has to come from the superiors.

The interviewee said that their own relationship to environmental sustainability is weak, and that they do not very actively choose to be greener in their choices. They said that their choices regarding consumption is mainly based on what they like the most or what is the best or smartest choice, but if they are choosing between two or more products and one of them is greener, they usually pick the greener one. The interviewee also said that they do not have a car but this choice was mainly based on the fact that cars, their maintenance and gas is expensive and environmental sustainability is solely a byproduct.

As the interviewee is not very engaged in matters regarding environmental sustainability, they felt that their own values matched with the values of the organization. They said that they do not think about how environmentally sustainable or what kinds of green values the organization they work for has, and that they are more concerned with how they can develop their career through their work or what they can give to the organization.

When I explained to the interviewee about Green HRM and about my study, they said that they were not familiar with the term. They commented that Finnish organizations are still very much in their infancy in regard to environmental sustainability, especially concerning the service industry. They argued that the

restaurant industry where the interviewee has worked before, has had a bigger demand for environmentally sustainable foods and services, but that this is not the case in other industries. The interviewee concluded by commenting on how organizations should communicate more with the cities and vice versa regarding environmental sustainability and how it can be incorporated into the organizations better.

6. Analysis

Quite a few themes were found that came up in the interviews. Some of the themes were prevalent in all of the interviews, whereas some of the themes only appeared in two of the four interviews. Some of the themes are more precise and appeared in mostly the same way in the interviews and some of the themes are more vague or ambiguous and were discussed in more varying manners. All in all, ten (10) themes were found that were of particular interest and that are of interest to analyze in comparison to the theoretical framework that this study is based upon. The themes are: recycling and waste minimization, values, Finland and Finnish culture and culture overall, uncertainty or room for improvement, HR role, travel, virtuality, employer brand, wrong industry, and awareness of Green HRM. In order to make it easier to follow along in the analysis of the themes, I decided to recap briefly what the interviewees said. During the analysis of the themes, I also discuss the shortcomings of the interviews, because I noticed that some follow-up questions might have been helpful at some times in order to receive more detailed answers.

First up we have recycling and waste minimization. This theme was one of the themes that stuck out the most, already during the conducting of the interviews, and is thus a very interesting theme. All four interviewees had something to say about recycling or waste minimization.

The first interviewee hinted at wanting to minimize waste by not wanting applications through the post and by saying that they want the applications sent to them virtually (page 21). The first interviewee also said later on in the interview that Finnish organizations might not have to educate their employees about environmental sustainability because recycling comes so naturally to us (page 24).

The second interviewee pointed out that their green values are visible by the way they recycle and try to minimize waste in every aspect of the production (page 25). They also stated that they all have their own cups, single-use cutlery is not used and the pay slips are electronic as well which decreases the amount of paper that is used (page 26). The third interviewee hinted toward waste minimization by commenting that they had made their HR practices more electronic, which in turn would also be more environmentally sustainable according to the interviewee (page 27-28). The fourth interviewee stated that they have recycling bins and that it was the employees who had come up with the idea (page 30-31).

Notable is how all of the interviewees brought up recycling or waste minimizing in some way or another, even though it is not in the most obvious way a part of HRM. However, we can see recycling and waste minimizing as a kind of employee green behavior (Opatha & Arulrajah, 2014:102). In one of the interviews, the recycling bins had also been the employees' idea, which in turn might mean that they have employees that have the personality traits of conscientiousness and positive affect that have been linked to engaging in green behavior (Ababneh, 2021:1212-1218). Even though recycling and waste minimizing can definitely be seen as a kind of green behavior in itself, it was not, according to my findings, something that was at the center of any focus in the Green HRM articles that were discussed in the theoretical framework. Recycling and waste minimizing, was mentioned more as one of the many deeds that can be attributed to overall green behavior or pro environmental behavior (Saeed et al., 2019:427). One could argue that this means that recycling and waste minimizing are important, but should not be the only action that an organization takes in order to say that their employees practice green behavior or that their organization is green.

The second theme is values, and because this study is about Green HRM the values discussed are regarding environmental sustainability. All four of the interviewees discussed something in relation to values, and is in itself a very interesting theme because Green HRM is a very value-based HRM field. Even though every interviewee had something to say about values, they did not talk about it in the

completely same way and there were some variations to this theme as a whole regarding from what perspective values were discussed.

Interviewee one discussed values in two separate ways. They said that environmental sustainability is one of the company's values as well as a partner in a way (page 20). The interviewee later said that the company they work at could be quite stern at times with their values regarding environmental sustainability but that the values were at the same time very agreeable (page 23). The second interviewee mentioned that their employees had voted for environmental sustainability to be one of the company values and that they also educated their new employees about their values that they have in the organization (page 25). The second interviewee also said that they think that it is important for other employees to act according to the values and that environmental values and values overall would be more important in the future (page 26). The third interviewee had a different statement from the previous ones when it came to values, and said that they were not familiar with the environmental values of the organizations, which they explained was because they had started at their new job quite recently (page 28). The fourth interviewee said that they were not really focused on what kind of environmental values the organization they work for has and that they were more interested in what tasks they would have at their job (page 32).

As we can see the interviewees had very varying stances and statements regarding environmental values in their organization. Some of the interviewees were closer to how Green HRM describes the importance of valuing environmental sustainability whereas the others were either not aware of the environmental values at their organization or then they had not that much interest in them. Green values are overall a very central part of Green HRM as it is a value based HRM field. In the second interviewee's statements we can see something that is similar to green training, when the green values are taught to the employees (Dumont, Shen & Deng, 2017:623). From the first interviewee's statements, then again, we can see more of the rules related to greenness, as they said that they can be quite strict in the organization with their sustainability efforts (Opatha & Arulrajah, 2014:108). The way that the first interviewee also described that environmental sustainability is their partner, could be seen as them valuing the way that green initiatives may help them

with both reaching their environmental goals (for example Shen, Dumont & Deng, 2018: 595 and Chen, Jiang, Li, & Gao 2021:2), but perhaps also as something that promotes their employer brand or image, as well. As Backhaus, Stone and Heiner (2002: 309-314) as well as Guerci, Montanari, Scapolan and Epifanio (2016:133) state in their article, many job seekers find organizations that work with environmental issues attractive, which is also a part of the employer brand or image which was mentioned above.

Even though one of the interviewees commented on how organizational values will be more important in the future, it could also be argued that it is already important for the younger applicants, at least according to Leidner, Baden and Ashleigh (2019:1172), who propose that younger applicants strive to work for organizations that are responsible.

The third theme, Finland, Finnish culture and culture overall, is a theme that was satisfying to discover during the study, because it really helps with answering the research questions posed for this study. The comments that are the basis for this theme usually came up in the latter part of the interview, when I told the interviewees about my study and asked them if they were aware of Green HRM. When I told them about my study, I usually also said that most of the research on Green HRM has so far been in the USA and Asian countries, which of course in a way begged for a comparison between these cultures and Finnish culture.

The first interviewee commented that Finnish organizations have no need to educate employees about green values or environmental sustainability, and that there might be a bigger need for this kind of education in the USA. The interviewee also said that Finns usually already learn in school about such practices as recycling and thus the Finnish HR department might focus more on having standards and rules that enforce green values (page 23-24). The second interviewee was very much on the same page as the first interviewee, and said that environmental sustainability is self-evident in Finnish organizations (page 25). The fourth interviewee had a very different opinion from the second interviewee and said that Finnish organizations are still in their infancy in regard to environmental sustainability (page 32).

The third interviewee, however, commented on Finnish culture from a different perspective and said that it might be difficult for Finns to try to recruit

green candidates because Finns might feel like it is too personal to discuss such matters as green values (page 29).

Even though this theme is important, it is still difficult to analyze because of the lack of research that has been conducted on the significance of culture in regards to Green HRM. The Green HRM articles that do have some kind of notion over the cultural context usually do not have the aspect of culture as their focus, and is rather a short side note in a research article that has its main focus elsewhere (for example Masri & Jaaron, 2017). Still, thinking about how the Finnish culture may or may not affect the incorporation of Green HRM in Finnish organizations is interesting.

The most astounding aspect about the statements in this theme is how varying thoughts and experiences the HR practitioners had when it came to culture and its effects on Green HRM. Some of the interviewees thought that environmental sustainability is self-evident within the Finnish organizations, whereas another thought that Finnish organizations still have a long road ahead of them in regards to environmental sustainability. An explanation to these kinds of varying thoughts and experiences could be that some of the interviewees worked in organizations that already were engaged in green initiatives whereas some did not. Depending on how interested or acquainted the interviewees are on the topic of environmental sustainability in Finnish organizations, it is also possible that this may have had an effect on their statements.

Notable was how one of the interviewees stated that the fact that Finns have learned about recycling means that Finns do not need to be educated about environmental sustainability. Recycling might be one of the first actions that come to mind when thinking about concrete actions that one can take for the betterment of the environment. Even though it might be somewhat dangerous territory to discuss culture so briefly because it may so quickly cross over to harmful stereotypes, it was still interesting how one of the interviewees commented on how uncomfortable Finns might be in regard to discussing values. How Finnish culture may or may not agree with Green HRM is valuable to study further, because it is true that some of the articles do give out proposals on how to conduct green recruitment where you have to discuss your personal life (Opatha & Arulrajah, 2014:108), that might seem somewhat uncomfortable and personal.

Uncertainty and room for improvement is the fourth theme and a very overarching one throughout the interviews. The first interviewee explained that they still could probably find more ways to include environmental sustainability in their HR practices (page 22) whereas the second interviewee said quite the opposite by saying that they did not think that there would be room for discussions about environmental sustainability in the HR department (page 25). The second interviewee did however also say that they thought that they should think about how they could improve in the future (page 25). The third interviewee was uncertain about how their organization could benefit from incorporating environmental sustainability into their HR practices, and also mentioned that they had not discussed or planned to incorporate it in the future either (page 27). The fourth interviewee expressed a considerable amount of uncertainty as well, but this was mostly expressed by commenting on the industry being wrong, and will thus be covered more when discussing the wrong industry theme.

Regarding uncertainty, this was something that Mtembu (2018) also discusses in their article. Mtembu (2018) states how HR practitioners might be wary of coming up with ways to include environmental sustainability into their practices or that environmental sustainability belongs to some other sector of the organization completely. This discussion aligns very well with the sentiments brought up by the interviewees. We do however, see, that most of the interviewees believe that there is room for improvement, but it might be good to research further in what ways these improvements could be made. Additionally, some of the articles stated that HR practitioners have expressed a wish to be more included in the organization's environmental strategy (for example Lawler & Boudreau 2015; Harris & Tregidga 2012). Perhaps asking in the interviews to what extent the interviewees were included in the environmental strategy of the organization they work in could have been beneficial, but it was clear from some of the answers that the HR department had been included in the environmental strategy by how they expressed that they had clear goals of initiatives such as decreasing the amount of travel, whereas others were not even aware of what the environmental goals of the organization were.

The fifth theme is HR role, and stands for the HR departments role in regard to environmental sustainability and the fight against climate change. Interviewees one, two and three all said that they believed that the HR professional has to keep the

topic on the surface and to consider these "things". However, interviewees one and three also said that it is usually not the HR-departments responsibility to work with questions regarding environmental sustainability. Interviewee two said that the HR-professionals role is also to see to it that the values are actualized, and interviewee four said that the HR-department has an effect on employee behavior, but that the focus on increasing environmental sustainability has to come for the superiors in the organization.

A valuable notion is that in the HR role theme, we see many comments on how the responsibility for increasing environmental sustainability is elsewhere, even though all of the interviewees also have described concrete ways of how they already have HR practices that in some way or another take environmental sustainability into account. The comment that environmental sustainability is a responsibility that might be more suitable for another sector was something that Mtembu (2018) also brought up, where some of the HR practitioners pointed out that the production department as one of the more suitable sectors. I notice in this theme that I probably should have asked follow-up questions from the interviewees who said that the HR department's role is to consider or keep the topic on the surface, in order to understand what this would mean in practice.

The sixth theme is travel, which is quite a self-explanatory theme in and of itself but was nevertheless an interesting and topical theme with the pandemic we have had going on for a few years now. All of the interviewees had something to say about travel, although in somewhat different ways. Two of the interviewees only said that they have been thinking of implementing, or are implementing the bicycle benefit for the employees. Another interviewee discussed how they have been decreasing the amount of work-related traveling by implementing a hybrid working model and by increasing the use of virtual meetings. One interviewee then again discussed public transportation and how they have planned their office locations so that the employees can come to work with public transport, and also said that they could also improve in regard to incentivizing the use of public transport for the employees.

Traveling seemed to be one of the themes where all of the interviewees gave examples of how concretely the HR-departments could increase environmental

sustainability and green behavior by their employees. However, surprising was how little discussion there was about remote work overall, but it was also not something that I wanted to focus on too much during the interviews by asking about it separately, as research about the pandemic and the remote work that became normalized because of it is not of particular interest in this study. Traveling can definitely be seen as an important topic within Green HRM, and the initiative to decrease traveling by car and to use bicycles to commute is an example of green or pro environmental behavior (for example Saeed, et al. 2019:427; Ansari, Farrukh & Raza, 2021:230). In some of the answers from the interviewees, however, it seemed to be somewhat of an afterthought that they actually had worked on the bicycle benefit, and that this benefit is actually something that can be counted as one step towards a more environmentally sustainable organization. Additionally, it seemed amiss to those interviewees that initiatives like the bicycle benefits are some of the ways that the HR department could incorporate environmental sustainability into their HR practices. In one of the interviews, it was also stated that the bicycle benefit had been an idea that came from the employees, which could also be argued to show employee initiative, which is an important part of Green HRM and an important factor in helping an organization meet its environmental goals (Ansari, Farrukh & Raza, 2021:230).

Virtuality is the seventh theme, and it is similar to the traveling theme, but is still kept as a separate theme because it is interesting to analyze further together with the theoretical framework. Two of the interviewees discussed virtuality, but from different perspectives. The first interviewee said that they recommend to their employees that they opt for conducting meetings virtually, and that they at the HR department perform the initial interviews virtually if possible. The third interviewee discussed virtuality by saying that they have made their HR practices more and more virtual, and that they also try to have interviews virtually which in turn increases environmental sustainability.

Adjei-Bamfo, Bempong, Osei and Kusi-Sarpong (2020:1090) mention in their article that the use of "green information technology systems" can be of help during the selection process, and is also a part of a green recruitment and selection process. This echoes what many of the interviewees also said, and it seems like the use of virtual meeting tools have become very familiar and comfortable for

organizations to use, even in processes like interviews, that were just before the pandemic usually conducted face to face. Of course, what Adjei-Bamfo, Bempong, Osei and Kusi-Sarpong (2020:1090) say about green information technology systems being of help in the green recruitment and selection process, is also directly extendable to other kinds of organizational social interactions as well, as we have noticed during the pandemic. Virtual meetings and remote work have quickly become an easy way for organizations to decrease the emissions that were produced by the daily work commutes of their employees, and virtuality and remote work can be seen as one of the deeds associated with green or pro environmental behavior (for example Saeed, et al. 2019:427; Ansari, Farrukh & Raza, 2021:230).

Employer brand is the eighth theme and something that two of the interviewees discussed about. Interviewee one commented on how environmental sustainability is associated with employer brand and affects recruitment and selection. Interviewee three in turn discussed employer brand by saying that it might weed out many candidates in a job advertisement if the employer writes about how green the candidate should be, and that they should instead write about the company values and their brand as a whole.

Tang, Chen, Jiang, Paillé and Jia's (2018) statement about how important employer branding is to attract the right candidates with green values agrees completely with what interviewee one and three stated, but the same authors also added that they should have specifications about the candidates' green values, which is in turn the opposite of what interviewee three thought. Here, the biggest factor for interviewee three's opinion about specifications and requirements for green values was mostly based on how foreign it might be in Finnish culture to weed out candidates based on something as personal and private as values.

Concluding how pervasive the opinion is that it would be awkward or too personal to discuss values in the Finnish culture is difficult. One could also argue that if, as some of the interviewees said, it became more and more important for the employees to have values that align with the organization's values, it would also be relevant to discuss personal values during interviews and maybe even to add the core values to the job advertisement.

Wrong industry, is the ninth theme and is something that two of the interviewees discussed in their interviews. This theme, as said before, is very similar to the theme of uncertainty but is in itself also worthy of further analysis. Interviewee one stated that HR departments in industries like the insurance industry do not have as much work regarding environmental sustainability as HR departments in industries that produce material objects. The fourth interviewee also said that it might be easier to incorporate environmental sustainability in organizations that produce something, instead of in service industries. The fourth interviewee also pointed out that there is no demand for contact centers that are environmentally sustainable, and that the service industry has not yet really found the market value for incorporating environmental sustainability.

The fact that two of the interviewees mentioned that it would be easier to incorporate Green HRM into the HR practices in an industry that produces something materialistic was not something that I was prepared to come across because none of the articles that I read for the theoretical framework focused on how the industry might affect the incorporation of Green HRM. Chen, Jiang, Li and Gao (2021) did study Green HRM in the oil and mining industry in China, but there the focus was not on whether or not it was easier to implement Green HRM there as opposed to some other industry. Of course, it might be easier to see the value of implementing Green HRM in an industry that is in and of itself more sensitive regarding to issues with environmental sustainability whereas it might be more difficult to argue for the value that Green HRM might bring in an industry like the service industry that might not be as polluting as the oil and mining industry.

Here we see again an opportunity for further research because the question of which industries might benefit the most from Green HRM certainly is an interesting one. Additionally, studying how Green HRM could be implemented in different ways in different industries to reach more targeted benefits depending on the industry is beneficial.

The tenth theme is awareness of Green HRM, and is also the theme that directly answers one of the research questions as well. Only one of the four interviewees said that they were aware of Green HRM. Looking at where the previous research on Green HRM has been conducted, at least the research that is used in the theoretical

framework, it is recognizable that Green HRM is more widespread and known in Asian countries, Italy and the US. This can to some extent explain why only one of the four interviewees were aware of Green HRM before they were told about it. However, as this is a qualitative study and not quantitative, the fact that there was only one person who knew about Green HRM does not mean that it would tell us anything conclusive about the state of all of the HR practitioners' awareness of Green HRM in Finland. Opatha and Arulrajah (2014:101) also mentioned that Green HRM is not taught or known by many, which also aligns with the findings of this study. However, important at this point is to remember that even though one might not be aware of the term Green HRM, an HR practitioner can still incorporate Green HRM in their HR practices. This was also apparent from the interviews, as all of the interviewees expressed that their organization did, in fact, have some kind of practices that fit in with the notion of what Green HRM is.

7. Discussion

This last chapter concludes the study and answers the two research questions that were posed. Lastly, how this study is of benefit is discussed whereafter the limitations of the study are examined and ideas are proposed for future research.

7.1 Answering the research questions

With these themes that were discussed and analyzed above, the research questions for this study can now be answered. The research questions were "How aware are HRM practitioners about the fact that they could include environmental sustainability into HRM initiatives?" and "How do HRM practitioners include environmental sustainability into their HRM practices or initiatives?". Neither the first nor the second question do in any way strive to obtain the kind of answers that could be generalized or that could make one come to any conclusions about the mind state of all of the HR-practitioners in Finland, but the results are valuable as they can raise discussion as well as generate questions for further studies.

Uncertainty is one of the more considerable outcomes for this study, as most of the interviewees were uncertain about how they could include environmental sustainability into their HR practices, or then they had included environmental sustainability into some aspects of their HR practices but were not sure of how or whether or not they could achieve even more. Some of the HR practitioners had some uncertainties if the responsibility to work with environmental issues and initiatives were elsewhere in the organization, and some also pointed out how the go-ahead to invest resources of any kind on green initiatives should come from the higher-ups.

To summarize, most of the HR practitioners did know that they could incorporate environmental sustainability into their HR practices, but not to what extent it could be achieved. There is also the aspect of the HR practitioners implementing initiatives that can be interpreted as being green, however, the greenness is just the side product from an initiative that was implemented because it would be of help to the employees and their motivation or well-being. Of course, the HR department is supposed to think of the employees first, but it did not seem like all of the HR practitioners had considered how working on green initiatives could in and of itself be of help in motivating the employees or improving the employees' organizational well-being, which some of the Green HRM articles seem to point towards (for example Shen, Dumont & Deng, 2018:613-615).

Noteworthy is how some of the Finnish habits, like recycling, affected the HR practitioners' views on what kind of green initiatives could be of use. For instance, some of the HR practitioners did not think that education or training about environmental sustainability was needed because matters like these are taught at school in Finland. However, what remains unclear is whether the HR practitioners that did not find the environmental sustainability training necessary, actually would not find any kind of benefit from this kind of training if it would have been asked about more in depth during the interview.

To answer the second research question on how HR practitioners in Finland incorporate environmental sustainability into their HR practices, it is safe to say that there are various ways that environmental sustainability is incorporated in different HR practices. We saw more concrete, tangible ways of incorporating environmental

sustainability like recycling and waste minimizing by not using single-use cutlery and by having recycling bins in the office spaces. Many of the HR-practitioners also mentioned bicycle benefits as well as commuting by bus or cutting down on travel overall. The more intangible ways of incorporating environmental sustainability into the HR practices were to educate the employees about the organizational values or initiatives or to instate rules and guidelines that aim to decrease environmentally harmful behavior.

From the results of the study, it did seem like the more tangible practices were implemented to a broader extent to increase greenness in the organization. Furthermore, it also seemed almost like there was some sort of reluctance to use the more intangible or value-based practices. The reasoning behind this remains unclear, but some of the answers from the interviewees did give some insight into possible reasons for the reluctance. Uncomfortableness with discussing personal values or the belief that the employees are already knowledgeable about matters regarding environmental sustainability were some of the reasons to leave out more intangible practices like green training and green selection.

This research provides more understanding and more support of the existing theoretical framework. To give an example, uncertainty is one of the main findings of this study, which very few have discussed more in depth in their research papers with exceptions like Mtembu (2018). This uncertainty can and should be studied more in order to address the underlying issues there might be and to examine what kind of efforts could alleviate this uncertainty. Some ideas to alleviate the uncertainty that HR practitioners might feel that I can think of are to become acquainted with organizations that practice Green HRM and observe how they practice it, and to listen to what ideas the employees might have to increase environmental sustainability in the organization. As one could observe from the interviews, many of the practices that the HR practitioners had implemented or were thinking of implementing were based on ideas and wishes from the employees.

A notable contrast in this study is that a great number of the prior research on Green HRM focuses on the values and the education on the values in connection to the concrete practices, but the data obtained from the interviewees shows a greater focus

on the value based Green HRM related practices rather than the values in and of themselves. This contrast is highly valuable and shows a discrepancy between the theoretical framework and the findings of this study.

7.2. Concluding thoughts

In conclusion, the results of the study implicate a strong need for further studies on Green HRM in general and an especially strong need for further studies on Green HRM in a Finnish context. This study lifts up questions that still need to be addressed, and this study truly works as an introduction for the Green HRM studies that will hopefully be made in Finland and in a Finnish context in the future.

The main learning points from this study are the fact that there is uncertainty over how HR-practitioners can include environmental sustainability into their HR practices, as well as uncertainty over whose responsibility in the organization it is to take care of sustainability issues. Another notion that is of value to discuss further is whether or not the industries have an effect on what kind of Green HRM can be practiced in an organization.

What HR practitioners can gain from this study is the fact that every industry can practice Green HRM, and the organization does not have to be in an industry that produces material objects, but they could also be in the service industry as service industries also tend to have environmental goals today, which some of the interviewees' organizations indeed had. What can be gained from this study is also the notion that Green HRM does not only have to focus on tangible green initiatives but could also be more value based and intangible, which at least some of the interviewees in this study seemed to have overlooked. Overall, this study should demonstrate to both HR practitioners and readers of all kinds how an environmentally sustainable approach in the HR practices can truly promote and benefit the employees and their well-being in the organization as well as help the organization as a whole with its environmental goals. Notable was also how some of the interviewees seemed to recognize the importance of green initiatives in the organizational settings, and some of the interviewees also stated how green values could be even more important for employees of the future. One could argue,

however, that another observation that the HR practitioners could gain from this study is that there is room to achieve even more in terms of green initiatives in organizations, as some of the research that is discusses in this study has already long ago pointed out that job-seekers find organizations that work with environmental issues attractive (see Backhaus, Stone & Heiner, 2002: 309-314; Guerci, Montanari, Scapolan & Epifanio, 2016:133).

 Another observation that can be made from this study is how the interviewees and their comments displayed how the pandemic had affected some of the practices that had earlier been taken for granted, such as always working at the office, and how these practices could be quickly changed. These changes have also had an effect on environmental sustainability and most of the interviewees commented on how these practices that stemmed from the pandemic have come to stay as they are both beneficial to the employees and environmentally friendly as well.

These kinds of fast transitions in organizational practices that we have observed during the pandemic are a great reminder of how adaptable organizations are, and how these kinds of quick adaptations could also be of help in our fight against climate change. Quick transitions like these may perhaps be needed in the future as well depending on how the Finnish government's ambitious climate plans will affect Finnish businesses and their responsibilities regarding environmental sustainability (Finnish Government, n.d.). Because of these climate plans and the plans to lower emissions a considerable amount, it could also be maintained that organizations might benefit from already increasing their green initiatives in the organization, including the HR practices, of course.

How HRM can stay relevant was something that was discussed in the "HRM Today" chapter, and notable was how HR practitioners should strive to find solutions to demonstrate how necessary the HR-field is (e.g., KPMG, 2020; Dundon & Rafferty, 2021). One possible solution could be to make an attempt at making GHRM more measurable, perhaps by measuring how much faster or how well GHRM helps the organization reach its environmental goals, which GHRM is supposed to help with according to previous research (e.g., Opatha & Arulrajah, 2014:103; Dumont & Deng, 2018: 595 and Chen, Jiang, Li, & Gao 2021:2). The

measurability is also a tangible way for the HR practitioners to actually present their effectiveness.

Overall, an exciting observation that was made already in the beginning of this adventure was the fact that this particular study is very unique, and that Green HRM is very understudied as of yet. Conducting such a unique study has been both challenging and rewarding, but mostly it has been motivating to complete a study that may truly be of value. Environmental sustainability is such a relevant and timely topic, and as has been observed time and time again in this study, more research is urgently needed.

7.3. Limitations

This research is not without its limitations. As mentioned in the method section, there were some difficulties with having enough time to establish contact with HR practitioners who were willing to participate in interviews, and thus the sample for this research consists of only four. While this number of interviews did provide the research with an ample amount of data, more interviews would have been beneficial. Many organizations that would have been suitable for this research were contacted but either replied that they were unable to participate or gave no reply. Some of the HR practitioners from organizations that were contacted also replied that they were not sure whether they had enough knowledge about how environmental sustainability could be factored into HR and did not want to participate in the study because of this.

A second limitation of the study is certainly the fact that more follow-up questions should have been asked during the interview, and the unfamiliarity of the interview process did affect how much data was gathered from the interviews. Many questions remain because of this, but these may work as motivation for future research on the topic of Green HRM in Finnish organizations. Many of the questions that could have been of interest to ask the interviewees were also thought of only when the analysis was already being written, which meant that months had passed and the time

limitations did not allow for further interviews, even though this would have been fruitful.

7.4. Future research

As this research might be the first of its kind, a considerable amount of room for further research remains in this area. No previous research about Green HRM in Finnish organizations was found at the time of writing and thus it would be useful to build on this research and find more HR practitioners who are willing to discuss this topic. Researching what Green HRM could resemble if it were applied to the Finnish organizational context could also be of value. This interest stems from the fact that it remains unclear whether Green HRM could be applied in Finnish organizations in the same way that it has been written about in previous research articles from other cultural contexts, or whether it should be modified to be more applicable to the culture that the organization is in. Green HRM is still such a new field within HR which means that there exists a need to research how Green HRM might appear in different cultures.

Moreover, it would be valuable to research more about whether or not any Green HRM guidelines could even be compiled, or if they would have to be tailored to meet the needs of every organization, as no organization is the same as any other

8. Swedish Summary - Svensk sammanfattning

Företag idag har väldigt mycket press på sig att göra sina produkter och olika praktiker mer ekologiskt och socialt hållbara. Det är däremot inte helt tydligt hur dessa organisationer inkorporerar ekologisk hållbarhet i sina vardagliga liv på arbetet genom gröna initiativ eller gröna HR-praktiker.

I min pro gradu-avhandling behandlar jag hur man kan beakta ekologisk hållbarhet i HR-praktiker. Idén till detta ämne kom av att jag personligen har ett stort intresse för ekologisk hållbarhet och är orolig över klimatförändringen. Jag ville därför koppla ekologisk hållbarhet till HR på något vis. Då jag sökte efter litteratur som tangerade HR och ekologiskt hållbarhet stötte jag på grön personalledning (Green HRM) vilket jag behandlar närmare i ett senare skede av denna sammanfattning på svenska.

I denna undersökning ligger fokuset på finska företag, eftersom det är lättare för mig att kontakta dem för intervjuer. Det är också intressant att forska i hur finska företag beaktar eller inte beaktar ekologisk hållbarhet i sina HR-praktiker, eftersom finska regeringen har höga ambitioner när det gäller att skära ner på utsläpp (Finnish Government, u.d.). Det är alltså intressant att få se ifall finska företag har lika höga ambitioner då det gäller ekologisk hållbarhet som finska regeringen. Jag har som fokus att intervjua organisationer som på något vis har visat att de är intresserade av ekologisk hållbarhet eller har gröna initiativ.

Motiveringen för att göra denna studie är att det är värdefullt att försöka forska i hur helhetsmässigt organisationer agerar mot klimatförändringen. Det kan också hända att organisationer inte beaktar ekologisk hållbarhet i alla aspekter av sin verksamhet, utan fokuserar på de aspekter som är synliga för konsumenterna. Det har däremot visat sig att organisationer som har inkorporerat gröna initiativ i sin personalledning uppnår sina klimatmål snabbare (se exempelvis Shen, Dumont & Deng, 2018: 595 och Chen, Jiang, Li, & Gao 2021:2).

Det finns också en lucka i forskningen då det gäller hur organisationer som visat att de är intresserade av ekologisk hållbarhet beaktar (eller inte beaktar) ekologisk hållbarhet i sina HR-praktiker. Utöver detta är mitt fokus på finska företag

också unikt och enligt min uppfattning finns det inte en liknande undersökning som har utförts tidigare. I tidigare forskning inom Green HRM har det funnits ett fokus på företag i USA och i asiatiska länder, vilket också talar för ett behov för denna forskning som har fokus på finska företag.

Det teoretiska ramverket för denna undersökning anknyter till tidigare forskning om Green HRM (GHRM). Grön personalledning är ännu ett väldigt nytt fält inom HRM och introducerades enligt Opatha och Arulrajah (2014:101) år 1996. Ämnet är inte känt av många och det lärs heller inte ut. Eftersom fältet ännu är så nytt, verkar det inte finnas några enhetliga eller klara definitioner på hur GHRM kan se ut i praktiken. Enligt vissa undersökningar har heller inte alla HR-experter en klar idé på hur man kunde inkorporera ekologisk hållbarhet till HR-arbetet (se exempelvis Lawler & Boudreau 2015:85; Harris & Tregidga 2012:239 och Mtembu 2018:4). Det finns alltså ännu utrymme för fortsatt forskning inom ämnet.

GHRM kan exempelvis definieras som HR-praxis och HR-initiativ som strävar efter att öka klimatvänligt beteende. Detta kan implementeras i alla aspekter av HR-arbete som rekrytering, utbildning och belöning (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2019:425-426). Fastän GHRM kan hjälpa organisationer att nå sina klimatmål snabbare (Shen, Dumont & Deng, 2018: 595; Chen, Jiang, Li, & Gao 2021:2), så finns det ändå vissa utmaningar med denna HRM-stil. En utmaning som Mtembu (2018:4) plockar fram är att det kan vara utmanande för HR-arbetare att beakta ekologisk hållbarhet i HR-arbete och HR-praktiker. Denna utmaning kan orsakas av att HR-arbetarna redan har fullt upp med det existerande HR-arbetet och att de tänker att det vore bättre att de som är experter inom klimat- och miljöfrågor skulle arbeta med ekologisk hållbarhet och gröna initiativ (Mtembu, 2018:4). En utmaning till är att fastän GHRM skulle ha implementerats i en organisation så betyder det ändå inte nödvändigtvis att de anställda automatiskt skulle engagera sig i grönt beteende (Ababneh, 2021:1220). Denna sistnämnda utmaning kan däremot tänkas att förebyggas genom att utöva GHRM även i rekryteringen, för att hitta personer som redan färdigt är intresserade av ekologisk hållbarhet och klimatfrågor (Ababneh, 2021:1212-1218; Pham & Paillé, 2020:261-269). Hur olika HR-praktiker kan se ut inom GHRM behandlas närmare i ett lite senare skede i texten.

Då jag diskuterade min undersökning med våra professorer och studerande inom ämnet organisation och ledning, ombads jag att förklara vad skillnaden mellan GHRM och CSR (Corporate Social Responsibility) är. På grund av denna fråga vill jag förklara skillnaden även i min undersökning. CSR är enligt finska regeringens nätsidor organisationernas ansvar för deras effekt på människor, miljö och samhälle (Ministry of Economic Affairs and Employment of Finland, u.d.-a). Detta betyder alltså att CSR inte enbart fokuserar på frågor gällande klimat och miljö, utan även social hållbarhet. GHRM är däremot "endast" olika HR-praktiker som har ett fokus på att öka de anställdas engagemang för beteende som gynnar naturen och som är ekologiskt hållbart, medan CSR är en mer helhetsmässig funktion som påverkar organisationen på alla fronter (He, Morrison & Zhang, 2021:1044 och Ministry of Economic Affairs and Employment of Finland, n.d.-a).

Så som det nämnts redan tidigare, så kan man beakta och inkorporera ekologisk hållbarhet i alla HR-praktiker (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2019:425-426). I följande stycke presenteras en kort genomgång av hur GHRM kan se ut i de olika HR-praktikerna.

Före själva rekryteringen kan man börja med att satsa på företagets image så att den attraherar sökande som är intresserade av ekologisk hållbarhet och som värdesätter klimatfrågor högt (Montanari, Scapolan & Epifanio, 2016:143-145; Tang et al., 2018:33-35). När det kommer till själva rekryteringsfasen kan företagen satsa på att skriva arbetsannonsen så att den har en betoning på klimatfrågor och man kan även specificera vilka slags gröna värderingar den anställda önskas ha (Tang et al., 2018:33-35). Under rekryteringsprocessen kan rekryterarna också testa hur medvetna de sökande är när det gäller klimatfrågor (Tang et al., 2018:33-35). Opatha och Arulrajah (2014:108) påpekar att rekryterare också kan diskutera med de sökande om hur de har uppmärksammat ekologisk hållbarhet i sina personliga liv och konsumtion. Adjei-Bamfo, Bempong, Osei och Kusi-Sarpong (2020:1088) argumenterar för att det kan vara lättare att rekrytera personer som är från första början medvetna och engagerade i klimatfrågor, än att försöka utbilda och forma redan anställda personer till att bli mer engagerade i grönt beteende.

Utbildning och träning kan inom GHRM inkludera att man informerar de anställda om vilka klimatmål organisationen har och vilka initiativ organisationen har för att öka ekologisk hållbarhet (Opatha & Arulrajah, 2014:108). Utbildningen

kan också ha som målsättning att öka den anställdas förmågor att uppnå de mål som organisationen har gällande ekologisk hållbarhet (Dumont, Shen & Deng, 2017:623). Då det gäller utbildning och träning inom GHRM finns det en viss lucka i forskningen som Leidner, Baden och Ashleigh (2019:1172) poängterar. Detta tomrum blir tydligt då man märker att det är svårt att tydligt se hur organisationer gör för att förverkliga de policyer de har gällande klimatmål och klimatfrågor som just kunde bearbetas genom utbildning och träning (Leidner, Baden & Ashleigh, 2019:1172).

Belöning inom GHRM kan vara i form av pengar eller något materiellt (yttre belöning) eller så kan belöningen också handla om beröm och erkännande (inre belöning) (Leidner, Baden & Ashleigh, 2019:1173). Belöningen kan ges exempelvis för att den anställda har engagerat sig i gröna initiativ av olika slag (Leidner, Baden & Ashleigh, 2019:1172). Leidner, Baden och Ashleigh (2019:1172) varnar dock för att belöna slumpmässigt och oplanerat, speciellt då det gäller ekonomiska belöningar, eftersom det i sin tur kan minska på den inre motivationen eller engagemanget som är viktigt när det gäller långsiktiga mål som att öka den ekologiska hållbarheten.

En sak till som kan inkluderas i praktiserande av GHRM är en samling regler för grönt arbete och gröna vanor samt någon slags plan för hur anställda kan bestraffas ifall de inte följer reglerna för grönt arbete (Opatha & Arulrajah, 2014:108).

Jag besvarar två forskningsfrågor i denna undersökning. Den första forskningfrågan är: Hur medvetna är HR-arbetare om att man kan inkorporera eller beakta ekologisk hållbarhet i HRM-initiativ? Den andra frågan är: Hur inkorporerar eller beaktar HR-arbetare ekologisk hållbarhet i deras HRM-praktiker eller initiativ? Utgående från dessa forskningsfrågor har jag också byggt upp min intervjuguide och mina intervjufrågor som användes i alla de fyra intervjuer som utfördes för undersökningen.

Forskningen utfördes med hjälp av semi-strukturerade intervjuer, vilket betyder att det fanns ett antal frågor som ställdes av alla, men vid behov kunde tilläggsfrågor också tillkomma (Bryman & Bell, 2011:467). Innan den semi-strukturerade intervjun valdes som metod för denna undersökning övervägde jag

också ifall frågeformulär eller enkäter kunde ha varit en lämplig metod. Med hjälp av frågeformulär eller enkäter kunde man antagligen ha fått en bättre överblick över till hur stor grad finska företag har eller inte har använt sig av GHRM. Det blev ändå snabbt klart att det vore intressantare att utföra en mer explorativ studie där man också får fram mer subjektiva tankar och åsikter av HR-arbetare.

Under hela undersökningens gång har reflexivitet utövats genom att jag har varit medveten om min egna bakgrund och mina åsikter och tankar som kan påverka undersökningen (Berger, 2015:220). Eftersom ekologisk hållbarhet och klimatfrågor är intressanta för mig personligen, är det också väldigt sannolikt att det på ett eller annat sätt har påverkat min undersökning. Detta kan heller inte undgås, men för att skapa en trovärdig undersökning är det relevant att påpeka detta faktum.

Informanternas anonymitet har respekteras under hela undersökningens lopp, och detta har säkerställts genom att inte nämna några namn vare sig på informanterna eller organisationerna där informanterna arbetar. Informanternas kön eller ålder avslöjs heller inte i undersökninge både av anonymitetsskäl och eftersom det inte är relevant för studien. Organisationernas bransch beskrivs också på en såpass hög abstraktionsnivå som möjligt för att inte avslöja någon av organisationerna, men det kan ändå vara av intresse att få veta vilken bransch informanten arbetar inom.

Som sagt intervjuades fyra informanter för undersökningen under januari och februari år 2022. Intervjuerna utfördes på finska och svenska, och transkriberades först till det språk som de utförts på och återberättades sedan på engelska i själva pro gradu-avhandlingen. Alla fyra informanter arbetar inom HR, som HR-experter , HR-chefer eller HR-koordinatorer. Intervjuernas resultat varierade till stor grad men en del likheter kunde hittas. Dessa likheter studeras närmare i analysen som utfördes i form av tematisk analys.

Tematisk analys går ut på att man försöker identifiera, analysera och rapportera olika mönster eller teman i data som man fått utifrån, i detta fall, intervjuerna (Braun & Clarke, 2006:79). Tematisk analys anses vara en bra metod att använda då man ännu är ny och ovan som forskare (Braun & Clarke, 2006:78; Nowell et al., 2017:2). Denna analys utfördes utan något specifikt datorprogram som vissa forskare kan använda för att utföra tematisk analys, men jag utgick till stor del

från en artikel skriven av Nowell, Norris, White och Moules (2017), eftersom de steg för steg beskriver hur en tematisk analys kan utföras.

De teman som uppstod under en genomläsning av insamlade data blev allt som allt tio stycken. Temana är återvinning och avfallsminimering, värden, Finland och finsk kultur samt kultur överlag, osäkerhet och rum för förbättring, rollen som HR har, resande, virtualitet, arbetsgivarbild, fel industri och medvetenhet om GHRM. Dessa teman analyserades utgående från det teoretiska ramverket och det framkom att alla teman överensstämde med det som den existerande forskningen kring GHRM har kommit fram till. Speciellt centralt var osäkerheten som informanterna hade över att veta hur man skulle kunna inkorporera ekologisk hållbarhet i HR-praktikerna, något som Mtembu (2018) också diskuterar i hens artikel. Det framkom ändå att flera av informanterna nog har inkorporerat ekologisk hållbarhet i sina HR-praktiker, men detta var inte alltid ett medvetet val utan kunde förekomma som en biprodukt i ett initiativ som annars hade som syfte att förbättra de anställdas arbetsvälmående eller motivation. Det som bland annat Shen, Dumont och Deng (2018:613-615) ändå påpekar, är att man också kan förbättra de anställdas organisatoriska välmående och arbetsmotivation genom att investera i gröna initiativ. Det finns alltså en nytta i att tänka på ekologisk hållbarhet som något som kan vara allmänt nyttigt i en organisations HR-praktiker, och det behöver inte endast vara en biprodukt.

Tack vare analysen kan man svara på de två forskningsfrågorna som ställts för denna undersökning. Frågorna var "Hur medvetna är HR-personalen om att man kan inkorporera eller beakta ekologisk hållbarhet i HRM-initiativ?" och "Hur inkorporerar eller beaktar HR-personalen ekologisk hållbarhet i sina HRM-praktiker eller initiativ?".

Den första frågan kan sammanfattningsvis besvaras som att HR-personalen i viss mån är medvetna om att man kan beakta ekologisk hållbarhet i HRM-initiativ, men den ekologiska hållbarheten är inte lika högt prioriterad som de anställda och blir oftast en biprodukt i initiativ som görs för att hjälpa de anställda. Endast en utav alla informanterna hade tidigare hört om GHRM.

För att kortfattat svara på den andra forskningsfrågan så beaktar HR-personalen ekologisk hållbarhet i sina HRM-praktiker genom väldigt påtagliga initiativ. Alla som intervjuades gav exempel på initiativ som berörde återvinning

eller avfallsminimering, och vissa hade också exempel på initiativ som fanns till för att minska på utsläpp från arbetsresor. Väldigt få av informanterna berättade om initiativ som var på ett mer psykologiskt eller värdebaserat plan. Dessa initiativ kunde exempelvis handla om att lära nya anställda om organisationens värderingar gällande ekologisk hållbarhet.

Denna undersökning har vissa begränsningar. Det fanns vissa svårigheter med att få tag på informanter som var villiga att bli intervjuade för studien. Flera som kontaktades svarade att de inte hade tid för en intervju; de hade redan väldigt många förfrågningar av andra studerande eller så svarade de att de inte var säkra på om de kunde svara på frågorna. En hel del av de organisationer eller HR-personal som kontaktades svarade inte överhuvudtaget.

Det blev alltså allt som allt endast fyra informanter för denna undersökning. Även om denna mängd av informanter gav en hel del data att analysera, så skulle det ändå ha varit önskvärt med flera informanter.

Denna undersökning kan vara av stor nytta för framtida forskning, och framför allt undersökning om GHRM inom en finsk kontext.

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