

Redefining Sustainability: A Review of the Big Names from the FMCG Industry Taking Significant Measures

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Abstract: Human resource is one of the most crucial factors in the organization. Recent years have shown an inclination towards sustainability among organizations. Sustainability calls for a particular set of guidelines to ensure that we are making optimum utilization of resources without causing any harm to the environment.

For the past few years, many researchers have been actively working on this issue and summarized their findings in research papers. Past studies reveal that many organizations consider sustainability a critical issue and continually work on improving their strategies.

This study aims to discover the factors that gave rise to the concept of Green Human Resource Management, how it evolved with the dynamic market and what contributions have been made by top brands through their Green HRM policies.

Purpose: The purpose of the study was to highlight the working patterns of high performing companies from the FMCG industry. The ideology behind the study was to track the steps taken by big brands towards betterment of the society and towards the environment.

Theoretical framework: This study aims at highlighting the concerns of today that might severely affect market and the society in the future. Since HRM practices contribute to the implementation and upkeep of an environmental management system (EMS), helping organizations achieve higher environmental performance (EP), it is becoming increasingly clear that the environmental impacts of HRM processes should be taken into account at every stage of the process (Gilal et al., 2019; Yusoff et al., 2020). In reality, GHRM makes sure businesses extend widely and adopt more ecologically responsible practices. GHRM is crucial for business management for a number of reasons, including the advantages to the environment, retaining employees, and boosting a company's appeal. According to earlier HRM literature (Pham et al., 2020; Awan et al., 2022) individual practices, rather than a collection of practices, had a greater impact on a company's success.

Design/ Methodology/ Approach: The study is primarily based on past researches and data directly referred from the companies' sources for utmost authentication of facts added.

Findings: Big brands are taking initiatives like reducing the carbon footprint by taking certain actions basis the chain they are dealing in. The companies are not only making strategies for the same, but also taking a step in creating awareness regarding the hot topic.

Research, Practical & Social implications: Sustainability is becoming a need for the hour considering the limit of the resources that we possess today. Major factor while extracting resources is to make sure that we are putting in extra effort to replenish those resources. For instance, paper. If we want two trees for paper, we must plant at least four trees to make up for the damage we are doing today.

Thus, if we want to make sure that our future generations would be able to access and use resources as we are doing today, we must follow certain self-made rules for the same.

Keywords: Green HRM, Sustainability, Sustainable Development Goals, Green HRM Practices, Brands Supporting Sustainability, Effects of Green HRM.

1. INTRODUCTION

Green Human Resource Management has become one of the most talked-about topics today. As a result, many organisations, big or small, are taking initiatives to improve society and the environment by playing their part. While talking about the same, we can recall the sustainable development goals to get a deeper insight into the needs of the society.

Intrinsically, impetuous human practices at work can lead to environmental degradation (Ones and Dilchert, 2012). Green HRM practices stimulate employees' accountable behaviour to conserve the environment (Cherian and Jacob, 2012). Past studies on greening the organisation through the relationship between Human Resource Management and Employee Management started in the 1990s.

With a boost in the number of such studies, businesses' need for HRM practices to implement greening practices became more prominent (Govindarajulu and Daily, 2004; Sudin, 2011). These organisational needs are highly strengthened by studies examining and stating HRM's positive effects on firms' Employee Performance (Schuler and Jackson, 2014; Renwick et al., 2013; Paauwe and Boselie, 2005).

Another significant aspect that has fueled the evolution of such studies was orienting the prominent environmental management system, ISO14001 (Jabbour and Santos, 2008a; Chan, 2011; Jabbour and Jabbour, 2016). This was translated by the work of Jackson et al. (2011), who systematised the first notable case on HRM, decisively integrating the research areas of human resources and environmental/green management.

The concept of GHRM is affiliated with the HRM role as the primary driver in an organisation is to take up green initiatives (Mandip, 2012, Jabbour and Jabbour, 2016; Bhutto and Auranzeb, 2016). GHRM is a projection of green management ideology, approaches, and practices followed by a firm for Employee Management implementation (Patel, 2014).

Sharma and Gupta (2015) define GHRM as utilising HRM approaches to encourage the sustainable utilisation of resources, strengthening environmental sustainability in general and increasing employee commitment and awareness of environmental management concerns.

In addition to improving social (e.g. work-life balance), financial (i.e. sustain profits) and environmental well-being (e.g. reduced waste), GHRM incorporates enhancing social (e.g. social responsibility). Many organisations encourage employees to be more environmentally friendly, but their behaviour patterns differ significantly from their environmental policies. Keeping in mind the sustainable goals devised by the concerned bodies, organizations can bring a significant change in the society.

2. WHAT IS GREEN HUMAN RESOURCE MANAGEMENT?

Environmental change and ecological abjection have become among the important concerns of the century, fetching financial misfortunes from environment-related catastrophes, for example, wrecking tropical storms, heatwaves, dry seasons, and rapidly spreading fires.

Human practices have proactively caused around 1.0 °C global temperature alteration above pre-modern levels (Joined Countries Climate Program, 2019), resulting in the business area being a frequent focal point of all maintainability conversations.

It is a significant reason for environmental damage on local and worldwide scales (Moscardo et al., 2013). Subsequently, organisations must assume a crucial part in tackling ecological issues (Schaltegger and Burritt, 2010).

Green HRM is fundamental for effectively executing green procedures and green practices (Day today and Huang, 2001; Renwick et al., 2013) and can add to an association's ecological manageability. Writing characterises green HRM as a bunch of explicit HRM practices that empower and support a proactive way to deal with ecological administration and accomplish superior execution results corresponding to natural supportability (Becker et al., 1998).

3. NEED FOR GREEN HRM

Today, the board's need for green human resources is influential from one side of the world to the other. The environmental consciousness of every individual drives the climate and living style.

The researchers are worried about the green human resource on the board due to their importance and need in the current work environment. Presently, organizations need green HRM for numerous reasons:

1. To educate society about the responsible consumption and production, a major sustainable developmental goal, to better utilize the resources promoting the thought of sustainability.
2. To safeguard the natural resources, e.g., a worldwide temperature alteration, environmental change, energy

emergency, and so forth, to make work significant, the work environment is safe and healthy inside and outside the associations.

3. To educate, instruct and empower both monetarily and non-monetarily the workers to play out their exercises in an earth-dependable way.
4. To improve corporate ecological execution by specific HR capacities like preparation, worker strengthening, and Ecological Administration Framework (EMS) rewards.
5. To persuade workers to become involved (representatives), incorporate green HRM exercises, foster green capacities, and give representatives excellent chances to be associated with corporate ecological board drives and endeavours.
6. To undertake activities that are harmless to the ecosystem (organisations face expanding pressures for eco-accommodating items and tasks), oversee corporate ecological projects fruitfully (without disappointment), and beat execution difficulties of corporate natural projects.
7. To carry the idea of industry, innovation and infrastructure to the maximum potential under the guidance of the industry experts for the overall economic development of the society.

Thus, the main objective of green HRM is to make people and not just the employees aware of the intricacies of environment management, i.e. what action is needed, how it functions, and how it helps the environment. The exercise motivates the employees and develops a sense of pride for participating in the going green program.

4. HOW ARE GREEN HUMAN RESOURCE MANAGEMENT PRACTICES CONTRIBUTING TO SUSTAINABILITY?

Associations worldwide are consolidating and making progress toward carrying out GHRM practices to acquire upper hands in the corporate world. However, complete reception and reconciliation of GHRM in business are still unthinkable yet require a changed methodology towards the current HR practices on a piece of the human resource and representatives.

A critical job for HR natural leaders could be to rule administrators regarding acquiring full staff co-activity toward realistic strategies, which implies HR needs to sustain allies and make organisations of issue solvers ready to act to change the norm. Sustainable Development Goals, as listed below, are yet another crucial aspect that HR managers should take care of for better training of the work force of the organization:

- Eliminate Poverty
- Erase Hunger
- Establish Good Health and Well-Being
- Provide Quality Education
- Enforce Gender Equality
- Improve Clean Water and Sanitation
- Grow Affordable and Clean Energy
- Create Decent Work and Economic Growth
- Increase Industry, Innovation, and Infrastructure
- Reduce Inequality
- Mobilize Sustainable Cities and Communities
- Influence Responsible Consumption and Production
- Organize Climate Action
- Develop Life Below Water

- Advance Life On Land
- Guarantee Peace, Justice, and Strong Institutions
- Build Partnerships for the Goals

Following are a portion of the green HRM drives the associations can take on to Practice environmental awareness.

A. Paperless office

E-business and learning have changed the strategies and methodology at workplaces, changing them into paperless workplaces. A paperless office is a workplace where the utilisation of paper is either restricted or disposed of by changing over significant authority archives and different articles into motorised work processes.

The custom will lessen the use of paper and the expenses of paper-related activities, including duplicating, printing, and putting away, and save time in looking through paper records. By diminishing the utilisation of paper documentation, we can safeguard regular resources, forestall contamination, and decrease the wastage of water and energy.

B. Safeguarding of Energy

Safeguarding energy in the workplace has the maturing for an incredible ecological effect. With an end goal to give more productive and eco-accommodating administrations, workplaces all over the planet have executed a few energy protection drives to lessen the natural effect.

Associations are advancing the broad utilisation of energy star-appraised lights and apparatuses, which consume 66% less energy than normal ones. For example, the HR office at the upper appendage of Sky has begun an activity where the workers are approached to turn off computers, televisions, and lights while leaving, to utilise 100 per cent sustainable power.

C. Green printing

Printing papers prompts expanded paper use, toner wastage, and carbon dioxide release. As a result, associations are currently embracing "pre-ton" savers. This product can decrease paper interest by 20% and toner and ink interest by half without corrupting the nature of the result picture or printout.

D. Green Structure

The associations all over the planet are fundamentally picking green structures as their working environment and workplaces as a substitute for conventional workplaces. The peculiarity is very pattern setting as green designs satisfy a specific basis for lessening the double-dealing of regular resources used in their development. Moreover, green structures incorporate a few upgraded highlights connected with green practices like energy productivity, sustainable Power, and tempest water executives.

E. Save water

Wastage of water in assembling processes and watering the organisation's yards should be killed entirely. Water wastage because spillage in sinks and restrooms should be painstakingly checked.

F. Reusing and garbage removal

Reusing is the strategy for handling spent materials (squander) into new and valuable items. Reusing decreases the utilisation of unrefined substances that would have been used to deliver new things. Accordingly, this strategy saves energy and reduces waste tossed into the dustbins, making the climate cleaner and the air fresher.

As a piece of their green drives, a few associations are reusing projects to build the sum of reused items and lessening how much waste. Simultaneously, numerous HR experts discovered that green drives were a vital part of generally Corporate Social Obligation; presently, the entire corporate world is discussing the old mantra of the three Rs — Decrease, Reuse, and Reuse to save the climate. Therefore, reusing glass, paper, plastic, and metal garbage and assembling waste materials should be embraced.

G. Green Reward

Reward and rewards are the major HRM processes in which workers are compensated for their presentations. In the climate of Green HRM, prizes and pay can be undefined as forthcoming devices for supporting ecological exercises in associations. Start green compensations to offices and people for inventive drives and green commitment through decreasing squanders, green resources, and energy.

H. Saving Power

Power can be saved by taking inventive drives, empowering electing to turn lights and fans at whatever point required, and introducing Sunlight-based chargers.

5. HOW ARE DIFFERENT BRANDS PLAYING THEIR PART TOWARDS ENVIRONMENT?

S. No.	Company Name	Green Practices Followed	Impact Of Green Practices
1	Nestle	While manufacturing, the focus has been on improving operational efficiencies per tonne of production while maximizing production volumes. The aim has been to do more with fewer resources, using the most efficient technologies and processes, to optimise energy and water consumption, reduce waste to zero and full recovery of unavoidable by-products. R&D experts work to develop processes and tools that helps the brand estimate their overall carbon footprint within specific category or for a certain brand, and to make choices that will reduce it. This work was integral to the recent announcement, for example, that KitKat will become a carbon neutral brand by 2025. Nestlé plant scientists recently discovered unique low carbon and drought resistant coffee varieties through classical non-GMO breeding.	The company has successfully reduced the usage of energy by around 47%, water usage by around 55%, the generation of greenhouse gasses by around 57% and the generation of waste water by around 61%. The brand has now higher yields and an up to 30% reduction in CO2 – to reduce the carbon footprint associated with coffee consumption. Other new low carbon, disease- and drought resistant coffee plant varieties are in the pipeline.
2	Procter & Gamble	Working on a project "Ambition 2030."	Recognized for active leadership to address climate change and reduce greenhouse gas emissions The US Environmental Protection Agency, the Center for Climate and Energy Solutions, and The Climate Registry
3	PepsiCo	PepsiCo has a number of policies and programs to compliment the PepsiCo Global Supplier Code of Conduct, which clarifies our global expectations in the areas of business integrity, labor practices, associate health and safety, and environmental management.'	In 2021, PepsiCo's total GHG emissions across Scopes 1, 2, and 3 were approximately 63 million metric tons, which represents a 3% increase from 2020 and a 2% increase from our 2015 baseline ^{1,2} . Consistent with previous years, the majority of the brand's carbon footprint (93%) comes from our value chain, or Scope 3 emissions, particularly agriculture, packaging and third-party transportation and distribution. Progress in 2021 was negatively impacted by increased packaging use,

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			transportation, third-party manufacturing, and other purchased goods due to business growth. The emissions intensity (calculated as million metric tons GHG emissions per \$ billion net revenue) was 0.79 in 2021, down from 0.86 in 2020, reflecting net revenue growth that outpaced their emissions increase.
4	Unilever	The company recognises its joint responsibility with the Government and the Public to protect environment and is committed to regulate all its activities so as to follow best practicable means for minimising adverse environmental impact arising out of its operations.	The brand is transitioning to renewable energy across our operations, finding new low-carbon ingredients, expanding our plant-based product range and developing fossil-fuel-free cleaning and laundry products.
5	AB InBev	2025 Sustainability Goals	The 2025 Sustainability Goals are the most ambitious public commitments yet. Introduced in March 2018, the goals aim for holistic environmental and social impact and drive transformational change across our entire value chain. The company's leadership and a cross-functional team of nearly 100+ colleagues designed these goals with the next 100 years in mind, understanding that bold action built on measurable results is the key to resilience and lasting positive impact.
6	Tyson Foods	Company is taking a holistic approach to sustainability focused on social, environmental and economic stewardship. The brand says, "Only through a comprehensive approach can we make transformational and enduring change."	Driving practices in their own operations and supply chains to sustainably produce protein for a growing population within planetary boundaries. Climate Action: Announced our ambition to achieve net-zero greenhouse gas (GHG) emissions, including scope 1, 2 and 3 emissions, by 2050 Land Stewardship: Developed a beef-focused GHG emissions accounting framework to capture cradle-to-gate emissions and verify emission reductions through more sustainable agricultural practices Water Stewardship: Achieved Alliance for Water Stewardship verification for three U.S. plants Waste Reduction: Achieved Zero Waste to Landfill gold-level validation at six U.S. plants where 95-99% of certain waste streams has been diverted from landfills

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7	Coca-Cola Company	Goal was to monitor Reducing Energy Consumption, Water and The Plant bottle.	<p>Coca-Cola has done many innovative things in order to reduce its carbon footprint and operate in a more sustainable way, however, there are a couple more actions it can take to be even more effective.</p> <p>The first action Coca-Cola should take is to use recycled materials. Currently Coke bottles and cans are not made from recycled materials. The combination of recycled plastics, aluminum, and plant based bottles will help Coke greatly reduce its footprint. The initiative should be taken in tandem with a much broader education initiative around sustainability. As previously mentioned, only 27% of plastic bottles find their way into recycling.</p>
8	L'Oréal	L'Oréal has decided to take its efforts even further through a program called "L'Oréal for the Future". The brand's commitments towards 2030 mark the beginning of a more radical transformation and embody our view as to what a company's vision, purpose and responsibilities should be to meet the challenges facing the world.	<p>With the new sustainability program, the brand wants to demonstrate that companies can be part of the solution to some of today's most pressing environmental and social challenges. For this reason, L'Oréal is allocating 100 million euros to impact investing dedicated to the regeneration of ecosystems and the development of the circular economy, and 50 million euros to a charitable endowment fund to support highly vulnerable women.</p>
9	BAT	All BAT sites worldwide report performance against our climate and environmental targets and metrics on a monthly basis – monitored by our central EHS team.	<p>BAT provides information to CDP - a global environmental impact non-profit organisation, through its reporting frameworks. Their 2022 submissions are below:</p> <ul style="list-style-type: none"> • Climate Change (1,483 kb) • Water Stewardship (741 kb) • Forests (493 kb)
10	Philip Morris	Our redesigned ESG framework recognizes two distinct forms of issues: Those that relate to our products (what we produce), which are part of the "Product Impact" pillar, and those related to our business operations (how we produce), which are part of the "Operational Impact" pillar.	<p>PMI is committed to serving as an agent of change and advocate of positive values. We understand that our business must become a provider of effective alternatives. To achieve this, we are positioning ourselves at the forefront of consumer-centricity, technology, science, and innovation. With an eye to the long term, we are expanding our business into areas beyond tobacco and nicotine such as wellness and healthcare. Our ambition is that by 2025, at least USD 1 billion of our net revenues will derive from these adjacent avenues of growth, marking an initial milestone for a business with</p>

S. No.	Company Name	Green Practices Followed	Impact Of Green Practices
			potential to grow much further over the longer term.
11	Danone	Danone is determined to help lead an industry-wide transition to a low-carbon economy; this is why they pledged in their 2015 Climate Policy to become carbon neutral by 2050 across our full value chain. The zero net carbon commitment means that the brand is responsible for the carbon emissions from the farms where they source their ingredients to the facilities that manage packaging once the products are consumed. Danone’s strategy to achieve carbon neutrality is based on the following pillars: reducing emissions, transforming agricultural practices to sequester more carbon in the ground, eliminating deforestation from our supply chain, and offsetting the emissions that remain.	Along with nine other corporate partners, the brand invests in the Livelihoods Carbon Funds to support projects for agroforestry, mangrove restoration, and fuel-efficient cooking tools for communities in Asia, South America, and Africa. Projects are monitored over up to 20 years, requiring a long-term commitment from the investor companies in the Livelihoods Carbon Fund. The Indian Foundation Nature Environment and Wildlife Society (NEWS) and Livelihoods are working with the local communities of the Sundarbans to restore these shrinking mangrove forests. Together, since 2011, Danone has planted 130 million trees, restored 48,000 ha, equipped 120,000 families with efficient cookstoves, and reached over 1 million people. The first Livelihoods Carbon Fund will offset the equivalent of 10 million tons of CO2.

6. WHAT DOES GREEN HRM HOLD FOR OUR FUTURE?

As the Green HRM grant's worldview has expanded over the past ten years as one of the central systems to improve partnerships, this idea has gained considerable traction among researchers. Thus, there has been an enormous expansion of the Green HRM grant.

The emergence of manageability issues also forced regular human resources executives to introduce green human resources practices to minimise waste, reduce carbon footprints, and embrace paperless practices.

Mishra and Rani found that HR can go about as an extension to start natural amicable practices. Close contention was given by Jabbour and Santos, who thought that HRM has incredible potential whenever it converges with manageability. Cohen, Taylor, and Renwick, Redman likewise showed the expected advantages of Green HRM in planning maintainable business strategies inside an association.

Although Green HRM's idea is rising dramatically, developing a comprehensive methodology for this clever idea is required. Deliberate surveys were led on this innovative worldview. Yet, as indicated by the best of our insight, the systems audits still needed to be executed, which isolated the green HRM grant into four significant establishments.

The oddity of this audit is that it has made sense that past, current, and future undertakings were given four significant establishments. However, this inventive thought needs to be improved regarding extensive writing audits, given the inquiries raised underneath. Consequently, a complete image of Green HRM should be created.

7. CONCLUSION

Human resources are vital in overseeing workers from section to section today. Organizations should prepare their representatives for green human resources management (GHRM) and motivate them to take on the responsibility. When it comes to implementing green HRM, there are likely to be certain boundaries.

The implementation of green HRM can encourage workers to contribute their efforts and thoughts to the greening of their organizations. While the Associations should take advantage of different organizations' green HR drives, they

should focus on creative strategies to take on green HR. In addition, they should focus on strengthening their workers so that they can contribute in such a manner.

Consequently, the Green Human Resources executives need to make green mindfulness among the new abilities and the current worker working for an association, empowering their workers to assist the association with reducing the causes of natural degradation through green development, green projects, and practices, so they can provide resources for future generations.

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