
| RESEARCH ARTICLE

Human Resource Green Practices Towards Sustainability: The Case of Foxconn Company in China

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| ABSTRACT

This paper mainly studies whether Foxconn's green human resource management can bring benefits to Foxconn and puts forward suggestions on the problems existing in the implementation of green human resource management in Foxconn. The data for this chapter comes from Foxconn employees in Yantai, Shandong Province. Foxconn's HR green practices include green recruitment, green training, green performance, green compensation and green participation. After analysis, it is concluded that the education level of Foxconn employees is generally low, which is not conducive to the implementation of green human resources practices. Foxconn did not give full play to the leading role of supervisors in green participation practices. This study believes that enterprises should play the role of supervisors when implementing human resource green practices, and supervisors should give support and guidance when employees participate in environmental protection activities. Foxconn should focus on improving the education level of its employees. The research results of this paper are helpful for enterprises to achieve the goal of green development, help enterprises to further understand the green practice strategy of human resources, make the development of enterprises meet the requirements of green environmental protection, and improve the competitive advantage of enterprises.

| KEYWORDS

Green human resource management, Green participation.

| ARTICLE INFORMATION

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1. Introduction

1.1 Background of the Study

After the green thought was put forward in the 1980s, it has become an important thought for the economic development of various countries, and the green development concept has also become an important requirement for economic construction and social development in the new era. If an enterprise wants to develop sustainably, it first needs to pay sufficient attention to the construction of human resources. Talent is the key for enterprises to achieve their own development goals, and it is also an essential element for innovative development (Yang, 2019). From the perspective of enterprises, in order to enhance their market competitiveness in the new historical period and economic development conditions, it is necessary to establish a green human resource management model (Wei, 2019). "Made in China 2025" is a major strategic deployment of the manufacturing industry proposed by the Chinese government in the new global environment and in line with the trend of international industrial change. To improve the development level and quality of the manufacturing industry in an all-round way and to change the status quo of China's manufacturing industry "large but not strong" is the fundamental goal of 2025. This puts new requirements on China's enterprises, and the era of low-cost environment created for manufacturing by demographic dividends and scale effect is gone forever (Sun, 2019). The fundamental change in Chinese enterprises should be the innovation of the whole management system, and one of the strategies is green human resource management. The implementation of green human resource management by enterprises can promote their green development, achieve management goals, and bring a good reputation to enterprises, thus promoting their profitability, improving their performance and promoting their sustainable development (Li, 2021). As a

representative enterprise in China, Foxconn ranks first among the top ten electronic manufacturing service providers in the world, and its main business is to manufacture scientific and technological electronic products. Foxconn is known as the largest generation factory in the world. Foxconn's branch plant in Yantai, Shandong province, has more than 20,000 employees, and since its establishment in 2005, Foxconn in Yantai has created high economic value (Sun, 2019). Please refer to the appendix for a comprehensive description of Foxconn.

However, in the face of the constantly advancing global economy, increasingly fierce industrial competition and national policy changes, Foxconn as an international contract manufacturer have been greatly affected, so Foxconn has constantly been trying to practice human resources green, but it is still in the exploratory stage, and there are still problems (Luo, 2020). Due to the late start of green human resource management in Chinese enterprises, there is a lack of empirical research, which cannot provide specific strategic guidance for green human resource management in enterprises (Wan, 2019). Implementing effective green human resource management is one of the effective ways for Foxconn to achieve sustainable development and gain competitive advantages (Shi, 2020). While the literature review provided briefly covers green human resource management, there are several research gaps that need to be addressed to provide a more comprehensive understanding of the topic. These research gaps include a lack of Empirical Research in Chinese Enterprises: The literature review highlights the importance of green human resource management for enterprise development, but it acknowledges that there is a lack of empirical research, particularly in Chinese enterprises. The research on green human resource management is still in the exploratory stage, and there is a need for more concrete evidence and case studies to understand the impact of green HR practices on enterprise performance. Evaluation, salary, and participation lack specific strategies and best practices that enterprises can adopt to implement these green HR practices effectively. The research should aim to identify practical and actionable strategies that can be implemented by companies like Foxconn to promote sustainable development through their HR practices. Comparative Analysis of Green HR Practices: The literature review does not address the comparative analysis of different green HR practices and their effectiveness in achieving sustainable development goals. For example, it does not explore whether certain green HR practices have a more significant impact on employee engagement, loyalty, and overall enterprise performance compared to others. Impact of Green HR on Different Organizational Levels: The literature review briefly mentions the need to group employees based on management level and rank and file to understand their perceptions of green HR practices. However, it does not delve into the potential differences in how these groups perceive and respond to green HR initiatives. Understanding these differences can provide valuable insights for tailoring green HR strategies for different employee segments. Addressing these research gaps will contribute to a more comprehensive understanding of the impact of green human resource management on business development, providing valuable insights for businesses, researchers and policymakers interested in promoting sustainability and competitiveness in the business environment. Specific Strategies for Green Human Resource Management: While the literature mentions the need for green recruitment, training, performance

1.2 Statement of the Problem

This paper identifies the problems existing in the practice of green human resource management. Specifically, the study answers the following questions:

1. What is the profile of Foxconn by rank-and-file employees and management level with regard to the following: 1.1 Gender; 1.2 Age; 1.3 Educational background?
2. What are the green HR practices used by Foxconn in terms of the following: 2.1 Green Recruitment, 2.2 Green Training, 2.3 Green Performance, 2.4 Green Salary, 2.5 Green Participation?
3. Is there a significant difference in the perception of the employees with regard to the HR green practices in terms of the variable mentioned in Problem 2 when they are grouped according to management level and rank and file employee profile?
4. What are the challenges and opportunities faced by the Foxconn ?

1.3 Hypothesis

This study intends to test the following null hypothesis: There is no significant difference in their evaluation of the respondents with regard to the HR Green Practices in terms of the following variables when respondents are grouped according to management level, rank and file employee : a. Green Recruitment ; b. Green Training ; c. Green Performance ; d. Green Salary ; e. Green Participation.

1.4 Scope and Limitation

The research object of this study is Foxconn, and the research time is two months. First of all, the research literature on green human resource management was combed and sorted out, and the connotation, measurement methods and related research of each variable were analyzed. On the basis of the existing literature and theories, this study constructs the research model of human resource green management. Then, we conducted a questionnaire survey on Foxconn employees, collected data on Foxconn's human resource management, and made a statistical analysis of the data. Finally, on the basis of data analysis, countermeasures

and suggestions are put forward for the problems existing in Foxconn's human resource green management. The research and analysis of this paper is mainly based on a questionnaire survey. The survey sample is random, and the results are subjective. The surveyed employees are limited to those who can be reached, and the analysis results may be biased.

1.5 Significance of the Study

Researchers. This study provides academic researchers with relevant research on green human resources, providing new research perspectives and ideas for scholars. Through this study, the theoretical connotation of green human resource management in enterprises has been improved. By incorporating the concept of "green" into Foxconn's enterprise human resource management system, the existing theoretical system has been enriched and expanded, and research references and experience have been provided for other scholars.

Enterprises. This study conducts research on Foxconn's human resources in five aspects: green recruitment, green training, green compensation, green performance, and green participation, and proposes relevant strategies to promote the reform of the human resources department, further promote green strategies for enterprises, and align their development goals with the requirements of green environmental protection, thereby enhancing their competitive advantage. Meanwhile, the relevant strategies of this study will also be applicable to other enterprises that value the development of green human resources, providing guidance and experience for the development of other enterprises.

HR Managers. For business operators, the implementation of green human resource management is crucial for promoting the development of the enterprise. This article provides operators with ideas for green human resource management through the study of Foxconn's green human resource practices, enabling them to innovate their human resource management models, further realizing the greening of important modules of green human resources, and thereby improving the financial and environmental performance of enterprises.

1.6 Definition of Terms

Green Recruitment. This refers to Foxconn's recruitment criteria containing at least two environmental criteria.

Green Training. This pertains to Foxconn's training program, which includes at least two environmental training programs.

Green Performance. This means that Foxconn has at least two environmental assessment items in its employee performance evaluation system.

Green Salary. This refers to the fact that when Foxconn rewards employees, at least two of the contributions made by employees are related to the environment.

Green Participation. This is defined as employees' participation in at least two organizational activities related to environmental protection in their daily lives and work.

1.7 Literature Review

Edyta (2019) analyzed the problem of green human resource management in enterprises and believed that only through systematic green training and good environmental protection knowledge can enterprises better promote development. Rakesh (2019) also conducted research on the Ministry of Agriculture of India. The research shows that taking green responsibility as a part of the performance indicators of the Ministry of Agriculture has a good impact on the development of the Ministry of Agriculture. Chen (2020) took two large pharmaceutical enterprises in Shandong Province as research objects, analyzed the learning and application of green human resources by employees with different academic qualifications, and concluded that employees with low academic qualifications had poor academic ability and poor performance in the implementation of green human resources, which was not conducive to the implementation of green human resources. Through case study design, Kelvin (2020) finds that green recruitment in green human resource management can improve environmental performance and promote the development of green human resource practices in enterprises. Zhou (2021) conducted a comparative study on 16 Chinese companies and found that companies engaged in green recruitment have higher environmental performance than those not engaged in green recruitment. Green recruitment can promote environmental performance and green practices of human resources. The research by Daily (2019) points out that the establishment of an effective and reasonable human resource green management structure depends on green training for enterprises. According to a survey conducted by Baumgartner (2019) in the United Kingdom, about 8% of British companies use different types of incentives or financial incentives to encourage green behaviors, which can be effective in motivating employees to generate green initiatives. Wang & Wu (2020) believe that green management is to infiltrate the concept of environmental protection into enterprise management activities, reduce waste, eliminate pollution in the production process, save resources, design relevant green products and services, and work hard to establish a correct corporate image.

Wan (2019) points out that the most important aspect of green performance management for managers and employees is performance evaluation, which will influence the process and effectiveness of subsequent rewards and compensation. Zhao (2022) found that punishment is used in green performance management as a relatively negative way to encourage employees who do

not meet green performance standards to improve the environment, such as criticism, warning, suspension, etc. Li (2020) also points out that rewards have a positive impact on sustainable behavior. If the green rewards and punishments are consistent with the process of human resource management, then the green culture in the organization can be encouraged, and the green development of human resources can be promoted. Cao (2019) compared the data of 24 enterprises in Guangzhou and found that those enterprises that do not attach importance to the leadership role of senior executives perform better than employees in green HR practices. Peng (2021) found that encouraging employees to participate in green practices will have a positive impact on organizational productivity and performance, help employees exercise self-control and personal thinking, and promote green human resource development. In addition, Yu (2023) found that the implementation of green participation in enterprises can form a green atmosphere, which helps to form healthy competition among employees and promotes the continuous improvement of employees' green awareness and green knowledge in the process. Guo's (2020) study pointed out that GHRM can promote employees to engage in green innovation behavior by enhancing their green mindfulness, and also pointed out that GHRM practices perceived by employees with high green self-efficacy have a more significant impact on their green innovation behavior.

1.8 Synthesis

There is currently a large amount of research on human resource management in enterprises, and human resource management is crucial for the operation of enterprises. However, there are currently few topics and studies related to green human resource management, so it has certain value for research in this field. On the basis of relevant literature, Foxconn has integrated environmental protection concepts into enterprise management activities through the implementation of green human resource practices, reducing waste, eliminating pollution in the production process, saving resources, and designing related green products and services (Wang and Wu, 2020), and integrating sustainable development concepts into enterprise production management (Li, 2021). Meanwhile, according to Edyta (2019), enterprises must promote green innovation behavior among employees through systematic green training and good environmental knowledge and enhance their green mindset (Guo, 2020).

1.9 Theoretical Framework

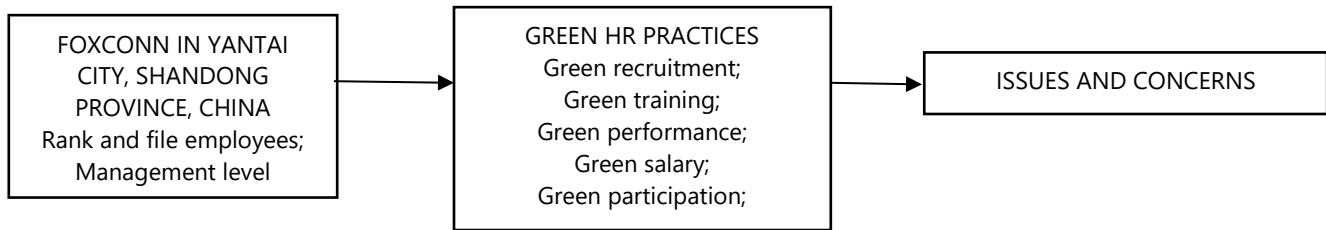
Social Exchange Theory. According to the social exchange theory, both employees and organizations are engaged in an equal exchange of resources, and both sides are pursuing equality in this exchange. When one party provides support and help to the other party, the other party should assume the obligation of return, and the maintenance of the relationship between the two parties needs to realize their respective interests through mutual exchange (Liu, 2020). In an organization, the organization uses its own resources to provide employees with certain benefits, including salary, resources, promotion, etc., while employees provide necessary returns to support the development of the organization.

Basic Theory of Natural Resources. The natural resource-based view is a new theory on the competitive advantage of enterprises. It regards whether enterprises can meet the requirements of environmental friendliness in their production and operation activities as the sustainable competitive advantage of enterprises, brings natural resources into the resources of enterprises, and further considers the natural resources of enterprises and their environmental protection capabilities. This theory holds that enterprises should reduce environmental pollution and protect the environment in the process of production and operation. Everyone, whether senior executives or employees, should establish an ecological outlook and put it into practice in their work. Enterprises should formulate long-term strategic plans for environmental protection and effectively implement them so as to promote enterprises to obtain sustainable competitiveness and achieve the goal of sustainable development (Yang, 2021).

These theories have very important references for Foxconn's implementation of green human resource management. Social exchange theory provides theoretical guidance for green compensation and directions for writing a questionnaire on the dimension of green compensation, so this paper uses social exchange theory. The basic theory of natural resources provides the direction for Foxconn to make long-term strategic plans for environmental protection and green human resource management, so this paper uses the basic theory of natural resources.

1.10 Conceptual Framework

The figure below shows the conceptual framework of the study. This study will study the problems existing in Foxconn's green human resources practice. Among them, green human resource practice includes five variables: green recruitment, green training, green performance, green salary and green participation. Finally, through research, this study will find out the respondents' concerns and problems through research.



2. Methods

The purpose of this chapter is to collect the necessary data and make a statistical analysis of the data to provide data support for discussing Foxconn's green human resource management. This chapter explores the methods, procedures, and tools that researchers will use to investigate Foxconn's implementation of human resource green management practices. It involves study design, sampling and sampling techniques, research instrumentation, data collection and analysis.

2.1 Research Design

This study used a descriptive comparative design. Firstly, by collecting a large amount of relevant literature and theories as references, analyze the relationship between Foxconn's management and normal employees and green human resource management, and make corresponding assumptions. Secondly, a survey questionnaire was cited and distributed to Foxconn employees. Finally, through data collection, SPSS 22.0 was used for statistical analysis of these numbers.

2.2 Data Management

This study evaluated Foxconn's green human resource management practices from the perspectives of green recruitment, green training, green performance, green salary and green salary and further analyzed the relationship between management and employees to determine the implementation level of Foxconn's green human resource management. In addition, this study employed a quantitative research design, that is, the process of collecting and analyzing numerical data. This study first collected the relevant data on Foxconn's green human resource management through a questionnaire survey and then carried out statistical analysis on the first-hand data collected.

2.3 Sampling Designs

Sample Population. The group in this study consists of Foxconn employees, including management and rank-and-file employees. The researcher used a purposive random sampling procedure to select respondents. By using purposive random sampling, the researcher can select individuals from the sample population who meet the set criteria as respondents rather than relying on random selection. The researcher distributed the QR code of the online survey questionnaire to the respondents, who could answer by scanning the QR code. 383 copies of this survey questionnaire were distributed.

Respondents. The survey questionnaire was distributed to 383 respondents. Since the population size of the study is 80000, the researcher used Raosoft to compute the population sample size with a margin of error of 5% and a confidence level of 95%. The result is 383, divided into 103 from management and 280 from rank and file employees. The respondents selected for this study have the following qualifications: They must have worked at Foxconn for at least three years. Respondents must understand the company's Green HR practices. Respondents must have directly participated in the implementation of the company's Green marketing practice. The respondent must be willing to answer the questionnaire and truthfully answer it to ensure its authenticity and validity.

Research Instrument. This paper studied green human resource management through a questionnaire survey. The questionnaire consists of two parts: personal basic information and green human resource management practice. In this study, QR codes of online questionnaires were distributed to respondents, who could answer by scanning the QR codes. Personal basic information includes gender, age, and educational background. Green Human Resource Management Practices cites the scale of scholar Wang (2021). Green human resource management practices are measured from the following five dimensions: green recruitment, green training, green salary, green performance, and green participation. This study used the Likert 5-point scale. The answer options are set as "Strongly Disagree", "Disagree", "Neither", "Agree", and "Strongly Agree", which are indicated by 1 to 5.

Control Procedure. The questionnaire was quoted from the study on the impact mechanism of green human resource management on enterprise environmental performance (Wang, 2021). The research instrument was verified by three experts in the field to ensure the validity of its contents. Cronbach Alpha coefficient method was used for reliability analysis. SPSS analysis showed that the questionnaire in this paper was highly reliable and had strong internal consistency. A reliability analysis of the tools used is provided in the appendix.

2.4 Statistical Treatment

The following statistical tools were used in this study: Percentage and frequency distribution. Use percentage and frequency distribution to investigate the distribution of data so as to understand the gender, age and education of Foxconn respondents. T-tests are often used for comparisons between two sets of data. This study analyzed whether there is a significant difference between management and rank-and-file employees' views on HR green practices.

2.5 Ethical Consideration

Conflict of Interest. This study does not involve a conflict of interest. The purpose of this study is to identify the problems existing in Foxconn's green human resource management, and the countermeasures proposed in the study will be conducive to the improvement of Foxconn's green human resource management.

Privacy and Confidentiality. The collected data will be stored on Baidu's online disk for three years. Starting in November 2026, hard drives used to store data will be physically damaged to ensure data security. Only authorized personnel will have access to the collected data, and researchers will take reasonable and appropriate organizational, physical and technical security measures to protect personal data.

Informed Consent Procedure. The researcher invited Foxconn employees in Yantai who meet the survey criteria and asked them about their willingness to participate in the study. The study is voluntary; they have the right not to participate, and respondents can withdraw before the study is completed without penalty and without any loss. The informed consent form was placed in front of the survey questionnaire/ guide questions so that the co-researcher could check it on the day of the interview. Respondents who have any questions or would like to know the results of the study can contact the researcher by email or phone number. The E-mail address is chen.liu@adamson.edu.ph. The telephone number is 09276430681.

Vulnerability. The respondents of this study are Foxconn employees in Yantai City, Shandong Province, who have worked for more than three years. Their basic age is more than 20 years old, and they are healthy. Vulnerable groups are not part of this study.

Recruitment. This study used a purposive sampling technique to select respondents. This method makes the sample more convincing and representative. The conditions for recruiting participants are as follows: (1) Yantai Foxconn has worked for at least three years. (2) Have a certain understanding of Foxconn's green human resource management practices. (3) Have participated in or implemented Foxconn's green human resources practices. The researcher contacted the human resources manager of Foxconn in Yantai and explained the purpose of the study and the use of the collected data. With their consent, the researcher obtained a list of employees and used lunch breaks and off-hours to communicate with the respondents. Eligible respondents were invited for data collection with their consent.

Assent. This study has chosen adult employees with an average age of 18 and above, and collect data and conduct the survey with their consent.

Risks. During the data collection period, due to the impact of the epidemic, both the researcher and respondents have potential health risks. In order to reduce the occurrence of such risks, questionnaires are distributed mostly online. In addition, the content of the survey questionnaire does not involve offensive or discriminatory words to avoid psychological harm to the respondents.

Benefits. This study is conducive to the research of scholars, the development of Foxconn and other enterprises, and the formulation and innovation of green human resource policies for enterprise managers.

Community Considerations. The questionnaire for this study was tested for effectiveness by three experts in the field, with the aim of correcting poor problems. This study will help managers formulate new policies to further promote the sustainable development of Foxconn.

Incentive or Compensation. After completing the questionnaire, the respondents were given a chance to draw a prize and receive a gift as a reward.

Collaborative Study Terms of Reference. This study was independently completed by the researcher without any funding from any organization.

3. Results

The results of the research conducted to address the research questions raised in Chapter 1 are presented in this chapter. The data for this chapter was collected from 383 employees of Foxconn Company in Yantai, Shandong Province, including 103 management

and 280 general employees. The online questionnaire is divided into two parts: (1) Personal basic information (2) Green Human Resource Management Practices.

3.1 Profile of the Respondents

Table 1 Profile of the Respondents in terms of Gender, Age and Educational Background

Particulars	Sample Category	Rank and File Employees	Management	Frequency (f)	Percentage (%)
Gender	Male	212	70	282	73.6
	Female	68	33	101	26.4
Age	18- 25 years old	87	19	106	27.7
	26-33 years old	89	33	122	31.9
	34-41 years old	51	23	74	19.3
	42-49 years old & above	29	17	46	12.0
	Over 50 years old	24	11	35	9.1
Educational background	Junior College or below	232	40	277	72.3
	College/Bachelor Graduate	12	27	45	11.7
	With master's degree	11	24	41	10.7
	With doctor degree	5	12	20	5.2

Legend: f= frequency; %= percentage

Among the respondents in Table 1, both rank and file employees and management are from Foxconn's human resources department, which is the key department of Foxconn's human resources green practice and can timely grasp the information and strategy of human resources green practice. Therefore, selecting the human resources department to conduct research has a strong representation of Foxconn's human resources green practice in Yantai. According to the data in the table, there are 212 men and 68 women among rank and file employees, and 70 men and 33 women among managers. The total males accounted for 73.6%, the total females accounted for 26.4%, the proportion of men is higher than that of women, and Foxconn employees are mainly male. In terms of age, the majority are 18-25 years old and 26-33 years old. There are 87 rank and file employees in the 18-25 age group and 19 managers. There are 89 rank and file employees in the 26-33 age group and 33 managers. It can be seen that Foxconn's employees tend to be younger. Employees in this age group are young, dynamic, innovative, proactive, with certain work experience and potential management qualifications, and are the core group of the company. In terms of academic qualifications, there are 234 rank and file employees with undergraduate degrees or below; 28 students with bachelor's degrees or above. 40 people with a bachelor degree or below and 53 people with a bachelor's degree or above. It can be seen that the number of highly educated employees at the management level is higher than the number of low-educated employees, indicating that the management level of Foxconn is mainly highly educated. The number of highly educated employees in rank and file employees is lower than that of low-educated employees, and the number of highly educated employees in management personnel is higher than that of rank and file employees. That means most of Foxconn's respondents have a college degree or below. Chen(2020) took two large pharmaceutical enterprises in Shandong Province as research objects, analyzed the learning and application of green human resources by employees with different academic qualifications, and concluded that employees with low academic qualifications had poor academic ability and poor performance in the implementation of green human resources, which was not conducive to the implementation of green human resources.

3.2 Green HR Practices used by Foxconn

3.2.1 Green Recruitment

Table 2.1 HR Practices use by Foxconn in terms of Green Recruitment

Particulars	Mean	Std. Dev	Adjectival Rating
1. Foxconn evaluates job seekers' environmental concepts, such as energy conservation and emission reduction, during recruitment.	3.07	1.42	Effective
2. Foxconn attracts employees through environmental information, activities, and reputation during recruitment.	2.99	1.45	Effective
3. When hiring, Foxconn considers applicants:			
a. personality and intrinsic characteristics	3.01	1.43	Effective
b. work willingness,	2.98	1.42	Effective
c. sense of responsibility	3.01	1.42	Effective
d. motivation and ambition	2.95	1.38	Effective
e. work experience	3.02	1.38	Effective
f. professional skills	2.97	1.41	Effective
g. educational background	2.99	1.40	Effective
4. Foxconn conducts interviews in assessing the applicants	2.93	1.44	Effective
5. Foxconn selection focuses far more on applicants			
a. inherent personality characteristics	2.93	1.46	Effective
b. job motivation	3.06	1.44	Effective
c. value orientation of talent than on the obvious abilities and qualities such as professional skills and educational background	3.01	1.44	Effective
6. Foxconn uses standardized campus recruitment	3.05	1.45	Effective
7. Foxconn partners with universities by providing internships opportunities among students	2.87	1.36	Effective
Overall	2.99	1.42	Effective

Legend: 1-1.80 Not Effective ; 1.81-2.60 Somewhat Effective ; 2.61-3.40 Effective ; 3.41-4.20 Very Effective ; 4.21-5.00 Extremely Effective

It can be seen from Table 2.1 that the specific measures of green recruitment have been positively evaluated by the respondents, who believe that Foxconn's green recruitment is effective. Among them, "Foxconn will evaluate the candidates' environmental protection concepts such as energy conservation and emission reduction during the recruitment process" scored the highest, with a mean of 3.07 and a standard deviation of 1.416. This is the most effective way for Foxconn to implement green recruitment. But Foxconn has partnered with universities to offer internships to students; Foxconn conducts interviews in assessing the applicants; Foxconn's selection pays more attention to the inherent personality characteristics of candidates, and the average value of these three items is very low, only 2.93, 2.93 and 2.87, indicating that Foxconn does not do well in these three points. Kelvin (2020) points out that during the recruitment process, organizations can focus on attracting and hiring employees who are committed to environmental issues. When hiring new employees, organizations can select those candidates who are more likely to exhibit green behavior by examining their views on environmental issues to ensure that new employees match the organization's environmental performance goals. Zhou (2021) also pointed out that one of the three characteristics of green recruitment is green standard; that is, enterprises should evaluate and select employees in the recruitment process. They can emphasize environmental content in job descriptions and employee responsibilities, ask questions about environmental knowledge, values, and beliefs, and ultimately select employees who perform well in these areas. It can be seen that assessing candidates' environmental protection concepts, such as energy conservation and emission reduction, in the recruitment process is one of the best ways to conduct green recruitment. However, Foxconn also needs to strengthen the implementation of other methods; Foxconn should be more rigorous in the interview process and pay more attention to the values and beliefs of the candidates. Foxconn should broaden its channels of contact with universities, send job application information to universities through new media, or sign contracts with universities to attract high-quality talent.

3.2.2 Green Training

Table 2.2 HR Practices use by Foxconn in terms of Green Training

Particulars	Mean	Std. Dev	Adjectival Rating
1. Foxconn provides training to employees on how to reduce waste and power consumption in their work.	2.94	1.39	Effective
2. Foxconn provides training to employees on how to reduce the company's carbon footprint in their daily lives.	3.09	1.42	Effective
3. Hired a professor and dean of the Univ. of Texas Institute of Technology as the dean of their own university, to strengthen cooperation with key domestic universities	3.00	1.43	Effective
4. Foxconn hires teachers from partner universities to teach in the company, which allows employees to complete college without leaving their jobs and leaving the factory	2.95	1.37	Effective
5. Foxconn provide online college training to facilitate employees own study	3.03	1.37	Effective
6. Foxconn provide overseas internships and study abroad to improve the basic quality of employees and meet the needs of the Group's international development; Foxconn provided training to employees to learn English, Spanish, Japanese, and other languages.	3.00	1.44	Effective
7. Foxconn provides vocational and technical training.			
a. Foxconn has established core skill training programs for the four major systems of industry management: quality control, production management, and economic management.	2.99	1.39	Effective
b. Foxconn provides professional and technical training programs for the Technical Committee. Training is conducted through on-site guidance for engineers, professional and technical studies, lecturer skill training, and internal employee skill training.	3.05	1.39	Effective
8. Foxconn provide management skill training. Management skills training plays an important role in Foxconn's education and training, with its training system covering the four major control systems of the group and covering the entire group's operational modules.	2.96	1.42	Effective
Overall	3.00	1.40	Effective

Legend: 1-1.80 Not Effective ; 1.81-2.60 Somewhat Effective ; 2.61-3.40 Effective ; 3.41-4.20 Very Effective ; 4.21-5.00 Extremely Effective

It can be seen from Table 2.2 that the specific measures of green training have been positively evaluated by the respondents, who believe that Foxconn's green training is effective. Among them, "Foxconn provides training to employees on how to reduce the company's carbon footprint in their daily lives." This item has the highest score, with a mean of 3.09 and a standard deviation of 1.423. This is the most effective way for Foxconn to implement green training. However, Foxconn provides training to employees on how to reduce waste and power consumption in their work ; Foxconn hires teachers from partner universities to teach in the company, which allows employees to complete college without leaving their jobs and leaving the factory. The mean value of these two items is very low, indicating that Foxconn does not do well in green training. According to the research of Daily (2019), green training is a training that instructs employees to have more understanding of various green activities in the work process and acquire relevant green knowledge and effective skills so that they are more likely to take the initiative to adopt green behaviors in the workplace or even in the face of relevant environmental problems in daily life. Edyta (2019) found that reducing the company's carbon footprint can help enterprises find and improve the links with high environmental costs, which can reduce the financial cost and environmental costs of enterprises. It can be seen that the most effective measure of green training is to train employees to understand how to reduce the company's carbon footprint in their daily lives. In addition, Foxconn should pay more attention to training employees on how to save electricity, and it can prohibit the use of any high-power appliances in the office that are not provided by the company. Foxconn should also establish close cooperation with universities and have senior teachers train employees.

3.2.3 Green Performance

It can be seen from Table 2.3 that the specific measures of green performance have been positively evaluated by the respondents, who believe that Foxconn's green performance is effective. Among them, "Foxconn provides appreciation rewards according to the performance nature of specific events (administrative rewards can be divided into commendation, small merit, and great merit)." This item received the highest rating, with a mean of 3.09 and a standard deviation of 1.460. This project is the most

effective way for Foxconn to implement green performance. But Foxconn provides admirative rewards according to the performance nature of specific events (administrative rewards can be divided into three categories: commendation, small merit, and great merit.); Recording great merit three times which merits special promotion and salary promotion operations. (Will generate significant benefits for the company.) The mean value of these two items is very low, indicating that Foxconn does not do well in these two aspects and does not reward employees well. The use of Wan (2019) penalties is an important factor in green performance management. In green performance management, punishment is a relatively negative way to encourage employees who do not meet green performance standards to make environmental improvements, such as criticism, warning, suspension, etc. Zhao (2022) also points out that punishment is the most important aspect of green performance management for managers and employees, and punishment will affect the implementation of green performance management. Although punishment is a negative way to deal with, it is also a simple and effective way, and its appropriate use may prompt employees to raise environmental awareness in their future work and strive to achieve green goals. However, Foxconn can not only use penalties to motivate employees to perform well but also to reward employees. Foxconn should establish a perfect reward mechanism, and employees who have made contributions should not be ignored; they should not just be verbally rewarded but should be given material rewards to employees who have made contributions.

Table 2.3 HR Practices use by Foxconn in terms of Green Performance

Particulars	Mean	Std. Dev	Adjectival Rating
1. Foxconn rewards employees and managers who comply with environmental regulations.			
a. Foxconn provide admirative rewards according to the performance nature of specific events (administrative rewards can be divided into three categories: commendation, small merit, and great merit.)	2.94	1.42	Effective
b. Recording great merit three times, which merits special promotion and salary promotion operations. (Will generate significant benefits for the company.)	2.93	1.41	Effective
c. The supervisor provides special bonus incentives	2.96	1.39	Effective
2. Foxconn punishes employees and managers who do not comply with environmental regulations.			
a. According to the severity of the violation, there are four categories of administrative sanctions: warning, minor offense, major offense, and dismissal. Major offenses recorded three times within the year will be dismissed.	3.09	1.46	Effective
c. If the circumstances are more serious, legal responsibility will be investigated or transferred to the judicial department for investigation.	3.01	1.41	Effective
Overall	2.99	1.42	Effective

Legend: 1-1.80 Not Effective ; 1.81-2.60 Somewhat Effective ; 2.61-3.40 Effective ; 3.41-4.20 Very Effective ; 4.21-5.00 Extremely Effective

3.2.4 Green Salary

Table 2.4 HR Practices use by Foxconn in terms of Green Salary

Particulars	Mean	Std. Dev	Adjectival Rating
1. Foxconn provides rewards to employees who walk, ride bicycles, carpool, or use public transportation to work.	3.09	1.37	Effective
2. Foxconn provides rewards to employees who use recycled materials and energy-efficient office equipment.	3.02	1.39	Effective
3. In addition to the most basic standard salary, Foxconn provides the following compensation and benefits:			
a. Job allowances	2.97	1.41	Effective
b. Incentive bonuses			
b.1. mid-year bonuses	3.08	1.39	Effective
b.2. year-end bonuses	2.97	1.44	Effective
b.3. project bonuses	3.01	1.42	Effective
c. Employee benefits			
c.1. statutory holidays	3.00	1.46	Effective
c.2. leave requests	3.00	1.41	Effective
c.3. compensatory leave	3.06	1.39	Effective
c.4. work related injuries leave	2.90	1.40	Effective
c.5. traditional festival such as dragon boat festival, mid- autumn festival	2.97	1.42	Effective
c.6. welfare goods	2.77	1.41	Effective
c.7. welfare funds	2.87	1.38	Effective
c.8. red envelops for the start of spring festival	2.97	1.46	Effective
Overall	2.98	1.41	Effective

Legend: 1-1.80 Not Effective ; 1.81-2.60 Somewhat Effective ; 2.61-3.40 Effective ; 3.41-4.20 Very Effective ; 4.21-5.00 Extremely Effective

It can be seen from Table 2.4 that the specific measures of green salary have been positively evaluated by the respondents, who believe that Foxconn's green salary is effective. "Foxconn offers incentives to employees who walk, bike, carpool or use public transportation to get to work. This item has the highest score, with a mean of 3.09 and a standard deviation of 1.371. This is the most effective way for Foxconn to implement green pay. But in addition to the most basic standard salary, Foxconn provides the following compensation and benefits: welfare goods. The mean value of this item is very low, indicating that Foxconn does not do well in this green salary item. Baumgartner (2019) believes that green salaries should not only provide economic incentives but also necessary non-economic rewards, mainly in the form of green tourism benefits and green taxes. Green travel benefits include employee transportation and travel incentives. Through this reward, employees can be guided to adopt more green travel methods and enhance their green awareness of low-carbon environmental protection. Green tax incentives include the use of bicycles and low-pollution fleets. These rewards can give employees a sense of pride that effectively motivates them to continue green behavior in their future jobs and can form a model role within the organization that encourages other employees to engage in more green behavior. However, the form of green pay should pay attention to diversity. Foxconn can issue welfare products when rewarding employees, such as giving employees birthday and festival gifts.

3.2.5 Green Participation

Table 2.5 HR Practices use by Foxconn in terms of Green Participation

Particulars	Mean	Std. Dev	Adjectival Rating
1. Foxconn encourages employees to provide advice on environmental protection.	3.00	1.40	Effective
2. Foxconn post environmental protection slogans and organize activities to encourage employees to participate in environmental protection.	3.06	1.44	Effective
3. Foxconn holds environmental skills competition.	2.95	1.45	Effective
4. Foxconn promotes its corporate culture of energy conservation, emission reduction, greening, and recycling.	3.06	1.45	Effective
5. Foxconn creates a green and environmentally friendly atmosphere and carries out diverse environmental education activities.	3.13	1.39	Effective
6. Foxconn has set up an environmental team to oversee the involvement of employees and management in environmental protection.	2.91	1.41	Effective
Overall	3.02	1.42	Effective

Legend: 1-1.80 Not Effective ; 1.81-2.60 Somewhat Effective ; 2.61-3.40 Effective ; 3.41-4.20 Very Effective ; 4.21-5.00 Extremely Effective

It can be seen from Table 2.5 that the specific measures of green salary have been positively evaluated by the respondents, who believe that Foxconn's green salary is effective. Among them, "Foxconn creates a green environment and carries out diversified environmental education" activities. This item has the highest score, with a mean of 3.13 and a standard deviation of 1.393. This is the most effective way for Foxconn to implement green pay. However, Foxconn has set up an environmental team to oversee the involvement of employees and management in environmental protection. This item has the lowest mean value, indicating that Foxconn is not doing well in this area. Peng (2021) believes that the most important thing for green participation is to create a green learning atmosphere, which will help form healthy competition among employees and promote the continuous improvement of employees' green awareness and green knowledge in the process. At the same time, this atmosphere also encourages employees to care about the green behavior of others at work. In this way, while forming competition, it also forms an atmosphere of mutual supervision, thus enhancing employees' awareness of environmental issues. Yu (2023) also believes that providing a comfortable environment for employees helps to spread a green culture within the organization and improve their environmental behavior and awareness. It can be seen that creating a green environment is an effective means for employees to participate in green. But Foxconn should also strengthen the means of supervision; the enterprise should establish a sound environmental protection management system, clarify the environmental protection responsibilities and tasks of various departments and employees, link green participation with green performance, and motivate employees to actively participate in environmental protection work.

3.3 Test of Significant Differences

Table 3 shows that the T-value of Green Recruitment is -1.086, and the bilateral P-value is 0.278. The bilateral P value is greater than 0.05, so there is no significant difference between Foxconn's managerial employees and rank & file employees in Green Recruitment. So, we should accept the null hypothesis. The T value of Green Training was 0.061, and the bilateral P value was 0.952. The bilateral P value is greater than 0.05, so there is no significant difference between Foxconn's managerial employees and rank & file employees in Green Recruitment. So, we should accept the null hypothesis. The T value of Green Performance is 0.170, and the P value of both sides is 0.865. The bilateral P value is less than 0.05, so there is no significant difference between Foxconn's managerial employees and rank & file employees in Green Performance. So, we should accept the null hypothesis. The T-value of Green Salary is -1.691, and the bilateral P-value is 0.092. The bilateral P value is greater than 0.05, so there is no significant difference between managerial employees and rank & file employees in Green Salary. So, we should accept the null hypothesis. The T-value of Green Participation was 2.187, and the bilateral P-value was 0.029. The bilateral P value was less than 0.05, so there was a significant difference between managerial employees and rank & file employees in Green Participation. So, the null hypothesis should not be accepted. From the implementation of Foxconn's green human resources practice in managerial employees and rank & file employees, there are significant differences between managerial employees and rank & file employees in green participation. From the average value, it can be seen that the value of green participation in managerial employees is greater than that in rank & file employees, so the implementation of green participation in managerial employees is better than that in rank & file employees. Tang (2019) found in his research that the superior information perceived by rank & file employees comes from their direct leaders, that is, managerial employees. The interaction between employees and direct leaders is higher than the interaction with the organization. Therefore, in the process of implementing green participation practices, enterprises should give full play to the role of managerial employees, whose guiding and encouraging role can make rank & file employees' goals, abilities, motivations and concepts consistent with the organization's green participation practice, thus improving the overall green management level of the organization. Cao (2019) used the variable of a supervisor's sense of support to study the relationship

between green participation and employees. He found that the stronger the supervisor's sense of support, the higher the perception of green participation of rank-and-file employees, and the better the participation in green practices. The lower the supervisor's sense of support, the lower the perception of green participation of rank-and-file employees, and they can't better participate in green practices. Foxconn Company needs to give full play to the leadership role of managerial employees so as to improve the recognition and perception of rank & file employees on green participation, so that rank & file employees can better participate in green participation.

Table 3 Test of Significant of Differences in terms of Foxconn HR Green Practices When Respondents are Grouped according to Rank and File and Managerial Employees

Green Marketing Practices	Group	Mean	t-value	sig	Decision
Green Recruitment	Rank & File Employees	3.00	-1.085	0.278	Accept the null hypothesis.
	Managerial Employees	2.95			
Green Training	Rank & File Employees	3.00	0.061	0.952	Accept the null hypothesis.
	Managerial Employees	3.00			
Green Performance	Rank & File Employees	2.98	0.170	0.865	Accept the null hypothesis.
	Managerial Employees	2.99			
Green Salary	Rank & File Employees	2.99	-1.691	0.092	Accept the null hypothesis.
	Managerial Employees	2.93			
Green Participation	Rank & File Employees	2.97	2.187	0.029	Reject the null hypothesis.
	Managerial Employees	3.12			

Legend: 1-1.80 Not Effective ; 1.81-2.60 Somewhat Effective ; 2.61-3.40 Effective ; 3.41-4.20 Very Effective ; 4.21-5.00 Extremely Effective

3.4 What challenges and opportunities faced by the Foxconn

1) The challenges for Foxconn: The overall education level of Foxconn employees is generally low. Poor performance in the implementation of green human resources is not conducive to the implementation of green human resources. It can be seen that the low education level of Foxconn employees is a problem in the development of Foxconn's green human resources. It is suggested that Foxconn pay attention to improving the education of employees and cultivating high-quality talents. Huang's (2020) research shows that highly educated and high-quality talents have stronger thinking ability and innovation abilities, and they can better understand and integrate into enterprise planning. The more highly educated and high-quality talents Foxconn has, the more conducive it is to the implementation of green human resources practices. There are significant differences in green participation between management employees and ordinary employees. The cognition and perception of green participation of ordinary employees is lower than that of management employees, which is not conducive to green participation of ordinary employees. It is suggested that Foxconn should give full play to the encouraging and guiding role of management and employees. Yu (2022) found that when management employees play the role of encouragement and guidance, team members will be more willing to work and give full play to their potential, thus improving overall performance. Enhance team cohesion. When Foxconn management employees actively encourage and guide ordinary employees, ordinary employees will have better green participation.

2) The opportunities for Foxconn : The State encourages enterprises to introduce highly educated personnel, especially innovative scientific and technological personnel, cherishes highly skilled personnel, inspires their "artisan spirit", and encourages the introduction of talents in any legitimate way. Therefore, Foxconn can establish cooperative relationships with colleges and universities to carry out campus information sessions, internship programs, campus job fairs and other activities to attract outstanding graduates to join the company. China's Ministry of Ecology and Environment, together with relevant departments, is actively promoting the "Implementation Plan for Synergistic Efficiency of Pollution Reduction and Carbon Reduction". At present, the Ministry of Ecology and Environment is steadily pushing forward the pilot work of collaborative innovation of pollution reduction and carbon reduction in cities and industrial parks. Foxconn can learn from the experience of these enterprises in energy conservation, emission reduction, and environmental protection to promote the development of Foxconn's human resources green practice.

4. Discussions

4.1 Conclusions

Considering the findings of the study, the researcher can conclude the following:

- 1) According to the analysis of the educational background of Foxconn respondents, it can be concluded that the number of highly educated personnel in Foxconn is far lower than that of low-educated personnel, and the number of highly educated personnel in management is higher than that of ordinary employees, which is not conducive to the implementation of green human resources in enterprises. Foxconn has a relatively large number of low-education personnel, who are mainly distributed in grass-roots positions and engaged in some assembly work, but the number of personnel cannot be automatically reduced. Some of them have low cultural quality, weak working skills, and poor learning ability, and they can only engage in simple jobs, which makes them unable to reach their potential, thus affecting the development of the company. Therefore, enterprises should take effective measures to pay attention to the optimization of the educational structure of employees so that such personnel can be fully played to meet the green human resources needs of enterprises so as to enhance the overall competitiveness of the company.
- 2) Foxconn's human resources practice is inadequate. In terms of green recruitment, Foxconn does not cooperate well with universities to provide internship opportunities for students. Foxconn does not pay attention to internal personality traits in the selection process. In terms of green training, Foxconn did not do a good job of training employees on how to reduce waste and energy consumption at work. Foxconn does not hire teachers from partner universities very well. In terms of green performance and green compensation, Foxconn does not reward employees well. In terms of green participation, Foxconn did not properly supervise and guide employees to participate in green practices.
- 3) From the implementation of Foxconn's green participation practice in management employees and rank-and-file employees, it can be seen that for most variables (recruitment, training, performance and compensation), there is no significant difference in the perception of management employees and rank-and-file employees. However, there are significant differences in the cognition of green participation. Management employees are more aware of green participation, while rank-and-file employees are less aware of green participation practices. This requires Foxconn to play a leading role in management. While management employees are involved in green practices, they lack guidance for rank-and-file employees. The support of management staff to employees not only meets the psychological needs of rank-and-file employees but also creates a supportive working atmosphere that encourages rank-and-file employees to actively generate new and innovative ideas. Therefore, managers need to guide and help rank-and-file employees in order to better engage them in green practices.

4.2 Recommendations

- 1) Foxconn needs to improve mechanisms to encourage and support academic education. Focusing on improving the overall quality of the company's low-education staff, the company has formulated and implemented relevant policies. The company adopts reimbursement of tuition fees, improvement of academic qualifications within a time limit, and educational qualifications are linked to the evaluation and employment of professional titles, the evaluation of outstanding tree models, selection and use, wages and benefits, etc., and encourages and supports employees to improve their educational levels through self-study, correspondence, off-job or half-job. Stimulate the enthusiasm of employees to participate in academic education. On the premise of meeting the basic needs of employees, we will assist them in setting up personal career development goals and make plans for educational advancement in the context of the rapid development of the enterprise. Through the establishment of a reward and promotion system, encourage them to voluntarily improve their education and work.
- 2) Foxconn should cooperate more with universities, establish one-to-one or one-to-many school-enterprise alliances, actively introduce talents and teachers from universities, and guide universities to carry out cooperative research and development, achievement transformation and other activities in response to the technological innovation needs of enterprises. Cultivate employees' enthusiasm to participate in green practices. Give employees targeted personalized care according to the personal characteristics of employees and their respective job responsibilities, timely understanding of the real needs of employees, and carry out environmental protection activities for employees, such as environmental protection skills competition. Through green human resource management and other specific management measures to stimulate the internal environmental motivation and participation enthusiasm of employees, on the one hand, to improve the organization's environmental management ability so that employees realize that the organization attaches importance to solving environmental problems and optimizing environmental management system; On the other hand, provide employees with enough environmental information, recognize the value provided by employees, help employees make correct judgments on environmental affairs, and let employees realize that their contribution plays a role in promoting the overall development of the organization, thus promoting employees to participate in corporate environmental activities.
- 3) As a bridge between the organization and rank & file employees, managerial employees should clearly position themselves and play the role of intermediaries. They should not only disseminate information and publicize policies and systems on behalf of the organization but also make good use of resources and help provided by the organization to support supervisors, fully motivate subordinates and provide necessary managerial employees support to rank & file employees. To be specific, first, actively

participate in the training held by the organization to improve their leadership and communication skills with rank & file employees. Second, communicate more with rank & file employees, find out the problems encountered by rank & file employees in green participation or work in a timely manner, and jointly improve the way of working with rank & file employees. Managerial employees should provide support and guidance when rank & file employees participate in environmental protection activities, such as encouraging rank & file employees to participate in the corresponding training organized by the company and striving for the corresponding opportunities and resources for rank & file employees. Make rank & file employees timely understand the latest developments of the organization on environmental protection, timely grasp the latest information, improve the judgment ability and environmental protection skills of rank & file employees; Clarify the department's environmental protection incentive regulations and standards, give corresponding rewards and punishments in a timely manner, help rank & file employees clarify organizational goals and values, encourage rank & file employees to show their love for environmental protection, and improve their willingness to adopt green behaviors.

4.3 Implications of the Study

1) Human resource management provides strong support for the organizational activities of enterprises and plays an important role in the process of realizing the objectives of enterprises. This paper mainly studies whether enterprises can really benefit from green human resource management, which has important practical value for enterprises. 1) The research results of this paper are helpful for enterprises to promote the sustainable development of organizations through the implementation of green human resource management. Through the implementation of a green human resource management mode, enterprises can also give full play to the main value of employees, optimize the social environment, and improve the social and economic benefits of enterprises, which have a certain positive significance.

2) The research results of this paper are helpful for enterprises to achieve the goal of green development through green innovation. This paper helps enterprises to further understand the green practice of human resources, make the development of enterprises meet the requirements of green environmental protection, and improve the competitive advantage of enterprises. It reveals that enterprises can meet the environmental market demand by realizing green economic growth and taking green transformation as an effective way to enhance competitiveness and sustainable development. The practical significance of this paper is to help enterprises effectively implement the green practice of human resources and provide new ideas for the competent departments to comprehensively promote the green transformation of enterprises, taking into account the balanced development of economic benefits, natural environment and social ecology; This analysis provides experience for enterprises to adopt and effectively implement the strategy of green human resource practice, organize green learning, green information and green knowledge sharing, and provide experience for managers to construct green human resource management.

3) The research results of this paper are helpful for enterprises in implementing environmental management strategies and promoting the implementation of green human resources by training managers' environmental protection awareness and leadership. This paper suggests that other enterprises should give full play to the role of leaders when implementing the green practices of human resources and pay attention to improving the leadership, communication and judgment ability of managers through training so that managers can realize the importance of providing support to subordinates so that managers can provide targeted support to employees at different levels. Enterprises can pass on environmental goals and environmental values to ordinary employees by cultivating managers' environmental protection awareness and leadership awareness. In general, the research results of this paper suggest that enterprises should pay attention to environmental protection and leadership consciousness of management employees when carrying out human resources green practice and give full play to the role of leadership.

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