

The aim of the project is to develop an integrated model of mediators of the impact of green human resources management (GHRM) on environmental performance (EP) at individual, team, organizational and inter-organizational (ITOI) levels, and to operationalize and empirically verify it on the basis of quantitative and qualitative research conducted on a sample of companies from selected EU countries. GHRM integrates the concepts of environmental management and HRM to develop green skills, motivate and ensure pro-environmental activities of employees by embedding sustainability at the center of the organization's human resource processes. A review of the literature indicates that GHRM practices occur at each stage of the HR process: (1) GHR planning, (2) GHR recruitment and selection, (3) GHR development, (4) GHR motivation, and (5) GHR performance management. The goal of GHRM is to improve the environmental performance of enterprises, which is understood as environmental achievements and considered at specific ITOI levels. The literature review indicates that the effectiveness of GHRM practices for improving EP at specific ITOI levels is determined by specific mediators. At the same time, the literature review indicates that previous studies have significant scientific limitations. This justifies an integrated approach to the mediators of the impact of GHRM practices on EP at specific ITOI levels in this project, in which specific factors at the individual, team, organizational and interorganizational levels were taken as mediators. Taking this into account, the following specific project objectives were set:

1. To embed the research problem in management science theory and identify key mediators of the impact of GHRM practices on the environmental performance of companies at specific ITOI levels.
2. The assessment and model integration of mediators of GHRM implementation with reference to specific ITOI levels of EP.
3. Operationalization of variables, definition of measurement principles and development of research tools to analyze and evaluate the mediation of GHRM in relation to specific EP ITOI levels.
4. To conduct empirical research to analyze and evaluate the mediators of GHRM implementation in reference to specific ITOI levels of EP management in enterprises from selected EU states.
5. To formulate recommendations for business practices to improve effectiveness of GHRM implementation in EP management at different ITOI levels, including recommendations for enterprises operating in Poland.

As the work to date (1) a review of the literature and results of secondary research has been carried out, (2) own preliminary empirical research was conducted on a sample of 120 managers and employees representing enterprises in Lodzkie Province, (3) a detailed research model was developed including research hypotheses formulation and (4) the research methodology was proposed. **Further work planned under this project** includes: operationalization of the research model, development of research tools, conducting empirical research and analysis of their results, and formulation of conclusions for the development of management science and business practice. To achieve this empirical research, carried out directly and on their own by project team members, will be conducted, including:

1. **Research of 10 descriptive case studies** based on a narrative and numbers approach on an international sample of 10 enterprises representing best practices in the application and effectiveness of GHRM in improving EP. The purpose of this research will be to diagnose the best practices in terms of the impact of GHRM practices on the EP of enterprises at specific ITOI levels. The study will include 3 stages: (1) related to the identification and assessment of actual GHRM practices used in the surveyed companies, (2) related to the objectified, quantitative assessment of the EP of the investigated companies, (3) related to the qualitative and quantitative assessment of the impact of GHRM practices on EP at ITOI levels. For this purpose, dyadic interviews and focus groups will be conducted with selected internal and external stakeholders of the investigated companies.
2. **Questionnaire survey research** on representative, random sample of enterprises from purposefully selected EU countries with different levels of achievement of Sustainable Development Goals (SDG index): Nordic countries (Denmark, Sweden, Finland), Germany and Poland. The main objective of this research is to verify the proposed research model in quantitative terms.

In the research process, significant attention will be paid (1) to methodological triangulation which make the research more objective and reliable (2) to research data management and (3) to ethical issues. The research project will be implemented in international scientific cooperation which will result in scientific, methodological, empirical, dissemination, promotional and future-oriented benefits.

Implementation of this project will have **significant impact on the development of management sciences** via development and verification of the integrated model of factors that determine effectiveness of GHRM practices in EP management at different ITOI levels. This will allow to enrich e.g. the theory of sustainable HRM, the framework of the resource approach, green behavior in organizations, as well as the concepts of green entrepreneurship and green opportunity. This impact also offers major opportunities in terms of publication of its results in journals of the highest scientific rank. Other, measurable and documented results of the proposed project will include: research fellowship in leading European university, active participation in 3 conferences, summary reports for researchers and managers and project website in English. Project implementation will also be of major importance to socio-economic development, particularly in the field of sustainable development goals of enterprises, regions, countries, and the world.