

A Thematic Analysis of Drivers Related to Green Human Resource Management

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Abstract

With the increasing concern for environmental sustainability over the last few years and the proliferation of international standards and agreements, environmental policies and practices need to be implemented by organizations. Most divisions such as marketing, supply chain, finance, and others have used ecological management in organizations. Human Resource Management recently became part of the Go Green campaign. "The integration of Environmental Management (EM) and HRM practices is known as Green Human Resource Management (GHRM)". The paper aims to provide conceptual guidance on Green HRM, provide a thematic overview of challenges for Green HRM, identify gaps in the current research and provide specific directions for future research. The study uses a Systematic Literature Review approach following the stages suggested by Tranfield et al. (2003). Based on the findings of identified studies, a thematic review is developed with broad themes underlying the prominent drivers/inhibitors associated with Green HRM adoption and implementation. Based on the analysis of themes, gaps in the current research are identified, and clear directions for future research were created with an aim to devise, recommend and propose policies to promote Green HRM adoption and implementation.

Keywords

Green HRM, Environmental HRM, Drivers, Inhibitors, Thematic Analysis

1.Introduction

In recent years, concerns about environmental issues have increased, especially with the Industrial Revolution, which led to severe depletion of natural resources and undue pressure on the natural environment. The growing global interest in protecting the environment has led countries around the world to pursue a green plan. Companies operate in a highly competitive global economy, where in addition to meeting the organizational goal, the environmental goal must also be met, that is, being responsible for the environment. Today even organizations are becoming more involved and aware of environmental issues and sustainable development (Masri and Jaaron, 2017).

Sustainable development includes three key Ps, namely "Profit, Planet and People", which imply economic, environmental and social benefits. A study by Siyambalapitiya, Zhang, and Liu (2018) showed that many public and private organizations have started adopting green strategies and are finding ways to solve environmental problems. One solution to this was that organizations could adopt and apply the concept of "green human resource management" (GHRM) and thereby contribute to a sustainable environment (Ren, Tang, and Jackson, 2018). Siyambalapitiya et al., 2018 conceptualized GHRM as a green management practice that combines organizational management practices with a sustainable environment. Organizational employees should be encouraged, empowered and environmentally aware to ensure their movement towards ecological organizational functions (Tariq et al. 2016). Green Human Resource Management (GHRM) practices are beneficial to both organizations and the employees working there.

However, several studies show that adopting and implementing GHRM practices is not an easy task for organizations and there have been several obstacles in their way (Jafri, 2012; Fayyazi et al., 2015). It was found that the

implementation of GHRM practices in the automotive industry in India is due to several factors which can be attributed to; the lack of support from organizational leaders (Jafri,2012;Paille et al., 2013), the possibility of lack of funds and the negative impact that GHRM activities can have on other economic and social outcomes (Guerci and Carollo, 2016, as cited by Ren et al., 2018). An extensive literature review is conducted to critically analyze the various drivers associated with the adoption and implementation of GHRM. The drivers ironically act as barriers when not paid attention.

1.1 Objectives

The study has the following objectives-

- 1.To develop a conceptual clarity on green human resource management.
- 2.To identify the drivers relating to green human resource management.

2. Literature Review

In the literature, the concept of green management for sustainable development covers various definitions; all of which generally seek to highlight the importance of keeping a balance between industrial growths for wealth creation and protecting the natural environment so that the future generations may thrive (Daily and Huang, 2001).

In search of this green agenda, scholars have affirmed that human resource management (HRM) plays an important role (Freitas *et al.*, 2012). Green HRM term was introduced by Wehrmeyer, 1996, who edited a book titled "Greening people: human resources and environmental management." This book was an attempt to connect the two fields of Environmental management and Human resource management. Hence, it is a new concept in the field of management. The fundamental insight guiding the introduction and development of GHRM is, as Wehrmeyer (1996) stated, "if a company is to adopt an environmentally-aware approach to its activities, the employees are the key to its success or failure." Hence, incorporating green practices in HRM functions could improve a firm's sustainable behavior. Human resource function acts as an essential contributor to implement the organization's environment policy to attain the environmental sustainability goal (Govindarajulu and Daily, 2004). In the study of Bansal and Hunter (2003), the role of human resource function in preserving the natural environment was highlighted, provided, there is a use of technology and management skill. HRM elements play a significant role in enhancing sustainability in organizations. In this aspect, such items are understood as "green human resource management"(Renwick *et al.*, 2013), which has recently emerged as a new research trend (Jabbour, 2016).

Table 2 identifies the critical definition and concepts related to HRM and explains the various dimensions of GHRM.

Table 2. Definitions of green HRM

S. No	Definition	Keywords	Reference
1	"The use of HRM policies, philosophies and practices to promote the sustainable use of resources and prevent harm arising from environmental concerns within business organizations."	Sustainability	Zoogah (2011)
2	"A concept that focuses on environmental sustainability accepting the dominance of economic performance maximization."	Environmental sustainability	Ehnert and Harry (2012)
3	"GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiatives and maintains the green objectives all throughout the HRM process of recruiting, selecting, training, compensating, developing, and advancing the firm's human capital."	Green workforce, GHRM practices	Mathapati (2013)
4	"Those parts of sustainable HR management (dealing with needs that relate to environmental sustainability)"		Wagner (2013)
5.	"HRM aspect of EM."	HRM aspects of EM	Renwick et al. (2013)
6.	"HRM activities that enhance positive environmental outcomes."	Environmental outcomes	Kramar (2014)

7.	“HRM practices used to promote pro environmental behaviour.”	Pro-environmental behaviour	Dumont et al. (2017) Shen et al. (2018) Zibbras and Coan (2015)
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From the above definitions a summarized definition of green HRM can be understood as under: -
Green Human Resource Management (GHRM) can be defined as a set of plans, policies, and HR practices that promote green behaviour in an employee and create a sustainable workplace where resources are utilized efficiently and prudently.

3. Methods

The study uses a systematic literature review (SLR) approach because it uses a replicable and clear review process and minimizes the bias associated with extensive literature search of published and unpublished studies (Tranfield et al., 2003). The main purpose of the review process was to develop a framework of inhibitors related to green human resource management at both the organizational and individual levels, identify gaps in the existing literature, and suggest directions for further research.

A review of the existing literature provided a starting point for defining green human resource management. It also helped to draw attention to the motivations involved in the green human resource management process. Some of the significant factors observed here were related to personality and environmental management, individual knowledge, motivation, organizational culture, organizational structure, and environmental education, as shown in Table 1. Table 1 shows the systematic literature review process used in the study.

Table 1. Systematic Literature Review Process

1	Need for study	To develop a conceptual clarity on green HRM and to identify and develop a framework on drivers of green HRM.
	Area of study	Drivers and inhibitors concerning green HRM
	Conducting the Review	
2	Keywords used	Green HRM, Environmental Management, Corporate Social Responsibility, Drivers
	Study selected and quality assessment	<ul style="list-style-type: none"> • Total of 17 journals and 60 Research Papers • SCI and Scopus Indexed Journals were taken
3	Categorization and theme recognition from the literature	<p>Table 2: Objectives and Findings of selected articles Themes Recognized (Table 3):</p> <ul style="list-style-type: none"> • Personality characteristics • Knowledge of individuals • Motivation • Organizational Culture • Organizational Structure • Environmental training • Top management support and commitment.

Source: Researchers Compilation

At the initial stage, a study is conducted to understand the size and relevance of available literature. An unbiased, comprehensive search was done for the identification of keywords and various search terms. The identified keywords from this process were Green HRM, Environmental Management, Environmental training, Organizational Culture, Personality traits, Motivation, Organizational structure, environmental knowledge. The study included a review of articles published in reputed journals (SCI and Scopus indexed) like The International Journal of Human Resource Management, International Journal of Manpower, Benchmarking: An International Journal, Journal of cleaner

production, Corporate Social Responsibility and Environmental Management, Asia Pacific Journal of Management, International Journal of Applied Research, Academy of Management Journal, Journal of Human Resource Management, Journal of Organizational Behaviour, Journal of Environmental Management, Journal of Business Ethics, California Management Review, Industrial and Commercial Training, International Journal of Productivity and Performance Management.

3. Qualitative analysis of the literature

The need for Green HRM became apparent over the last two decades, when the unanimous consent for pragmatic environmental management effort was made. The detrimental effects of various toxins released through industrial wastes are primary culprits that are waning and depleting our natural resources very fast.

But it is seen that the implementation and adoption of GHRM is not an easy task. It meets with numerous hindrances on its path that needs to be understood and taken into consideration. The thematic analysis of drivers/inhibitors related to GHRM adoption and implementation has been made. However, the irony here is that the drivers of GHRM are becoming challenges to GHRM, and the absence of these factors become a disadvantage. The drivers are at both the organizational and at the individual level, as shown in Figure 1: Drivers of GHRM.

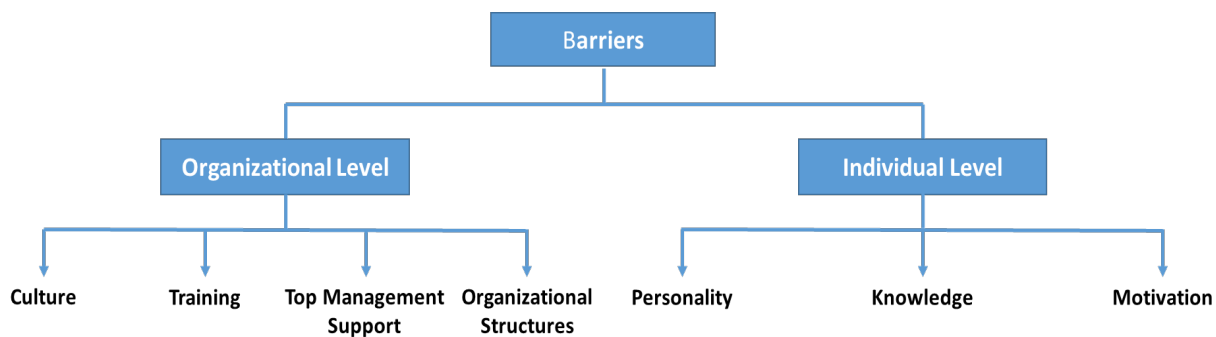


Figure 1. Drivers of Green HRM

From the literature, it is found that personality is an essential element of focus concerning GHRM since identifying employee attitudes towards the environment and addressing them is critical to EM (Milfont and Sibley, 2012). The literature also highlights the importance of knowledge. It focuses on an employee who must know that the organization is working with a green concept and must know the advantages and the criterion of going green. If an employee does not have any knowledge about the green concept, it will be difficult for both the organization and the employee to work with each other (Levine and Strube 2012; Fielding and Heal 2012). Organizational culture is considered an essential element in the motivation and involvement of workers in environmental issues. As a stimulator to the communication mechanisms that enable improvement in the environmental performance this is considered a significant reason as to why organizational culture and human resources should go hand in hand to succeed in the adoption and implementation of advanced environmental approaches (Duncan, 1989; Shrivastava, 1995; Ramus, 1997; Russo and Fouts, 1997; Gupta and Sharma, 1996; Hanna *et al.*, 2000; Kitazawa and Sarkis, 2000; Handfield *et al.*, 2001). Rewarding eco-friendly initiatives and behaviour exhibit a firm's commitment to the cause and act as an incentive for the extrinsically motivated employees. Supportive responses from supervisors such as allocating time and providing opportunities would help nurture the intrinsically motivated group (Zaki *et al.*, 2019; Govindarajulu and Daily, 2004; Ren *et al.*, 2017). The Executives play a role of change agent, promote employee empowerment, institutionalize punishment systems, and actively communicate Environmental Management information throughout the organization, the importance of top management's intentions as a motivator to ethical behaviour and found a mixed or negative picture concerning senior management's attitude (Wood, 1991; Emerson *et al.*, 1997). Hence to highlight drivers of GHRM, themes have been developed and have been explained in brief.

The relevant themes as identified are discussed in Table 3.

Table 3. List of Themes

Themes	Authors	Explanation
Personality	Milfont and Sibley, 2012	“Personality is an important element of focus with respect to GHRM since identifying employee attitudes towards environment and addressing them is critical to EM.”
Knowledge of Individuals	Levine and Strube 2012; Fielding and Heal 2012	“An employee must be knowledgeable about that the organisation is working with green concept and must know the advantages and the criterion of going green. If an employee will not be having any knowledge about the green concept, then it will be difficult for both the organisation and the employee to work with each other.”
Organisational Culture	Duncan (1989)	“Organizational culture is considered an important element in the motivation and involvement of workers in environmental issues and as a stimulator to the communication mechanisms that enable improvement in the environmental performance This is considered a significant reason as to why organizational culture and human resources should go hand in hand to succeed in the adoption and implementation of advanced environmental approaches.”
Education and Training	Brío et al., 2008, Zoogah, 2011.	“Environmental training is a crucial practice since it is the most important HR practice to support EM. It is concerned around educating employees about EM and its tools, train them in sustainable workplace practices such as waste minimization, energy conservation etc. and provide opportunity to engage employees in environmental problem-solving.”
Organisational structure	Garavan et al, Weizsacker et al. (1997)	“Organizational structures are a significant part of the organisation. Structures are subject to a number of inefficiencies.”
Motivation	Govindarajulu, N. and Daily, B. F.(2004),	“Rewarding eco-friendly initiatives and behaviour exhibits a firm’s commitment to the cause and acts as an incentive for the extrinsically motivated employees, supportive behaviour from supervisors such as allocating time and providing opportunities would help nurture the intrinsically motivated group.”
Top management support and commitment	Wood (1991), Emerson et al., 1997	“The executives play a role of change agent, promote employee empowerment, institutionalize punishment systems, and can also strongly communicate environmental management information throughout the organization , the importance of intentions of top management as a motivator to ethical behaviour and found a mixed or negative picture with respect to top management’s attitude.”

Source: Author’s Compilation

As per the literature there are factors that are very important for implementation of GHRM, but they act as hindrance both at the organizational and individual level and removing them is a very important. Hence understanding the relevance of these factors and how to convert it into a driver is a need of an hour. The diagrammatic representation of drivers/inhibitors at both the organizational and individual level can be seen in Figure 1: Drivers of Green HRM

4.Results and Discussion

Organizational level barriers

Theme 1 - Organizational Culture

Organizational culture is considered as an essential element in the motivation and involvement of workers in various environmental issues (Shrivastava, 1995; Ramus, 1997; Russo and Fouts, 1997) and acts as a stimulator to the communication mechanisms that enable improvement in the environmental performance (Gupta and Sharma, 1996; Hanna *et al.*, 2000).

Duncan (1989) highlighted the three essential aspects of organizational culture, i.e., *it is learned, shared, and transmitted*. Schein (1990) further, explained that culture is what a group acquires over a period that enables it to solve the problems of survival in the external environment and internal integration problems.

Thus, it is considered a significant reason as to why organizational culture and human resources should go hand in hand to succeed in the adoption and implementation of advanced environmental approaches. Consequently, corporate culture and decisions about human resources are critical elements for sustainable competitive advantage. They are the linking mechanism for various company's resources, especially environmental aspects (Handfield *et al.*, 2001). These can be attributed to following two reasons

- The companies that are best known for their high level of environmental development and influential culture, considering the environmental issues, will attract the most skilled employees (Dechant and Altman, 1994).
- The organizational culture that considers environmental issues is bolstered when companies possess employees who are more concerned about this matter.

Following such opinions, some authors have considered weak organizational culture and their shortcomings in human resources as a critical hindrance to environmental action (Klassen, 2000).

Theme 2 - Environmental Training

Environmental training can be thought of as a training process for all organizational levels to integrate organizational performance and environmental issues (Teixeira *et al.*, 2016). It can be perceived as a method to cultivate environmental activities (Ramus, 2002) that would support organizational objectives in a sustainable manner (Colbert and Kurucz, 2007; Mandip, 2012). It is concerned around educating employees about EM and its tools, train them in sustainable workplace practices such as waste minimization, energy conservation, etc. and provide opportunities to engage employees in environmental problem-solving (Zoogah, 2011).

Environment training is a crucial practice since it is an essential HR practice to support EM (Brío *et al.*, 2008). Minor technological improvements cannot attain the desired goals if the attitude of the personnel and their skills have not been set right (Venselaar, 1995). It is seen to be done with the following objectives:

- Improving environmental awareness (Jackson and Seo, 2010)
- Developing environmental skills (Jackson and Seo, 2010)
- Reducing the organization's environmental footprint (Unnikrishnan and Hedge, 2007)
- Improving organizational performance (Brío *et al.*, 2007)

Thus, environmental training is envisaged as an important aspect for implementation of green initiatives in the organisation and related best business practices. Besides, sustainable training and education employees should also educate the customers regarding the advantages of becoming more earth-friendly and buying green products, which can be an important part of CSR activities.

Theme 3 - Top management support

The Executives play the role of change agents, promote employee empowerment, institutionalize punishment systems, and can also actively communicate Environmental Management information throughout the organization (Emerson *et al.*, 1997). It is also seen that the support of top executives leads to successful organizational performance and employment of organization-wide EM programs (Daily and Huang, 2001). The relationship between environmental policy and direct supervisory support behaviour in encouraging employee-led environmental initiatives was also examined (Ramus and Steger 2000). It was found that there was a direct relationship between supervisory support and encouragement and employee environmental creativity, and its absence leads to fewer employee initiatives. Other ways to encourage employees for environmentally friendly initiatives in the organization is to promote green shuttling habits like allowing flexible work weeks, establishing a carpool-program, offering free or discounted free transportation passes, car sharing as an employee benefit scheme and setting up a transportation savings account. There is a significant role of managers' attitudes as key decision-makers as they represent the organization's strategic intent. Wood (1991), in his study, highlighted the importance of intentions of top management as a motivator to ethical

behaviour and found mixed or negative picture concerning top management's attitude. The drivers to their motivation were related to achieving a favorable reputation and avoiding regulations imposed by the government. In a study by Wood (1991), the sources of development of the senior manager's attitudes were identified, which includes maintaining integrity and legitimacy as a respected organization. Another source identified was the choice of managers and their perceived sense of responsibility. There are probable chances of all the three sources being relevant. Hemingway and MacLagan (2004) highlighted the importance of corporate objectives and personal values and interests in managers' decision-making. CSR/CS may be campaigned by a minority of managers, primarily due to their personal values and the extent of managerial decisions in the organization. A small number of managers may be able to make a significant difference.

Theme 4 - Organizational Structures

Organizational structures are a significant part of the organization. It can be defined as boundaries, patterns of interaction, roles, and responsibilities. Garavan et al. (2007), in his study, pointed out that structures are subject to several inefficiencies. Adding to this, Wezsacker et al. (1997), highlighted various faults in decision making, distortion of organizational practices, and breaks in communication, which eventually lead to destructive rather than constructive behaviours. Conflicts in interests and practices result in futile decisions, precisely when there is an insufficient focus on CSR and Corporate sustainability. It is a low priority for decision-makers, and it leads to little involvement of employees. McMahan et al. (1996), emphasised that empowered employees tend to be more motivated and dedicated to participating and involving in positive environmental and sustainability practices. But organizations do not promote employee empowerment by limiting their autonomy and decision-making power. It was further added by Hanna et al. (2000), that organizations do not promote employee empowerment initiatives. In contrast, Mallak and Kurstedt (1996) suggested that the old-style top-down organizational structure can pose a real obstacle for employee empowerment. However, employees are potentially the most powerful champions of CSR and CS in organizations, and their involvement determines levels of engagement, motivation, and commitment to CSR/CS initiatives.

Individual level barriers

Theme 5 - Knowledge of individuals

Environmental knowledge is often described as a means of connect (and sometimes seen as an antecedent) to environmental attitudes. Studies have also shown that there exists a positive relationship between knowledge and pro-environmental behaviour (e.g., Barr, 2007; Cottrell, 2003) and it is also seen that environmental education programs are positively correlated to support for environmental policy (Worsley and Skrzypiec, 1998) and also positively affects environmental knowledge and environmentally responsible behaviour (Hsu, 2004). An employee must know about the organization's sustainable activities and understand its benefits and the standard of going green. If an employee is not having any knowledge about the green concept, then it will be difficult for both the organization and the employee to work with each other (Levine and Strube 2012; Fielding and Heal 2012).

Knowledge is a vital procrastinator because it is commonly viewed as a precondition to the desired action (Frick et al., 2004), and in the Theory of Planned Behaviour (Ajzen, 1985, 1991), it is presumed to be an antecedent of attitudes. According to the Theory of Planned Behaviour, such factors may contribute to habitual and mandatory behaviour and, at the same time, discourage voluntary ones (TPB; Ajzen, 1991). Levine and Strube (2012) study a study that statistically proved that knowledge was significantly related to behaviour but not to intentions. And at the same time, the pathway from knowledge to intentions was not statistically significant. Taking this further knowledge is viewed as a direct cause of the behaviour. Thus, targeting both knowledge and explicit attitudes will bring a behavioural change using different mechanisms. Also, targeting environment knowledge to bring about behavioural change can be used by organizations where it is difficult to bring about attitudinal changes.

Theme 6 - Motivation

It has been consistently observed that individual motivation towards the environment is a crucial precursor to employee green behaviour in the workplace. It also gives insights into possible differences in engagement with organizational-level green HRM initiatives. Ramus (2001) provided for the classification of EM motivators into intrinsic and extrinsic factors. Organizations often look for ways to encourage, reward, and recognize employee green behaviour as part of their Green HRM. Organizations need to strike a balance between the strategies used to provide necessary interventions to ensure that incentivizing employee green behaviour does not lead to crowding out of intrinsically motivated employees. While rewarding eco-friendly initiatives and behaviour exhibit a firm's commitment to the cause and act as an incentive for the extrinsically motivated employees, supportive behaviour from

supervisors such as allocating time and providing opportunities would help nurture the intrinsically motivated group. Milliman and Clair (1995) show the need to set standards of assessment of results for employees that encourage environmental activities. The person can check that some relationship exists between the facility's performance and environmental efforts (Handfield *et al.*, 2001). Apart from the setting of standards, the company must have compensation systems suited to these objectives. These are usually built on quantitative metrics, which leads to skewed interpretation, and the qualitative aspects of environmental initiatives get ignored (Wolfe and Howes, 1993). Group incentives and Public Recognition Schemes have also been tried but with varying degrees of success. Till now, we discussed how organizations could incentivize motivation towards GHRM. But the reverse is also true: Advanced environmental approaches/initiatives themselves act as a motivator for employees and, in turn, an incentive for the organizations. MacDuffie (1995) explains that performance is more likely to be maximized when practices that reinforce workers' patterns of behaviour via motivation are introduced.

Theme 7 - Personality

Most of the personality domain discussions are concerned with the OCEAN (Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism) or the otherwise called Big Five characteristics. Personality is an essential element of focus concerning GHRM since identifying employee attitudes towards the environment and addressing them is critical to EM (Milfont and Sibley, 2012). Research shows that Agreeableness has shown a maximum positive correlation with pro-environment behaviour. Agreeableness relates to a more significant degree of empathetic response, selflessness, and concern. Hence, naturally, employees with this trait tend to be more involved in the welfare of the environment (Hirsh, 2010; Hirsh and Dolderman, 2007). There have also been several studies showing that conscientiousness (Pettus and Giles, 1987) and extraversion (Borden and Francis, 1978) are also related to a positive attitude towards EM. On the other hand, research also shows that Psychoticism (egocentrism, non-conformity, impulsiveness, hostility), as given by Eysenck, has a negative association with EM. A person high in Psychoticism is usually exploitative of the environment. Corral-Verdugo and Pinheiro (2006), discuss that future orientation, the ability to plan and achieve long term goals, could also be a personality trait relevant for sustainable employee behaviour. The extent to which one feels a personal relationship with nature also has a positive effect on pro-environmental behaviour (Davis *et al.* 2009).

5. Conclusion

Overall, this review article's contribution is to highlight the emerging drivers/inhibitors surrounding Green HRM adoption. With the increased awareness of the environment, the organizations have also realized that in the competitive world where the green becomes a norm, it is necessary to comply with environmental standards and follow environmentally friendly practices in all the organization's activities, and this can be accomplished by focusing on waste management, recycling, carbon footprint reduction, and green use and production. According to the sustainability study, the idea of sustainability is projected to be realized entirely everywhere by 2030. Green HRM's future looks beneficial to all of the organization's stakeholders, be it employers, staff, professionals, or academics. Green HR encompasses two crucial elements: environmentally sustainable HR activities and information resource conservation. Studies show that businesses fire their employees quickly when they are at risk. Green HRM is a way of cutting costs to businesses without wasting the resources of expertise. And it is vital to consider the issues relevant to GHRM and focus on those issues to make sure that Green HRM implementation is smoothened. The study has a unique contribution that gives a thematic analysis of drivers/inhibitors of GHRM.

Some limitations need to be recognized in the present study. First, the review is limited to English-language publications and can exclude significant contributions in other languages. Second, despite the best efforts, the search for papers may not have been exhaustive, and certain papers may have subsequently been omitted from the review. Thus, the limitation of the present study lies in the limited number of papers identified and the level of other qualitative methods that can be further analyzed.

The exhaustive review of the literature has helped in identifying the following research gaps:

It must also be acknowledged that the determinants explained only a relatively small amount of the variance in intentions and behaviour, especially environmentally harmful behaviour. This indicates that there is a need to explore other determinants that may play an essential role in young people's environmental actions. The personality of an individual plays a significant role in determining his/her behaviour in different situations. Therefore, it is essential to understand the personality traits that lead to the adoption of green HRM. Other research gaps identified establishes the need to conduct studies that examine environmental training as a dependent and mediating variable for other organizational variables and further to conduct studies that verify the relationship between environmental training and

appropriate communicational environmental practices. There is a need to explore the implementation and roles of suggested GHRM practices (e.g., green organizational culture, job description and analysis, green organizational learning, green health and safety, work-life balance, and unions in EM). future research scope can be related to study of different cultural patterns and different personality characteristics at Individual level to understand how they affect green HRM adoption and implementation. Future studies concerning the intrinsic and extrinsic motivators to green HRM should be done. Managers must invest in environmental training if they want to improve environmental management; industry associations may help companies plan and offer environmental training; universities may also help companies plan and improve environmental training activities.

The present paper has been successful in not only listing the drivers but ironically the challenges related to Green HRM adoption and implementation. The themes are duly identified and have helped further in identifying the research areas that need attention related to Green HRM adoption and implementation.

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