

Adoption of Green HRM Practices for Building Sustainable Models in the Indian Markets

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Abstract

To accomplish United Nations's Sustainable Development Goals (SDGs) by 2030, adoption of Green HRM (GHRM) is gaining importance. In recent times, sustainability and environment protection has become an inevitable step to be considered while framing future policies and strategies towards GHRM. Almost all sectors and industries are integrating sustainable environmental processes in the day-to-day work process, one of which is adoption of green HRM practices. The present study is a detailed synthesis of recent literature from 2019-2021 conducted with the purpose of evaluating the recent developments in adoption of GHRM implementation in various processes, related awareness and challenges, limitations and the impact of COVID-19 pandemic, if any, on implementation of Green HRM (GHRM) process in the work process. Further, the primary data was collected using In-Depth Interviews (IDIs) of one senior HR professionals from each of the four service industries namely, healthcare, banking/financial consultancy, HR consultancy and education. The purpose of IDIs was to analyze the adoption, readiness, challenges and the preparedness of GHRM practices to support environment friendly and sustainable utilization of resources in organization. Results of our study showed that Green HRM is in a very nascent stage in India and the awareness is extremely low. Though GHRM has a huge potential of application across the various HR processes, but the promotion and incentives from the government and industry leaders is lagging. These factors lead to a very poor adoption of GHRM in Indian industries. Moreover, studies have reported that individual green goals and personal moral norms of employees are the determinants and predictors of GHRM. Further, a bottom-to-top approach is recommended so that the employees are involved in boosting the adoption of green management practices.

Keyword: Carbon Footprint, Employees, Engagement, Environment, Green HRM, SDG, Sustainability

1. Introduction

With the timeline of year 2030 for achieving Sustainable Development Goals (SDGs) drawing closer, there is an increasing global effort to work towards accomplishing SDGs. In fact, in view of the global environmental corruption and pollution, sustainability has been too delayed as a priority but the organizations across the

countries are now rising to the cause. Green Human Resource Management (GHRM) is defined as the utilization of HRM approaches to improvise the utilization of assets inside business associations and support the achievement of natural sustainability (Koshish, 2019). GHRM is essential to reinforce the commitment of HR related practices towards the more

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extensive corporate ecological motivation of insurance and conservation of natural and business assets. Two fundamental components under Green HRM must be considered are: naturally inviting HR rehearses and the safeguarding of information capital (Koshish, 2019). Another inevitable concept, Sustainable development, is generally defined as “meeting the needs of the present generation without compromising the ability of future generations to meet their own needs” (Brundtland & Khalid, 1987).

In recent times, sustainability and environment protection has become an inevitable consideration for framing future policies and strategies. Almost all sectors and industries are integrating sustainable environmental processes in the day-to-day work process, one of which is adoption of GHRM practices. The rate of progress of GHRM adoption may however vary across developed, developing and under-developed countries. Even within countries, the various industries show varying levels of adoption across manufacturing, retail, consultancy, services industry and other sectors. Few studies have reviewed the adoption readiness and the pertinent challenges in building sustainable HRM models but the literature from India is too sparse. Further, identifying strategies to reduce carbon footprints, and studying the challenges to adoption and implementation of GHRM is the need of the hour. With the same reasons, the present study was done with the objective of reviewing the level of adoption of GHRM, challenges in adoption, and the way forward for developing sustainability and economic efficiency.

2. Methods

The present study was conducted during June to October 2021 using mixed – methods research. In the first stage, we conducted a detailed synthesis of recent literature. A detailed online literature search was conducted using the keywords: Human Resource Management (HRM), Green HRM (GHRM), processes, challenges, industry performance, preparedness, environmental consciousness, adoption, factors, model, economic impact, organizations, carbon footprints, advantages and benefits. Articles, with primary data or modeling based research, were searched for the last three

years from 2019 till 2021 on Google Scholar and Pubmed databases. This was done with the purpose of evaluating the recent developments in adoption of GHRM implementation in various processes, related awareness and challenges, limitations, and the impact of COVID-19 pandemic, if any. The review papers, conference proceedings, books, chapters in books and the articles not related to Green HRM were excluded from the review. The results of literature synthesis are presented in further sections. The selected articles have been synthesized into relevant focus areas based on the extant literature.

In the second stage, we conducted structured qualitative In-Depth Interviews (IDIs) of one senior HR professional each from the four service industry sectors in India namely, education, banking/financial consultancy, healthcare and Human Resource (HR) consultants. The questions asked during IDIs were pertaining to – awareness and thoughts about the concept of Green HRM; Indian industries’ preparedness about Green HRM and the level of awareness about GHRM amongst HR professionals; opinion about the impact, if any, of COVID pandemic on adoption of Green HRM; functions of HRM that are most appropriate/desirable for Green HRM adoption; strategies required to reduce carbon footprints through GHRM; and the future strategies and the way ahead for India and your industry in particular.

On the request of the participants, the name of the company or interviewee is not revealed in the article. The analysis of the responses of qualitative IDIs was done by classifying and grouping the findings under the various dimensions emerging from the data summarization and thematic analysis. The verbatim responses are quoted wherever relevant.

3. Analysis and Discussion

3.1 Results of Literature Synthesis

A detailed review of literature was done from 2019-2021 for adoption of GHRM and the related factors. The latest literature on GHRM and associated factors, particularly after 2019, is limited. Out of the total

131 articles returned through online search, 29 were conference papers/books/book chapters, 20 were not relevant to GHRM and 38 were review/meta-analysis papers. Hence, in the final review we included 46 studies and synthesized the literature into major focus areas. The observations and analysis are presented below:

3.1.1 Adoption of Green HRM (GHRM) in Various HR Functions and Industries

Being a global necessity, GHRM is a priority for developed and developing countries alike (Mehrajunnisa, 2021). Many studies have identified major thrust areas for GHRM and reported the impact of green HRM practices on environmental performance in developed and developing countries. (Yong, et al, 2020; Usman & Mat, 2021). Figure 1 show a model for GHRM, which seems to be relevant for multiple industries.

This framework shows that GHRM has multiple facets and runs across all the functions of HRM. The framework throws light on how the GHRM should be broken down till the evaluation system through green competency, green attitude and green behaviors (Nawangarsari & Sutawidjaya, 2019). Research suggests that Green HRM is critical and beneficial for all the processes from entry to exit of employees (Ali & Iqbal, 2020; Koshish, 2019). Studies have described the application of GHRM to the various HRM processes as follows (Ali & Islam, 2020; Koshish, 2019; Mukherjee et al, 2020; Saha et al, 2020):

3.1.1.1 Green HR Planning

The process estimates the number and type of employees required to plan and perform organization activities (like, ISO 14001) and use cooperation and cross-practical groups for employment plan procedures. One of the researchers reported detailed findings on major outcome of ISO 14001 (Waxin, et al, 2020).

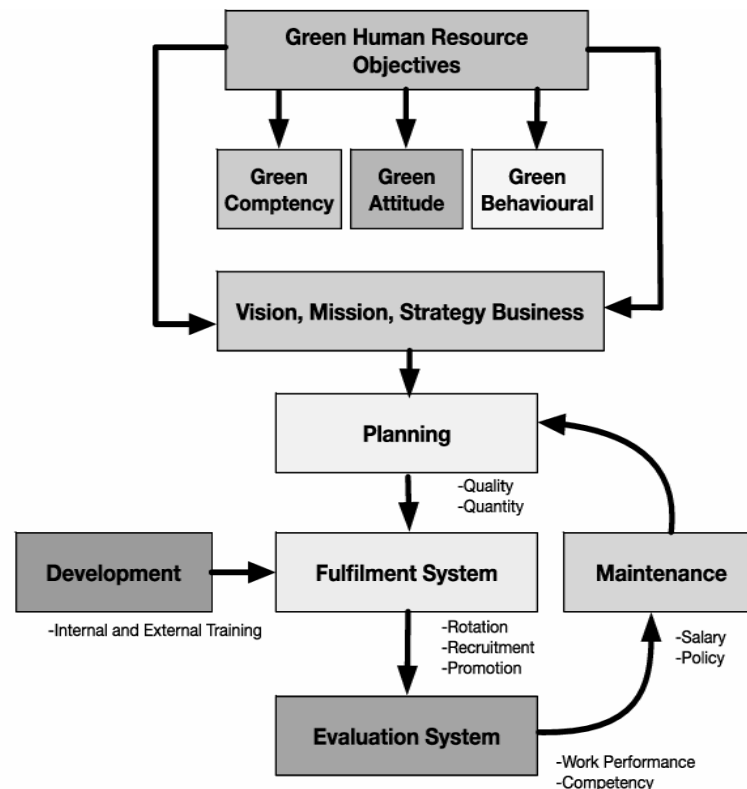


Figure 1. Framework Green Human Resource Management (Nawangarsari & Sutawidjaya, 2019).

3.1.1.2 Green Recruitment and Selection

This function involves picking up the most inventive and creative workers and attracting the right talent that will match the organization's green objectives. This requires environment-related questions during interviews, and recruit candidates having green awareness and knowledge.

3.1.1.3 Green Orientation

The approach at the time of orientation should be to choose the right contender for the posts and provide them with the right orientation related to the green practices of the organization

3.1.1.4 Green HR Training, Learning and Development

Designing and providing continuous advancement/training programs, projects, workshops and seminars regarding legitimate use of resources, preservation of vitality and reducing the environmental corruption are very critical aspects of GHRM. Development of a powerful green management framework is straightforwardly linked to continual environmental training and development and enhancing environmental consciousness.

3.1.1.5 Green Performance Appraisal System and Green Compensation

Setting targets for accomplishing green targets and objectives and incentivizing based on accomplishments

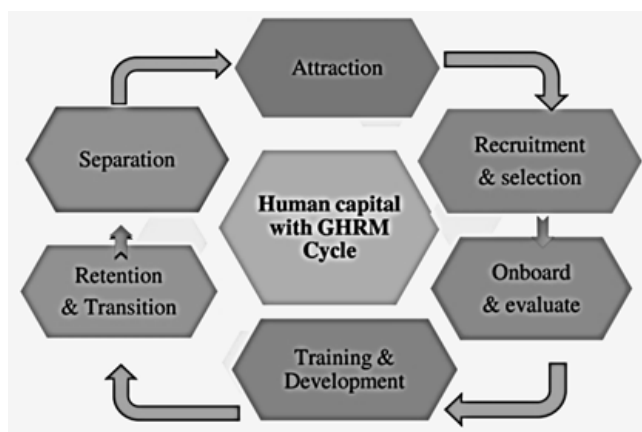


Figure 2. Life cycle of Green HRM with Human Capital (Saha, et al, 2020).

is a way towards achieving organization's environmental obligations. Green compensation may include financial rewards/incentives or non-financial recognition like special holidays, benefits for the family or other rewards for accomplishments.

3.1.1.6 Green Exit

Online/portal-based resignations of employees, exit interviews should include discussion on achieving the green goals, criticisms for not achieving green targets, and providing e-certificates for the employees who worked towards performing green activities during their tenure in the organization.

Hence, it is evident that GHRM is a widespread concept that has tremendous scope of application for sustainability and economic efficiency. Studies from developing nations were largely found from Asian countries like, a study done in Pakistan reports a low awareness about GHRM and hence a poor adoption (Tahir, et al, 2020). Another study from Malaysia reports the application of green recruitment and selection, green training and development, green performance appraisal, and green compensation in the Hotel industry (Yusoff, et al, 2020). Research done in the hotel industries of Nigeria (Emmanuel, et al, 2020) and Malaysia (Nisar, et al, 2021; Asadi, et al, 2020) strongly advocate the importance of creating awareness about the importance of GHRM and the need to bring it to practice (Emmanuel, et al, 2020), whereas, an Egyptian study reports the benefits of GHRM on staffing processes (Shaban, 2019). One study from Bangladesh states that there are applications of GHRM in all HR related processes; however, it is a far-fetched goal (Saha, et al, 2020).

Application of GHRM on the Human Resource (HR) managers/executives of star-rated hotels in Malaysia has been analyzed through application of resource-based view theory and the authors have reported the association of green recruitment and selection, green training and development with environmental performance (Yusoff, et al, 2020). However, in this study, green performance appraisal did not have a significant relationship with environmental performance.

Research from Sri Lanka reports that environmental sustainability has a positive relationship with Green Job design, Green Recruitment and GHRM processes (Rushya & Dissanayake, 2020). Studies have identified many essential indicators of GHRM like green selective staffing, green training, green empowerment, green rewards, green career opportunities, green teamwork, green work-life balance and green participation in decision making and boosting environmental sustainability (Ari, et al, 2020; Jayabalan, et al, 2020; Usman & Mat, 2021). Green training and development is reported to have a significant influence on environmental sustainability, whereas environmental sustainability was least influenced by green reward and most influenced by green performance management (Mandago, 2019; Mwita, 2019). Green training has a significant impact on green environmental performance and all six dimensions of green competencies, namely, skills, abilities, knowledge, behavior, attitude and awareness, were also identified as green motivations (Yafi, et al, 2021). Studies have reported that GHRM can be successfully implemented in staffing processes and surely is a path towards sustainability (Shaban, 2019). Focus on GHRM is about transforming regular employees to the green-oriented behaviors and using GHRM in Performance Management System, training and development, and focused on entire behaviour modification. In fact, sustainable HR development is closely related with other principles of sustainable HRM (Fawehinmi, et al, 2020a; Piwowar-Sulej, 2021).

3.1.2 GHRM and Human Capital

The function of GHRM has been analyzed with linkage to the concept of Human Capital that has multiple points in the life cycle as shown in Figure 2.

Strategic Human Capital (SHC) consists of experience, talent and skills (Wright, 2020; Sanyal, et al, 2020). The human capital is an intangible resource that creates a sustainable competitive advantage and includes judgment, experience, training, relationships and insights of the people working in a firm (Dar & Mishra, 2019; Sanyal, et al, 2020; Wright, 2020). In fact, impalpable resources such like human capital and international experience of managers can be leveraged successfully to create unique competitive advantages (Sanyal, et al, 2020).

Through the development of GHRM, combined with human capital and conservation of natural resources, organizations are striving to ensure that their business operations are as efficient as possible, thereby reducing potential harm to the environment (Jayabalan, et al, 2020). Malaysian research on Green hotels, states that GHRM (Green Training and Development and Green Discipline Management) are critical for developing green intellectual capital and contribute towards pro-environmental behavior (Nisar, et al, 2021).

A study done in Sri Lanka reports that environmental Sustainability has a positive relationship with Green Job design, Green Recruitment and Selection and Green Training and Development. However, the Green Performance and Reward Management has a negative relationship with Environmental Sustainability (Rushya & Dissanayake, 2020). In order to push GHRM, a Malaysian study proposes embarking on environmental sustainability, building environmental sustainability and embracing environmental sustainability as the three main themes (Sathasivam, et al, 2021). Almost all of these functions can be enhanced and refined with investment in human capital that can redirect the efforts towards sustainability and drive the organization towards green practices. Hence, to imbibe the GHRM in HR processes, all these factors are essential.

3.1.3 Major Challenges and the Associated Factors for GHRM Adoption

A detailed review of the literature poses many findings related to the challenges for GHRM adoption and the level of preparedness for GHRM. A Nigerian study done in the hotel industry mentions that lack of awareness is the biggest challenge to bring GHRM into practice (Emmanuel, et al, 2020). Studies from the Gulf region and UAE report that the initiative and willingness of the top management of any organization is the greatest enabler to promote GHRM (Mehrajunnisa, et al, 2021). Other studies also corroborate the same mentioning that poor GHRM practices is majorly due to the incoherence between employees and administrators as the latter do not initiate strategic planning (Emmanuel, et al, 2020). This leads to a lag at the functional level and the initiation of ecologically friendly practices is negligible. Studies have recommended that top management should utilize GHRM to acquire and

retain talented employees whose environmental goals and values match with the goals of the company (Aboramadan & Karatepe, 2021).

The literature brings out many new terms which are recently coined, like, a '*Green Boss*', meaning an organizational head who works towards worker inspiration and commitment to improve the relations with clients, customers, providers and partners (Koshish, 2019). The Green Boss also emphasizes to reduce the work turnover with a focus on overall improvement of the wellbeing of the workforce (like, urging for cycling to work, vehicle sharing, using public transport and so on).

Lack of support from the government and low value attached to green practices by the organization are also the responsible factors (Emmanuel, et al, 2020; Mehrajunnisa, et al, 2021). Some studies emphasize that innovation and employee commitment are identified as the most critical factors for green performance and green culture (Sharma, et al, 2021). A study on Egyptian travel agencies reports that the companies do not apply GHRM due to a number of constraints related to its application like lack of awareness, training and a poor top management intention (Bassam Samir Al-Romeedy, 2019).

An Indian research study carried out in the textile industry showed that there is a big struggle in GHRM adoption which is linked to higher water pollution, emissions and increased carbon footprint (Sharma, et al, 2021). An Indian study conducted in higher education sector reports that complete implementation of GHRM in education industry does not seem possible due to the requirements related to students, employees and the necessary documentation that entails (Mukherjee, et al, 2020).

Further, the GHRM is important for green culture and for pollution reduction. Studies recommend that GHRM is associated with green employee empowerment and reinforces that the green values of individual employees moderate the positive relationship between green employee empowerment and OCBE (Hameed, et al, 2020). Research has reported a positive significant

relationship between GHRM and Personal Moral Norms (PMN) and a positive significant relationship between Personal Moral Norms (PMN) and Employee Green Behavior (EGB) (Fawehinmi, et al, 2020b). However, the behavior modification of employees is time-consuming and besides, not all employees may be equally committed for the purpose (Ali & Iqbal, 2020). Further, GHRM is a long term process and a related challenge is attracting the right people to the organization who will work with a similar willingness towards green HRM goals of the company.

One of the study states that as GHRM is not a legal mandate and hence companies are not under any obligation for compliance (Saha, 2020). A study that analyzed the barriers using integrated structural model highlighted three barriers namely 'uncertain career growth', 'industry dynamism' and 'lack of training programs' were the significant barriers in linking talent management with sustainable HRM (Gardas, et al, 2019). To cope up with the environmental concerns of the hotel industry the employees should be punished for any non-compliance of green discipline (Nisar, 2021). Similar findings have been reported from hotel industry from Jordan (Al Rawashdeh, et al, 2021). Employees' work-place perceptions are important in creating or directing their green workplace attitudes, behaviours and practices (Morgan & Rayner, 2019). This is because both environmental knowledge and global environmental attitudes are person specific characteristics and personal values and green goals are a critical determinant to achievement of organizational green objectives.

3.1.4 Green HRM and its Relation to Carbon Footprint

Green HRM practices are being adopted in developed countries but with the changing times, developing countries are practicing green HRM practices to create a new friendly environment which helps in reducing the operational cost and carbon footprint in the organizations (Saha, et al, 2020). GHRM activities can bring about efficiencies, reduce expenses and enhance representative commitment and maintenance which can diminish employee carbon impressions by implementing electronic documentation, vehicle

sharing, work sharing, remote coordination, virtual meetings, working from home, preparing vitality effective office spaces and so on (Koshish, 2019). These strategies are essential to reduce the carbon footprint at both employee level and organizational level. Implementation of GHRM practices necessitates automation, reducing the depletion of resources and energy associated with the transportation and recycling of paper products, shipping, handling and associated tasks (Adesola et al, 2021).

Potential advantages of GHRM are reduction of carbon footprint through various measure like reducing the amount of usage of paper, bringing in Low Carbon Technology (LCT), controlled use of petrol and fuels for travel and monitoring entire HRM processes of an organization for ensuring sustainability, leadership and employee behavior (Koshish, 2019; Saha, et al, 2020).

Research studies recommend that GHRM is needed to reduce the carbon footprint of each employee and the information capital of the organization (Ali, et al, 2020). Indian research emphasizes on GHRM adoption as the environment bearing is too high due to higher water pollution, emissions, and increased carbon footprint (Sharma, 2021). GHRM is definitely a way towards controlling carbon footprint.

3.1.5 Advantages of GHRM Adoption and its link with SDGs

GHRM is evidently the need of the time and has many advantages which may be related to economy and sustainability. Many studies done on implementation of GHRM report the multiple benefits of making their daily activity ‘greener’ like green buildings and resource conservation, paperless offices, conservation of energy, recycling, reduction in waste generation and waste disposal (Koshish, 2019; Shaban, 2019). Recent study from India suggests that (Arora, 2020) GHRM is being predominantly considered as an environment protection strategy as the shift is from economic value to the reduction of ecological harm and carbon footprints and to gain competitive advantage (Arora, 2020; Bagader & Adelhadi, 2021). It is imperative that the organizations communicate their commitment about sustainability to their employees which is known

as the “organizational rationale for sustainability” (Jeronimo, et al, 2020). One study reported that green hiring is crucial for older employees, while younger ones need green training but the green compensation was surprisingly found irrelevant (Jeronimo, et al, 2020). Studies have reported multiple strategies like going paperless, green buying, encouraging messaging to reduce printing, recycling and assembling waste materials (Koshish, 2019).

3.1.6 Green HRM and its Link with Accomplishment of SDGs

In addition to GHRM, there are terms like Sustainable Human Resource Management (SHRM) which are used to link GHRM with SDGs (Chams & García-Blandón, 2018). A study from the education sector in Malaysia reports that ability, motivation and opportunity theory is suitably applicable to GHRM and Employee Green Behaviour (EGB) and the employee’s environmental knowledge (Fawehinmi, et al, 2020a). This is an essential move towards model building and road-mapping for SDG attainment and accomplishment. Environment knowledge enhancement is a strong recommendation from the study (Fawehinmi, et al, 2020a). GHRM has been reported to be linked to job performance and organizational citizenship behavior toward the organization as per a study done in the hotel industry from Palestine (Aboramadan & Karatepe, 2021) and manufacturing industry from Malaysia (Jayabalan, et al, 2020).

One of the positive associations of GHRM is reported with Corporate Support for Employee Volunteering (CSEV) and Corporate Social Responsibility (CSR) activities which are reported by few studies (Al Kerdawy, 2019; Suba, et al, 2021). The GHRM plays a crucial role in environmental performance and employee’s performance which is associated with organizational sustainability. This is a step towards aligning organizational goals with SDGs and ensuring that the organization is stepping towards sustainability (Amjad, et al, 2021; Hussain, et al, 2019). GHRM creates progression towards organizationally valued pro-environmental behaviors such as task-related pro-environmental behaviors, proactive pro-environmental behaviors, green recovery performance and green

voice behavior (Ali & Iqbal, 2020). A study done on the employees of United Nations (UN) states that, awareness of SDGs and environment consciousness is linked to green performance (Dar, et al, 2021). Therefore, green performance can be enhanced if employees are briefed and guided about sustainable practices. Furthermore, organizations must incorporate awareness sessions on Sustainable Development Goals and create a learning environment to improve the achievement of goals.

3.2 Results of Qualitative In-depth Interviews

There were four participants for the qualitative IDIs details of whom are as follows: 1. Director - HR, Private education university (42 year old, Female), Pune; 2. Vice President, XYZ Financial consultancy, Mumbai (53 year old, Male); 3. Senior Manager, HR, Multi-specialty hospital, Nashik (39 year old, male); and 4. CSR and HR Analyst, MNC, Pune (32 year old, Female). The results of qualitative IDIs have been summarized and reported in suitable themes as follows.

3.2.1 Awareness and Adoption of GHRM

The four industry representatives included in the study belong to sectors that are very resource intensive and extremely documentation-dependent. These and similar industries are the right start point for initiating and adopting GHRM for environmental conservation and to reduce carbon footprints. All four participants were partially aware about GHRM. During the interviews we found that GHRM being necessary for environmental conservation is well-accepted among all industries. A senior HR professional from higher educational sector said, *“Green HRM contributes to environmental performance and helps to create an environmentally sensitive, and socially responsible organization. It also helps in creating a comprehensive system”*.

The respondent from the financial sector reported that Green HRM should be used in all HR policies that could contribute to an organization’s environment. The financial sector is known to have a lot of documentation and processes. Hence, the green practices are very relevant. He said, *“Green HRM is based on green*

movement related to protection of environment and save the planet earth from future disasters caused by the organizations”.

However, the respondent from HR consultancy said that the organization was fairly unaware about the GHRM and its concepts. Being in her early years of career, she said that, *“at my level of management, the company is yet not talking about the GHRM and green practices. However, it is possible that the top management or their foreign branches are working on similar lines and in few years into the future this will percolate down”*.

One of the participants from healthcare sector said that, *“Even while interacting with colleagues from other hospitals, I do not think I have heard of any hospital really working on GHRM. Yes, some hospitals, especially new corporate hospitals have been working on developing Green buildings on the basis of the Indian Green Building Council (IGBC) guidelines. But the industry readiness for GHRM is very poor. I think it will take many years and a lot of political will from the government and industry leaders to bring this change.”*

3.2.2 Views on the Impact of COVID-19 on GHRM Adoption

Except the participant from financial sector, all respondents were of the opinion that COVID-19 pandemic did not trigger the adoption of GHRM. In fact, it is viewed as a new concept in Indian markets, but the awareness is too low. Further, GHRM is known to be more linked to overall environmental conservation and efficient resource utilization. However, the respondent from the financial sector said, *“There is great impact of COVID-19 on the adoption of green HRM practices, implementation of this practice is paperless transaction, e-reports, e-circular, use of SMS and social media, awareness of using various mobile apps for money transaction and flow of cash”*.

Hence, we may say that COVID-19 pandemic has partly triggered GHRM adoption in some business functions, but the major determinants are related to the needs for bringing in sustainability and enhancing efficiency.

3.2.3 GHRM adoption for HR Processes and Carbon Footprint Reduction

Almost all HR processes are suitable for GHRM adoption however; the root cause analysis shows us that challenges lie elsewhere. The respondent from healthcare industry said, *“Actually, all HR processes need a GHRM perspective; however, the whole thing has to be started at a much initial level. Creating Awareness about sustainability and resource conservation and spreading this knowledge needs to be worked upon. Once people rise to this cause and relate to it, then they can grasp concepts like GHRM.”*

This indicates that due to low awareness and poor initiative at top management level, the adoption of GHRM is required to bring a push to the whole thing. The professional from financial sector highlighted that, *“Conducting video-conferencing and telecalling for online interviews and recruitment, carpooling to reduce travelling carbon footprint, performance appraisal and training and development can all go paperless through the use of digital media like SMS, WhatsApp AI assistant, e-reports etc. In fact, for Green printing, adopting a ‘pre ton’ saver software reduces the paper demand by 20% and toner ink by 50%”.*

Hence, there is a tremendous scope for GHRM adoption. This can be achieved at various organizational levels and for various processes. Usage of software is also recommended wherever possible for a sustainable model.

Regarding the carbon footprint reduction, participants were of the opinion that it is still in the policy building stage largely at government level. The percolation to industry level and implementation will need serious drivers and endorsements along with incentives and support. GHRM can be implemented in the banking sector in a very efficient way in the banking sector such as green printing, going paperless, reducing business travel, eco-friendly talent, green audit, conducting energy audit and the likes.

3.2.4 What is the Way Ahead?

The respondents opined that the strategic planning for future adoption of GHRM requires the will from

all stakeholders. One of the respondents quoted, *“Sustainability is the green culture that brings human and environmental harmony together. Commitment and engagement from top management can contribute a lot to the sustainable environment management in the organization through green employee involvement.”*

4. Conclusion

The present study combines the findings from literature review and qualitative research. We found that Green HRM is in a very nascent stage in India. Though the GHRM has numerous applications across the various HR processes along with immense economic advantages, the lack of promotion and incentives from the government and industry leaders is the biggest block. The lack of awareness about GHRM is also an area that needs to be worked on, because unless awareness is created adoption is out of question. Moreover, studies have reported that individual green goals and personal moral norms of employees are the determinants and predictors of GHRM. The bottom-to-top approach for GHRM awareness and adoption is recommended so that employees are involved closely for better adoption of environmental sustainability and green management practices. They should also participate in continuous training programs to develop their knowledge of environmental sustainability and green management. With a higher focus on increasing the awareness in this regard, the industry willingness can also be escalated.

5. Scope for Further Research

Based on the study we recommend some areas for future research. Firstly, there is need to evaluate the impact of processes like green recruitment, green hiring and green training and development for accomplishing GHRM. There are higher chances that by bringing together like-minded people to create a driving force, the adoption of green processes can be fast-tracked. Secondly, strategies on promotion and incentives for GHRM adoption is required from government and industry leaders. The individual goals and personal moral norms of employees are strong drivers that can cumulatively bring momentum to

GHRM adoption and practices. Thirdly, identification of the relevant training and development areas (with cues from successful models) is required. Research for this should bring together government representatives, industry leaders and those who are researching on the SDG accomplishments. Fourthly, research to identify the motivators for GHRM adoption from industry perspective is required for different business sectors in Indian context. Lastly, there is a need to identify the drivers and motivators that can bring momentum to processes like green recruitment, green hiring and green training and development. The research should dive deeper into the determinants than can bring together like-minded people that can accelerate GHRM adoption. Moreover, studies related to individual green goals and personal moral norms of employees being the determinants and predictors of GHRM are needed.

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