

ISSN 2063-5346



ROLE OF GREEN HRM IN EDUCATIONAL INSTITUTIONS FOR A SUSTAINABLE GROWTH

ASHA RACHEL CHERIAN

Article History: Received: 10.05.2023

Revised: 29.05.2023

Accepted: 09.06.2023

Abstract

Environmental issues have become a major concern that has to be addressed and handled carefully in all organizations over the past few decades. Enormous exploitation of natural resources is constantly degrading our environment. Every nation's government has framed Environment protection policies to ensure that all organizations are giving importance to environmental problems and also running businesses with sustainable goals. GHRM is one of the concepts incorporated by many organizations to make employees aware of their responsibilities toward environmental management.

Many educational institutions have also started with green initiatives to make students and employees responsible for environmental protection. But still, it has not been implemented effectively. In this research paper, the various Green HRM activities initiated by educational institutions in the twin cities of Hyderabad will be highlighted. Thus, it will help to understand the importance of GHRM and its contribution towards the sustainable development of the organization. If a proper Green Human Resource Management system can be implemented, it will create awareness among the management and staff to adhere to waste management, reduction of unwanted resources, and maintain the cleanliness of the campus. It will ultimately lead to satisfaction of various stakeholders including employees and motivate them to improve their productivity.

Keywords – Green Human Resource Management, Green recruitment and selection, Green exit, Green training and development, Green performance management, Green compensation benefits.

ASSISTANT PROFESSOR AND RESEARCH SCHOLAR, ST. JOSEPHS DEGREE & PG
COLLEGE, KING KOTI, HYDERABAD

DOI:10.48047/ecb/2023.12.9.38

INTRODUCTION

In recent years, the rapid advancement of technology and industrial growth has increased the pollution level across the world. All business organizations are well aware of environmental pollution fact and that is the reason all business organizations are giving importance to sustainable development. This will make the world a better place for the future generations to survive.

Government of all nations have formulated environmental protection policies and laws to ensure that all organisations are carrying out their business in an eco – friendly manner. All organisations are moving from profit centric to sustainable centric in terms of social, environmental and economic. GHRM policies are being incorporated in all organisation as a part of HRM along with traditional CSR activities to make employee aware of the responsibilities towards environmental management.

GREEN HUMAN RESOURCE MANAGEMENT

The term Green Human Resource Management (Green HRM) was coined 10 years ago (Renwick, Redman and Maguire, 2008) [2] and is defined as the “integration of environmental management program into human resource management system of an organization. It is the process of aligning HRM policies and practices strategically towards environmentally friendly policies and practices. It aims to reduce the carbon footprint of each employee working in the organization providing them with healthy and motivated work culture. Thus, it has two elements:

- a) Preservation of knowledge capital and
- b) Environmentally friendly practices.

The environmental aspects can be integrated into all HRM functions (entry to exit) archived from various literature and summarized into the following:-

- Green Recruitment and Selection

It means paper-free recruitment with minimum environmental impact (Berber and Aleksić, 2016) [3]. HRM team designs the recruitment process so that it requires less cost, time, and energy in hiring candidates. Some of the green recruitment practices are -Online posting of jobs and online submission of applications, Job advertisement should reflect environmental values and criteria, Interview through telephone or video conferencing & Job description should reflect sustainability agenda (Opatha, 2013) [1], While selecting candidate's environment related questions are asked to the candidates

- Green Training and Development

The training program which is planned and implemented to make employees aware of their responsibilities towards protection and conservation of environment is known as green HR training and development program. It enhances the employees green skills, knowledge and attitude. Employees should appreciate the green policies and practices of the organization after joining (Mehta and Chugan, 2015) [5]. Some of the green Training and Development practices often found in the organizations are discussions of environmental issues in induction program, New employees should be made aware of company's environmental objectives, Green Training need analysis should be conducted, Employee should be given training on ecofriendly practices like carpooling, recycling and Availability of training materials online.

- Green Performance Management

These processes involve setting of environmental goals and targets for the employees and measure their performance according to the set goals. Green goals and targets should be specified in the job description and should be linked with performance evaluation system (Mehta and Chugan, 2015) [5].

- Green Compensation and Benefits

Green reward system (monetary and non monetary rewards) is designed to motivate employees who achieve their environmental goals and who have come with innovations to protect the environment with minimal use of resources. Recognition based awards for the candidates who have extraordinarily attained the green goals. This will increase employee's productivity, loyalty, improve satisfaction and motivation for work (Berber and Aleksić, 2016) [3].

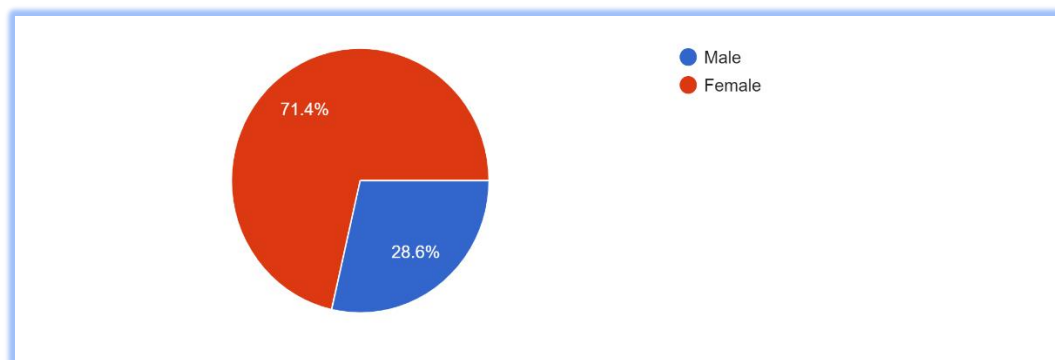
- Green Employee Relations

For better productivity, one of the most important things to be maintained is employee-employer relations or relations among the co-workers. Employees should be making responsible to take decisions in Environment management system. Employee's participation will result into better green management. It is the responsibility of HR managers to form a working environment where employees are free to come up with their ideas.

- Green Exit The process through which an employee leaves an organization is called exit. Most of the organizations trying to modify their exit policies in terms of sustainability. Thus it can be termed as green exist. It includes activities like Resignation of employee through mail or online portals, Exit interview should also

DATA ANALYSIS

1) Gender



71.4% of the respondents were females and 28.6% were males

include discussion of achieving his/her green goals.(Nijhawan, 2014), Criticisms for those who have not achieved their green targets, Providing certificates for the employees who were very active in performing green activities during their tenure in the organization etc

The green movement within the organizations, rejuvenates the organizational culture, motivate employees, increased workforce efficiency and productivity, and build a sense of confidence and responsibility in the organization. It builds a brand image for the employer and increased business opportunities building a competitive advantage in the business world.

OBJECTIVES OF THE STUDY

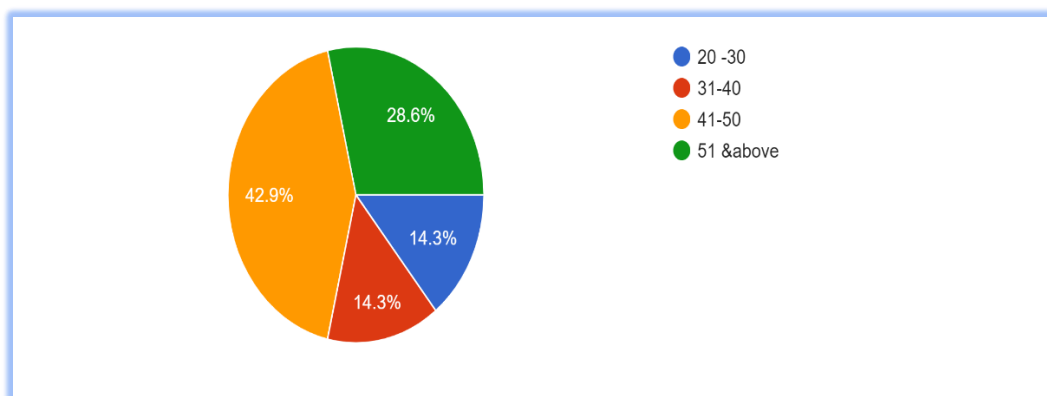
The objectives of the study are as follows:

1. To identify the best green practices at a few colleges in Hyderabad
2. To analyze whether the Green HRM practices are implemented or not in the colleges

METHODOLOGY

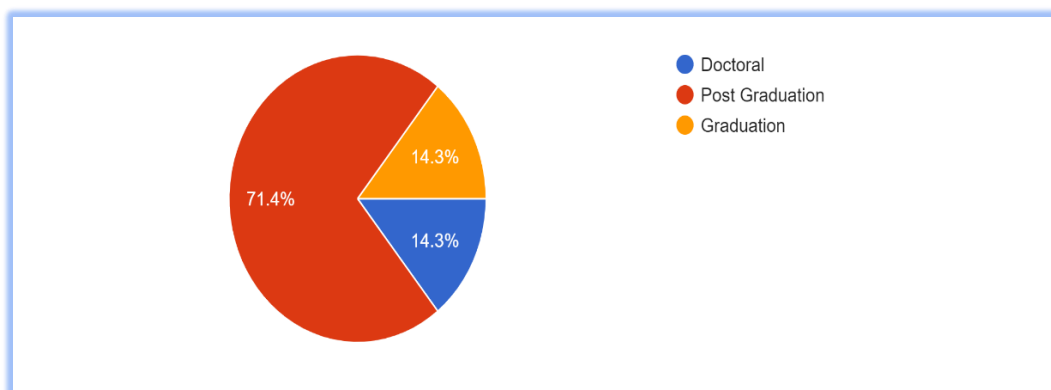
In this research data was collected from faculties of various colleges with the help of a questionnaire to know the awareness, and implementation of Green HRM activities in the organization. The sample size was 80.

2) Age



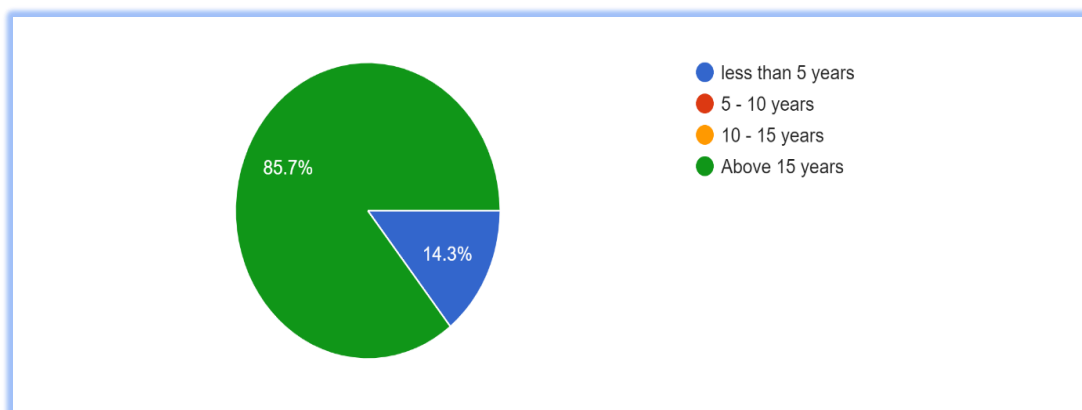
More number of respondents were from the age group between 41 – 50 which was almost 42.9%

3) Educational Qualifications



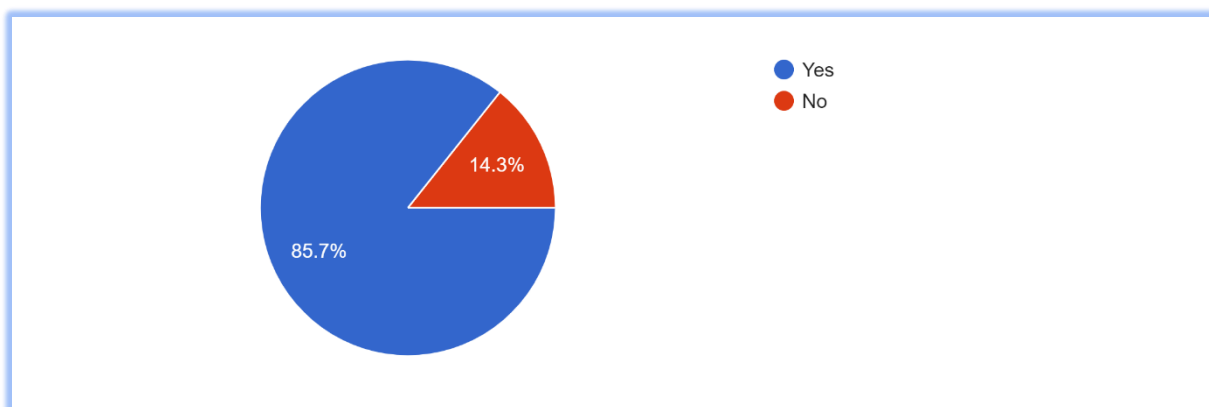
71.4% of the respondents were post graduates.

4) Work Experience



85.7% of the respondents were having a teaching experience of above 15 years.

5) Are you aware of Green HRM practices adopted in your institution



85.7% of the respondents were aware of the concept of Green HRM practices adopted in their institution

6) Which of the following green practices are adopted in your institution

Green Practices	Percentage
Planting and growing trees in the campus	57.1
Use of solar panels or any other renewable sources of electricity	42.9
Availability and usage of dustbins at suitable locations	71.4
Using both sides of the paper when writing or printing or photocopying	71.4
Switching off lights, fans, desktops or any other machines when not in use	57.1
Use of computer databases and systems for storing records	14.3
Use natural light when working	14.3
Working with a minimum number of bulbs that are on	57.1
Sharing of study material among students using IT tools	71.4
Report to a relevant team regarding damages related to the environment	14.3

Promoting the Use of electric vehicles in the campus	12.1
Seminars on green practices	62.3
Online filling of applications and other transactions within or outside departments	57.3
Soft copy submissions of assignments by students	42.9
Recycling of water and waste	14.3
None	12.5

Using dustbins on the premises and sharing material among students using IT tools were the mostly practised green HRM practices compared to the others

7) Which of the following green recruitment and selection practices are adopted in your institution

Green Recruitment and selection	Percentage
Recruitment messages include environmental awareness and commitment criteria	42.9
Online submission of applications for applying for jobs.	57.2
Telephonic Interviews and video conferencing.	14.3
Environment-related questions during interviews.	10.2
Recruit candidates having green awareness and knowledge.	14.3
Jobs positions are designed that demand knowledge about environmental management	14.5
None	42.9

Online submission of applications for applying for jobs were one of the Green HRM practice related to recruitment and selection which was implemented.

8) Which of the following Green training and development practices were implemented in your institution

Green training and development	Percentage
Environmental issues are discussed in induction programs.	42.9
Training programs to increase environmental awareness and skills of employees	42.9
Availability of training materials online for employees.	42.9

Environmental training is priority over other types of training.	
Institute provides training on environmental friendly best practices.	28.6
None	14.3

Induction programs and training was conducted which showed almost 42.9%

9) Which of the following Green performance appraisal and management techniques are adopted in your institution

Green Performance appraisal and management	Percentage
Top management sets green goals and assign responsibilities for every employees	28.6
Employees are aware of their green goals and responsibilities.	42.9
Employees get regular feedback for carrying out their responsibilities or for improving their environmental performance	28.6
Environmental goals and contributions to environmental management are assessed and recorded	29.1
There are penalties or dis-benefits (fines) in the performance management system for not meeting green goals and responsibilities	56.2
None	43.6

There are penalties or dis-benefits (fines) in the performance management system for not meeting green goals and

responsibilities was implemented which was at 56.2%

10) Which of the following Green pay and reward management techniques are adopted in your institution

Green pay and reward management	Percentage
Institutes provide tax incentives for environmental performance	14.3
Institute link suggestion schemes into the reward system by introducing rewards for innovative environmental initiative/performance	28.6
Institute provide a monetary reward to employees for good environmental performance	42.9
Team excellence awards to teams for better environmental performance.	51.4
Employees are rewarded for green skills acquisition.	34.5
Employees are negatively reinforced for underperformance in environmental goals	25.6
None	71.4

71.4 % responded that none of the green pay and reward management was implemented

11) Which of the following Green employee participation and empowerment techniques are adopted in your institution

Green employee participation and Empowerment	Percentage
Employees feel responsible for protecting the environment.	42.9
Involvement of employees in quality improvement and problem-solving for green issues	28.6
Institute has a clear developmental vision to guide the employees' actions in environment management	28.6
Top management involves employees in formulating environmental strategies and plans	28.6
Top management uses teamwork to manage and spread awareness of the environmental issues	42.9
Institutes offer workshops or forums for employees to improve their environmental behaviour and exchange their experiences	42.9
None	14.3

Less than 50% of respondents agreed that green employee participation and empowerment is implemented

12) Which of the following practices are adopted with regard to the management of Green Organisational Culture in your institution

Green Organisational Culture	Percentage
Institute vision/ mission statements include environmental concerns.	57.1

Top management actively support environmental practices for maintaining eco- friendly culture in the institute	28.6
Top management allocates budget for maintaining green environment in the institute	85.7
Top management and departmental head always motivates staffs and student to participate in green practices	42.9
None	7.2

85% of the respondents agreed that the budget is allocated for green organizational culture.

13) Which of the following Green exit practices are adopted in your institution

Green Exit Practices	Percentage
HOD asks employees if green issues are reasons for resignations.	28.6
Environmentally unfriendly behaviour may be one of the causes for dismissal	14.3
Exit interviews to measure employee's perception on organizations' green practices	14.3
Staff de-briefings in environmental management in cases of dismissal.	14.3
None	71.4

71.4% of the respondents said that the Green exit practices are not implemented

FINDINGS

The major findings were

- Above 85% of the faculties were aware of the Green HRM practices
- Among the various Green HRM practices adopted in the institution, the highest was sharing notes to the students using IT tools, seminars on green practices, availability and usage of dustbins at suitable locations, and switching of lights, fans, desktops, or any other machines when not in use.
- Online submission of applications was initiated in many educational institutions. But asking environmental-related questions in interviews and messages of environmental importance for sustainable development was very less in most of the institutions.
- Environmental issues were given importance in the training and development programs but it was not kept as a priority. Training materials were shared through mail reducing paper waste.
- Fines and penalties were taken from the employees for not maintaining green practices. And also attainment of green goals was evaluated during performance appraisal. This made all the employees to be more eco-friendly.
- Green pay and reward management were very less in most of the institutions. Positive reinforcement with teams' awards and recognitions was rarely implemented.
- Even though all the faculties had a great sense of responsibility towards protecting the environment, their involvement in formulating policies for green development and solving green issues was moderate.
- Top management allotted enough of budgets for the implementation of green environment in the institution but their involvement in motivating the employees to implement was moderate.

- HOD ask employees if Green issues are reasons for resignations in exit interviews and staff de-briefings on environmental issues were very low.

SUGGESTIONS

- More green practices like solar panels and other renewable sources of electricity, use of computer database systems for storing records, soft copy submission of assignments by students, and recycling of waste and water must be implemented effectively.
- Recruitment and selection process must be designed in such a way that green awareness and its message must be effectively shared.
- Environmental impact and its reduction for sustainable development must be kept as a priority in training and development programs
- Attainment of environmental goals and contributions to environmental management must be assessed and recorded in the performance appraisal system. Top management must make sure that green goals and responsibilities are given to all faculties.
- Employees must be rewarded for their green skill acquisition with monetary rewards and tax incentives for good environmental performance.
- A proper vision must be developed by the institution to guide the faculties towards better green development, involvement in improving the quality, and solving green issues.
- More workshops must be conducted for improving environmental behaviour.
- Vision and mission statements must include environmental concerns and also active involvement of management in motivating their employees for green practices must be improved.

- Exit interviews must also consider the aspect of environmental issues.

CONCLUSION

As we see green HRM implementation is low, it is very important in current scenario to upgrade its HR practices aligned with environment friendly practices. Educational institutions play an important role in moulding our future generation, Therefore all educational institutions and its faculties should be responsible enough to protect the environment and spread awareness among students regarding environmental practices. The top management of the institute should realize the importance of green HRM and implement it to a large extent. They should take initiative to motivate students and teachers to follow green practices at workplaces as well as at home.

REFERENCES

1. Agarwal, D., and Tiwari, P. (December, 2015). Green HRM- A way to greening the environment. IOSR Journal of Business and Management, 17, 45-53.
2. Ahmad, S. (April, 2015). Green Human Resource Management: Policies and Practices. Cogent Business & Management.
3. Ahuja, D. (July, 2015). Green HRM: Management of people through commitment towards environmental sustainability. International Journal of Research in Finance and Marketing, 5(7), 50- 54.
4. Aragao, C.G., and Jabbour, C.J.C. (2017). Green Training for sustainable procurement? Insights from the Brazilian public sector. Industrial and Commercial Training, 49(1), pp.48-54.
5. Arulrajah et al. (2015). Green Human Resource Management Practices: A Review. Sri Lankan Journal of Human Resource Management, 5, 1-16.

6. Berber et al. (2016). Green Human Resource Management: Organizational Readiness for Sustainability. 273-278.
7. Chowdhury et al. (2017). Green HRM Practices as a Means of Promoting CSR: Suggestions for Garments Industry in Bangladesh. *Global Journal of engagement and Business Research: An Administration and Management*, 29-35.
8. Cronbach, L.J., & Meehl, P.E. (1955). Construct validity tests, *Psychological Bulletin*, 52(4), 281- 302.
9. D'Mello et al. (2016). A Study on the Green Human Resource Management at Gateway Hotel, Mangalore. *International Journal of Scientific Research and Modern Education*, 1, 843-852.
10. Deepika, R and Karpagam, V. (July, 2016). A study on green HRM practices in an organization. *International Journal of Applied Research* 2016, 426-429.
11. Jafri, S. (Jan, 2012). Green HR practices: an empirical study of certain automobile organizations of India. *Elixir International Journal*, 6193-6198.
12. Jain, A. (July, 2016). Green Human Resource Management Concept in Indian Industries
13. Present Scenario. *International Journal of Multidisciplinary Allied Research Review and Practices*, 3, 171-181.
14. Jose, C., and Jabbour, C. (2011). How green are HRM practices, organizational culture, learning and team work? A Brazilian study. *Industrial and Commercial Training*, 43(2), 2011, 98-105.
15. Kapil, P. (March, 2015). Green HRM-Engaging Human Resource in reducing carbon footprint and enhancing environment sustainability: A case study based approach. *International Journal of Engineering Technology Science and Research*, Vol. 2, pp.5-14.
16. Kim et al. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 83-93.
17. Kiruthigaa, K., and Viswanathan, M. (2014). A study on awareness of green recruitment with special reference to general public. *International Journal of Research and Development-A Management Review (IJRDMR)*, 3(2), 28-31.
18. Lalitha et al. (2015). Green Human Resource Management and Organizational Cultural Transformation. 3-
19. Langat, B. (Sept, 2016). Influences of Green Human Resource Management Practices on Environmental Sustainability. (Master of Science Degree in Human Resource Management) Jomo Kenyatta University of Agriculture and Technology.
17. Lather, A.S., and Goyal, S. (2015). Impact of Green Human Resource Factors on Environmental Performance In Manufacturing Companies: An Empirical Evidence. *International Journal of Engineering and Management Sciences*, 6(1), 23-30.