

Impact of Green Human Resource Management (GHRM) Practices on Organizational Environment in Academia: A Perspective of Students

1) Dr. Ritika Sinha

**Professor,*
PG Department of Management
Bangalore City University

2) Sibananda Das

** Assistant Professor,*
International Institute of Business Studies

**3) Dr. Syed Shahid Raza
(Corresponding Author)**

**Assistant Professor,*
International Institute of Business Studies

4) Dr. Priyadarshini B A

** Guest Faculty,*
Bangalore University

5) Bhargavi Mahadevappa

** Research Scholar,*
Bangalore University

Abstract

Green Human Resource Management (GHRM) is gaining in popularity with an emphasis on containing green-house effect in almost every Industry. GHRM systems, practices & procedures play an important role in ensuring that there is much needed ecological balance in the organizational environment. In this study we will understand from the students' perspective on the current GHRM practices in their institution are effective and if the underlying organizational ecological balance is preserved and motivates them to participate in making their surroundings vibrant and to bring in GHRM practices in every aspect of the academic practice. A questionnaire was used as an instrument to collect data; a sample size of 60 student respondents was taken for the survey. This research is an empirical study to check if there is significant impact of GHRM practices on organizational environment from the Post-graduate students' perspective, therefore the study will utilize bivariate analysis since we will be deriving inferential statistics that deals with knowing the strength and association between two variables. This study is carried out with a small sample size, cross sectional in nature and empirical research. This study will help the academia to bring in substantial Green HRM practices in the institutions which will enhance the ecological balance and also, provide suggestions to improve the organizational environment in institutions and academia.

Keywords: Human Resource Management, Green HRM, Academia, Students, Organizational Environment

Introduction

Green Human Resource Management (GHRM) is a relatively new practice in the field of Human Resource Management (HRM) that is gaining attention from academia but has already gathered momentum worldwide. “Implementation of Green Human Resource Management in Universities is to be treated as necessity. It can be defined as an amalgamation of environmental management with Human Resource Management” (Viswanathan & Varma, 2021). To various people, communities & groups, it could mean different things. GHRM does not have a substantial definition or a definite meaning that could be derived but it is about maintaining the ecological balance to motivate the stakeholders perform at their optimum. It refers to making efforts to enhance energy efficiency or lower pollution levels in our homes, businesses, and daily lives. The primary goal of being green is to lessen the negative environmental impact that energy consumption and pollutants may have. It refers to making efforts to enhance energy efficiency or lower pollution levels in our homes, businesses, and daily lives. The primary goal of being green is to lessen the negative environmental impact that energy consumption and pollutants may have on the environment and the ecosystem. In this study, the focus is to enumerate the possibility of enhancing the effectiveness of measures taken towards Green Human Resource Practices (GHRM) and its impact on the various aspects of Organizational Environment. Organizational Environment can be defined as the composite structure of various academic and corporate verticals with interrelated day to day management practices is known as Organizational environment

Literature Review

According to Abbas & Shoaib (2021), Green Human Resource Management (GHRM) has become a key business strategy for significant organizations. The paper largely focuses upon the various Green Human Resource Practices pursued by the organizations all over the world. It also adds to the extant literature by discussing future direction of some GHRM functions. The effective application of green HR management practises is still a source of ambiguity. This study aims to provide simplified insight on some common GHRM processes. It also attempts to suggest some green initiatives for HR in an organization. The study examines how corporations are taking initiatives to endorse environment management program.

Ali Ababneh (2021) from the study found that Green HRM practises are a collection of management methods that businesses use to respond to stakeholder demand on environmental issues. Our findings are based on the results of a multi-respondent survey of Human Resource Managers and Supply Chain Managers in Italy. The findings are reviewed in light of recommendations for HRM research to be broadened. The relationship between green HRM practises and individual green behaviour is somewhat mediated by stakeholder engagement. The role of various personality traits was investigated using the classical theory of person-organization-fit. It underlines the relevance of employee organization connection in generating environmental initiative engagement.

From the extensive research carried out by Abbas, Shoaib, Muhammad, & Zámečník (2021) it was stated that green human capital plays a critical role in balancing the effects of green recruiting,

selection, training, and development on organisational commitment. The findings give policymakers and managers with advice on how to use GHRM to improve environmental culture and employee green behaviour at work. SmartPLS software was utilised for statistical analysis and a survey-based strategy was used. The ability-motivation-opportunity (AMO) theory of greening dairy enterprises was supported by the findings. This report offers policymakers, managers, and upper management advice for developing human resource policies that promote a green workplace culture.

Javed & Cheema (2017) in their study found that most organizations have adapted human resource practices that encourage a green environment. As part of a conservation motive, the human resource department has played a critical role of securing the environment. The expected outcomes of Green Human Resource Management (GHRM) are evaluated and the setbacks expected. The AMO model was used by firms to engage employees, senior management and the organization as a whole. The results showed the partial mediation between green human resource management and corporate social responsibility. Recommendations for further studies are that proper education should be given to employees to increase learning level in the organizations.

Prevalent GHRM practices in Institution:

- Natural lighting in campus

It is basically using the sunlight in lighting the campus which provides efficient natural light using the campus architecture central transparent dome, 10/5 large channelized window and skylights aiming at reducing artificial lighting and saving energy.

- Surrounding plantation

The contribution of trees and nearby plantation in facilitation of Green practices is exceptional and integral when it comes to releasing of stress from a whole day academic engagement. The unit periphery is blessed with a wonderful flora of different varieties which not only provide a pure flow of oxygen but at the same time prohibits the institution walls from absorbing excessive sunlight and at the same time the use of electricity is also limited when it comes to cool the campus interiors in peak days of summer.

- Indoor plantation

The indoor plantation right at the entrance from the northern gate is always blooming with a charming welcome and in addition to this it also consumes the existing toxic carbon inside the campus. The balance in maintaining the oxygen level is diligently met by the indoor plantation initiative. This generally develops a subconscious attitude of cheerfulness and helps in maintaining and improving health and safety performance among all the students, faculties and visitors.

- Use of staircase

The institute promotes use of staircase in order to promote aerobic activities and physical fitness in students, faculties and visitors. The initiative is supportive by a top floor kitchen where all stakeholders are served daily meals in which it aims an optimal physical movement to maintain a positive health served by right nutrition and dietary choices to maintain a

balanced diet, according to National institute of nutrition, ICMR, Department of health research, Ministry of health and family welfare, Govt. of India.

- Use of digital methods in conducting research and examinations.

The Institute in recent development and application to adoption of GHRM practices have adopted some innovative techniques in conducting exams without the use of papers and pens rather it was replaced with android application and Google forms, which not only reduces our dependency on papers but also generates a user friendly smoothly driven sustainable approach in collection and monitoring of data.

- Use of common “Bus Pooling” transport facility

The practice of providing nodal transport in IIBS is the most convenient and much appreciated method of facilitation of mobility of students and faculties. This ensures better time management, cost effective solutions and high safety in the traffic ecosystem of Bangalore.

Impact of GHRM practices in Academia:

- Growth in academic aspirations

The recent practices have shown a growing trend of a significant inclination towards studies and research. The output in terms of the regular footfalls in classes and engagement in both academic and non-academic activities can be observed post application of GHRM practices.

- Cost optimization

The Institution has notified many factors in streamlining the costs related to power and utility. For example the transparent dome is an exceptional factor in fortifying the Institutes natural lighting to the extent possible in any corridor without the single use of any electric bulb. This not only adds positive vibes inside the campus but comparatively motivates the young minds in innovation and skill development by way of extending their thoughts to the widest stretch of knowledge and application.

- Students engagement in extracurricular activities

The impact of our initiatives is evident to the involvement of our students in many different activities outside the regular class work. The recent involvement of students in Surface 2021 activities where multi discipline events were carried out to amplify the inner confidence of our students was extremely commendable.

- Transforming human behaviour

There is always an ongoing practice in our institute towards the continuous improvement of personal and organizational leadership. This basically involves many rigorous data driven assignments and collecting the in-depth study of an individual or group towards a specific

area, as all the business has upcoming international challenges and inculcating the risk possibilities of any given area where multiple assets were under consideration is of utmost prioritized, keeping all these things into frame the students has shown wonderful participation in taking assignments forward and this is all a carry forward of the Green HRM Practices.

Research Methodology

Research Gap:

There are been several studies that emphasize the importance of having Green HRM practices in Organizations and its effect on the Organizational Environment (OE), however it was observed that there have been limited studies in Institutions were post-graduate students perspective on the effect of having GHRM practices on the institutional environment have been taken in account and how GHRM practices can be used as a tool to improve students' academic performance. Although there have been investments and steps taken to bring about ecological balance but there have been very few and scarce studies that suggest GHRM practices being actively utilized to improve organizational environment in Institutions.

Research Design:

An exploratory research was used for the study as it involved search for literature, and direct observation. The study involved both qualitative and quantitative techniques to explore and evaluate the variables chosen for the study. The descriptive data analysis will be used for statistical inferences to be drawn that describe the nature and characteristics of the GHRM practices being utilized in the institution. The research design is drafted to ensure the research approach is aligned and follows a logical and rational manner to address the research gap. The relationship between two variables will be tested for its strength of association and will also check if there is a significant cause and effect relationship that exists between them.

Research Objective:

To explore the prevalent Green Human Resource Practices (GHRM) in the Institutions

To assess if a cause-effect relationship exists between GHRM practices and Organizational environment in Institution

Research Questions:

What are the Green Human Resource Practices (GHRM) practices prevalent in the Institution?

What is the effect of Green Human Resource Practices (GHRM) on Organizational Environment (OE)?

Research Hypothesis

H₀₁ : There is no statistically significant relationship between GHRM Practices (GP) and Organizational Environment (OE)

H_{a1} : There is statistically significant relationship between GHRM Practices (GP) and Organizational Environment (OE)

The cause and effect relationship between the variables is ascertained by checking if statistical significant results are achieved.

Data Analysis:

Demographic details of Students:

The Categorical variables such as age, gender and educational qualification are used in the survey questionnaire and the data collected presents the quantitative statistics for Students. Descriptive analysis is used to analyze the data collected from the questionnaire by displaying statistics such as the count and percentage. The descriptive statistics also show the frequency of response, the occurrences of certain events and things. The descriptive data provides with an overall view of students data.

Students:

Table 1.1

Educational Qualification: Student Respondents

Graduation Degree/Qualification	Frequency
Non-Technical Degree (BBM, B.Com, BA, etc)	33
Technical Degree (B.Tech, BCA, B.Sc., etc)	10
Total	43

The survey was completed by a total of 43 respondents and was given an option to provide details about their educational qualification. The table 1.1 gives the general overview of the Students, from the survey it was tabulated that 33 respondents graduated with a Non-Technical Degree i.e., BBM, B.Com, BA, etc and 10 respondents graduated with a Technical Degree i.e., B.Tech, BCA, B.Sc., etc participated in the survey.

Table 1.2

Gender: Student Respondents

Gender	Count of Respondents	Percentage (%)
Female	23	53%
Male	20	47%

Table 1.3

Age: Student Respondents

Age Group	# of Respondents	Percentage (%)
21 - 25 years	39	95%
26 - 30 Years	2	5%

As shown in the above table 1.2, from the Students group we have 23 female respondents (53%) and 20 male (47%) respondents, and we could see two age categories among the student respondents, the first age group between 21-25 years shows that 95% of students fall under the age group, 5% of Students are under the age group of 26-30 years which is less than quarter of the respondents. It is the first category of respondents which happen to be in the age group of 21-25 years form majority of the respondents are from the Gen-Z generation.

Skewness & Kurtosis:

Skewness and kurtosis indices were used to identify the normality of the data. Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if the values of Skewness are ranging between -2 to +2 and the values for Kurtosis between -7 to +7.

GHRM Practices (GP):

GHRM Practices (GP) Statistics							
		GP1	GP2	GP3	GP4	GP5	GP6
N	Valid	43	43	43	43	43	43
	Missing	0	0	0	0	0	0
Mean		3.8140	3.8837	4.1860	4.1860	3.1860	3.6744
Std. Deviation		.87982	.73060	.76394	.62700	.93238	.91862
Skewness		-.498	-.199	-.670	-.151	-.205	-1.028
Std. Error of Skewness		.361	.361	.361	.361	.361	.361
Kurtosis		-.243	-.168	.141	-.449	-.635	.917
Std. Error of Kurtosis		.709	.709	.709	.709	.709	.709

Organizational Environment (OE):

Organizational Environment (OE) Statistics					
		OE1	OE2	OE3	OE4
N	Valid	43	43	43	43
	Missing	0	0	0	0
Mean		4.0930	4.3721	4.1860	3.8605
Std. Deviation		.64785	.61811	.82392	.98998
Skewness		-.088	-.436	-.901	-1.252
Std. Error of Skewness		.361	.361	.361	.361
Kurtosis		-.508	-.594	.531	1.864
Std. Error of Kurtosis		.709	.709	.709	.709

Since, the Skewness and Kurtosis for both the constructs are in the acceptable range as suggested by the Hair et al. (2010) and Bryne (2010). Therefore the data is considered to have univariate normality.

RELIABILITY STATISTICS AND CHECKING FOR SAMPLING ADEQUACY:

The results of KMO and Bartlett's Test helps verify data characteristics as the KMO scores indicate adequacy of sample size.

GHRM Practices (GP):

Reliability Statistics: GHRM Practices

Variable: GHRM Practices	
Reliability Statistics	
Cronbach's Alpha	N of Items
0.971	6

KMO and Bartlett's Test: GHRM Practices

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.561
Bartlett's Test of Sphericity	Approx. Chi-Square	33.776
	Df	15
	Sig.	.004

By checking the Kaiser-Meyer-Olkin (KMO) Test and Bartlett's test measures the sampling adequacy for the construct. The KMO results show a value of 0.561 is statistically significant indicating adequacy of the sample and the Bartlett's Test of Sphericity (Chi-Square = 33.776), is highly significant ($P < 0.005$), therefore, the Bartlett's test indicates a strong inter-item relationship between variables.

Organizational Environment (OE):

Reliability Statistics: Organizational Environment

Variable: "Organizational Environment" (OE)	
Reliability Statistics	
Cronbach's Alpha	N of Items
0.720	4

KMO and Bartlett's Test: Organizational Environment

KMO and Bartlett's Test		
-------------------------	--	--

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.657
Bartlett's Test of Sphericity	Approx. Chi-Square	46.482
	Df	6
	Sig.	.000

By checking the Kaiser-Meyer-Olkin (KMO) Test and Bartlett's test measures the sampling adequacy for the construct. The KMO results show a value of 0.657 is statistically significant and indicating adequacy of the sample and the Bartlett's Test of Sphericity (Chi-Square = 46.482), is highly significant ($P < 0.001$), therefore, the Bartlett's test indicates a strong inter item relationship between variables.

Correlation analysis for the two constructs:

The correlation coefficients whose magnitudes are between 0.9 to 1.0 are considered highly correlated, 0.5 to 0.7 are considered moderately correlated and values between 0.3 and 0.5 indicate variables have a low correlation.

Correlations			
		GP	OE
GP	Pearson Correlation	1	.562**
	Sig. (1-tailed)		.000
	N	43	43
OE	Pearson Correlation	.562**	1
	Sig. (1-tailed)	.000	
	N	43	43

** . Correlation is significant at the 0.01 level (1-tailed).

From Pearson's Correlation co-efficient it can be observed that there is a positive correlation between the two constructs GHRM Practices (GP) → Organizational Environment (OE). Therefore, the correlation between the two constructs GP & OE is considered to have moderate correlation with correlation coefficient value of 0.562 .

Descriptive Analysis of Data Collected

A descriptive analysis is being used to analyse the perception of post-graduate students on having Green HRM practices integrated into institutions and universities to scale organizational environment. The questionnaire was formulated based on factors enlisted through an extensive literature review and has line Items coded for the two variables – GHRM practices and Organizational Environment. The respective tables provide corresponding percentages about the students' perception on the items enumerated in the study. Here, the questions that have been designed and put forward to the respondents

provide us with necessary knowledge about the atmosphere prevalent in the institutions and its significance in having the desired ecological balance in the organizational environment.

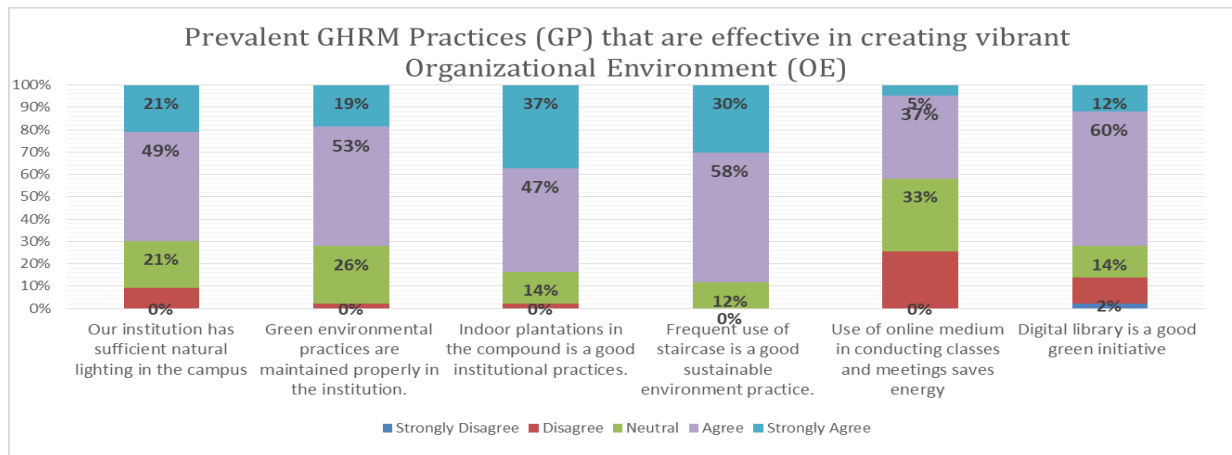


Figure 1.1

From the above figure 1.1 it is evident that most of the students of B-School feel that there is sufficient natural lighting in the campus, Green environmental practices are maintained properly, Indoor plantations are being encouraged by placing pots and a central place for selected ornamental species of plants which not only beautifies the place but provides natural coolness and gives clean air to breath, also has a positive effect on the subconscious mind of the students. The flight of stairs from the centre of the hall with green plants just beside the staircase adds to the positivity of the environment, and also the digital library facilitates knowledge with databases of different journals, periodicals and articles being housed in the library with dedicated computers for the same.

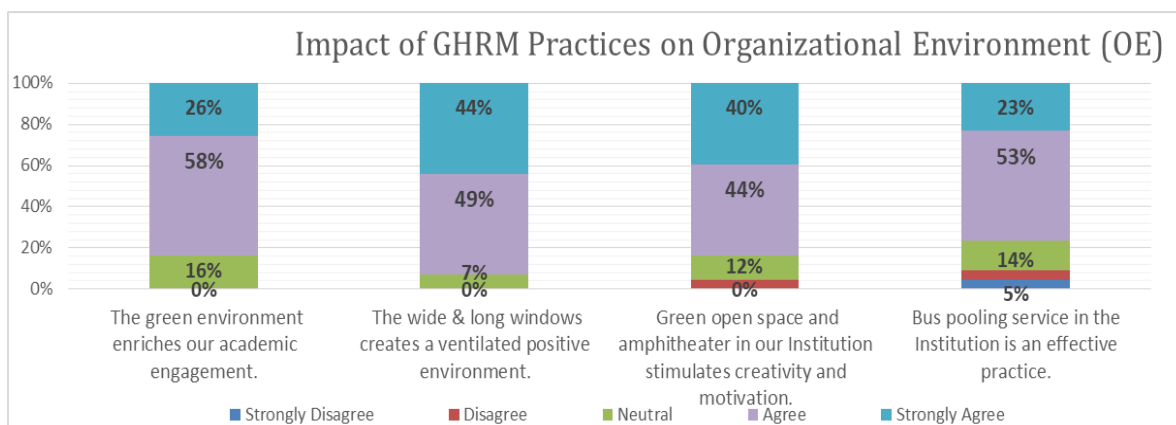


Figure 1.2

The students in B-School strongly feel the green environment enriches academic engagement, and the wide & long windows provides the necessary ventilation for flow of fresh air in the campus and adds to the natural setting, the open amphitheatre in our institution is the highlight as students occupy the space for academic discussions and creative tasks, the bus pooling service is a wonderful initiative as the parking space is reduced in the Institution and helps in adding more green environment in the institution.

HYPOTHESIS TEST:

F-Test using ANOVA and Linear Regression Analysis

Table 1.1

Summary:

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.562 ^a	.316	.299	1.93699	1.692
a. Predictors: (Constant), GP					
b. Dependent Variable: OE					

From the Model Summary Table 1.1, According to Cohen (1988) R square values greater than 0.26 is considered substantial, It can be observed that R^2 values are 0.316; also the Durbin-Watson is within the given range of 1.5 to 2.5 as the DW statistic obtained from the Regression analysis is 1.692. Therefore, DW test statistic values are acceptable.

ANOVA table: 1.2

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	70.915	1	70.915	18.901	.000 ^b
	Residual	153.829	41	3.752		
	Total	224.744	42			
a. Dependent Variable: OE						
b. Predictors: (Constant), GP						

$F(1,41) = 18.901$, $p < .001$, $R^2 = 0.316$. Therefore, this shows that the overall relationship between GHRM Practices (GP) and Organizational Environment (OE) variable considered is significant.

Test for Relationship between GHRM Practices (GP) and Organizational Environment (OE):

Table:1.3

Linear Regression:

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.415	2.570		2.107	.041
	GP	.484	.111	.562	4.348	.000
a. Dependent Variable: OE						

Inference: The predictor variable GHRM Practices (GP) has a statistically significant P-value $< .000$ which suggests that GHRM Practices (GP) has a significant influence on the variable “Organizational Environment” (OE). Therefore, Null Hypotheses (H_0) is rejected in favour of alternate hypotheses (H_a).

Limitations of the study

The study was carried out at a B-School/Academic Institution in Bangalore as the diverse population at the institute is an epitome of cosmopolitan culture, the results and recommendations can be extrapolated to different educational institutions and other organizations. A small sample size was considered and the study was cross sectional in nature due to lack of time, however will increase the demographic coverage and the number of institutions in future scope of research work.

Discussion of Results

Using the SPSS statistical package, Analysis of the measurement scale was carried out by measuring the reliability and internal consistency of the items using correlation coefficients for both of the construct for students’ data. The correlation co-efficient matrix is tabulated to check for consistency of inter-relationships and it was found that both constructs showed satisfactory internal consistency among the respective scale items, therefore this indicates the unidimensionality of the measures of the two constructs for students’ data.

Table 1.4

Results observed for Students data

From Student respondents data the following results were observed for the constructs – GHRM Practices (GP) and Organizational Environment (OE):		
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy > 0.60	Bartlett's test of Sphericity is “significant” at ($p < 0.001$) for all chi-square values	Inter-Item Correlation is significant at the 0.01 level for both the constructs GHRM Practices (GP) & Organizational Environment (OE)

- From Pearson’s Correlation co-efficient it can be observed that, the correlation coefficient between the two constructs GP & OE is considered to have moderate correlation.
- Linear Regression was carried out to **Test for Relationship between GHRM Practices (GP) and Organizational Environment (OE)**, the t-statistic for Exogenous variable GHRM Practices (GP) has a statistically significant P-value $< .000$ which suggests that GHRM Practices (GP) has a significant influence on the variable “Organizational

Environment” (OE). Therefore, Null Hypotheses (H₀) is rejected in favour of alternate hypotheses (H_a).

Recommendations

- Institutions & Universities should promote more indoor plants such as herbs, shrubs and creepers both inside classrooms and common engineered area of the compound.
- Management should view all aspect of commercial interest from the adjacent angle of Green HR practices.
- Institution should encourage more students to participate in Green HRM innovations and practices.
- Institutions should switch to more relevant digital practices which showcase good effects of green environment in all academic engagements.
- Universities & Institutions should educate all stakeholders of the institution about activities, initiatives and practices that create less carbon footprint.
- Green HR policies should be enacted and worked upon so that Management, faculty & students are made aware of the importance of environment management.
- Institution should coordinate with State Forest department to participate in the online e-initiatives to promote vegetation in and around the campus.
- To bring in suggestions from Center for Environmental Information System (ENVIS) for environmental improvement is a statutory body of Environmental management and Policy Research Institute and in collaboration with Ministry of Forest, GOI.

Conclusion

Green Human Resource Management (GHRM) practices are encouraged in every institution since it's an important aspect of every organisation to foster green practices and counter the greenhouse emissions create a positive change and impact for the institution and society at large. GHRM practices create awareness, greater value and Imbibes a culture of responsibility towards environmental cause. From this study it is evident that GHRM practices in Academia have a significant impact on Organisational environment from the students perspective as it creates an environment of positivism and fosters creativity, also brings about calmness in the organizational environment. GHRM practices will promote the sustainable use of resources within institutions, and also promotes the causes of environment sustainability.

Bibliography

- Abbas, Z., Shoaib, M., Muhammad, Y., & Zámečník, R. (2021, Jan 13). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, Volume 8, 2021 - Issue 1.
- Ahmad, Shoeb; Nisar, Tahir. (2015, April 02). Green Human Resource Management: Policies and practices, *Cogent Business & Management*. *Cogent Business & Management*, Volume 2, Issue 1,.

- Ali Ababneh, O. (2021, Jan 13). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 1204-1226.
- Anand, T. (2021, August 14). *Ready for a green future?* Retrieved from The Hindu : Education: <https://www.thehindu.com/education/why-sustainability-has-to-be-integrated-into-the-curriculum-of-management-education/article35909185.ece>
- Atreya, R. (2020, August 14). *Impacts Of Green HR Practices on Employees And Sustainable Business*. Retrieved from Vantage Fit: <https://blog.vantagefit.io/green-hr-practices/>
- Javed, F., & Cheema, S. (2017, Apr 10). The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment. *Cogent Business & Management*, Volume 4, 2017 - Issue 1.
- Mishra, D., & Rani, S. (2014, Nov 30). Green HRM: Practices and Strategic Implementation in the Organizations. *International Journal on Recent and Innovation Trends in Computing and Communication*, VOL. 2 NO. 11 (2014): NOVEMBER (2014) ISSUE.
- Viswanathan, B., & Varma, L. (2021, 08 20). Green Human Resource Management Practices - Implementation In Universities And Higher Educational Institutions -A Study. *Central University of Kerala*.
- Webb, M. (2013, Feb 11). *Where the Green Jobs Really Are:Where the Green Jobs Really Are*. Retrieved from Sustainable Business Practices: <https://hbr.org/2013/02/where-the-green-jobs-really-ar>