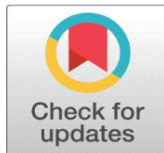


A STUDY OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN HIGHER EDUCATIONAL INSTITUTES IN MUMBAI

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ABSTRACT

There is a growing awareness among the people about the environmental sustainability due to the pressure brought by various social activists & the government policies to prevent the degradation of the environment. Green human resource management is one tool of achieving sustainable environment. Educational institutions can be an instrumental in spreading greater awareness about the green practices through their educational programs.

The present research is being conducted in the higher educational institutions to understand the green human resource management being adopted in these institutions. The focus of the research is on three important variables namely green recruitment and selection, green training and development & green performance appraisal. The research was based on a sample of 50 teaching staff.

The findings of the research revealed that the mean score of GHRM for recruitment & selection was 1.75, for green training & development it was 1.76 & for performance appraisal it was 1.53. The low score indicates that the organisations green human resource management practices are not well aligned with the environment sustainability. The low mean score indicates the need for emphasizing & integrating green practices into the human resource management functions of the organisation especially recruitment, selection, training & development & performance appraisal.

Keywords: Green, HRMP, Sustainable, Higher education, Training & Development



1. INTRODUCTION

Concept of GHRMP: It is the integration of environmental sustainability into the organisations human resource policies and practices. It is used for enhancing the organisational sustainability through the adoption of ecofriendly behaviour among the staff. The scope of GHRMP include green recruitment & selection, green training & development, green performance appraisal and so on. This can be seen as below.

Areas	Explanation
Green Recruitment & Selection	• Employing environment conscious employee • Online Interviews & selection • Minimum use of paper
Green Training & Development	• Building awareness & skills about sustainability • E learning platform • Reduction of carbon footprint
Green Performance Appraisal	• Reward ecofriendly initiatives of employees • Paperless appraisal • Green initiatives for employee promotion

- **Advantages of GHRMP:** The major benefits of GHRMP to an organization, employees and society are:

Protection of environment

- 1) Healthy work environment
- 2) Higher Employee Morale
- 3) Minimum wastages & cost
- 4) Improve business competitiveness
- 5) Reduce employee stress, absenteeism
- 6) Higher brand image
- 7) Innovation & development
- 8) Reduce government intervention
- 9) Organisations sustainability

- **Higher Education Sector:** The higher education system in India is one of the largest in the world with 1000 universities, 42000 colleges and 40 million students. One of the most important developments in the sector is the implementation of National Education Policy (NEP) 2020. The policy has introduced drastic changes in the field such as multidisciplinary curriculum, equity, research, vocational training, use of technology & digital learning & so on.

GHRM are highly relevant to the higher education sector as it is concerned with environment preservation, organisational efficiency, employee engagement, ethical labour practices.

Thus integrating GHRMP in education can enlighten the youth in maintaining sustainable environment, and optimize resources, minimize cost & wastage, enhance business performance. GHRMP will empower the students to implement this in their organisations & help other stakeholders in reducing the adverse impact of environment on the economy.

1.1. OBJECTIVES OF RESEARCH

The objectives of the research are:

- To provide conceptual clarity of the term Green Human Resource Management Practices
- To find out the green HRMP in the area of employees recruitment & selection being adopted in the educational institutes
- To assess the adoption of GHRM in the area of Training & Development
- To measure GHRM practices being used in performance appraisal of the staff
- To make suitable suggestions/recommendations in enhancing GHRM practices in the educational institutes in Mumbai

2. REVIEW OF LITERATURE

The review of literature used for the present research can be seen as below.

- 1) **Maira Jam (2019)** analyzed the impact of green HRM practices on the educational institutions in Pakistan with special focus on organisational sustainability and the employee retention. The research framework included GHRMP such as recruitment, selection, training & development, compensation & reward, performance appraisal as the variables influencing organisational sustainability & employee retention. The research revealed that there is positive correlation between GHRMP and organisational sustainability & retention of the employees.
- 2) **Nidhi Sharma (2021)** focused on the impact of GHRMP on employees' productivity in the IT sector. The research is based on a sample of 332 respondents. The findings of the research revealed that GHRMP contributes significantly to the employee wellbeing and it contributes positively to the preservation of the

environment. Green employee selection, green training & development, green compensation & reward, green performance appraisal positively impact employee behaviour & performance.

- 3) **Rashi Baliyan (2021)** evaluated the effectiveness of green human resource management initiatives on the organizations performance. The research was a descriptive research. It was based on the primary as well as secondary sources of data. The size of the sample was 100 respondents selected on the basis of purposive sampling. Research indicated that 85 percent of employees strongly agreed that GHRMP has positive impact on organisational performance. Majority of the employees strongly agreed that GHRMP is the current market trend and it is needed in all the business organisations.

- 4) **Dr. E. Jalaja (2018)** explores the adoption of green human resource management practices by the Indian organizations and the various impediments in the implementation of green practices.

The research is based on the existing secondary data. Some of the green human resource management include green building, paperless office, conservation of energy, recycling, green recruitment and selection, green performance management, green training and development, green compensation and reward, employee relations and so on.

Wipro technologies have taken green initiatives such as recycling of waste, replacing CRT monitors with LED, setting up green testing laboratories and so on. BHEL has adopted zero waste policies, natural fertilizers in company garden, creating awareness about green practices through company newsletter. Thus, there are increasing trend in the Indian corporate houses for the adoption of green practices.

- 5) **Subhodeep Mukerjee (2020)** elaborated on the green human resource management practices being followed in the higher educational institutes with special reference to NIT Silchar. The size of the sample was 118 respondents.

The research revealed that 76 percent of the employees are aware of green human resource practices. 70 percent of the employees plant trees at regular intervals. 19 percent of the employees walk to come to the office. 4 percent use electrical vehicle. 70 percent use own vehicle. 8 percent use bicycles to come to the office. Thus there are various green practices being followed in the higher educational institutes.

- 6) **Mansi Tiwari (2017)** focused on the concept of green human resource management, the awareness, green initiatives & the benefits of green practices in academic institutions.

The research was a descriptive research and it was based on a sample of 90 staff of the university. The research revealed that majority of the staff (70%) are aware of green human resource practices It covers the functions such, as formal communication, training, and development; leave application, salaries management and selection of employees and so on.

The initiatives for saving of electricity include exhibits to switch off the light (48%), use of natural light, imposing fines (19%). Thus educational institutions are implementing various initiatives under green human resource management.

- 7) **M Aboramadan (2020)** assessed the impact of green human resource management on the employee's green behaviour in higher education institutions. The hypothesis tested was that green human resource management has positive influence on the employee green behaviour.

The research revealed that there is a positive correlation between the green human resource management and green employee behaviour. It encourages the employees to take active part in the work and improves employees' loyalty to the organisation

3. RESEARCH METHODOLOGY

The research methodology used for the research can be seen as below.

- 1) **Nature of Research Design:** The research design used for the research is both descriptive as well as exploratory research design. It is descriptive in nature as it describes the current status of Green Human Resource Management Practices and it is exploratory as it explores the adoption of these practices in the educational institutes in Mumbai.
- 2) **Sources of Data:** The research is based on primary data as well as the secondary data.

- 3) **Instrument of Data collection:** A structured questionnaire was prepared containing 24 questions which were based on three level Likert scale.
- 4) **Sampling Method & Size:** The sampling method used was convenience sampling & the sample size was 50 respondents or the faculty members.
- 5) **Data Analysis:** Data analysis is done in terms of percentage share of the responses for various questions and the calculation of the mean score for various variables.
- 6) **Limitations:** The limitations of the research are:

It focuses on the quantitative aspects of the problem & not qualitative one.

The size of the sample is limited to only 50 respondents.

The research has not covered all the aspects of green human resource management practices.

There is possibility of the respondents' bias and interviewers' bias in the process of data collection.

4. DATA ANALYSIS

The details in this regard can be seen as below.

Demographic Profile of the Respondents: The demographic profile of the respondents can be seen as under.

Table 1Demographic Profile of the Respondents

Sr. No	Description	Number	Percentage
1	Gender		
	Male	30	60
	Female	20	40
	Total	50	100
2	Age Group		
	< 30 years	15	30
	30 - 40 years	18	36
	40 - 50 years	10	20
	> 50 years	7	14
3	Level of Education		
	Post Graduate	35	70
	Doctorate	15	30
4	Level of Income (Monthly)		
	< Rs. 75000	20	40
	Rs. 75000 – Rs. 150000	15	30
	Rs. 150000- Rs. 200000	10	20
	> Rs. 200000	5	10
5	Level of Experience		
	< 5 years	22	44
	6 - 10 years	10	20
	11 - 15 years	10	20
	> 15 years	8	16

- **Inferences:**

- 1) Majority of the respondents were male accounting for 60% of the total while female faculty accounted for 40 percent.

- 2) The age bracket 30 to 40 years has 36% followed by 30% in the age group less than 30 years. Thus majority of the staff were young.
- 3) 70% of the staff has post graduate qualification such as MMS/MBA. While 30% has post-graduation with doctorate degree.
- 4) 70% of the respondents had income level ranging between Rs. 50000 (the minimum) and Rs. 150000 (the maximum) for these personnel. Remaining 30% get more than Rs. 150000 per month. Thus employees are paid good salaries in the management institutes in the city of Mumbai.
- 5) 20% of the staff has experience less than five years while 20% of the respondents has less than 10 years. Another 20% have experience between 10 to 15 years.

Green HRMP in Recruitment & Selection: The details relating to the green HRMP in the area of recruitment & selection can be seen below.

Table 2 Green HRMP in Recruitment & Selection

Sr. No.	Description	SA	N	SDA
1	Green practices are incorporated in the recruitment & selection	10	10	30
2	Candidates are assessed for their awareness about sustainable practices during selection	10	20	20
3	Institute prefers candidate with background in green practices	5	20	25
4	Online interviews are most common than in person	20	10	20
5	There is minimum use of paper work in the entire recruitment & selection process	20	10	20
6	Candidates are informed about the institute's green initiatives during the recruitment process	5	20	25
7	Measures to reduce energy consumption are widely used	10	10	30
8	Sustainable material and recycled paper is much commonly used	10	20	20

Inferences: The above data can be analysed in terms of mean score. The formula is $\text{Mean} = \Sigma(x.f) / \Sigma f$ in the above example the responses include as under

Response	Score	Frequency	x.f
Strongly Agree	3	90	270
Neutral	2	120	240
Strongly Disagree	1	190	190

$$\Sigma f = 90 + 120 + 190$$

$$\Sigma f.x = 270 + 240 + 190$$

$$\text{Mean Score} = 700 / 400 = 1.75$$

Thus the mean score for GHRMP for the recruitment & selection is 1.75.

3. Green HRMP in Training & Development: The details can be seen as below.

Table 3 Green HRMP in Training and Development

Sr. No	Description	SA	N	SDA
1	Regular training is conducted on green practices	10	20	20
2	Training focuses on reduced energy consumption	5	15	30
3	Workshops are organised on environmental awareness	5	15	30
4	Training encourages employees to adopt green practices	10	20	20
5	E-learning platforms are used	20	10	20
6	Training focuses on reduction of carbon footprint in the campus	5	15	30
7	Training materials are by way of digital handout	20	10	20
8	Trained experienced experts and professionals are invited for guest lectures on sustainable practices	20	10	20

$$\Sigma f = 95 + 115 + 190$$

$$\Sigma f.x = 285 + 230 + 190$$

Mean Score = $705/400 = 1.76$

Thus the mean score for the GHRMP in training & development is 1.76.

4. Green HRMP in Compensation and Performance Appraisal: The details are:

Table 4 Green HRMP in compensation and Performance Appraisal

Sr. No.	Description	SA	N	DA
1	Employees are evaluated on green initiatives	10	10	30
2	Provide incentives to employees for adopting green practices	5	10	35
3	Monetary rewards are provided to teams in achieving green targets	0	10	40
4	Performance appraisal includes employee participation in environment programs	10	20	20
5	Employees are rewarded for contributing to green practices	5	15	30
6	Employee's contribution in sustainability is considered for promotion	5	10	35
7	Performance appraisal is designed to be paperless	10	20	20
8	Eco-friendly practices are most common in the institute	10	10	30

- **Inferences:** The mean score worked out as under.

Response	Score	Frequency	x.f
Strongly Agree	3	55	165
Neutral	2	105	210
Strongly Disagree	1	240	240

$$\Sigma f = 55 + 105 + 240$$

$$\Sigma f.x = 165 + 210 + 240$$

$$\text{Mean Score} = 615/400 = 1.53$$

Thus the mean score for green human resource management practices for performance appraisal is 1.53.

5. SUMMARY AND CONCLUSION

Based on the above research the following summary and conclusions are drawn.

- 1) There is a growing trend for adopting sustainable practices for the protection of environment & reducing the adverse effect on the economy. Sustainability implies integrating three major components namely environment, business & ethical practices. Environment implies ecofriendly environment. Business implies profitable ventures & ethical implies equitable labour practices.
- 2) GHRMP implies adoption of green practices in human resource management implies adoption of green recruitment & selection, green training & development & performance management. In case of green recruitment it means employing environment conscious employees, online interviews and minimum use of paper. In case of green training & development it means building awareness among employees about green practices & sustainability, reduction in carbon footprint. In case of green performance management it implies rewarding employees for green initiatives & green initiatives for employees' promotion.
- 3) There are various benefits of GHRMP in higher educational institutions such as encourage ecofriendly practices, green image of the institution attract environment conscious staff & students, motivate faculty and employees, reduced operational cost, reduced paper use, energy consumption, educate students about sustainable practices, ensure adherence to environmental regulations & so on.
- 4) The present research found that the mean score for green recruitment & selection is 1.75, the mean score for green training & development is 1.76 and the mean score for green performance appraisal is 1.53. Thus the low score implies that green metrics are poorly integrated into these areas of human resource management.

- 5) Higher educational institutions should adopt green practices and create greater awareness among the faculty members, students & other stakeholders. This can be done by implementing green practices in the organisations.

CONFLICT OF INTERESTS

None.

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None.

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