

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES: A MODERN TOOL OF SUSTAINABILITY

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ABSTRACT

The study evaluates the best green practices and green HRM practices at higher educational institutes on sustainability, including green recruitment and selection, green training and development, green performance appraisal, green pay and reward management, green employee participation and empowerment, and green exit. Using a simple random sampling method, the sample data of 150 was collected from Teaching and Non-Teaching employees of Bharathiar University, Coimbatore using the questionnaire method. The study reveals that the entire GHRM practices adopted in Bharathiar University, Coimbatore are low; thus, it is essential in the modern scenario to enhance its HR practices to be more environmentally sustainable. The finding suggests that policies and practices may exist, but employees are unaware of them. This reveals a lack of sharing of knowledge among employees. This research study will help to identify the standard Green hrm practices used in higher education institutes as well as determining the amount of Green HRM practises implemented in the academic institute. This will enhance the higher education institute because it's responsible for environmental stewardship.

Keywords: *Green HRM, Green Practices, Environmental Sustainability, Higher educational Institutions.*

INTRODUCTION

As the corporate world becomes more global, the business is transforming from a traditional financial framework to a new capacity-based economy ready to examine green economic aspects of the business. Green human resource management (GHRM) is becoming a key business strategy for major organisations where HR departments take an active part in going green at workplace. The term "Green HRM" most commonly refers to the contribution of people management policies and practises to the larger corporate environmental goal. Higher education is a passport to the future, since those who prepare for it now will have a better tomorrow. Education is said to be the backbone of every nation. Without its highly skilled workforce, a country cannot compete on the international stage. Education can turn human resources into skilled workers who can satisfy the demands of the nation. Different types of institutions like schools, colleges, madrasa, institutes and universities play a vital role to make humans a resource for the nation. Many people are hired by these organisations as part of the conversion process that turns a human being into a human resource using a different process. Technology is the mother of all things these days, and you can utilise it most effectively to minimise carbon emissions in the business by putting these technical frameworks and elements into place, which will definitely enhance the economy's sustainable footprints. For that reason, each and every corporate move must be done to safeguard the environment. Human Resources (HR) are the most crucial resources in every firm that turns an idea or vision into reality. Every organisation, large or small, production-oriented or service-oriented, financially strong or poor, requires effective HR to function successfully. Recruiting and selection procedures are used by organisations to obtain labour. A newly appointed employee suffers different types of anxiety, stress about new organization, culture and working environment. Even he may not have adequate knowledge about the organization working process. It is management responsibility to make him prepare about the organization through applying HRM functions like Staffing, Training and Development, Motivation and Maintenance of Human Resource. So from the above discussion, it is clear that university as an organization need to be concerned more about its employees. To operate the universities activity successfully, it requires preparing themselves as an efficient HR. University should apply modern Management and GHRM practices to achieve its strategic position from the competitive market. Human resource management team plays very central role in fulfilling environment management goals in the organization. Many organizations all over the world today have incorporated Green HRM policies as a part of HRM along with traditional CSR activities to make employee aware of their responsibilities towards environmental management.

REVIEW OF LITERATURE

Mr. Subhadeep Mukherjee, Dr. Soumendra Bhattacharjee, Ms. Nabanita Paul, Ms. Urvashi Banerjee (2020)¹ they conducted a study regarding "Assessing Green Human Resource Management Practices in Higher Educational Institute". The main objective of their study is to identify the best green practices and what extent NIT Silchar uses green HRM practices. The unit of analysis in their study is an individual consisting of permanent teaching and permanent administrative employees working in higher National Institute of Technology (NIT), Silchar, Assam. 118 questionnaires were distributed while 106 questionnaires were

found completely filled for statistical analysis. The finding of the study is help to identify the standard green practices applied to higher educational institutes and to determine the level of Green HRM practices implemented in the academic institute. The study concludes that higher education institute for being responsible for the protection of the environment.

Mrs.D.Joyce and Dr.C.Vijai (2020)² they made a study on Sustainable growth in the economy and the broad utilization of regular assets has become a significant issue in the advance world. The main aim of the study is to investigate the green human asset the executive's practices of association dependent on the existing literature organizations. The required data for their study were collected from various research papers, websites and companies report. Their study concludes that highlighting the green human resource management through various HRM functions in the companies.

Kittisak Jermsittiparsert (2021)³ conducted a study regarding "Linking Green Human Resource Management Practices with Green Employee Behavior: The Role of Environmental Knowledge as a Mediator". The main objective the study is to investigate environmental knowledge (EK) as a mediator among GHRM practices and green behavior of Thai public sector higher educational institutions lecturers. The cross-sectional research determines the process through which GHRM practices affect the EGB in Thai public sector higher educational institutions by the mediating role of EK. Sample consists of 375 respondents were taken and the collected data were analyzed with partial least squares structural equation modelling (PLS-SEM) technique. The finding of the study indicates that EK has a full mediating effect on GHRM practices and GEB. The results provided theoretical contributions in the form of AMO theory.

I.A.Ahamed Wasim Musthaq and Dr.M.Jegadeeshwaran (2022)⁴ they made a study on Assessment of Green Human Resource Management in Higher education Institute with Special Reference to Coimbatore District. The main objective of their study is to find out the awareness level of faculties and their satisfaction towards Green HRM practices adopted in their institutions. Sample consists of 200 faculties as respondents were taken and the collected data were analyzed with Percentage Analysis, Chi- Square test and Mean Score Analysis. The finding of the study is help to identify out the various green HRM strategies adopted in higher educational institutes and to how determine the level of Green HRM practices implemented in the academic institute. The study concludes that each higher educational institute should find its own path on the journey to environmental sustainability through Green HRM practices.

STATEMENT OF THE PROBLEM

The term Green Human Resource Management is integration of environmental management program into human resource management system of an organization. It is the process aligning HRM policies and practices strategically towards environmental friendly policies and practices. It aims to reducing carbon footprint of each employee working in the organization providing them with healthy and motivated work culture. Thus it has two elements such as preservation of knowledge capital and environmental friendly practices. This central system is connected to all HR related processes. A notable feature is that

employees and managers interact directly with the HRM's through self-service functionality which eliminates the delay, inaccuracies and inefficiencies of a paper bound system.

Now, when people talk about the paper bound system, it is all about going paperless since they know that planting a tree and growing it takes many years, much like raising a human child. So, humans do not have the right to cut the tree; in fact, humans should always inculcate such a habit of having green drives and planting more and more trees because this is the only future army that will be available to fight against the decarbonized and polluted environment. So they should endeavour to develop such strategies, and this is a component of the GHRM practices. So, the prime responsibilities of the GHRM is have to inculcate and they have to develop such strategies because they are the only living factor of production and they have to adopt certain ways and means which would help in saving the environment in the future.

Research Questions

Following are the research questions framed by the researcher

1. What are the best green practices at higher educational institute?
2. To what extent higher educational institute use green HRM practices?

OBJECTIVES OF THE STUDY

1. To identify the best green practices at higher educational institute.
2. To examine what extent higher educational institute uses green HRM practices.

SIGNIFICANCE OF THE STUDY

The findings of this study will be helpful to the authority of higher educational institute in order to manage their HR appropriately. The recommendations of this study can be a strategic way to enhance the productivity of both faculties and academic staffs for the university. Moreover, the study will also help to the other public and private universities authority in order to design their HRM plan appropriately. Young researchers can also get a view about the present GHRM practices in University level especially in Public University.

METHODOLOGY OF THE STUDY

The proposed methodologies of the study are as follows:

Type of Research

The research involves surveys to collect data from the respondents with an objective to know the respondents opinion about the current state of affairs. Thus it is a descriptive research.

Targeted Institution

The study is carried out at Bharathiar University, Coimbatore, Tamil Nadu.

Sample Selection

The sample units for the study are permanent teaching and permanent administrative employees of Bharathiar University, Coimbatore, Tamil Nadu.

Sample Size

The sample size is calculated by utilizing sample calculator.

Following are the things required for the count of the sample size:

- a. Population Size: The total population size is taken as 407, (as of October 2022). The population includes all permanent faculties and permanent administrative staffs (Grade-A, Grade-B, Grade-C) of Bharathiar University.
- b. Margin of Error: 5% is taken as standard error.
- c. Confidence Level: 90%
- d. Source: <http://www.raosoft.com/samplesize.html>

The sample size is calculated in the Raosoft which depends on the following formula:

$$n = N X / ((N-1) E^2 + x)$$

$$X = Z(c / 100)^2 r (100 - r)$$

$$E = \text{Sqrt} [(N - n) X / n (N-1)]$$

Where, n = sample size,

N= Population size,

r = fraction of responses that you are interested in,

c = confidence level,

Z(c/100) = critical value

The sample size is 163 respondents (calculated based on the above formula).

Data Collection

The data collection is done from primary and secondary sources.

- a) **Primary Data:** Primary data is collected through structured questionnaire by conducting surveys among teaching Non-teaching employees of Bharathiar University, Coimbatore.
- b) **Secondary Data:** Secondary data is collected from research paper, projects reports, journals, thesis and Bharathiar University's website.

Sampling Technique

Simple Random Sampling method is used for the collection of data from the employees of Bharathiar University, Coimbatore.

DATA ANALYSIS AND INTERPRETATION

The study was targeted at a sample size of **163** respondents. To collect responses, well designed questionnaires were distributed among the employees of Bharathiar University. **150** were completely filled and remaining **13** responses were not taken for analysis due to incomplete responses.

SOCIO DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The researcher had used percentage analysis to describe the socio demographic profile of the respondents.

Table 1: Socio Demographic Profile of the Respondents

S.No	Label	Number of Respondents	Percentage %	
1.	Gender	Male	95	63.3
		Female	55	36.7
		Total	150	100
2.	Age Group	Below 25 years	04	2.7
		25-35 years	38	25.3
		35-50 years	45	30
		Above 50 years	63	42
		Total	150	100
3.	Marital Status	Married	115	76.7
		Unmarried	35	23.3
		Total	150	100
4.	Educational Qualification	School level	-	-
		Graduation	29	19.3
		Post-Graduation	54	36
		Doctoral	67	44.7
		Total	150	100
5.	Work Experience	Less than 2 years	-	-
		Less than 5 years but more than 2 years	28	18.7
		Less than 10 years but more than 5 years	17	11.3
		Less than 15 years but more than 10 years	67	44.7
		More than 15 years	38	25.3
		Total	150	100
6.	Awareness about Green HRM practices among employees	Yes	115	76.7
		No	35	23.3
		Total	150	100
7.	Employee's Plant trees at home or office at regular interval	Yes	109	72.7
		No	41	27.3
		Total	150	100
8.	Mode of transportation used by employees within the campus	Electric Vehicle	09	6
		Own Vehicle	122	81.3
		Bicycle	07	4.7
		On foot	12	8
		Total	150	100

Source: Primary Data

The above table reveals the socio demographic profile of the selected respondents from Bharathiar University. The result shows that out of 150 selected respondents, 95 respondents (63.3 %) were 'male' and 55 respondents (36.7%) was 'Female'. It is concluded that majority of the respondents are 'male'.

Among the 150 respondents, 04 respondents (2.7%) belongs to the age group of below 25 years of age. 38 respondents (25.3%) belongs to the age group of 25-35 years, 45 respondents (30 %) belongs to the age group of 35-50 years, 63 respondents (42%) belongs to the age group of above 50 years. It shows that majority of the respondents are belongs to the age group of 50 years.

It is identified that out of 150 respondents, 115 respondents (76.7%) were married, 35 respondents (23.3%) were unmarried. It is concluded that majority of the respondents are married.

The result shows that out of 150 respondents, 29 respondents (19.3%) have completed their Graduation level, 54 respondents (36%) have completed their Post-Graduation level, 67 respondents (44.7%) have completed their Doctoral degree. It is concluded that majority of the respondents are qualified with Doctoral degree.

Among 150 respondents, 28 respondents (18.7%) are under the category of having work experience of less than 5 years but more than 2 years, 17 respondents (11.3%) are under the category of having work experience of less than 10 years but more than 5 years, 67 respondents (44.7%) were under the category of having work experience of less than 15 years but more than 10 years, 38 respondents (25.3%) were under the category of having work experience of more than 15 years agriculturist. The result clearly depict that majority of the respondents are having work experience of less than 15 years but more than 10 years.

It is found that out of 150 respondents, 115 respondents (76.7%) were aware of the term Green HRM practices and 35 respondents (23.3%) were not aware of the term Green HRM practices. It is concluded that majority of the respondents are aware.

It is identified that out of 150 respondents, 109 respondents (72.7%) of them plant trees at home or at work place at regular interval, 41 respondents (27.3%) of them do not plant trees at home or work place regularly. It is concluded that majority of the respondents are plant trees at home or work place regularly.

Among 150 respondents, 09 respondents (6%) were using electric vehicle in the campus, 122 respondents (81.3%) of them have their own vehicle, 07 respondents (4.7%) were using Bicycle in the campus and 12 respondents (8%) are walk. It is concluded that majority of the respondents have their own vehicle.

RELIABILITY TEST

Reliability means the potential of the measuring instrument to provide accurate and consistent result. It measures the relative absence of blunders in a measuring instrument, as much less the error, the more stable and more accurate the data (DC Von et al., 2007). Internal consistency is one of the methods to measure the scale reliability by mean assessing the commonness of a set of item that measure a precise construct and here the researcher used the cronbach's alpha to test the internal consistency in measuring the scale. If the cronbach's alpha is more than 0.7, the scale is reliable.

Table 2: Assessment of Construct Reliability

S. No.	Name of the Construct	Number of Measuring Items	Cronbach's alpha (α) Values
1.	Green Recruitment and Selection	6	0.76
2.	Green Training and Development	6	0.79
3.	Green Performance Appraisal Management	6	0.78
4.	Green Pay and Reward Management	7	0.81
5.	Green Employee Participation and Empowerment	6	0.77
6.	Management of Green Organization Culture	5	0.74
7.	Green Exit	4	0.82

Source: Primary Data

Interpretation

It is identified from the table 2, that the Cronbach's alpha (α) for all the constructs is higher than 0.7, which shows an internal consistency among the items in the scale. So, all the constructs are reliable and fit for further analysis.

Table 3: Mean Score Analysis of Best Green Practices Adopted In Bharathiar University

Green Practices	N	MEAN	SD	Mean Rank
Use of computer database and systems for storing records	150	3.63	1.43	6
Report to a relevant team regarding damages, possible harms etc. to the environment whenever noticed	150	3.15	1.34	14
Working with a minimum number of bulbs which are on	150	3.54	1.12	8
Use of solar panels or any other renewable sources of Electricity	150	4.08	1.09	2
Using both sides of the paper when writing or printing or photo copying	150	3.94	1.15	4
Use of bicycle in the campus	150	3.32	1.30	11
Recycling of water and waste	150	2.64	1.49	20
Online filling of application and other transactions within or outside departments	150	2.99	1.42	16
Use of jute bags or paper bags instead of ploy bags	150	2.53	1.44	21
Seminars on green practices	150	2.91	1.43	17
No Smoking Zone in the campus	150	3.27	1.73	13
Monitoring of sinks and toilets for leaks that waste water	150	3.31	1.28	12
Use of organic pesticides in maintaining greenery around the campus	150	2.85	1.65	19
Use of electric vehicles in the campus	150	3.09	1.50	15
Soft copy submissions of assignments by students	150	2.89	1.35	18
Planting and growing trees in the campus	150	4.21	1.05	1
Use natural light when working	150	3.61	1.29	7
Sharing of study material among students using IT tools	150	3.51	1.31	9
Availability and usage of dustbins at suitable locations	150	3.95	1.18	3
Switching of lights, fans, desktop or any other machines when not in use	150	3.82	1.29	5
Use natural water rather than refrigerated water	150	3.45	1.24	10

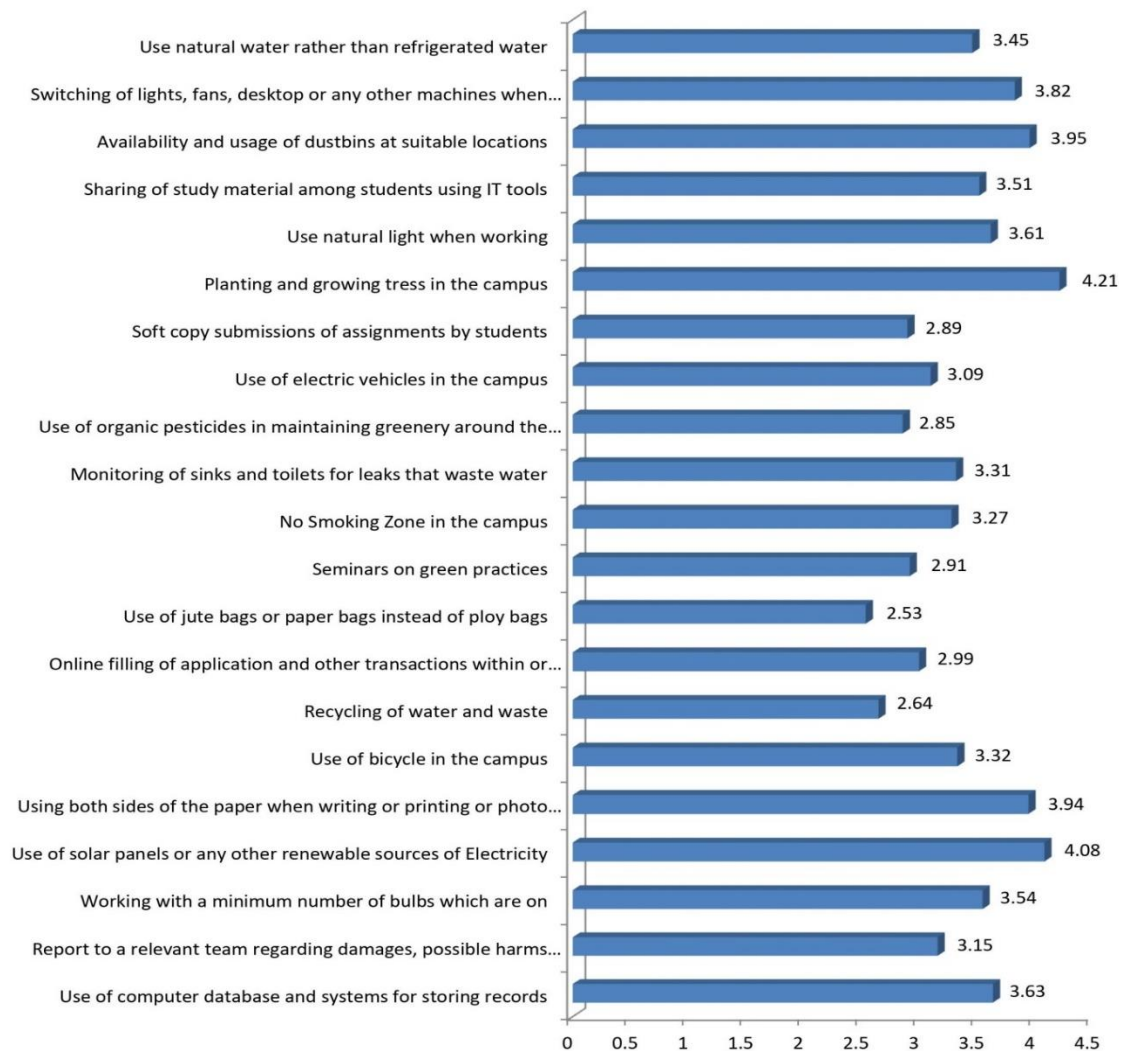
Source: Primary Data

The above table shows the descriptive statistics of green practices followed in Bharathiar University, Coimbatore. The result shows that 'Planting and growing trees in the campus' is having high mean value of 4.21 followed by 'Use of solar panels or any other renewable sources of Electricity' (mean score = 4.08). The third rank was retained by 'Availability and usage of dustbins at suitable locations' (mean score = 3.95). 'Using both sides of the paper when writing or printing or photo copying' (mean score = 3.94) has the fourth rank. 'Switching of lights, fans, desktop or any other machines when not in use' (mean score = 3.82) retained the fifth rank.

'Use of computer database and systems for storing records' (mean score = 3.63) stood at sixth position. 'Use natural light when working' (mean score = 3.61) retained the seventh rank. 'Working with a minimum number of bulbs which are on' (mean score = 3.54) retained the eighth rank. 'Sharing of study material among students using IT tools' (mean score = 3.51) stood at ninth position. 'Use natural water rather than refrigerated water' (mean score = 3.45) retained the tenth position and so on.

Among the above mentioned practices 'Use of jute bags or paper bags instead of poly bags' is having the lowest mean value of 2.53. Mostly poly bags are used even there is strict banned from the government for not using polybags but it is not implemented. 'Planting and growing trees in the campus' is having high mean value of 4.21 these are considered as best green practices adopted in Bharathiar University, Coimbatore.

Chart 1
Mean Score Analysis of Best Green Practices Adopted In Bharathiar University



Identify the Level of Various Green HRM Practices Adopted in Bharathiar University

To assess the GHRM practices in Bharathiar University respondents were asked to rate potential practices on a five point scale (1- Very low , 2- Low, 3- Moderate, 4- High, and 5- Very high), according to the degree of agreement about to what extent do the institute implement GHRM. The means of each practice is used for analysis. The extent is calculated by dividing the response range (i.e. 5 which corresponds to “a very high” minus 1 which corresponds to “Very low”) by the number of levels (i.e. 5 levels) in the Likert scale used. This is represented by the formula: $(5-1)/5= 0.8$. The following below table represents the intervals and their extent of application used in the research.

Table 4: Defined Scale

Interval	Extent of Application
1.00 - 1.80	Very low
>1.80 – 2.60	Low
>2.60 – 3.40	Moderate
>3.40 – 4.20	High
>4.20 – 5.00	Very high

The above table is used throughout the study to identify the level of various green HRM practices adopted in Bharathiar University, Coimbatore.

Table 5: Descriptive analysis of Green Recruitment and Selection

S.No.	Green Recruitment and Selection	Mean	Extent
1.	Recruitment message include environmental awareness and commitment criteria	2.45	Low
2.	Online submission of applications for applying jobs.	3.18	Moderate
3.	Telephonic Interview and video conferencing	2.68	Moderate
4.	Environment-related questions during interviews.	1.97	Low
5.	Recruit candidates having green awareness and knowledge.	2.11	Low
6.	Jobs positions are designed which demand knowledge about environmental management.	2.21	Low
	Total	2.92	Moderate

Source: Primary Data

The above table shows the descriptive statistics of Green Recruitment and Selection followed in Bharathiar University, Coimbatore. The result shows that ‘Online submission of applications for applying jobs’ is having high mean value of 3.18. But, reference to the Defined scale in table 4, the extent of it will be declared as moderate followed by ‘Telephonic Interview and video conferencing’ (mean score = 2.68) which falls in moderate extent. The other items like ‘Recruitment message include environmental awareness and commitment criteria’ (mean score = 2.45), ‘Environment-related questions during interviews’ (mean score = 2.21), ‘Recruit candidates having green awareness and knowledge’ (mean score = 2.11), ‘Jobs positions are designed which demand knowledge about environmental management’ (mean score = 1.97) All these are falls under low extent.

Based on the above discussion, the average mean score of 2.92 this indicates that the Green Recruitment and Selection in Bharathiar University is Moderate.

Chart 2
Descriptive analysis of Green Recruitment and Selection

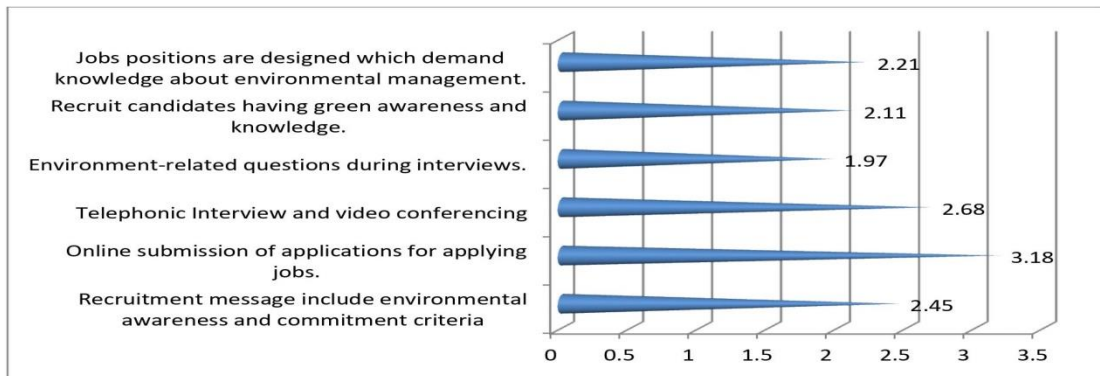


Table 6: Descriptive analysis of Green Training and Development

S.No.	Green Training and Development	Mean	Extent
1.	Environmental issues are discussed in induction programs	2.99	Moderate
2.	Training programs to increase environmental awareness and skills of employees.	2.75	Moderate
3.	Environmental training is priority over other types of training.	2.36	Low
4.	Availability of training materials online for employees.	2.76	Moderate
5.	Institute provides training on environmental friendly best practices.	3.05	Moderate
6.	Green Training need analyses is conducted	2.53	Low
	Total	2.74	Moderate

Source: Primary Data

The above table shows the descriptive statistics of Green Training and Development followed in Bharathiar University, Coimbatore. The result shows that ‘Institute provides training on environmental friendly best practices’ is having high mean value of 3.05 followed by ‘Environmental issues are discussed in induction programs’ (mean score = 2.99). ‘Availability of training materials online for employees’ (mean score = 2.76). ‘Training programs to increase environmental awareness and skills of employees’ (mean score = 2.75). All this items falls under moderate category with reference to Table 4. The remaining items like Green Training need analyses with mean score of 2.53 and Environmental training is priority over other types of training with mean score of 2.36 indicating low level from the defined scale.

Based on the above interpretation the total implementation of Green Training and Development in Bharathiar University, Coimbatore is moderate as the average mean score is 2.74.

Chart 3
Descriptive analysis of Green Training and Development

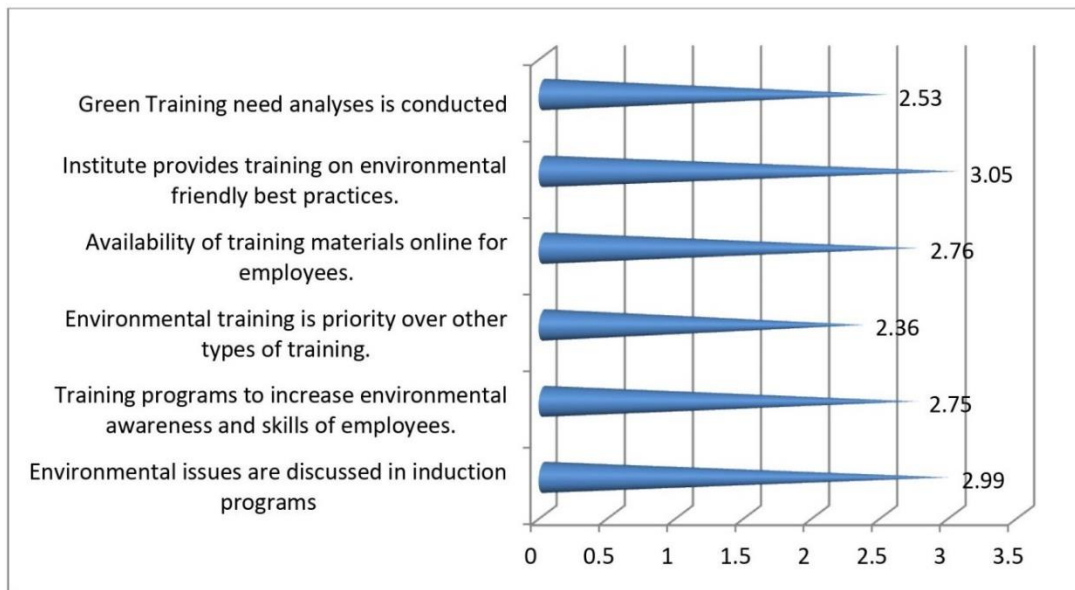


Table 7: Descriptive analysis of Green Performance Appraisal Management

S.No.	Green Performance Appraisal Management	Mean	Extent
1.	Environmental goals and contributions to environmental management are assessed and recorded in performance appraisal system.	2.20	Low
2.	Top management carry out environmental audits in the institute.	2.51	Low
3.	There are penalties or dis-benefits (fines) in the performance management system for not meeting green goals and responsibilities.	2.41	Low
4.	Employees get regular feedback for carrying out their responsibilities or for improving their environmental performance.	2.22	Low
5.	Top management sets green goals and assign responsibilities for every employee.	2.67	Moderate
6.	Employees are aware of their green goals and responsibilities.	3.06	Moderate
	Total	2.51	Low

Source: Primary Data

The above table indicates the descriptive statistics of Green Performance Appraisal Management followed in Bharathiar University, Coimbatore. The result shows that ‘Employees are aware of their green goals and responsibilities’ is having high mean value of 3.06 followed by ‘Top management sets green goals and assign responsibilities for every employee’ (mean score = 2.67) respectively indicating moderate scale. The remaining items like Top management carry out environmental audits in the institute, There are penalties or dis-benefits (fines) in the performance management system for not meeting green goals and responsibilities , Employees get regular feedback for carrying out their responsibilities or for improving their environmental performance and Environmental goals and contributions to environmental management are assessed and recorded in performance appraisal system is having mean value of 2.51, 2.41, 2.22 and 2.20 respectively indicating low extent.

Based on the above analysis the total implementation of Green Performance appraisal management in Bharathiar University, Coimbatore is low having average mean score of 2.51.

Chart 4
Descriptive analysis of Green Performance Appraisal Management

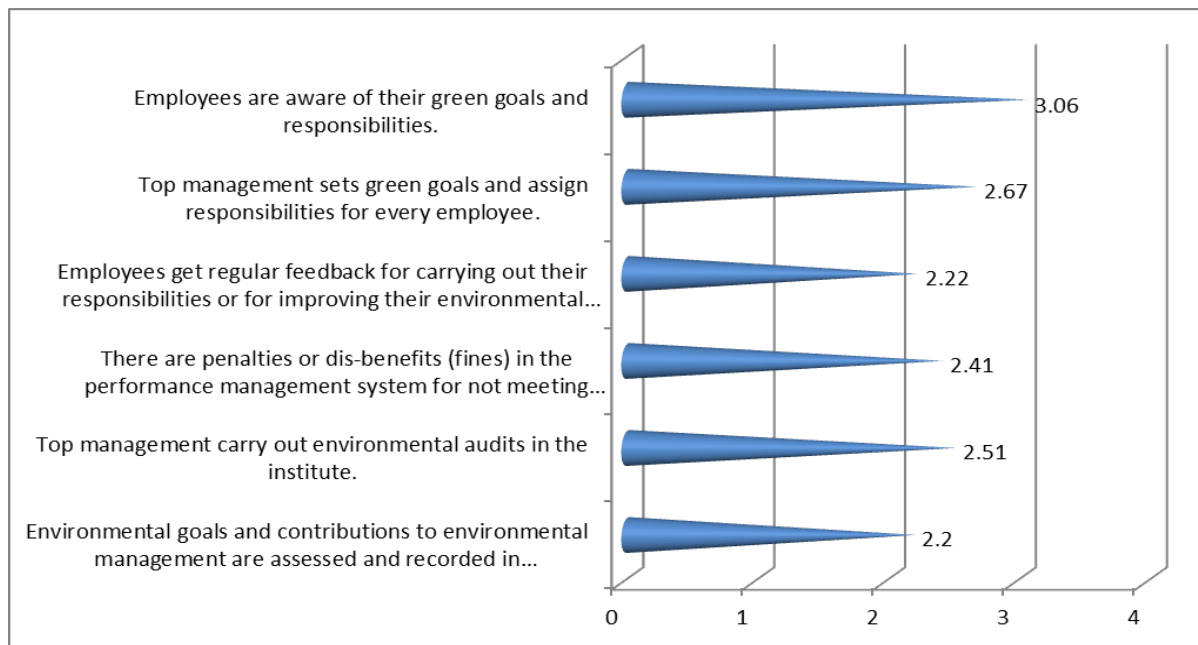


Table 8: Descriptive analysis of Green Pay and Reward Management

S.No.	Green Pay and Reward Management	Mean	Extent
1.	Employees are rewarded for green skills acquisition	1.95	Low
2.	Employees are negatively reinforced for underperformance in environmental goals.	1.68	Very low
3.	Institute link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/ performance.	2.44	Low
4.	Team excellence awards to teams for better environmental performance	2.01	Low
5.	Institute provide tax incentives for environmental performance	2.09	Low
6.	Institute provide recognition-based rewards to employees for good environmental performance	2.18	Low
7.	Institute provide monetary reward to employees for good environmental performance.	1.81	Low
Total		2.02	Low

Source: Primary Data

The above table indicates the descriptive statistics of Green Pay and Reward Management followed in Bharathiar University, Coimbatore. The result shows that ‘Institute link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/ performance’ is having high mean value of 2.44 followed by ‘Institute provide recognition-based rewards to employees for good environmental

performance’ (mean score = 2.18). The third rank was retained by ‘Institute provide tax incentives for environmental performance’ (mean score = 2.09). ‘Team excellence awards to teams for better environmental performance’ (mean score = 2.01) has the fourth rank. ‘Employees are rewarded for green skills acquisition’ (mean score = 1.95) retained the fifth rank. ‘Institute provide monetary reward to employees for good environmental performance’ (mean score = 1.81) stood at sixth position. All this items falls under Low category and item like ‘Employees are negatively reinforced for underperformance in environmental goals’ (mean score = 1.68) indicating very low extent according to the defined scale.

Based on the above analysis the total implementation of Green Pay and Reward Management in Bharathiar University, Coimbatore is low having average score of 2.02 which represents low extent.

Chart 5
Descriptive analysis of Green Pay and Reward Management

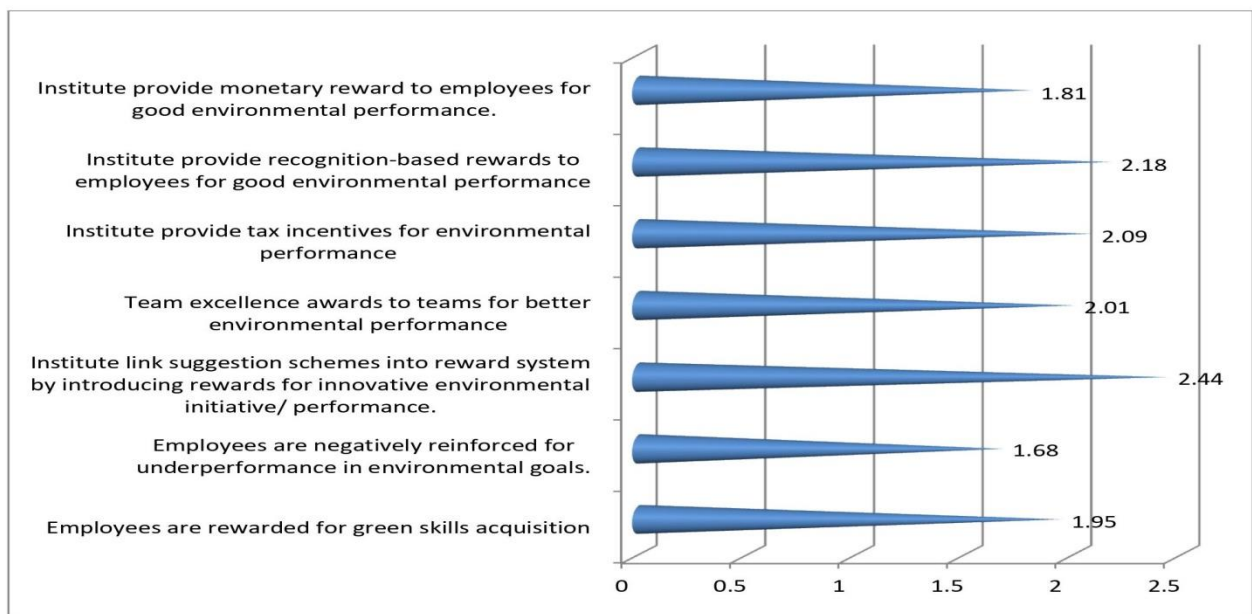


Table 9: Descriptive analysis of Green Employee Participation and Empowerment

S.No.	Green Employee Participation and Empowerment	Mean	Extent
1.	Institute offer workshops or forums for employees to improve their environmental behavior and exchange their experiences	2.96	Moderate
2.	Institute has a clear developmental vision to guide the employees’ actions in environment management	2.84	Moderate
3.	Employees feel responsible for protecting the environment	3.62	High
4.	Involvement of employees in quality improvement and problem-solving for green issues.	2.75	Moderate
5.	Top management involves employee in formulating environmental strategy and plans.	2.93	Moderate
6.	Top management uses teamwork to manage and spread awareness of the environmental issues.	2.96	Moderate
	Total	3.01	Moderate

Source: Primary Data

The above table indicates the descriptive statistics of Green Employee Participation and Empowerment followed in Bharathiar University, Coimbatore. The result shows that ‘Employees feel responsible for protecting the environment’ is having high mean value of 3.62 falls in high extent. Items like ‘Institute offer workshops or forums for employees to improve their environmental behavior and exchange their experiences’ (mean score = 2.96). ‘Top management uses teamwork to manage and spread awareness of the environmental issues’ (mean score = 2.96). ‘Top management involves employee in formulating environmental strategy and plans’ (mean score = 2.93). ‘Top management uses teamwork to manage and spread awareness of the environmental issues’ (mean score = 2.96). ‘Top management involves employee in formulating environmental strategy and plans’ (mean score = 2.93). ‘Institute has a clear developmental vision to guide the employees’ actions in environment management’ (mean score = 2.84). ‘Involvement of employees in quality improvement and problem-solving for green issues’ (mean score = 2.75) all this items falls under low extent.

Based on the above analysis the total overall means score of Green Employee Participation and Empowerment in Bharathiar University, Coimbatore is score of 3.06 which represents moderate extent.

Chart 6
Descriptive analysis of Green Employee Participation and Empowerment

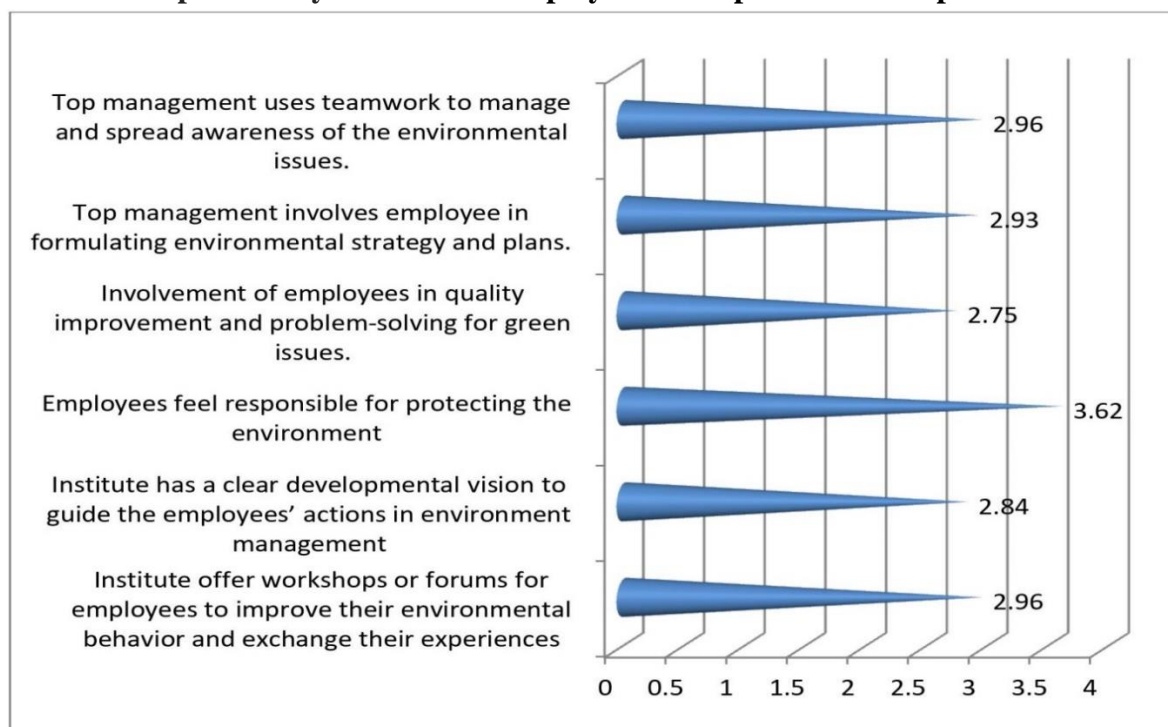


Table 10: Descriptive analysis of Green Organizational Culture

S.No.	Green Organizational Culture	Mean	Extent
1.	Top management clarifies information and values of environmental management throughout the organization.	2.74	Moderate
2.	Institute vision/ mission statements include environmental concerns.	2.80	Moderate
3.	Top management actively support environmental practices for maintaining eco-friendly culture in the institute	3.35	Moderate
4.	Top management allocates budget for maintaining green environment in the institute.	3.31	Moderate
5.	Top management and departmental head always motivates staffs and student to participate in green practices	3.04	Moderate
	Total	3.05	Moderate

Source: Primary Data

The above table indicates the descriptive statistics of Green Organizational Culture followed in Bharathiar University, Coimbatore. The result shows that Top management actively support environmental practices for maintaining eco-friendly culture in the institute, Top management allocates budget for maintaining green environment in the institute, Top management and departmental head always motivates staffs and student to participate in green practices, Institute vision/ mission statements include environmental concerns, Top management clarifies information and values of environmental management throughout the organization is having mean value of 3.35, 3.31, 3.04, 2.80 and 2.74 respectively indicating Moderate extent.

Based on the above analysis the total mean score of Management of Green Organizational Culture in Bharathiar University, Coimbatore is mean score of 3.05 which represents moderate extent.

Chart 7
Descriptive analysis of Green Organizational Culture

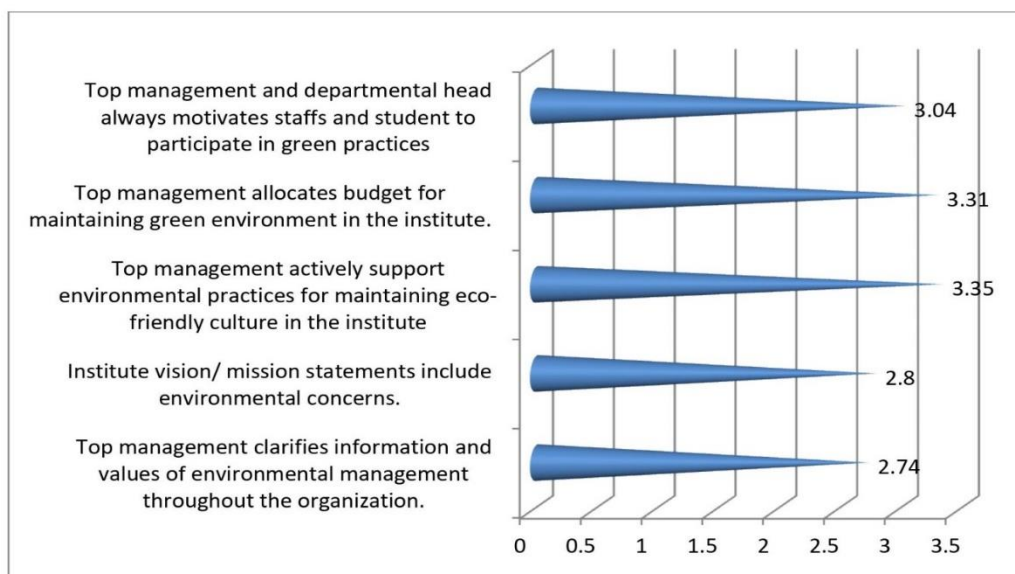


Table 11: Descriptive analysis of Green Exit

S.No.	Green Exit	Mean	Extent
1.	Environmentally unfriendly behaviour may be one of the causes for dismissal.	1.79	Very Low
2.	HOD asks employees if Green issues are reasons for resignations.	1.75	Very Low
3.	Staff de-briefings in environmental management in cases of dismissal.	1.82	Very Low
4.	Exit interviews to measure employee’s perception on organizations green practices.	1.87	Low
Total		1.81	Low

Source: Primary Data

The above table indicates the descriptive statistics of Green Exit followed in Bharathiar University, Coimbatore. The result shows that ‘Exit interviews to measure employee’s perception on organizations green practices’ is having high mean value of 1.87 falls in low extent. Remaining Items like Staff de-briefings in environmental management in cases of dismissal, Environmentally unfriendly behaviour may be one of the cause for dismissal, HOD ask employees if Green issues are reasons for resignations is having mean value of 1.82, 1.79 and 1.75 respectively indicating Low extent.

Based on the above analysis the total mean score of Green Exit in Bharathiar University, Coimbatore is mean score of 1.81 which represents low extent.

Chart 8

Descriptive analysis of Green Exit

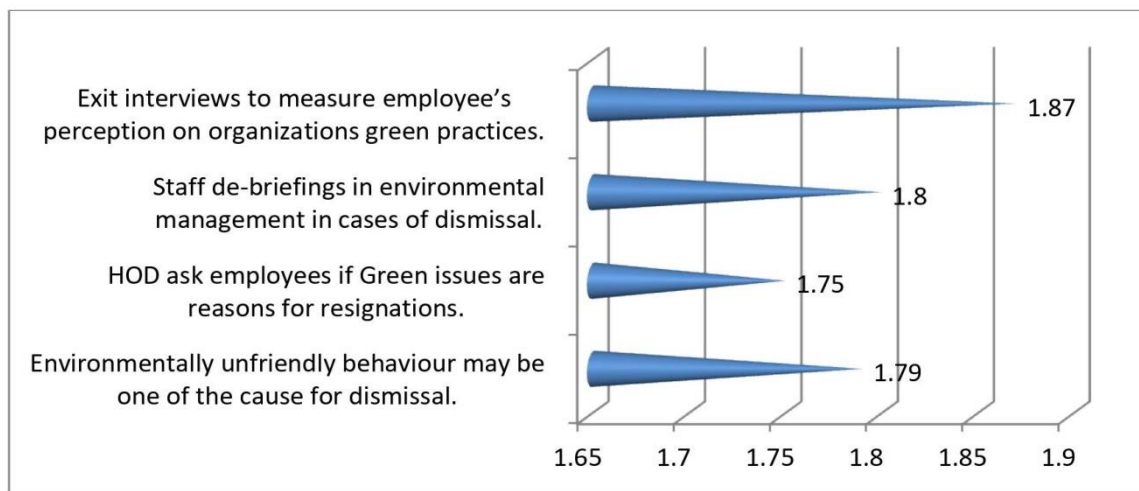


Table 12: The overall existence of Green HRM Practices in Bharathiar University, Coimbatore

S.No.	Green HRM Practices	Mean	Extent
1.	Green Recruitment and Selection	2.92	Moderate
2.	Green Training and Development	2.74	Moderate
3.	Green Performance Appraisal Management	2.51	Low
4.	Green Pay and Reward	2.02	Low
5.	Green Employee Participation and Empowerment	3.01	Moderate
6.	Management of green organizational Culture	3.05	Moderate
7.	Green Exit	1.81	Low
	Total	2.58	Low

Source: Primary Data

The above table outlines the Green HRM Practices and their corresponding average mean scores and categorized each of the practices based on the define table (Table no. 4). Green Recruitment and Selection scores 2.92 (Moderate), Green Training and Development score 2.74 (Moderate), Green Performance Appraisal Management scores 2.51 (Low), Green Pay and Reward scores 2.02 (Low), Green Employee Participation scores 3.01 (Moderate), Management of Green organizational Culture scores 3.05 (Moderate), Green Exit scores 1.81 (Low). Based on the data available in the above table the total implementation of Green HRM in Bharathiar University, Coimbatore is 2.51 which are considered as low extent with reference to the scale defined in Table 4.

Chart 9
The overall existence of Green HRM Practices in Bharathiar University, Coimbatore



RESEARCH FINDINGS AND DISCUSSIONS

1. Summary of the findings from the data collected for 1st objective:

In Bharathiar University, Coimbatore, planting and growing trees is the best green practice practices in the campus and it is strongly supported by top management. The second best practice is the installation of solar panels for the source of power supply. These are basically used for lighting street lights and also used for fulfilling other departmental needs.

In various locations dustbins are placed. Jute bags are used very less by the people, residing in the campus. Recycling of waste and water is not a common practice in the campus.

A few of the students and employees use bicycle in the campus. Bharathiar University, Coimbatore has smart class rooms and there is a practice of sharing study material online but soft copy submissions of assignments is not very operational among the students. According to the respondents, natural water is used mostly by them rather than refrigerated water and uses both sides of paper while writing and printing. Majority of them feel responsible for switching off lights, fans, desktop, etc. when not in use. They mostly use natural light while working or if required they use very minimum number of bulbs. In some cases computer databases are used for storing records but still there is manual system of recording keeping exists.

The entire Bharathiar University campus is no smoking zone as declared but still there is some loopholes to follow the rule. Very few departments organize seminars on green practices and even if it is organized not much seriousness is there among the employees to attend. Organic pesticides are not commonly used for maintaining greenery in the campus. Sinks and toilet are most often checked for leaks but not all the time. Relevant teams are being reported for any environmental damage but prompt actions are not taken.

2. Summary of the findings from the data collected for 2nd objective:

a) Green Recruitment and Selection

- ✓ The candidates applying for any post in Bharathiar University, Coimbatore have to submit application both offline and online mode. There online application processing system is not so advanced. Therefore the candidates have to submit it offline also.
- ✓ There is no much provision for Telephonic Interview or video conferencing while interviewing candidates.
- ✓ Recruitment messages do not include any environmental awareness and criteria for selection. There is no much emphasis to recruit candidates who have green awareness and knowledge.
- ✓ Moreover jobs positions are also not designed to demand for knowledge at environmental management
- ✓ Further there is no much possibility of asking environmental related questions to the candidates during the selection procedures. In this case one of the respondents said that depending on the job positions, to some candidate environment related questions are asked but this is not taken as selection criteria.
- ✓ It can be determined that Green Recruitment in Bharathiar University, Coimbatore is moderate.

b) Green Training and Development

- ✓ Top management arranges training programs to increase environment awareness among employees but not given much importance as it is supposed to give.
- ✓ Environmental issues are sometimes discussed in induction programs and in other training programs.

- ✓ Training programs are available online but not in all cases. There is no common database for sharing the training materials among the Bharathiar University employees.
- ✓ The institute does not conduct any green training need analysis for understanding the requirement of the employees towards environmental training.
- ✓ There is no priority of environmental training over other type of training.
- ✓ It can be concluded that Green training and development exists at moderate level in Bharathiar University, Coimbatore.

c) Green Performance Management

- ✓ It is found that employees are much aware of their environmental goals and responsibilities.
- ✓ It is found that top management set green goals and assign responsibilities to employees for performing green activities but to a moderate extent.
- ✓ Employees do not get regular feedback from their supervisor for carrying out environmental responsibilities
- ✓ Top management carry out audits in the institute but audit related to environment is not given much importance by the top management.
- ✓ There is no penalties or dis-benefits in the performance management system for not meeting green goals and responsibilities.
- ✓ Employees green goals and achievements are not recorded in the performance appraisal system.
- ✓ It can be understood that Green Performance management is low in Bharathiar University, Coimbatore.

d) Green Pay and Reward Management

- ✓ Institute do not have any relevant policies to provide tax incentives, recognition based rewards, team excellence awards, monetary and non-monetary reward to the employees for environmental performance.
- ✓ Moreover there are no policies for negatively reinforcing employees for their underperformance in environmental goals.
- ✓ Green Pay and Reward Management is low.

e) Green Employee Participation and Empowerment

- ✓ Bharathiar University employees feel highly responsible for protecting the environment. It means that employees understand that they should actively participate for protecting the environment.
- ✓ Top management involve employee in problem solving related to green issues to moderate extent.
- ✓ Institute offer workshops on environmental practices for employees to share experiences among participants to moderate extent.
- ✓ Top management uses team work to guide and spread awareness for environmental issues.
- ✓ Top management involves employee in formulating strategies and plans for environmental issues some times.

- ✓ So in this case it can be presumed that Green Employee Participation and Empowerment is not high but exists in moderate level.

f) Management of green Organization Culture

- ✓ In Bharathiar University, top management actively support to maintain eco-friendly culture in the institute.
- ✓ Top management allocates budgets for maintaining green work culture.
- ✓ Top management and HOD often motivates staffs and students to participate in green practices.
- ✓ Institute vision/mission statements include environmental concerns but to a moderate concern.
- ✓ It can be conclude that the top management have participatory role in maintaining green culture in Bharathiar University, Coimbatore which can be much better with a slight higher degree of effort.

g) Green Exit

- ✓ Exit interviews are conducted for the employees leaving the organization but no discussion related to environmental performance.
- ✓ On the basis of data received the overall mean of green exit indicates very low extent. Thus can be inferred that there is no sign of green exit policies in Bharathiar University, Coimbatore. To summarize, the overall presence of green HRM practices in Bharathiar University, Coimbatore is low.

h) Some Other Findings

Besides, the above mentioned practices, there is some other information about green practices of Bharathiar University campus. The below discussions is completely based on respondents point of view during data collection.

- ✓ One of the respondents commented that, in Bharathiar University campus, various parts of the campus is left undisturbed so that a natural ecosystem is formed within that area.
- ✓ Online management Software is required for green practices and green processing of work.
- ✓ Bharathiar University has got beautiful view point of nature. Special attention should be given to maintain and preserve those natures.
- ✓ Paper work in administration activities is not a good sign in this computerized era, so this needs to be change
- ✓ Authority has taken many initiatives to promote green energy in the campus in terms of Solar Panel and frequent plantation of green plants and trees at various places etc.
- ✓ It is a green campus. Whenever there is any uprooting of trees, replenishing with new one is done.
- ✓ Sewage Treatment Plant Installation, Setting up of innovation Lab and Eco-Club in the Bharathiar University, Coimbatore are some of the initiatives taken by authority of Bharathiar University.

- ✓ In various occasions Bharathiar University, Coimbatore is doing plantation Programme in the University campus, hostel premises by faculty members, students and other visiting delegates.
- ✓ Very good Green Ground is maintained for walking and playing.
- ✓ Initiatives are taken towards using LED lights.

CONCLUSIONS

As we can see, green HRM implementation at Bharathiar University is low; however, in the current climate, it is critical to modernise its HR processes to be more environmentally friendly. Bharathiar University in Coimbatore is a nationally recognised academic institution that has a significant impact on society. Therefore, Bharathiar University staff members should be capable of protecting the environment and educating students about environmental practises. Top management of the institute should realize the importance of green HRM and implement it to a large extent. They should take steps to encourage students and teachers to use green practises at work and at home. One of the issues observed is the awareness of employees about the green policies. It seems that even though policies exist, employees are not aware of them. This suggests that there is a lack of information sharing among top management employees.

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