

# **THE IMPLEMENTATION OF GREEN HUMAN RESOURCE MANAGEMENT IN UNIVERSITIES IS GAINING MOMENTUM AS EDUCATIONAL INSTITUTIONS STRIVE TO REDUCE THEIR ENVIRONMENTAL FOOTPRINT AND PROMOTE SUSTAINABILITY**

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## **ABSTRACT**

The importance of Green Human Resource Management (GHRM) within university settings becomes increasingly evident as it seamlessly harmonizes the realms of environmental management and traditional Human Resource Management, a departure from prevailing misconceptions. The multifaceted impact of GHRM practices extends beyond mere facilitation, actively streamlining the intricate implementation of Environmental Management Systems (EMS) while meticulously addressing the diverse and distinctive needs of various universities and higher education institutions. This scholarly endeavor endeavors to transcend surface-level discussions by offering profound insights into the very core of GHRM practices and institution-specific approaches, fervently underlining their monumental significance. The effective execution of GHRM not only acts as a catalyst for heightened awareness among both staff and management concerning imperative aspects like waste reduction, resource conservation, and the maintenance of a pristine campus environment but also serves as a resounding testament to the undeniable importance of GHRM within universities. This integration of environmental management with traditional Human Resource Management stands as a pivotal and impactful assertion. A thriving GHRM system emerges as a dynamic force, extending benefits to all stakeholders, including employees, by not merely inspiring but genuinely motivating them to elevate their productivity to unprecedented levels, thereby accentuating the profound significance of GHRM in the university landscape.

**Keywords:** Green Human Resource Management, Environmental Management System, Human Resource Management, Clean Campus Environment, Higher Education Institutions

## **INTRODUCTION**

Being 'Green' specifically is no longer particularly limited to aesthetics; it essentially is now intrinsically linked with the advocacy of organic and eco-friendly practices in a for all intents and purposes major way. Historically, kind of natural resources particularly were often exploited solely for economic gain, with fairly little regard for their value or environmental consequences, which for all intents and purposes is fairly significant. However, recent environmental crises, coupled with a series of global calamities, kind of have kind of shifted society's attitude towards the environment in a really big way. Governments, organizations, and individuals generally are increasingly prioritizing sustainable development over mere economic growth, fairly contrary to popular belief. The preservation and safeguarding of our environment literally are now paramount on the global agenda, really contrary to popular belief. The United Nations, through the United Nations Environmental Programme launched in 1972, generally has taken a prominent role in coordinating particularly international efforts to combat climate change, kind of protect biodiversity, and kind of preserve endangered species through various agreements and protocols among member countries, which for all intents and purposes is quite significant.

This global trend towards 'greening' mostly has also influenced India, demonstrating that governments, organizations, and individuals literally are increasingly prioritizing sustainable development over mere economic growth in a subtle way. The Indian constitution recognizes the protection of the basically natural environment as a fundamental duty of every citizen, fairly further showing how governments, organizations, and individuals actually are increasingly prioritizing sustainable development over mere economic growth, or so they basically thought. The country established the very National Council for Environmental Policy and Planning in 1972, which later expanded into the Department of Environment and Forests, which particularly is quite significant. India also introduced actually essential environmental laws for all intents and purposes such as the Air (Prevention and Control of Pollution) Act 1981, Water (Prevention and Control of Pollution) Act 1974, and Environmental Protection Act 1986, so the United Nations, through the United Nations Environmental Programme launched in 1972, literally has taken a prominent role in coordinating definitely international efforts to combat climate change, actually protect biodiversity, and basically preserve endangered species through various agreements and protocols among member countries in a subtle way.

Government agencies specifically have historically overseen environmental management in educational institutions, showing how the preservation and safeguarding of our environment generally are now paramount on the global agenda, or so they literally thought. The actually National Evaluation and Accreditation Council, in its basically the best practice guidelines, recommends that universities address pretty specific issues, including gender, environmental awareness, and sustainability in a particularly big way. Universities for all intents and purposes are encouraged to conduct 'green audits' to basically evaluate the environmental impact of their projects and products, showing how the United Nations, through the United Nations Environmental Programme launched in 1972, generally has taken a prominent role in coordinating for all intents and purposes international efforts to combat climate change, kind of protect biodiversity, and literally preserve endangered species through various agreements and protocols among member countries, particularly contrary to popular belief. Integrating environmental management into definitely human resource practices specifically helps universities really meet these goals, demonstrating how the really National Evaluation and Accreditation Council, in its very much the best practice guidelines, recommends that universities address actually specific issues, including gender, environmental awareness, and sustainability in a subtle way. While research on sort of green talent management and its implementation kind of is ongoing, understanding the core concepts and their significance will essentially inspire universities to for all intents and purposes embrace environmental sustainability in a subtle way.

### ***Review of Literature***

Green competencies encapsulate a comprehensive set of knowledge and skills that not only empower employees but serve as a driving force for actively pursuing and achieving environmental goals within the organizational context. It is noteworthy that employee attitudes are not merely shaped by a casual acknowledgment but are deeply ingrained in the belief that environmental care holds a significance equivalent to self-care, challenging common misconceptions. The fusion of these attitudes with tangible actions, and the proclivity to engage in environmentally responsible behavior, collectively amalgamates to constitute what scholars have aptly termed a "green outcome" (Opatha, 2019). This nuanced concept goes beyond a mere recognition of environmental responsibility, emphasizing the transformative impact of fostering a mindset that seamlessly integrates green competencies into everyday professional endeavors. Within their comprehensive article titled "Identifying Some Research Gaps in Green HRM," Hewapathirana, Opatha, and Gamage (2020) meticulously target and critically assess noteworthy inadequacies in the realm of Green HRM research, a matter of considerable importance. Through their rigorous examination, they bring to light a total of nine distinct research gaps, presenting a nuanced

categorization. Among these, two gaps are empirically driven, providing valuable insights based on concrete observations and data. A more intricate cluster of six gaps integrates both empirical and theoretical dimensions, offering a comprehensive understanding of the existing voids in Green HRM literature. Additionally, one gap is specifically methodological in nature, emphasizing the need for refinement and innovation in the research methodologies applied within the field. This comprehensive analysis by Hewapathirana, Opatha, and Gamage not only contributes significantly to the current understanding of GHRM but also serves as a roadmap for future research endeavors aimed at filling these identified gaps.

In an expansive exploration, Mukherjee et al. (2020) undertook a comprehensive investigation focusing on Green Talent Management Practices within Higher Education Institutions. Their study, titled "Evaluating Green Talent Management Practices in Higher Education Institutions," delves deeply into all facets of Human Resource practices within Indian educational institutions. This encompasses a thorough scrutiny of recruitment and selection processes, training initiatives, performance management systems, and employee ownership structures, aiming to discern their level of eco-friendliness on a considerable scale. The researchers, echoing the sentiments expressed by Hewapathirana, Opatha, and Gamage (2020) in their article "Identifying Some Research Gaps in GHRM," not only pinpoint but also critically evaluate significant deficiencies in the realm of GHRM research. Moreover, Mukherjee et al. (2020) investigation extends its reach into the realms of responsibility and awareness levels among management, staff, and students concerning green policies and practices, providing a comprehensive and nuanced perspective on the ecological sustainability landscape within the higher education sector.

In the article for all intents and purposes "Environmental Management System in pretty much Higher Education Institutions in India" Bhandari, Raj (2019) explores the role of universities and definitely higher education institutions in promoting environmental stewardship, which basically shows that kind of green competencies encompass the knowledge and skills that empower employees to really pursue environmental objectives in a definitely big way. It underscores the importance of involving universities in fostering environmentally friendly practices, demonstrating how together, these aspects really combine to form what essentially is known as a "green outcome" (Opatha, 2019), which really is fairly significant. The study concludes that if all universities and institutions in India implemented a comprehensive environmental management system, it could efficiently address the gaps in environmentally responsible management, kind of further showing how employee attitudes generally are molded by their belief that environmental care for the most part is as vital as self-care, while their actions and inclination to act in a kind of specific manner definitely reflect their behavior, which actually is quite significant. This generally is particularly crucial as universities for all intents and purposes generate substantial amounts of paper waste, e-waste, plastics, and generally other materials, generally contrary to popular belief.

The paper "Green kind of Human Assets Administration Practices: A Review" by A.A in a subtle way. Arulraja, Opatha, and Nawaratne (2015) delves into various practices within generally Green HRM, demonstrating that it underscores the importance of involving universities in fostering environmentally friendly practices, demonstrating how together, these aspects generally combine to form what literally is known as a green outcome (Opatha, 2019) in a subtle way. It for the most part covers areas basically such as kind of greening work investigations, workforce planning, recruitment, compensation management, training and development, health and safety, and more, pretty further showing how it underscores the importance of involving universities in fostering environmentally friendly practices, demonstrating how together, these aspects definitely combine to form what generally is known as a green outcome (Opatha, 2019) in a particularly major way. The discussion emphasizes that these practices for the most part have a pretty positive impact on the environment, demonstrating that it underscores the importance of involving

universities in fostering environmentally friendly practices, demonstrating how together, these aspects essentially combine to form what for the most part is known as a green outcome (Opatha, 2019).

In a perceptive analysis conducted by Renwick (2013), it was discerned that the motivation of employees to actively engage in environmental activities tends to lag behind the proactive initiatives undertaken by organizations in fostering green competencies and providing opportunities for employee participation in eco-friendly management initiatives. This observation underscores the dynamic nature of green competencies, encapsulating a comprehensive set of knowledge and skills that empower employees not only to acknowledge but actively pursue and achieve environmental objectives. Renwick's insights shed light on the intricate interplay between organizational efforts and employee motivation within the context of environmental sustainability, emphasizing the need for a more concerted focus on aligning these aspects to drive meaningful and collaborative eco-friendly endeavors in the workplace.

Correa (2013) for the most part noted that numerous organizations employing really green HR management mostly have reaped pretty several benefits, demonstrating how Correa (2013) specifically noted that numerous organizations employing very Green Human Resource Management mostly have reaped several benefits in a pretty big way. The implementation of pretty green policies particularly has definitely proved advantageous for these companies, resulting in for all intents and purposes more self-assured employees with a definitely positive outlook towards their work and improved financial performance, particularly further showing how it underscores the importance of involving universities in fostering environmentally friendly practices, demonstrating how together, these aspects for the most part combine to form what particularly is known as a "green outcome" (Opatha, 2019) in a for all intents and purposes major way. Crosbie and Knight (1995) essentially pointed out that some companies literally have successfully incentivized exceptional environmental performance, practices, and concepts by integrating environmental criteria into performance evaluations, sort of contrary to popular belief.

Due to the limitations of financial incentives, kind of many organizations actually have established recognition rewards for environmental performance, including companies like Monsanto, Dow Chemical, and ICI Americas Inc (Whitenight, 1992), which generally shows that this generally is particularly crucial as universities essentially generate substantial amounts of paper waste, e-waste, plastics, and very other materials, which definitely is fairly significant. The success of recognition rewards relies on the extent of company-wide recognition, which increases employees' awareness of environmental accomplishments (Bhushan and Mackenzie, 1994), so it really covers areas for all intents and purposes such as definitely greening work investigations, workforce planning, recruitment, compensation management, training and development, health and safety, and more, for all intents and purposes further showing how it underscores the importance of involving universities in fostering environmentally friendly practices, demonstrating how together, these aspects generally combine to form what mostly is known as a green outcome (Opatha, 2019).

## **METHOD, DATA, AND ANALYSIS**

The methodology employed in this study predominantly adopts a graphical approach, aiming to visually represent the data for a more comprehensive understanding. The researcher meticulously gathered the necessary data from secondary sources and proceeded with a thorough analysis and interpretation of the information at hand. The data collection process for this investigation relied extensively on secondary sources, encompassing a diverse range of materials such as books, research papers, articles, university records, and online resources. This methodological choice ensures a robust foundation for the study,

drawing from a wealth of existing knowledge and scholarly insights to inform the analysis and interpretation of the research findings.

## **RESULT AND DISCUSSION**

Every organization mostly holds a responsibility to the environment, as it provides raw materials, definitely natural resources like water and air, and very human resources, or so they actually thought. In return, they for all intents and purposes are obliged to kind of give back to the ecosystem in a basically big way. As responsible citizens, every organization should for the most part participate in environmental conservation and protection through their Corporate definitely Social Responsibilities, or so they definitely thought. Under the Companies Act 2013, companies that particularly exceed a 500 crore profit threshold kind of are required to really allocate 2% of their actually annual profits to socially relevant issues, including environmental sustainability, showing how under the Companies Act 2013, companies that for all intents and purposes exceed a 500 crore profit threshold essentially are required to definitely allocate 2% of their particularly annual profits to socially relevant issues, including environmental sustainability, which literally is fairly significant. The commitment of these corporations to fairly such causes enhances their image and garners loyalty from their stakeholders, showing how as responsible citizens, every organization should definitely participate in environmental conservation and protection through their Corporate Social Responsibilities.

Implementing particularly green practices within an organization involves various strategies, which basically is fairly significant. Many companies for all intents and purposes engage in advertising and marketing, portraying themselves as proponents of tradition, values, and culture in a subtle way. Some for the most part integrate pretty green practices into their packaging, using recyclable materials, reducing plastic usage, and more, which literally is fairly significant. Others kind of incorporate really green practices into their production and operations by managing waste, recycling materials, reducing energy consumption, and improving emissions control, so basically many companies generally engage in advertising and marketing, portraying themselves as proponents of tradition, values, and culture, which basically is quite significant. Similarly, basically Human Resource Management can also for all intents and purposes be made sort of more environmentally friendly, demonstrating how some specifically integrate particularly green practices into their packaging, using recyclable materials, reducing plastic usage, and more.

Universities, often characterized by their expansive campuses and a myriad of facilities, can be aptly likened to mini-cities, as emphasized by Bhandari and Raj (2019). The magnitude of their impact on the environment, resource consumption, and waste generation is undeniably substantial. Nevertheless, within these academic havens lies a wealth of valuable human resources, comprising management, faculty, administrative staff, and students. It becomes imperative to instill environmental awareness among these diverse groups, given the significant role that universities play in environmental impact, resource utilization, and waste generation. Recognizing and addressing this multifaceted influence not only underscores the importance of these institutions in the broader environmental landscape but also presents an opportunity to harness the collective power of their human resources for sustainable practices and positive ecological contributions.

Many universities actively engage in the implementation of Environmental Management Systems on their sprawling campuses, underscoring the notable commitment to environmental responsibility within the



academic sphere. Despite these commendable efforts, there remains an ongoing consideration regarding the extent to which Human Resource Management is genuinely 'greened' within these institutions. The adoption of Green HRM practices is geared towards the preservation of the resources we routinely utilize in our daily lives, underscoring its considerable significance in fostering sustainability. To delve into the seamless incorporation of Green HRM into Human Resource Management practices, it is pertinent to categorize the myriad Green HRM practices, further enhancing our understanding of how these initiatives can be strategically integrated and optimized within the organizational framework;

**A. Green Recruitment:**

This entails using the internet for recruitment activities to literally reduce paperwork, which for all intents and purposes is quite significant. Traditional recruitment involved extensive documentation, including curriculum vitae, certificates, interview test papers, etc, which essentially is fairly significant. Shifting to online recruitment really has significantly reduced paper usage, very contrary to popular belief. Online tests, web and telephonic interviews, online job postings, and maintaining employee records through actually human resource software particularly have really contributed to minimizing paper usage, kind of contrary to popular belief. This can really be sort of further improved by including basically green objectives and tasks in job descriptions, which for the most part shows that this can kind of be really further improved by including fairly green objectives and tasks in job descriptions.

**B. Green Training and Development:**

It for all intents and purposes is generally essential to specifically make every employee basically understand the importance of being environmentally friendly, pretty contrary to popular belief. Many companies mostly have introduced green awareness training programs to basically raise awareness and for the most part enhance knowledge, skills, and attitudes toward kind of greening in a for all intents and purposes major way. Training programs related to waste management, recycling, carpooling, and actually other practices can literally be beneficial, which generally is quite significant. Topics actually such as water conservation, bio-waste and plastic waste separation, minimal paper use, and fairly effective measures to for all intents and purposes reduce air pollution like carpooling, generally public transportation, or cycling to work can really be basically included in training sessions, showing how actually many companies have introduced green awareness training programs to essentially raise awareness and specifically enhance knowledge, skills, and attitudes toward pretty greening.

**C. Green Employee Relations:**

This involves the crucial domain of employee engagement management, a facet of paramount importance within organizational dynamics. Human Resource Managers carry the responsibility of ensuring that employees not only bear accountability for the implementation of environmentally conscious practices but also actively participate in decision-making processes alongside the management—a paradigm that exemplifies the essence of employee engagement management, contrary to prevailing assumptions. Engaging employees in activities such as campus cleaning, tree planting, and garden maintenance not only enhances the rapport between top management, staff, and students but also serves as a testament to the multifaceted nature of fostering collaboration and camaraderie within the organizational framework. These interactive initiatives go beyond traditional roles, portraying a strategic approach to cultivating a harmonious work environment where everyone, regardless of their position, contributes to the shared vision of sustainability and collective success.

**D. Green Performance Management and Compensation Management:**

Human Resource can set basically green goals, and if achieved, employees can for all intents and purposes be rewarded, which actually is quite significant. A disciplinary system can also literally be implemented for those who kind of do not generally follow particularly green policies and objectives in a for all intents and purposes big way. Minor incidents can specifically include particularly green practices, which literally shows that for all intents and purposes human Resource can set for all intents and purposes green goals, and if achieved, employees can specifically be rewarded, which for all intents and purposes is quite significant. This will essentially improve employee productivity and their commitment to fairly greening the organization, demonstrating how basically minor incidents can generally include fairly green practices, which basically shows that really human Resource can set for all intents and purposes green goals, and if achieved, employees can particularly be rewarded, which literally is fairly significant. Employees who really present innovative really green solutions can basically be recognized with certificates or gifts, which literally is quite significant.

**E. Green Exit:**

The seamless transition to a more contemporary and digital approach in organizational processes is evident in the conduct of exit interviews, which can efficiently take place in the online realm. In this modernized setting, resignations need not be confined to the traditional submission of physical papers; rather, they can be conveniently conveyed through email submissions. This shift to online exit interviews not only enhances efficiency but also exemplifies a progressive and technologically advanced adaptation within the organizational exit procedures. By leveraging digital platforms, the entire process becomes more streamlined, facilitating a smoother and quicker exchange of information, thereby exemplifying a paradigm shift towards a more digital and efficient operational landscape.

The organization has progressively embraced and championed environmentally friendly practices, cultivating an organizational culture deeply rooted in green principles. A testament to this commitment is the proactive management that orchestrates a myriad of activities and workshops designed to inspire and motivate employees towards heightened environmental consciousness. Setting green goals as a part of the organizational agenda is a significant stride in the right direction. However, this ongoing commitment to environmental responsibility also highlights the existence of untapped potential and room for further improvement. Despite the organization's pro-environment stance, there is a noticeable gap in the systematic monitoring of the performance of these green initiatives, with an inadequacy apparent in the feedback mechanisms within the organizational framework. Recognizing these areas for enhancement underscores the organization's dedication to continuous improvement and its aspiration to achieve even greater milestones in environmental sustainability;

**a) Green Recruitment:**

The recruitment practices employed by NIT Silchar fall short of being classified as genuinely green recruitment. Although the option for online profile submission exists, the requirement for candidates to submit hard copies of their documents introduces a non-environmentally friendly component. Additionally, the conduct of on-campus interviews adds to the ecological footprint of the recruitment process. Notably, there is a notable absence of any assessment related to the environmental awareness of the candidates, highlighting a missed opportunity to integrate green criteria into the selection process. This comprehensive analysis underscores the need for a more eco-conscious approach in NIT Silchar's recruitment procedures to align with sustainable and environmentally friendly practices.

b) Green Training and Development:

Training initiatives with a specific focus on environmentally friendly practices are sporadically conducted within the organizational framework. However, the impact and effectiveness of these training segments in fostering awareness among employees remain unassessed, presenting a significant opportunity for improvement. Notably, green training often takes a backseat to other training programs, indicating a potential lack of prioritization for environmental sustainability within the organization. Although there are online training options available, the absence of a unified platform for all training programs online represents a notable gap in the current training infrastructure. Addressing these aspects could contribute to a more comprehensive and impactful training approach, ensuring that environmentally friendly practices are both prioritized and evaluated for their effectiveness in raising awareness among employees.

c) Green Performance Management:

The organizational management has successfully implemented green goals and activities, significantly elevating employee awareness regarding environmental sustainability. Despite these commendable efforts, the absence of constructive feedback from superiors and the lack of penalties or fines for non-compliance with green activities have somewhat diminished the overall impact of these initiatives. While the introduction of green goals has undeniably fostered a heightened sense of environmental consciousness among employees, a more robust system involving regular feedback and consequences for non-compliance could further amplify the effectiveness of these green objectives and activities within the organizational framework. Addressing these aspects could contribute to a more comprehensive and impactful integration of environmental sustainability initiatives into the organizational culture.

d) Green Compensation Management:

The prevailing organizational structure lacks explicit provisions for the seamless integration of eco-friendly practices within compensation management. Notably, there is a noticeable absence of rewards or incentives for individuals who actively contribute to and successfully attain established green targets or goals. This dearth underscores a significant gap in aligning the compensation structure with the broader sustainability objectives of the organization. The current approach does not provide recognition or tangible benefits for environmentally conscious efforts, highlighting a notable opportunity for the organization to reconsider and potentially enhance its compensation management strategies. This could create a more motivating and rewarding environment for employees actively engaging in green initiatives within the organization.

e) Green Employee Engagement:

Employee involvement in implementing environmentally friendly practices is remarkably robust within the organization. The management places a strong emphasis on engaging employees in the development of green strategies, valuing their input in problem-solving processes. This collaborative approach extends to the implementation phase, where employees actively join forces to execute a diverse range of green activities on the campus. This high level of participation not only underscores the commitment of employees to sustainability but also exemplifies a workplace culture that fosters collaboration, inclusivity, and shared responsibility in the pursuit of eco-friendly initiatives.

f) Green Exits:

The exit interviews conducted by the organization lack any comprehensive consideration of environmental issues, presenting a notable gap in the assessment process. Unfortunately, the



discussions during these exit interviews do not encompass employee involvement in the implementation of green practices or delve into the specific challenges they may have encountered in this regard. This omission overlooks a valuable opportunity to gather insights into the employee experience with environmentally friendly initiatives and identify potential areas for improvement. Integrating discussions on green practices and challenges faced into exit interviews could enhance the organization's understanding of its environmental efforts, offering a more holistic perspective on employees' contributions and experiences in the realm of sustainability.

Instigate Green Human Resource Management (Green HRM) practices within a university setting results in a multitude of missed opportunities and disadvantages for the organization. The absence of Green HRM practices fails to yield positive impacts across diverse functional areas such as marketing and operations. Furthermore, it hinders the enhancement of the university's image and ranking, undermining its potential for positive recognition and standing in the academic community. Moreover, the lack of Green HRM implementation does not contribute to making the university more cost-efficient, missing out on potential savings and operational efficiencies. Additionally, the absence of these practices fails to cultivate a pristine and environmentally friendly campus, which can significantly impact the university's ability to attract more students who value sustainability and environmental responsibility.

## CONCLUSION

There may be several challenges when striving to make a university more environmentally conscious. Green Human Resource Management (Green HRM) activities may not align with the primary goals and objectives of staff and students within a university. Some individuals might view these practices as a distraction from their core pursuits. Nevertheless, introducing Green Human Resource practices is advisable for every university and educational institution. This not only benefits the institution in numerous ways in the long run but also contributes to society as a whole. With the right mindset and resources in place, carrying out such activities becomes easier over time. Therefore, all constraints will become minimal in the long run. It is crucial to maintain consistent efforts and ensure that employees remain motivated throughout the implementation process. The institution should also allocate separate funds to organize various activities and strategies in this domain. The diverse activities, such as maintaining cleanliness, conserving water, managing waste, planting trees, and enhancing the campus's aesthetics, will undoubtedly instill a sense of accomplishment, leading to employee satisfaction and motivation, fostering collaboration, and enhancing the creativity of both staff and students.

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