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Impact of Green HRM Practices on Job Performance of Faculties with Special Reference to Select Higher Educational Institutions, Tamil Nadu

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ABSTRACT

Green HRM practices are considered the most important aspect of every organization. The study aims to identify the perception of faculties and the impact of Green HRM practices on the job performance of faculties in select higher educational institutions. Teaching faculties are the backbone of higher educational institutions. So, the well-being of the faculties is essential for the success of an institution. The study adopted a descriptive research method and a Simple random sampling technique. Samples consist of 200 teaching faculties in five colleges ranked by the National Assessment and Accreditation Council (NAAC) and the National Institutional Ranking Framework(NIRF) in Tamil Nadu and the collected data is analyzed using various statistical tools such as Exploratory factor analysis, ANOVA, correlation and multiple regressions. Hence, better green HRM practices are essential for every institution which contributes towards job involvement, job attachment, and job commitment. This paper tries to prove the relationship between various Green HRM practices with the Job performance of teaching faculties in select higher educational institutions in Tamil Nadu

INTRODUCTION

Green HRM is in a very nascent stage in India. Unlike corporates, the adoption of GHRM in educational institutes (EIs) is still in its infancy stage. Green Human Resource Management is directly associated with protecting the environment within an organization. It involves creating green strategies, policies, practices, and rules and regulations to assist management, employees, staff, students, parents, society and all other stakeholders. Once these are adopted, they can result in efficient usage of organizational resources, reduced costs, the attraction of talented staff, enhanced employee engagement, a culture that values the environment, a better public image, boosted employee morale and overall environmental protection, which ultimately leads to enhanced competition. Modern-day organizations are adopting GHRM in various ways, such as using e-recruitment and selection, e-training and development, implementing green compensation, preserving knowledge bases, fostering green employer-employee relationships, encouraging employee participation and constructing green buildings. GHRM is an instrumental strategy for environmental upgrading, achieved through a team of empowered green employees and a green organizational culture. This paves the way for the creation and implementation of green strategies, policies, practices, rules and regulations.

This study aims to explore the impact of impact of Green HRM practices on the job performance of faculties in select higher educational institutions.

Review of Literature

Rashi Baliyan and Misbah Fatima (2021) conducted a case study on “A Study on Impact of Green Human Resource Management Practice on Organizations Performance Affecting Increased

Sales and Profits in IT Sector in Bangalore”. The objective of their study was to analyse the potential impacts of Green Human Resource Management on organizations in the matter of increasing environmental improvements and gaining sustainability. A purposive sampling technique was adopted for collecting the primary data through questionnaires from the employees. A sample consisting of 100 respondents was taken and the collected data were analyzed with Percentage Analysis. The finding of the study was to help the organization or the employee to be more concerned about environmental issues, which includes saving the natural raw material from wastage. If an organization adopts the green movement then it can bring some beneficial factors to the company regarding the tax, bills and many more. The case study concludes that green human resource management has a massive impact on an organisation’s performance.

Ms Lakshmi Varma and Prof. Dr V. Balachandran (2021) made a study on “Green Human Resource Management Practices - Implementation in Universities and Higher Educational Institutions”. The objective of their study was to examine the various basic GHRM practices that are implemented in certain Universities / Higher Education Institutes, and the importance of implementing them. The required data for their study were collected from various books, research papers, articles, university records, and the Internet. The study concludes that if a proper Green Human Resource Management system can be implemented, it will create awareness among the management and staff to adhere to waste management, reduction of unwanted resources, and maintain the cleanliness of the campus. It will ultimately lead to the satisfaction of various stakeholders including employees and motivate them to improve their productivity.

Subhadeep Mukherjee, et al. (2020) conducted a study regarding “Assessing Green Human Resource Management Practices in Higher Educational Institutes”. The main objective of their study was to identify the best green practices and to what extent NIT Silchar uses green HRM practices. The unit of analysis in their study was 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 filled for statistical analysis. The finding of the study was 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.

R. Bhagyalakshmi, M. Priyanka (2019) conducted a study regarding “The Effect of Practices of Green Human Resource Management Based on Teaching Faculties in Chennai City”. The main objective of the study was to concentrate on the effect of Green Human Resource Management on the working skill of the teaching faculties. The sample consisting of 140 respondents was taken and the collected data were analyzed with Percentage Analysis, Mean based ranking, Chi-Square test, Factor analysis and Multiple Regression. Their study found that male teaching faculties have better performance in the implementation process of Green HRM practices. It is intriguing to note that female faculties are not aware of the practices. The study concludes and recommended that a better understanding by female faculties and sustained Green HRM practices by every educational institution so that the institution gets an overall facelift and development.

Statement of the Problem

A quite remarkable academic revolution has been in the process in the domain of Higher education as there has been a marked change in its scope and opportunity. There is a paradigm shift in bringing about a change in this dynamic sector. There is a need to bring in the right kind of people in this sector to make it more challenging. Various hindrances in recruitment and selection of human resources, such as the recruitment and selection of a candidate are done using the traditional method of filling up direct applications and further, the call for an interview is also sent through the post. The interview process often conducted in offline mode does involve a resource that is against sustainability. The training given for faculties in career advancement is a process that includes vast resources such as energy, paper, and valuable time. Moreover, the time-consuming training is conducted mostly in offline mode which has other various obstacles such as the physical travel made by the resource person from long distances with costly conveyance. The new changing era of the modern age has made it necessary to bring changes in the process and procedure which involves streamlining by upgrading the pitfalls in the traditional practices by adopting the green Human Resource functions, through which we can control lots of activities that cause a major fall in traditional methods. Green Human Resource Practices will minimize the workload by increasing efficiency. Transparency and quickness in administering the functions with effectiveness can be attained in higher educational institutions. ICT can also be used effectively and efficiently in the Teaching-learning process along with the research process. Hence this study will focus on the perception and the impact of Green HRM practices on the job performance of faculties in select higher

educational institutions.

Objectives of the Study

1. To identify the various factors of Green HRM practices adopted in select higher educational institutions.
2. To study the faculties' perception of the Green HRM practices adopted in higher educational institutions.
3. To analyze the relationship between Green HRM practices and faculties job performance.
4. To measure the impact of Green HRM practices on the job performance of faculties in select higher educational institutions.

Hypotheses of the Study

H₀ - There is no significant difference between the age of the respondents and their perception of various Green HRM practices.

H₀ - There is no relationship between Green HRM practices and job performance.

H₀ - There is no significant impact of Green HRM practices on job performance.

METHODOLOGY

The present study follows the descriptive research method. Both primary and secondary data are used in the study. The primary data was collected through a well-structured questionnaire. Secondary data was collected from academic journals, newspapers and institutional websites. The sample size taken for the study is 200 teaching faculties in five colleges ranked by the National Assessment and Accreditation Council (NAAC) and the National Institutional Ranking Framework (NIRF) in Tamil Nadu. Simple random sampling is used as a sampling technique; thus, the collected data were analyzed using various statistical tools such as exploratory factor analysis, ANOVA, correlation and multiple regressions.

RESULTS AND DISCUSSION

Data Analysis and Interpretation

A. Exploratory Factor Analysis

Table 1. Factors of Green HRM Practices

Factor and Variance Explained	Components	Rotated Factor Loadings
Green Recruitment and Selection	It leads to a wide scope of applicants	.979
	It leads to placing the right people in the right job	.946
	It reduces the usage of energy and pollution associated with recycled paper products	.863
Green Training and Development	Green training helps to enhance the faculty's knowledge	.847
	It helps faculties to acquire new skills and to do his/her job well	.666
	It's a charismatic way for their training and development	.963
Green Performance Management Appraisal System	Green performance appraisal influences positive individual performance	.959
	The appraisal helps in building trust among the administration	.954
	To support fair and legal decisions for rehire, promotion or termination	.827
Green Compensation and Benefits	It makes them socially secure	.792
	Provide recognition-based awards to the faculties that had attained extraordinary goals	.740
	It enhances the loyalty of the faculty	.737
Green Employees Relation	The institution circulates the information through E-mail/ Whatsapp groups	.825
	It provides proper guidance to their job-related queries	.850
	It motivates the faculties to adopt the usage of green practices	.751
Green Exit	It facilitates ease in building and managing a database of receiving a resignation letter	.937
	It reduces a lot of paperwork processes for relieving	.833
	It reduces the time consumption of relieving	.889

Source: Primary Data

The above table shows the factor extraction from the loaded items. Using principal component analysis, 18 statements were loaded to extract 6 factors. The identified factors are named based on the relationship with statements. The first factor identified as 'Green Recruitment and

Selection', Second factor 'Green Training and Development', Third factor 'Green Performance Management Appraisal System', Fourth factor 'Green Compensation and Benefits', Fifth factor 'Green Employees Relation' and Sixth factor named 'Green Exit'.

B. ANOVA

H₀ - There is no significant difference between the age of the respondents and their perception of various Green HRM practices

Table 2. Significant Difference Between Age and Perception on Various Green HRM Practices

S.No	Particulars	Significance
1	Green Recruitment and Selection	0.001
2	Green Training and Development	0.005
3	Green Performance Management Appraisal System	0.011
4	Green Compensation and Benefits	0.032
5	Green Employees Relation	0.005
6	Green Exit	0.001

Source: Primary Data

The above table depicts the significant difference in the perception of faculties towards various Green HRM practices based on the age of the respondents. The P value for each factor is less than 0.05,

which indicates the null hypothesis is rejected. Thus there is a significant difference in the perception of faculties of Green HRM practices based on their age.

C. Correlation Analysis

H₀ - There is no relationship between Green HRM practices and job performance.

Table 3. Relationship Between Green HRM Practices and Job Performance

Independent Variable	Dependent Variable	Pearson Correlation	P Value
Green HRM Practices	Job Commitment	.631	.000
	Job Involvement	.506	.000
	Job Attachment	.708	.000

Source: Primary Data

The above table exhibits the correlation between the dependent variable ‘faculties’ job performance’ and the independent variable ‘Green HRM Practices’. The highest correlation is observed between Job Commitment (.631) and the lowest correlation (.506) is between Job involvement.

D. Regression Analysis

H₀. There is no significant impact of Green HRM practices on job performance.

Table 4. Impact of Green HRM Practices on Job Performance

Model	R Square	Adjusted R Square
Impact of Green HRM Practices on Job Performance	0.576	0.535
Predictors: Green Recruitment and Selection, Green Training and Development, Green Performance Management Appraisal System, Green Compensation and Benefits, Green Employees Relation, Green Exit		
Dependent variable: Faculties job performance		

Source: Primary Data

The above table reveals the results of regression analysis. Faculties’ job performance is considered as a dependent variable and Green HRM Practices in selected higher educational institutions are considered as predictors. The results revealed that any change in the chosen predictors will yield 57% changes in the dependent variable which is the job performance of the faculties in selected higher educational institutions.

- 1) The majority of the respondents are aware of the green HRM practices adopted in select higher educational institutions.
- 2) Factor analysis reveals that Green Recruitment and Selection, Green Training and Development, Green Performance Management Appraisal System, Green Compensation and Benefits, Green Employees Relation, and Green Exit are considered the major green HRM practices in selected higher educational institutions.
- 3) There is a significant difference in faculties’ perception of green HRM practices based on their age.
- 4) Green HRM practices made a significant impact on faculties’ job performance.

- 5) There is a significant impact of green HRM practices on the job performance of faculties in selected higher educational institutions.

CONCLUSION

Green HRM practices made a significant impact on job commitment, job attachment, and job involvement. Hence higher educational institutions should give more importance to Green HRM practices. Green Recruitment and Selection allow the faculties to develop a positive green image of the institution. In Green Training and Development, they provide freedom to try innovative and effective methods for better learning and self-development of faculties. Green Performance Management Appraisal System is measured using electronic means – KPI. Green Compensation and Benefits provide recognition-based awards to the faculties that had attained extraordinary goals. As per the perception of faculties, Green employees relation is considered the easiest and most convenient practice. Green Exit interviews are more beneficial for management but selected higher educational institutions are not frequently used this practice.

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