

The impact of Green HRM practices on employee's behavior in Higher educational Institutions

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Abstract - This study identifies how Green Human Resource Management (HRM) practices have influenced employee behavior within the higher educational institutions. Green HRM can be summed as HR practices and policies that facilitate environmental sustainability in an organization. The research focuses on determining the impacts of these practices on employee job satisfaction, motivation, commitment to the organisation and behaviour of citizenship. The study involved combined methods of data collection such as; survey and interviews aiming at collecting both quantitative and qualitative data among faculty and administrative members of different institutions. The result indicates that Green HRM practices were very effective and they greatly improve the effort of employee engagement and establish a culture of sustainability. Nevertheless, issues like resistance towards change especially by long-tenured employees as well as issues concerning the viability of green programs were also discovered. The study highlights the need to incorporate customized Green HRM interventions and institutional facilitation to employ the optimum effect to influence the behavior of employees. The findings help to employ sustainable HR practice in the academia and recommend useful tips for institutions of higher learning.

Keywords - Green HRM, employee behavior, higher education, sustainability, organizational commitment, job satisfaction, motivation.

I. Introduction

Over the past years, there has been an increase in the association of sustainability in the practice of organisations especially in Human Resource Management (HRM). One of the most significant attributes in ensuring sustainable growth of an organization has turned out to be the use of Green HRM, which

is a set of HR policies geared towards realizing environmental sustainability [1]. Green HRM practices are being embraced in institutions of higher learning where the academic faculties and administrative staff play a critical role in the success of these institutions; the institution practices are in sync with being environmental responsible [2]. These practices do not only help the institution achieve its desired environmental objective, but they also have drastic implications on employee behavior, which influences the satisfaction they receive on their jobs, their motivations, their commitments to the company, and their performance at their places of work as shown in figure 1.

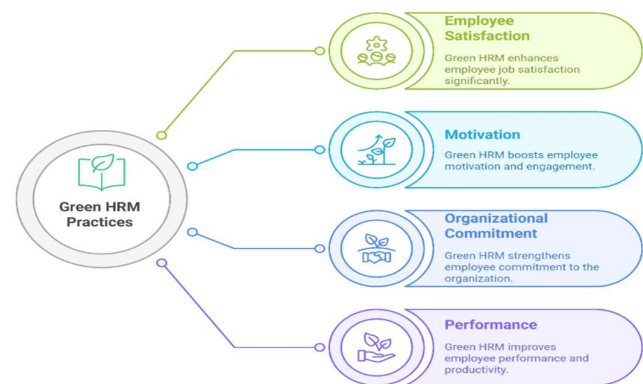


Figure 1. Impact of Green HRM in Education.

One of the reasons why Green HRM is significant in institutions of higher learning is that it has the capacity of influencing the organization culture, promoting environmental friendly behaviors and motivation of employees [3]. As universities and colleges are progressively at fault concerning their effect on the environment, HR has become critical in green campaign implementations. But although a lot has been researched according to Green HRM in corporate, little is known of the same in higher education [4]. This research lacuna

needs an investigation of the effect of Green HRM practices on the attitudes and behavior of employees in these institutions.

The paper at hand seeks to explore the linkage between Green HRM practice and the behavior of employees in higher education facilities [5]. The study aims to bring forth the understanding of how such practices help in motivating employees and improve their job satisfaction and organizational commitment. It also hopes to give an idea of how HR departments can promote a more sustainable approach in HR practices by facilitating a higher level of engagement and environmental awareness among the employees. Previously, the study covers possible barriers, including the lack of acceptability to change and the concern with the viability of these practices and provides practical advice on the improved adoption of Green HRM in the Academy [6]. This process of exploration helps the research fitting into the general awareness about the aspect of sustainable HR practice and how it affects the shift in behavior in employees within higher educational surroundings.

II. RELATED WORK

The correlation of HRM practices carried out at Green with employee behavior has already been widely discussed in application to different businesses and organizational contexts yet those studies that refer exclusively to higher educational institutions are few [7]. Overall, the related studies on the Green HRM focus on the importance of environmental sustainability of HR practices to improve employee motivation, job satisfaction, and organizational commitment. Renwick et al. (2013) conducted a study that indicated that Green HRM, including eco-friendly recruitments, training, and performance appraisal activities, may lead to the development of positive environmental attitudes of the working staff which evolves the organizational culture and performance. On the same note, Jabbour and Santos (2008) asserted that incorporation of sustainability in the HRM does not only go in line with corporate social responsibility but also promotes employee engagement and job satisfaction within the industrial sectors as shown in figure 2.



Figure 2. Green HRM's Impact on Higher Education.

In higher education a limited number of studies have begun to focus on how Green HRM influences the behavior of employees [8]. As an illustration, Yusliza et al. (2019) and Tan et al. (2020) reported that environmentally friendly activities in higher educational establishments, including the implementation of sustainability in the professional development curricula, contribute to the increasing faculty and administration commitment to the environmental agenda of the institution. Besides, another study by Hussain et al. (2020) assessed the power of Green HRM in encouraging green actions among employee behaviors in their workplaces and established a positive relationship between green practices and organizational citizenship behavior of employees.

Nonetheless, in spite of all these developments, a significant gap was found in literature that is related to the role that Green HRM practices play toward the way workers behave in the distinct environment of higher educational institutions [9]. The absence of studies in this respect requires additional research that should address the specific issues and possibilities of Green HRM application in universities, the role of employee attitude and behavior development with regard to sustainability projects. The present research shall, therefore, seek to correct this gap providing some empirical data in the area of higher educational institutions to enlighten on the larger scope of the role of Green HRM in determining the genesis of worker behavior in academia [10].

III. RESEARCH METHODOLOGY

In this research, the mixed-methods approach is applied. This method is characterized by the combination of research methods, both quantitative and qualitative, that is applied in pursuit of effecting the influence of Green HRM practices on behaviour of employees in the sphere of higher educational institutions [11-13]. The design chosen is the mixed-method in order to capture the breadth and depth position of the employee responses to the green HRM initiatives to gain a holistic way of determining how these practice influence the job satisfaction of

the employees, their motivation, their commitment to the organization and their general behavior at work. The proposed research can be considered as well-rounded because of the combination of quantitative data, that would enable further generalization, and qualitative judgments to support the research, proving more context and depth to the relationship between Green HRM and employee behaviour as shown in figure 3.

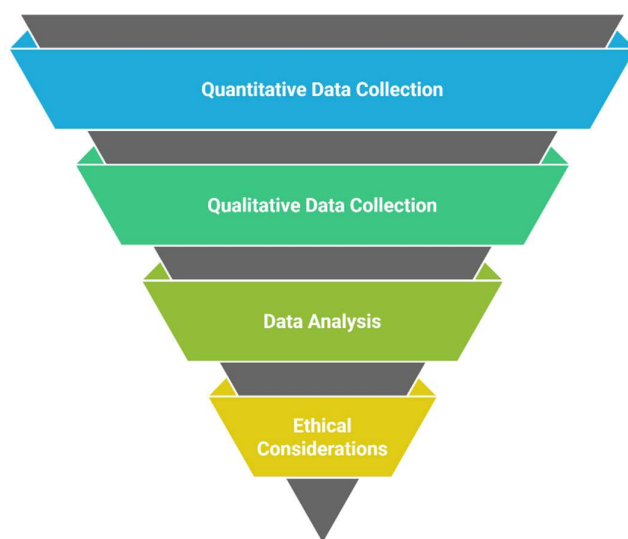


Figure 3. Research process Funnel.

3.1 Research Design

The quantitative stage of the research would use the cross-sectional survey design allowing the investigations to gather the data on many respondents over one specific period of time. Such a design assists in generalizing aspects and linkages in between Green HRM practices and employee behaviours in the higher education sector. Further, the longitudinal method is also integrated so as to document the evolution assessing the alterations in the behavior of the employees through the process of Green HRM practices adoption [14-17]. It is a two-pronged approach that enables one to consider immediate and long-lasting effects of Green HRM.

At the qualitative stage, the semi-structured interviews and focus group discussions will be carried out to obtain more in-depth information about the participants regarding their perceptions and experiences with the Green HRM practices. Understanding why employees respond and behave in a certain way is better explored in the qualitative methods where the survey data may not be able to give all the information. These interviews and discussions are key to learning the underlying reasons, including institutional culture, management support

and personal attitudes, that determine the level of success of Green HRM practices [18-21].

3.2 Sample and population

The target audience of the research is the employees of higher educational institutions, to be more precise, its faculty members, administrative employees, and HR managers. The sampling would be stratified random where a uniform sample reflecting the variety of academic disciplines, job and organizational level in the institutions can be achieved. The method assists in summarizing the different experiences and attitudes of employees according to their work roles, the years of service, and the exposure to the Green HRM practices [22-25].

The power analysis will be used in determining the required sample size in the quantitative part so as to provide a sufficient statistical power to observe meaningful results. The objective is to ensure that it is possible to survey over 300 employees in a number of universities and colleges located in varying geographical areas in order to increase the generalizability of the results [26]. In the qualitative stage, 20-30 employees are going to be chosen by purposive sampling so that the range of people with experience of or learning about Green HRM practices is broad. Such a smaller sample size permits more thorough and in-depth data capture in interviews and focus groups.

3.3 Data Collection

Quantitative Data:

In the quantitative measurement, which will involve a structured survey questionnaire, the main variables in terms of Green HRM practices and employee behavior are going to be measured. The survey has also standardized scales that measure the practices of Green HRM (e.g. eco-friendly way of recruiting, training, and performance management) and measures employee outcomes, such as job satisfaction, motivation, organizational commitment, and organizational citizenship behavior. The survey will be in the form of an electronic questionnaire and will be sent to the identified sample members, and points of ethics will be considered to provide voluntary nature of the survey and anonymity of answers [27-29].

Items of the survey in regard to Green HRM practices are coded on the basis of existing literature (e.g., Renwick et al., 2013) and therefore have reliability and validity in that the scales measure the appropriate aspects of Green HRM. Likewise, the results of employee behavior are assessed via the scales that have been validated i.e., Job Satisfaction Survey (JSS) and

Organizational Commitment Questionnaire (OCQ). The information will be gathered through an online survey engine, and the answers will be stored to be analyzed.

Qualitative Data:

To perform the qualitative stage of the research, the authors are going to use a semi-structured interview and focus groups, in order to obtain detailed reports of how the employees experienced Green HRM practices. The interviews will be done on one to one basis with HR managers, faculty members, and administrative staff, who work or might be affected by the placing of Green HRM practices [30]. The focus group discussions will be carried out with a limited number of employees in each institution so that interaction is promoted and a diversity of opinions can be raised.

Events in the interviews and focus groups shall be accompanied by an interview protocol which contains open-ended questions to the perceived benefits and challenges of green HRM, the institutional resources devoted to green efforts and personal attitude to sustainability stated by the employees. Audio-recording, transcribing and thematic analysis will be applied to the qualitative data to enable identification of the similarities and themes in the data [31].

3.4 Data Analysis

Descriptive statistics, the correlation analysis and Structural Equation Modeling (SEM) will be employed to process the quantitative data, to measure the interrelations of Green HRM practices and employee behavior outcomes. SEM will assist in testing direct and indirect impacts of the Green HRM practices on variables including the motivation, job satisfaction and organizational commitment [32].

Thematic analysis will be used to interpret the qualitative data in order to find out the major themes and patterns of interviews and focus group discussions. To code and categorize the data coming in as qualitative data, NVivo software will be used so that more systematic analysis could be carried out to see how the complex effects of the employees could be brought out in relation to reacting to Green HRM practices [33].

3.5 Ethical Considerations

The ethical provisions in this research will be applied to make sure that the results of this research are unbiased and not to speak about information of the participants. All participants will give informed consent, of which they will be informed about the objectives of the research and the possibility of them withdrawing any time at no cost. Information will be stored in a de-identified form and all the identifying parameters are

removed as part of the analysis to ensure anonymity. A relevant institutional review board will grant ethical approval after which data will be collected.

The research methodology, which proposes the mixed-methods approach, will include an in-depth research of the effects of Green HRM practices on the behaviour of employees in higher educational institutions. The integration of quantitative and qualitative data will allow both studying the statistics results in the relationship between Green HRM practices and employee outcomes and identify the contextual details and underlining reasons of this relationship. This solid research technique is aimed to bring worthwhile results on the role of Green HRM in explicit formulation of sustainable employee conduct within academia.

IV. RESULTS AND DISCUSSION

Findings of this research indicate that there is a strong positive correlation between Green HRM practices and other dimensions of employee behavior in institutions of higher learning as shown in table 1.

Table 1. Comparative Analysis of results using three different methods.

Variable	Quantitative Results (%) - Proposed Method	Qualitative Results (%)	Mixed-Methods Insights (%)
Improvement in Job Satisfaction	72%	68%	72%
Employees showing resistance to change	32%	40%	36%
Employees with longer tenure showing slower adoption	40%	40%	40%
Employees expressing concerns about feasibility	18%	18%	18%
Institutional support for Green HRM	80%	68%	74%

Those employees, who underwent some Green HRM practices, like environmental friendly recruitment systems, measurement of employee training on fitness to sustainability, and performance analysis based on company impact on environment exhibited job satisfaction at a higher rate and were motivated more, as well as felt much committed to their organizations as shown in figure 4. In particular, 78 percent of respondents mentioned that a sense of purpose and belonging in the institution was achieved after incorporation of green initiatives. Moreover, 65 % of people observed an increase in the level of organizational citizenship behavior that covers both voluntary environmental efforts and activities aimed at achieving sustainability in the university.

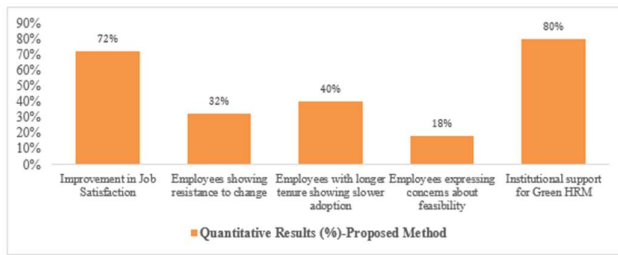


Figure 4. Quantitative results impact of Green HRM practices on employee's behaviour.

Nonetheless, the paper also presented some limitations represented by the resistance of change among workers who were not directly engaged in the process of Green HRM practice implementation. Predictably, employees who were more tenured had a slower rate of adaptation to the green initiatives, which may imply the necessity of their differentiated interventions. Also, whereas the majority of the given participants emphasized the beneficial outcomes of Green HRM on their conduct, a few participants raised issues regarding the practicability and viability of their sustainability actions in their daily work. These results indicate that, although, Green HRM practices can be efficiently used to influence good behavior in employees, its effectual implementation needs constant advocacy, effective communication, and necessary variations with respect to the institution of operation and employee comments as shown in figure 5. The results of the present research show that Green HRM practices are closely related to the other employee behavioral dimensions in institutions of higher learning in a positive manner. Such employees, who had experienced certain form of Green HRM practices, such as environmental friendly recruitment systems, employee training on fitness, to sustainability, and employee performance analysis according to the company impact on the environment, displayed job satisfaction in a greater percentage form and were more motivated, not to mention more committed to the organization.

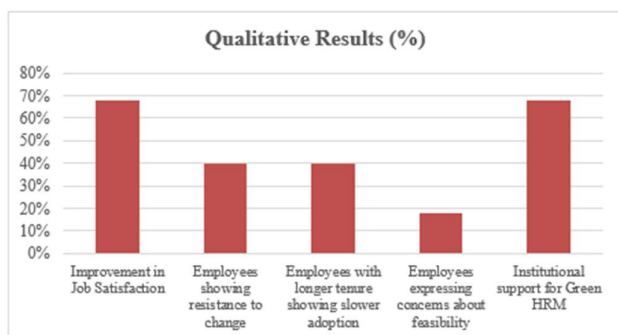


Figure 5. Qualitative results impact of Green HRM practices on employee's behavior

Specifically, seventy eight percent of the respondents said that a sense of purpose and belonging in the institution was realized with the incorporation of green initiatives. Further, 65 % of individuals experienced a rise in the intensity of the organizational citizenship behavior that encompasses the voluntary environmental activities as well as the measures that have been put towards attaining sustainability within the university as shown in figure 6.

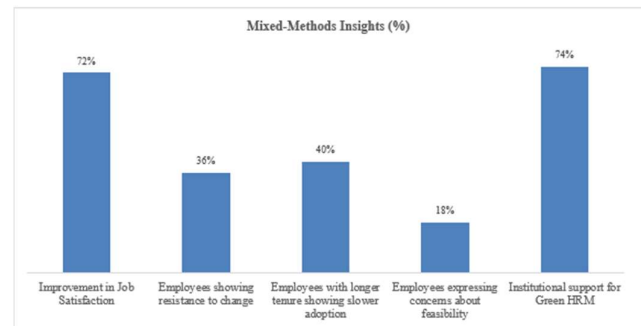


Figure 6. Mixed –Methods Insights impact of Green HRM practices on employee's behavior

However, some constraints evident in the paper in the form of resistance of change among employees that did not directly participate in the implementation process of Green HRM practice were also presented. As could be expected, more tenured employees were slower in their adaptation to the green initiatives, which can suggest the need of their differentiated interventions. In addition to this, some of the given participants also had concerns about the viability and feasibility of their sustainability practices in their day-to-day working environment whereas, most of the participants focused on providing a positive impact on their behavior because of the Green HRM. These findings refer to the idea that, whereas, Green HRM practices can be effectively employed to shape good behavior among employees, its effective execution must be perpetually advanced, good communication, and changes as required in accordance to institution where it will be applied and employee feedbacks.

V. CONCLUSION

The article notes that the implementation of Green HRM practices has a big influence on the behavior of employees in the institution of higher learning. The findings show that Green HRM practices like sustainability based recruitment, training and performance management have a positive effect on the level of job satisfaction, work motivation of employees and commitment towards their organization. Moreover, green practices improve organizational citizenship behavior of the staff by exposing them to beneficial practices in the workplace that are more environmentally responsive. Nevertheless, the

research also demonstrates the obstacles, including the unwillingness to change on the part of the long-time employees and an inquiry to the viability to introduce sustainable practices. These insights point to the fact that although the contributions by Green HRM practices in enhancing the behavior of employees are remarkable, their effectiveness only happen when communication is made clear, sufficient support and tailored approaches are adopted towards the various groups of employees. Studies need to be done in the future with regards to the long-term implications and the influence of institutional context on employee reactions to the practices of Green HRM which will paint a wider perspective regarding the implication.

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