



A STUDY ON THE IMPACT OF GREEN ENVIRONMENTAL AND HRM PRACTICES ON THE ORGANIZATIONAL PERFORMANCE IN SELECT ORGANIZATIONS, AP, INDIA

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Abstract

This research paper aims to analyze the Impact of Green Environmental Initiatives and Green HRM Practices on organizational Performance in the Educational Sector. The Intermediate, UG, PG and Professional Colleges in Andhra Pradesh are quite competitive and resourceful but presently facing a lot of challenges due to quality transformations adopted and imposed by Regulatory Authorities via, BIEAP, State Universities, AICTE, UGC, APSCHE, NAAC, NBA, and Several Self Quality Initiatives, to be instigated in order to get Sustainability, High Organizational Performance and Development etc. The main objective of the present study is to find out the influence of Green Environmental and GHRM Practices on Organizational Performance of the select organizations in educational sector, Andhra Pradesh, India. For this purpose, the quantitative cross-sectional study design approach has been adopted, and the data generated from 330 academicians from various educational intuitions in Andhra Pradesh, India and analyzed through testing Hypothesis with the help of SPSS 25. The study has revealed that the significant Green Initiatives and HRM variables carry their influences on Organizational Performance in terms of Results and Admissions.

Keywords: Green Quality Initiatives. Green Culture & Climate. Job Levered Performance. Green Whistle Blowing.

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1 Introduction

The adoption of Green environmental practices play key role in organizational performance creates significant relationship with the strength of HRM practices and specifies the green management as a practice where companies develop an environmental management strategy to manage the environment. Greening an organization has an impact on how it deals with its supply chain; the production process; the waste management and production; the organizational culture; and its values, strategies, choices, and employee behaviours (BENEVENE; BUONOMO, 2020). The implementation of the green human resources management practices has a positive relation to increase the competitive advantage of the educational organizations (GHARIBEH, 2019). Every employee is responsible for environmental performance of an organization. The concept of employee green performance of job is applicable and measurable to all employees in their works or job context in an organization (ARULRAJAH; OPATHA; NAWARATNE, 2016). It extends the realization among workers and employees by adopting new strategies in the work field such as saving energy at workplace, implementation of E-HRM, work from home and environmental care. Several Research Studies have revealed that the adoption of Green HRM initiatives and practices and their significant influences on green outputs in the selected organizations via, Green Organization Culture, Pro-Environmental Climate, Cost Reduction, Economic & Environment Performance, Job Performance leverage, Job Satisfaction and Student Participation & Results in the context of Educational Sector in Andhra Pradesh. The ecological factors such as green psychological climate, green organizational culture, and sustainable environmental efficiency are positively affected by green human resources management. In addition, green organizational culture and green psychological climate positively mediate the relationship between GHRMP and SEF. The reasons justifying selection of the educational sector is that it is going to be highly vulnerable during Covid-19 era, besides lot of challenges faced and changes made progressively in recent years due to compulsion, innovations in teaching methodologies besides technological innovations applicable for educational sector. Several online and digital content via different plat forms like Coursora, IBM Skill Build, Edx, Microsoft besides various digital resources made available by APSCH, AICTE, UGC, NIEPA, New Delhi, State Universities and other platforms made available, drives the organizations in this sector towards the adoption of Green HRM initiatives to improve the organizational Performance and Development. The massive benefits of adoption and properly managing Green HRM practices and Environmental Initiatives in the organizations cannot be over emphasized. However, most of the educational institutions are yet to catch the Green HRM concept. Further, Govt of India has highlighted the Green

environment via various proposals across Indian educational sector in the recent Budget 2022. Under this backdrop, an attempt is made to test the hypothesis in order to find out the significance and relation between the adoption of various Green Environment Initiatives, Green HRM practices in the organizations and Green Outcomes, specified in the study. Further it is also examined that there is any Impact of these Green Initiatives and Outcomes on Organizational Efficiency in selected educational institutions in Andhra Pradesh. The study has revealed that the significant Green Initiatives and HRM variables that carry their significant influences in determining the Green Outputs of the selected organizations. Further, it is inferred that the Green Outputs as a result of Green Initiatives and HRM Practices exert their influence on Organizational Performance as well.

2 The Green Environmental Initiatives

Environmentally friendly behaviour as a result of successful adoption of Green HRM in the organizations will benefit companies by reducing unnecessary costs, increasing resource efficiency, improving environmental performance, and improving corporate image and better employee retention and engagement. This involves HR activities aimed at increasing operational efficiency coupled with environmental protection and preservation, thereby resulting in enhanced performance and lowered costs for the organizations as well. Similarly, the benefits to individual employees to have better green and non-green work outcomes, environmentally friendly organizational culture, good work climate, increased efficiency of various resources, Job Performance and increased economic and eco-performance (SUHARTI; SUGIARTO, 2020). The Green intellectual capital on inculcating corporate environment citizenship, can lead the organization towards competitive advantage for firms in the long run. Thus, there is a need towards Green HRM in a massive way and to redefine the HR role of HR executives to 'environmental executives' who are proactively engaged in implementing environmental policies. It relates to the viable adoption and application of the environmental sustainability by the employees in true spirit. The green Initiative via, electronic filing, Ride sharing, flexi workplace, teleconferencing and virtual interviews, recycling and building more energy efficient office spaces can be taken for sustainable development. These initiatives are resulting in greater efficiencies, lower costs, employee satisfaction and engagement (LIKHITKAR; VERMA, 2017). Green HRM Practices have a positive relationship with organizational performance (FATHY EL DESSOUKY; ALQUAITI, 2020).

3 The Green HRM Practices

There is positive relationship among the green HR practices and employees work satisfaction. The green HR practices positively and significantly affect employee work satisfaction in the context of banking sector which is surely creating a new horizon in the field of banking practices (CHOWDHURY et al., 2019). The HR department plays crucial role in design the strategies to develop sustainability culture in the organization. Prime aim of Green HRM is a sustainable development through Human Resource Management. The functions of Green HRM are creating/developing awareness among employees through developing new work strategies like work from home, implementation of E-HRM, save energy at workplace and ultimately preserving and protecting the environment (SARODE; PATIL; PATIL, 2016). The GHRM strategies with improved technical innovations are useful to improve sustainability and economic performance (SHAH et al., 2021). There is a significant impact of Green Human Resource Management on Organizational Environmental Performance in the organizations (RAWASHDEH, 2018). The increasing research in protecting the environment has led to the emergence of a new research paradigm in the field of human resource management known Green HRM (KHAN; MUKTAR, 2020). Green HRM practices refers to as the HR practices that promotes ecological responsiveness sustainable development of resources and involving employee's commitment and engagement towards organization's goal and practices, whereas sustainable development could be defined as economic development that eradicates the depletion of natural resources (SINGH; NATH, 2020). The main Components of Green HRM are *Green Recruitment & Selection*: In the selection context, companies often consider a candidate's environmental concern and interest as selection criteria, apart from the normal selection criteria relating to the job specifications on the desired job roles. The pertinent and existing green selection HRM practices are as "considering candidates" environmental concern and interest as selection criteria by asking environment-related questions while interviewing candidates or evaluating them for selection, selecting applicants who aware of Green Environment and HRM aspects and also selecting applicants who have been engaging in greening as consumers under their private life domain. Similarly ensuring new employees aware about the organizations environmental past and present performance and in the process striving to inculcate 'green citizenship behaviour' among its employees is termed as Green Induction via, environmental orientation programs. *Green Performance Management*: It comprises, establishing environmental management information system (EMIS) and environmental audits, installing corporate-wide environmental performance standards, and integrating green criteria in appraisals and setting green targets, goals and responsibilities with provision of feedback mechanisms to the employees and constitute Green Performance Management. Having standards for

evaluating environmentally friendly behaviour through key performance indicators (KPI), Conducting integrated performance assessments by including criteria for evaluating environmentally friendly behaviour are the other important Green performance management practices in the organizations. *Green Training & Development*: It includes environmental training to the organizational members to adapt environmental friendly best practices e.g. reducing long-distance business travel and recycling, training to the staff to produce green analysis of workplace, applying of job rotation to train green managers of the future, Organizing orientation activities to induce environmentally friendly values and culture and establishing an environmentally friendly work culture. Organizing routine training activities related to environmentally friendly competence. *Green Reward Management*: It is another vital function leading to organization's environmental sustainability, both through financial (e.g. incentives, bonus, cash) and non-financial rewards (awards/special recognitions/honours/prizes) and rewarding employee environmental performance. For this purpose, establishing rules, award system policies for employees play vital role in Green HRM. *Green Employee Relations*: these activities are implemented through strategies (as, joint consultations, profit sharing, union as key stakeholder) and includes involving employees in green practices, joint consultations in resolving environmental issues, introducing green whistleblowing and helplines, providing training to the union representatives in environmental management and negotiating with trade unions on environmental issues.

4 Review of Literature

Business communities are becoming more conscious of the importance of environmental problems, according to recent reports. Green human resource management has become a crucial business practice for businesses because the human resource department would play a vital role in being "green". GHRM practices have a significant direct effect on employees' behaviour. As a result, it is possible to infer that Green HRM is serving as a decision maker in reforming age-old management practices and thus making deliberate efforts to protect habitats for generations to come. Practical implications - Workers' green behaviour should be properly evaluated, and their behaviour should be aligned with salary and promotions (SHARMA; KHATRI; ATTRI, 2021). The green performance compensation and management, green involvement and training permit the firms to acknowledge the customer pressure through enhancement of environmental performance successfully (SAKHARINA et al., 2020). It is proved that the Green Human Resource Management has a massive impact on an organization's performance (BALIYAN; FATIMA, 2021). The application of Green HRM would only succeed in companies that are committed to implementing Green Business concepts (SUHARTI; SUGIARTO, 2020). HR has the ability to measure and influence employee sustainability-

related behaviour, attitudes, knowledge, and motivation. Hence, organizations can utilize HRM to effectively deliver and implement environmentally sustainable policies. Psychological Green Climate as a Mediator in the Green HRM-Employee Workplace Green Behaviour Relationship (DUMONT; SHEN; DENG, 2017). The employees recruited on the basis of their environmental cognizance achieve higher grades of satisfaction and increases their employee performance (JABBAR; ABID, 2015). Green recruitment and selection, Green training and development, and Green rewards have association with environmental performance. Most of the Jordanian organizations adopted cost reduction strategies due to economic crisis affecting the country (RAWASHDEH, 2018). The overall influence of green HRM practices is positive on the employee's behaviour and performance (ALGHAMDI, 2021). There is significant mediation effect of work-life in the relationship of Green HRM and Environmental Performance (BANGWAL; TIWARI; CHAMOLA, 2017). The green appraisal and green discipline management has no significant impact on the job satisfaction, but all other hypotheses have been accepted further job satisfaction is significantly impacts continuance commitment which implies that job satisfaction. The IT professional gets satisfied with all the green HRM practices except appraisal and disciple (SINGH; NATH, 2020). It is revealed that the significant predictors of employee engagement as Green Recruitment & Selection, Green Employee Relations, Green Induction, Green Training & Development. However, Green Performance Management was not a prominent dimension impacting employee engagement (SINGH; PANDEY, 2020). Green HRM has extraordinary significance in the present situation. Green HRM executions have brought about expanded efficiencies, cost decrease, employee retention and improved profitability and furthermore other substantial advantages (JOYCE; VIJAI, 2020). The overall influence of green HRM practices is positive on the employee's behaviour and performance. Further, it is recommended that the filling gap in the literature and exploring Green Human Resource Practices on the Employee Performance and Behaviour in light of the relevant internal and external contextual factors (ALGHAMDI, 2021). GHRM appears promising for all the stakeholders of HRM, such as employees and employers, practitioners, and academicians, to stimulate the field of HRM to expand its role in the pursuit of environmentally sustainable business. Employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improved organizational environmental performance, like focusing on waste management recycling and creating green products (SIREESHA, 2020). Over the last few years, the conception of green human resource management (GHRM) has been in the spotlight for the organizations around the globe. The individuals green values were found to be strongly associated with GHRM practices such as green recruitment, green training, green reward and

green job design. The green human resource management (GHRM) approaches are practically for the financial sector especially banking division. However, the results are equally generalizable for other business and non-business organization as well (IHSAN et al., 2021). There should be some significance and positive influence of Recruitment & Selection, Training & Development on organizational Results (OBAID; ALIAS, 2015). The main motive of Green Human Resource Management is to stimulate sustainable development through Human Resource Management. In the terms of development, the activities of Green HRM are spreading realization among the workers and the employees by adopting new strategies in the work field such as saving energy at workplace, implementation of E-HRM, work from home and mostly taking precautions to protect the mother environment. From the past few years, the rate of global concerns has increased in the matter of environmental matters (BALIYAN; FATIMA, 2021).

5 Statement of the Problem

Green Environmental Initiations and GHRM Practices have made significant inroads into the organizations of this region in general and the organizations in educational sector in particular. The massive benefits of adoption and properly managing Green HRM practices in the organizations cannot be over emphasized. However, most of the educational institutions are yet to catch the Green HRM concept. The existing research has significantly established a positive relationship between Green HR practices and Employee satisfaction, Organizational performance and so on in the organizations across the globe. But there is a scant in the similar research in Indian educational sector which is apt for the adoption of green HRM practices besides the major importance given by the Govt of India in the Budget 2022 announced on 01/02/2022 on the floor of Indian parliament includes One class-One TV channel' programme of PM eVIDYA to be expanded to 200 TV channels, Virtual labs and skilling e-labs to be set up to promote critical thinking skills and a simulated learning environment, High-quality e-content will be developed for delivery through Digital Teachers, Digital University for world-class quality universal education with a personalized learning experience to be established (<https://economictimes.indiatimes.com/>).

OBJECTIVE OF THE STUDY & HYPOTHESIS:

1. To find out the significance of Green Environmental and GHRM Practices of the organizations, in educational sector, selected for the study, Andhra Pradesh, India.
2. To evaluate the influence of key Green Initiatives and HRM Practices of the selected educational Institutions on Green outcome variables via, Green Organization Culture & Climate and Job Satisfaction & Performance, specified in the Research model of the study.

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3. To examine the relationship between the above Green inputs and Green Outcomes of the organizations selected for the study.

4. To analyse the impact of the Green outcomes via, Green Organization Culture & Climate and Job Satisfaction & Performance on Organizational performance in terms of the results and Admissions.

VI a: HYPOTHESIS:

Based on the conceptual background, the following model and hypotheses are proposed, these hypotheses are investigated through empirical analysis and tested empirically based on data collected from various educational institutions across Andhra Pradesh, India.

H01 - There is no significance in the adoption of various Green Environment initiatives and HRM Practices in the organizations, selected for the study in educational sector

H11 - There is a significance in the adoption of various Green Environment initiatives and HRM Practices in the organizations, selected for the study in educational sector

H02 - There is no impact of the derived Green Environmental Initiatives and Green HRM Practices on the Green Outcome- Green Organization Culture & Climate of the selected organizations in Andhra Pradesh, India.

H12 - There is an impact of the derived Green Environmental Initiatives and Green HRM Practices on the Green Outcome- Green Organization Culture & Climate of the selected organizations in Andhra Pradesh, India.

H03 - There is no impact of the derived Green Environmental Initiatives and Green HRM Practices on the Green Outcome Variable - Job Satisfaction & Performance of the selected organizations in Andhra Pradesh, India.

H13 - There is an impact of the derived Green Environmental Initiatives and Green HRM Practices on the Green Outcome Variable - Job Satisfaction & Performance of the selected organizations in Andhra Pradesh, India.

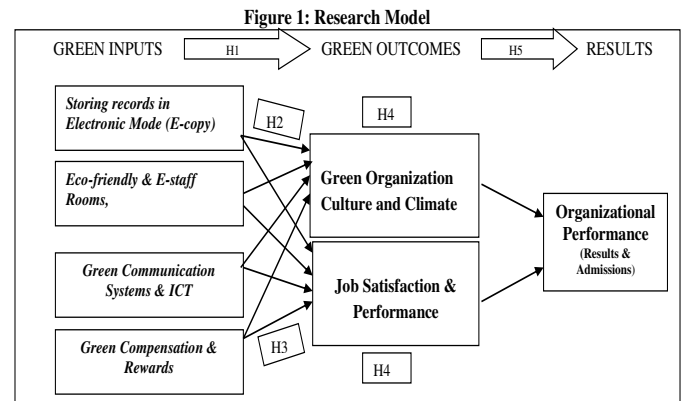
H04 - There is no significant relation between the derived Green Environmental Initiatives and the Outcome variable- Green Organization Culture & Climate, followed by Green HRM Practices on the outcome variable - Job Satisfaction & Performance of the selected organizations in Andhra Pradesh, India.

H14 - There is a significant relation between the derived Green Environmental Initiatives and the Outcome variable- Green Organization Culture & Climate, followed by Green HRM Practices on the outcome variable - Job Satisfaction & Performance of the selected organizations in Andhra Pradesh, India.

H05 - There is no Impact of derived Green Outcomes via Green Organization Culture & Climate and Job Satisfaction & Performance on the Organizational Performance in terms of Results and Admissions of the selected organizations in Andhra Pradesh, India.

H15 - There is an Impact of derived Green Outcomes via Green Organization Culture & Climate and Job Satisfaction & Performance on the Organizational Performance in terms of Results and Admissions of the selected organizations in Andhra Pradesh, India.

VI. b: The research model for these objectives can be represented by the figure 1 given below:



Source: As per the study.

VI c: ANALYSIS & FINDINGS:

1. Demographics Profile:

The respondent profile of the 330 academicians has been pertinently represented by 240 males (about 73 per cent) and with 90 females (about 27 per cent). Majority of the respondents have been in the age group of 20-30 years (about 46.75 per cent) followed by the age group of 30-40 years (about 23.03 per cent), age group 40-50 years (about 16.67 per cent), and respondents in the age group of above 50 years are 46 (about 13.93 per cent). In terms of educational level, 170 respondents (about 56.7 per cent) are the holders of a Postgraduate degree, while 113 respondents were (about 37.7 per cent) the holders of Bachelor's Degree or Professional Qualification. Only about 5.50 per cent of the respondents have been either M.Phil or PhD holders and about 8.13 Per cent of the respondents belong to the category of others. The respondents' profile in terms of the tenure in the current organization is as follows - the majority of the respondents have spent up to 4 years (about 38 per cent), followed by 1-5 years (about 26.3 per cent), 5-10 years (about 20.7 per cent) and other 45 respondents (about 15 per cent) have spent for more than 10 years in their respective organizations. The proportion of Competencies in terms of experience, education, seniority, and others in faculty members have been found different in the study analysis. The proportion of Young, highly qualified with less experience faculty (about 45 per cent) found high in the organizations, selected for the study, followed by Highly experienced, moderately qualified and middle-aged faculty (about 25 per cent), Young, moderately qualified and fresher's (about 15 per cent) and others compose Retired, Moderately skilled, experienced and Part time faculty, Industry guest faculty etc (about 15 per cent) (Source: Study Analysis). The Cranach's Alpha Based on Standardized Items is .726 with the purpose to assess the data reliability which is >0.7 (above the recommended value of 0.6). Hence, the data, used in the analysis is found reliable. In order to find out the significance of the data variables, ANOVA with Cochran's Test had been applied, which shows the grand mean 4.2100 and found

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significant variance among variable taken for study at 0.001 levels. There is significance in the adoption of various Green Environment initiatives and HRM practice in the organizations, selected for the study in educational sector (Study Analysis). The Mean and Standard Deviations (SDs) of two Green Environmental Initiatives via **Storing records in Electronic Mode (E-copy)** (Mean 4.4545 & SD 0.50565), **Eco-friendly & E-staff Rooms** (Mean 4.3333 & SD 0.77728), Similarly, the Green HRM Practices via, **Green Communication Systems & ICT** (Mean 4.3430 & SD.51238), **Green Compensation & Rewards** (Mean 4.2727 & SD .64988) have been found significant with good scores of Mean and acceptable variances. Further, it is found that the above derived Green Environmental Initiatives via Green Storing records in Electronic Mode: E-copy (Sig 0.000), Eco-friendly & E-staff Rooms (Sig 0.73) found significant at 0.01 and 0.05 respectively and also, the Green HRM Practices via Green Communication Systems & ICT (Sig 0.44), Green Compensation & Rewards (Sig 0.28) at 0.05 level. Hence, the above significant variables from Green Environmental Initiatives and Green HRM Practices are only taken for the further analysis (Study Analysis). Hence, the Null Hypothesis (H01) is rejected, and Alternative Hypothesis (H11) is accepted.

2. Regression Analysis:

It is applied to examine the influence of two or more individual variables (y) on a dependent variable (x). The linear regression analysis is used to predict the impact of independent variables on the dependent variable (Outcome variables) by testing the Hypothesis 2,3 and 4 in the analysis. The adjusted R square 0.272 reveals that there is about 27 per cent combined influence of the four dependent variables - Green Environment Initiatives and Green Human Resource Management practices (Two each) on the dependent variable - Green Organization Culture and Climate (Table-6.1a). There is a significant difference that has been found in the influences of such independent variables on the dependent variable (F- 3.648, Sig 0.013) significant at 0.05 level (Table-6.1b).

6.1 Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Storing records in Electronic Mode (E-copy), Eco-friendly & E-staff Rooms, Green Communication Systems & ICT, Green Compensation & Rewards.	.	Enter

a. Dependent Variable: Green Organization Culture and Climate. b. All requested variables entered.

6.1a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.522 ^a	.272	.198	.58970

a. Predictors: (Constant), Storing records in Electronic Mode (E-copy), Eco-friendly & E-staff Rooms, Green Communication Systems & ICT, Green Compensation & Rewards.

6.1b: ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.074	4	1.269	3.648	.013 ^b
	Residual	13.562	39	.348		
	Total	18.636	43			

a. Dependent Variable: Green Organization Culture and Climate.

b. Predictors: (Constant), Storing records in Electronic Mode (E-copy), Eco-friendly & E-staff Rooms, Green Communication Systems & ICT, Green Compensation & Rewards

6.1c: Coefficients^a

	Model	t	Sig.
1	(Constant)	.718	.477
	Storing records in Electronic Mode (E-copy)	1.181	.018
	Eco-friendly & E-staff Rooms	2.122	.007
	Green Communication Systems & ICT	1.141	.261
	Green Compensation & Rewards	2.845	.007

a. Dependent Variable: Green Organization Culture and Climate, p<0.05*, p<0.001**

The t- values and their respective significant levels at 0.05 and 0.01 levels are also derived. Storing records in Electronic Mode (E-copy) (t value 1.181 Sig 0.018*), followed by Eco-friendly & E-staff Rooms (t value 2.122 Sig 0.007*) have been found significant at 0.05 and 0.001 levels, Rest of the variables via Green Communication Systems & ICT and Green Compensation & Rewards have been found no significance in the study (Table 6.1c). Further, it infers that there is a significant influence of the above independent variables on the dependent variable-Green Organization Culture and Climate of the select organizations, Andhra Pradesh, India. Hence, Null Hypothesis (H02) is rejected, and Alternative Hypothesis (H12) is accepted.

6.2: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.464 ^a	.215	.162	.57704

a. Predictors: (Constant), Storing records in Electronic Mode (E-copy), Eco-friendly & E-staff Rooms, Green Communication Systems & ICT, Green Compensation & Rewards

The adjusted R square 0.215 reveals that there is about 21.5 per cent combined influence of the four dependent variables - Green Environment Initiatives and Green Human Resource Management practices (Two each) on the dependent variable - Job Satisfaction & Performance, (Table-6.2). The t- values and their respective significant

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levels at 0.05 and 0.01 levels are also derived. Green Communication Systems & ICT (t value 2.518 Sig 0.013*), Green Compensation & Rewards (t value 2.845 Sig 0.007**), Rest of the variables via, Storing records in Electronic Mode (E-copy) and Eco-friendly & E-staff Rooms have been found no significance in the study (Table 6.2a). Further, it infers that there is a significant influence of the above independent variables on the dependent variable-Job Satisfaction & Performance of the select organizations, Andhra Pradesh, India. Hence, Null Hypothesis (H03) is rejected, and Alternative Hypothesis (H13) is accepted.

6.2a: Coefficients^a

Model	t	Sig.
1 (Constant)	.718	.477
Storing records in Electronic Mode (E-copy)	1.141	.261
Eco-friendly & E-staff Rooms	1.122	.269
Green Communication Systems & ICT	2.518	.013
Green Compensation & Rewards	2.845	.007

a. Dependent Variable: Job Satisfaction & Performance, $p < 0.05^*$, $p < 0.001^{**}$

Similarly, the adjusted R square 0.272 reveals that there is about 27 per cent combined influence of the Green Environment Initiatives and the Green HRM Practices on the dependent variable - Green Organization Culture and Climate (Table-6.1a). The Green Environmental Initiatives via, Storing records in Electronic Mode (E-copy) (t value 1.181 Sig 0.018*), followed by Eco-friendly & E-staff Rooms (t value 2.122 Sig 0.007*) have been found significant at 0.05 and 0.001 levels whereas, the Green HRM Practices via Green Communication Systems & ICT and Green Compensation & Rewards have been found no significance in the study (Table 6.1c). This observable fact infers that the above Green Environmental Initiatives derived from the study have significant relationship and influence on the Green Organization Culture and Climate and also the Green Communication Systems & ICT (t value 2.518 Sig 0.013*), Green Compensation & Rewards (t value 2.845 Sig 0.007**), whereas, the Green Environmental Initiatives via, Storing records in Electronic Mode (E-copy) and Eco-friendly & E-staff Rooms have been found no significance in the study of the select organizations, Andhra Pradesh, India (Table 6.2a). This observable fact infers that the above Green HRM Practices derived from the study have significant relationship and influence on the Job Satisfaction & Performance in the study. Hence, the Null Hypothesis (H04) is rejected, and Alternative Hypothesis (H14) is accepted. The Organizational performance in terms of Admissions and Results can be perceived to be influenced by independent variables Green Organization Culture & Climate and Job Satisfaction & Performance. The adjusted R square 0.249 reveals that there are about 30 per cent combined

influence of the two Green Outcomes-independent variables on the dependent variable - organizational performance (in terms of Admissions and Results) of select organizations (Table-6.3a).

Table 6.3a: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499 ^a	.249	.187	.66032

a. Predictors: (Constant), Green Organization Culture and Climate, Job Satisfaction & Performance

Table 6.3b: Coefficients

Model	t	Sig.
1 (Constant)	4.538	.000
Green Organization Culture and Climate	1.991	.070
Job Satisfaction & Performance	2.476	.040

a. Dependent Variable: Organizational Performance (Results & Admissions),

b. $p < 0.05^*$, $p < 0.001^{**}$

The t- values and their respective significant levels at 0.05 and 0.001 levels are presented. The independent factors via, Green Organization Culture & Climate and Job Satisfaction & Performance have been found to be significant at either 0.05* level (Table 6.3b). It infers that there is a combined Impact of Green Environmental Initiatives and HRM Practices on the Organizational Efficiency in terms of Results and Admissions of the select educational organizations in Andhra Pradesh, India. Hence, the Null Hypothesis (H05) is rejected, and Alternative Hypothesis (H15) is accepted.

6 Conclusions and Implications

It can be concluded from the results of the Regression analysis that the Green environmental initiations and important dimensions of Green HRM practices impacting overall organizational performance in term of results and admissions. The variables in Green Environmental Initiatives and Green HRM Practices via, Storing records in Electronic Mode (E-copy), Eco-friendly & E-staff Rooms, Green Communication Systems & ICT, Green Compensation & Rewards in the organization have been found to be significant and have shown their combined impact on organizational performance via Green Organization Culture & Climate and Job Satisfaction & Performance of the sample educational institutions chosen for the present study. Further, Green initiatives have been encouraged both State and Central Governments in a significant by encouraging educational institutions in order to improve the quality standards through globalization of quality education, skill

development programmes, DESH-Stack e-portal, Drone-As-A-Service etc.

So, the management in educational institutions can improve their organizational performance as a whole by adopting green practices. This sector requires the effective implementation of the Green environmental initiatives and Green HRM practices, as it is a very important sector for the development of our country in all respects. Further, it is observed in the study that the Green rewards in increasing Job satisfaction. This means that the management needs to reward properly and give extra compensation to employees who are dedicated in acquiring environmental friendly skills in their actions and behaviour. The management can institute awards and rewards for innovative environmental initiatives/performance. However, Green Recruitment & Selection, Training & Development has been found insignificant in the analysis. This implies that management should become conversant and organizes more and more environment and green awareness programs (FDPs) in their respective organizations.

7 Limitations of the study

The study is based on both online and offline modes and organized over the last two and half years due to covid - 19 pandemic situations. However, continuous changes in the sample, as well as review of literature, have been made to create more reliability in the data collected. Similarly, we can point out the scope of this study that extends to refinements to overcome these limitations. Each dimension of Green HRM practice can be studied in detail and link it with employee engagement, teaching effectiveness and organizational commitment and the rich implications can accelerate the growth and performance of the organizations. Further, the studies can also be undertaken from teaching performance leverage in correlation with Green environmental and HRM practices.

CREDIT AUTHORSHIP

CONTRIBUTION STATEMENT

The author declares that he has been solely responsible for every phase of this research.

DECLARATION OF INTEREST

The author discloses that he has no known competing financial interests or personal relationships that could have appeared to influence the study reported in this manuscript.

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