

THE ROLE OF GREEN INITIATIVES AND GREEN HRM PRACTICES ON JOB LEVERED PERFORMANCE: A STUDY ON EDUCATIONAL INSTITUTIONS

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ABSTRACT

There is growing consciousness to move gradually towards green growth with sustainability. There is a residual positive correlation between unknown forces in the organization still have not been explored in the research, and organizational performance. This research paper aims to analyze the Impact of Green HRM practices on Levered Job 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, AICTE, UGC, APSCHE, JNTUK, NAAC, NBA and Several Self Quality Initiatives, to be instigated in order to get Sustainability, High Organizational Performance and Development etc. The main objectives of the present study are to understand the significance of the Key Green Environmental Initiatives and Green HRM Practices in the organizations; to study the relationship between the Green Environmental Initiatives and their outcomes via, Green Environmental Culture & Climate in the organizations; to observe the relationship between Green HRM practices and Several Green Outcomes via Job Engagement, Job Satisfaction and to examine the impact of the above green outputs on Job Levered performance. For this purpose, the quantitative cross-sectional study design approach was adopted, and data generated from 330 academicians from various educational Institutions and analyzed with the help of SPSS 25. An attempt is made to test the hypothesis in order to find out that there is any significance in the adoption of various Green Environment Initiatives and Green HRM practices in the organizations, selected for the study in educational sector, followed by any positive correlation between Green Environmental Initiatives and Green Outcomes, specified in the study, followed by the same in Green HRM Practices and the above Green Outcomes of selected organizations in Andhra Pradesh. Further it is also examined that there is any Impact of Green Outcomes occurred as a result of study via, Green Organizational Culture & Climate and also Job engagement, Job Satisfaction on Job Levered performance of the selected educational institutions in Andhra Pradesh. The study results have revealed that the significant Green Initiatives and Green HRM variables that carry their significant influences in determining the Green Outputs of the selected organizations and also exert their influence on Job Levered Performance as well.

Keywords: *Self Quality Initiatives, Green Environment, Green Inputs, Green Outcomes, Green Culture.*

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Introduction

In the modern world, ecology and the economy are on cross roads. Developing countries need to expand their industrial sector to alleviate poverty, deliver goods and services, create jobs, and improve standards of living. However, many countries face severe environmental degradation and resource depletion, which threaten opportunities for sustainable economic growth (www.unido.org). There is growing consciousness to move gradually towards green growth with sustainability. To leverage the gains from eco-innovations and achieved through proactive and carefully planned organizational and R&D support, there seems to be a surge in the growth of Eco-industries. The initiatives taken in developing sustainable Eco-industrial business models and the methodologies exert their influence on organizational performance as a whole (Sarkar, A.N.2013). It is proved that the Green Human Resource Management has a massive impact on an organization's performance (Rashi and Fatima 2021). The application of Green HRM would only succeed in companies that are committed to implementing Green Business concepts (Lieli and Agus 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. In the current scenario, there is a requirement for organizations to adopt formal environmental Practices, by taking the green concept as a base that includes Green Marketing, Green accounting, Green Retailing, and Green Management in general. 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. The employees recruited on the basis of their environmental cognizance achieve higher grades of satisfaction and increases their employee performance (Hassan and Muhammad 2015). 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 (Dr. Sami Alghamdi 2021). Similarly, The adoption of Green environmental practices play key role in organizational performance creates significant relationship with the strength of HRM practices and specifies "green management" as a practice where companies develop an environmental management strategy to manage the environment. 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 (Anton Arulrajah et al 2016).

Need for the Study

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 on line 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, the majority 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. In fact, The Financial Leverage is negatively correlated with organizational performance and the operating leverage might have some positive correlation with the same (Chen, Haomin 2020). This implies that there is residual connectivity between unknown forces in the organization that supports organizational performance. Under this back drop, we made an attempt 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.

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 (Lieli and Agus 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 HRM Practices

Green Recruitment: The organizations can integrate corporate environmental policy and strategies with its recruitment policy, thereby attracting environmentally aware talent. Incorporating environmentally-friendly values derived from the company's vision and mission in the recruitment and selection process of prospective employees; prioritizing the suitability of the environmentally friendly characters of prospective employees can be attracted and recruited in the jobs of the organization. positive influence of recruitment, training and development, and learning on the performance of the firm.

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 (Sabbir Hassan et al 2019). There is a significant impact of Green Human Resource Management on Organizational Environmental Performance in the organizations (Adnan M. 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 (M Hamza Khan & S Noorizwan 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. (Sonal Singh and Vikas Nath 2020). *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. Similarly ensuring new employees aware about the organizations environmental past and present performance and in the process striving to inculcate 'green citizenship behavior' 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 behavior through key performance indicators (KPI), Conducting integrated performance assessments by including criteria for evaluating environmentally friendly behavior 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 employees, 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/honors/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 whistle-blowing and help-lines, providing training to the union representatives in environmental management and negotiating with trade unions on environmental issues.

Job Levered Performance

In our view Point, It is an aggregate of Job performances of all employees in the organization that are amplified and multiplied significantly by the Green Environmental initiatives and Green HRM practices through Green Outcomes via, Green Organization Culture & Climate and Job Satisfaction & Engagement. Leverage at work is said to be the ability to influence a system or environment, in a way that multiplies the efforts of all employees with certain levers viz, green organizational culture, climate and Job satisfaction as result of proper initiation and application of the green environmental measures and Green HRM in the organization. The satisfied employees in the organization can place more efforts of what they are good at. As such, the organization would have maximum benefit towards the achievement of organizational objectives through Job Levered Performance. For many organizations, sustainability has evolved from a 'feel good' exercise to a strategic imperative that focuses on economic, environmental and social risks and opportunities which, left unattended, can potentially threaten the long-term success of strategies and the viability of business models. Environmental Initiatives and Green HRM Practices would lead towards organizational sustainable development through Leveraged performances of employees (www.osha.gov).

Review of Literature

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. There is significant mediation effect of work-life in the relationship of Green HRM and Environmental Performance (Deepak Bangwal 2017). The green appraisal and green discipline management has no significant impact on the job satisfaction but all other hypothesis 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 discipline (Sonal Singh and Vikas Nath 2020). Green HRM executions have brought about expanded efficiencies, cost decrease, employee retention and improved profitability and furthermore other substantial advantages (D. Joyce, Dr. C. Vijai 2020). 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 Pratibha 2020). Psychological Green Climate as a Mediator in the Green HRM–Employee Workplace Green Behaviour Relationship (Jenny and Xin Deng 2016). 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. (Hajra Ihsan 2021). There should be some significance and positive influence of Recruitment & Selection, Training & Development on organizational Results (Rosima Bte. Alias and Obai, Tareq 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 (Adnan M. Rawashdeha 2018). The overall influence of green HRM practices is positive on the employee's behavior and performance (Sami Alghamdi 2021). 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 (Kanwar Pravir and Krishna Nath 2020). Green HRM has extraordinary significance in the present situation.

Statement of the Problem

Green HRM practices have made significant inroads in to 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, the majority of the educational institutions are yet to catch the Green HRM concept. The existing research has established significantly a positive relationship between Green HR practices and Employee satisfaction, Job Levered 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 personalised learning experience to be established (<https://economictimes.indiatimes.com/>). Still majority of educational institutions have not been realized the importance of Green Management Practices and their adoption in their organizations to improve their Job Levered Performance.

Objective of the Study & Hypothesis

The objectives of the present study are presented below:

- To review the adoption of Green Environmental Initiatives and Green HRM Practices in Educational Sector
- To identify and evaluate the effect of the key Green Environmental initiatives via storing records in Electronic Mode (E- Storage), Bio-metric attendance & Green Performance Appraisal , Eco-friendly & E-staff Rooms, Waste Management activities & Green zones on the Green Environmental Culture and climate in the organizations.
- To identify and evaluate the effect of the key Green HRM Practices via, Green Recruitment & Selection, Green Training & Development, Green Communication Systems & ICT and Green Compensation & Rewards on the Job Engagement and Job Satisfaction in the organizations.
- To analyze the impact of the above green outcomes via, Green Environmental Culture & Climate and Job Satisfaction & Engagement on Job Levered performance.

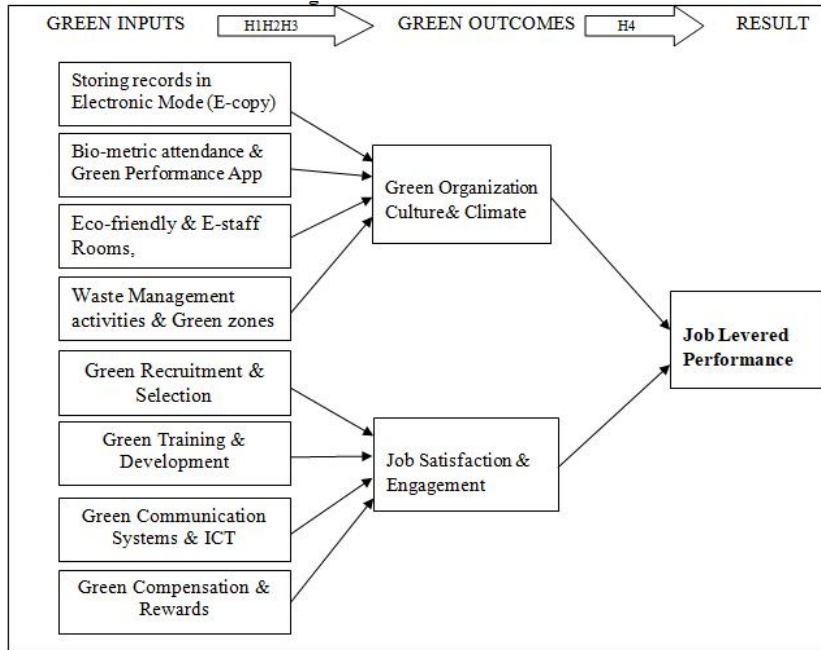
Hypothesis

Based on the conceptual background, the following model and hypotheses are purposed, 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 Green HRM Practices in the organizations, selected for the study in Educational sector
- H₁₁:** There is significance in the adoption of various Green Environment Initiatives and Green HRM Practices in the organizations, selected for the study in Educational sector
- H₀₂:** There is no correlation between Green Environmental Initiatives and Green Environmental Culture & Climate of the selected organizations in Andhra Pradesh, India
- H₁₂:** There is a positive correlation between Green Environmental Initiatives and Green Environmental Culture & Climate of the selected organizations in Andhra Pradesh, India
- H₀₃:** There is no correlation between Green HRM Practices and Job Satisfaction & Engagement of the selected organizations in Andhra Pradesh, India
- H₁₃:** There is a correlation between Green HRM Practices and Job Satisfaction & Engagement of the selected organizations in Andhra Pradesh, India
- H₀₄:** There is no Impact of Green Environmental Culture & Climate, Job Satisfaction & Engagement on Job Levered Performance of the selected educational organizations in Andhra Pradesh, India
- H₁₄:** There is an Impact of Green Environmental Culture & Climate, Job Satisfaction & Engagement on Job Levered Performance of the selected educational organizations in Andhra Pradesh, India

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

Figure 1 Research Model



Source: As per the study

Analysis & Findings

Demographics Profile

The respondent profile of the 330 academicians has been pertinently represented by 240 males (73%) and with 90 females (27%). Majority of the respondents have been in the age group of 20-30 years (46.75%) followed by the age group of 30-40 years (23.03%), age group 40-50 years (16.67%), and respondents in the age group of above 50 years are 46 (13.93%). In terms of educational level, 170 respondents (56.7%) are the holders of a Postgraduate degree, while 113 respondents were (37.7%) the holders of Bachelor’s Degree or Professional Qualification. Only 5.50% of the respondents have been either M.Phil or PhD holders and 8.13 % 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 (38%), followed by 1-5 years (26.3%), 5-10 years (20.7%) and other 45 respondents (15%) have spent for more than 10 years in their respective organizations (Source: Study Analysis)

Testing Hypothesis

Table 6.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.731	.726	14

Source: Data Analysis

Table 6.1a: ANOVA with Cochran's Test

		Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People		50.420	32	1.576		
Within People	Between Items	17.968	13	1.382	39.688	.000**
	Residual	176.247	416	.424		
	Total	194.214	429	.453		
Total		244.634	461	.531		

Source: Data Analysis , Grand Mean = 4.2100, ** p < .01.

The Cronach'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 (Table: 6.1). 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 significant variance among variable taken for study at 0.001 levels (Table: 6.1a). There is significance in the adoption of various Green Environment Initiatives and Green HRM practices in the organizations, selected for the study in educational sector. Hence, the Null Hypothesis (H01) is rejected and Alternative Hypothesis (H11) is accepted.

Table 6.2 :Descriptive Statistics

	Mean	SD	N
Storing records in Electronic Mode (E-copy)	4.2727	.64988	330
Bio-metric attendance & Green PM	4.4545	.50565	330
Eco-friendly & E-staff Rooms,	4.3333	.77728	330
Waste Management activities & Green zones	3.7856	.45227	330
Green Recruitment & Selection	4.3720	.58549	330
Green Training & Development	4.3030	.52749	330
Green Communication Systems & ICT	4.2730	.46669	330
Green Compensation & Rewards	4.3430	.51238	330

Source: Data Analysis

The Mean and Standard Deviations (SDs) of various Green Environmental Initiatives and Green HRM Practices and the data collected from the respondents has shown that in the green environmental dimension via Bio-metric attendance & Green Performance Management (Mean 4.4545& SD 0.50565), Eco-friendly & E-staff Rooms (Mean 4.3333 & SD 0.77728), Storing records in Electronic Mode (E-copy) (Mean 4.2727 & SD .64988) (Table 6.2). It infers that there is significance in the adoption of various Green Environment Initiatives and Green HRM Practices in the organizations, selected for the study in educational sector.

Table 6.2a: Correlations

		Green Organization Culture	Pro-Environmental Climate	Job Engagement	Job Satisfaction
Storing records in Electronic Mode (E-copy) (1v)	PC	.307	.398*	.048	.590**
	Sig. (2tailed)	.047	.022	.791	.000
	N	330	330	330	330
Eco-friendly & E-staff Rooms (2v)	Pearson Correlation	.392	.398	.114	.316
	Sig.(2-tailed)	.024	.031	.526	.073
	N	330	330	330	330
Green Communication Systems & ICT (3v)	Pearson Correlation	-.097	.124	.404	.188
	Sig.(2-tailed)	.593	.491	.055	.044
	N	330	330	330	330
Green Compensation & Rewards(4v)	Pearson Correlation	.264	.048	.603	.225
	Sig.(2-tailed)	.038	.791	.018	.028
	N	330	330	330	330

Source: Study Analysis, ** $p < .01$. * $p < .05$.

Further, it is found that There is a significant correlation between Certain Green Environmental Initiates via Green Storing records in Electronic Mode: E-copy (Sig 0.047), Eco-friendly & E-staff Rooms (Sig 0.024) with Green Organizational Culture at 0.05 level, followed by Pro Environmental Climate (0.022 and 0.031 respectively) at 0.05 level. (Table 6.2a). The covariance and correlation measure the relationship and the dependency between two variables. Covariance indicates the direction of the linear relationship between variables. Correlation measures both the strength and direction of the linear relationship between two variables. Hence, the above variables that are found significant have been taken in to further analysis. Data has been analyzed through covariance matrix. There is strong positive co variance between all Green Environmental Initiatives and Green Environmental culture (1v: .560, 2v-.332;3v-.737;4v-.394) followed by Pro-Environmental Climate(1v: .520, 2v-.137;3v-.316;4v-.599) (Table 6.3). Hence, the Null Hypothesis (H02) is rejected and Alternative Hypothesis (H12) is accepted.

The Mean and Standard Deviations (SDs) of various Green input variables chosen for the study have shown good mean scores and reasonable SD values. There is a significant correlation of Green HRM practices via, Green Communication Systems & ICT, Green Compensation & Rewards on Job Engagement specified in the Research design (0.055 & 0.018 respectively) at 0.05 level, followed by Job Satisfaction (0.044 & 0.028 respectively) at 0.05 level. (Table 6.2a).

Table 6.3: Inter-Item Covariance Matrix

	Green Organization Culture	Pro-Environmental Climate	Job Engagement	Job Satisfaction
Storing records in Electronic Mode (E-copy)	.560	.520	.216	.325
Bio-metric attendance & Green PM	.332	.137	.099	.054
Eco-friendly & E-staff Rooms,	.737	.316	.013	-.029
Waste Management activities & Green zones	.394	.599	.154	.241
Green Recruitment & Selection	-.214	-.170	.554	.458
Green Training & Development	.140	-.097	.636	.385
Green Communication Systems & ICT	-.097	.102	.701	.302
Green Compensation & Rewards	.062	.169	.582	.555
Green Organization Culture	1.000			
Pro-Environmental Climate	.575	1.000		
Job Engagement	.079	.293	1.000	
Job Satisfaction	.453	.595	.662	1.000

Source: Data Analysis, ** $p < .01$. * $p < .05$.

The Green Environmental Initiatives are Storing records in Electronic Mode (E-copy), Biometric attendance & Green PM, Eco-friendly & E-staff Rooms, Waste Management activities & Green zones and the Green HRM variables includes Recruitment & Selection, Green Training & Development, Green Communication Systems & ICT and Green Compensation & Rewards. There is strong positive covariance between the variables of Green HRM Practices and Job engagement (1v: .554, 2v-.636;3v-.737;4v-.582) followed by Pro-Environmental Climate(1v: .458 ,2v-.385;3v-.302;4v-.555) (Table 6.3). As such it is inferred that,there is a correlation between Green HRM Practices and Green Output in selected organizations in Andhra Pradesh. Hence, the Null Hypothesis (H_0) is rejected and Alternative Hypothesis (H_1) is accepted.

• Regression Analysis

The Job Levered Performance can be perceived to be influenced by the Green Environmental Culture, Pro-Environmental Climate that are identified as an out comes of Green environmental Initiatiion variables (H_{12}) and also Job Engagement and Job satisfaction that are found to be the out comes of Green HRM practices in the organizations (H_{13}). In order to find out the impact of the above outcomes from Green environmental initiatives and Green HRM practices, the regression analysis is applied.

6.4: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.773 ^a	.597	.502	.57242	2.067

a. Predictors: (Constant), Green Environmental Culture, Pro-Environmental Climate, Job Engagement, Job satisfaction

b. Dependent Variable: Job Levered Performance

The adjusted R square .0502 reveals that there is about 50.2 per cent combined influence of four independent variables on the dependent variable Job Levered Performance in their respective enterprises (Table-6.4).

6.4a: ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.248	4	2.062	6.293	.003 ^b
	Residual	5.570	17	.328		
	Total	13.818	21			

a. Dependent Variable: Job Levered Performance

b. Predictors: (Constant), Green Environmental Culture, Pro-Environmental Climate, Job Engagement, Job satisfaction

6.4b: Coefficients^a

	Model	t	Sig.
1	(Constant)	-1.297	.212
	Green Environmental Culture	3.007	.008
	Pro-Environmental Climate	.599	.042
	Job Engagement	3.245	.005
	Job Satisfaction	2.317	.055

** $p < .01$. * $p < .05$.

The t- values and their respective significance at 0.05 and 0.001 levels are presented in the Table-6.4b. The independent factors via, Green Environmental Culture, Pro-Environmental Climate, Job Engagement, Job satisfaction have been found to be significant at either 0.05* or 0.01** levels. There is a combined Impact of Green Environmental Initiatives via Green Environmental Culture, Pro-Environmental Climate and also HRM Outcomes Job Engagement, Job Satisfaction on Job Levered Performance of the selected educational organizations in Andhra Pradesh. Hence, the Null Hypothesis (H04) is rejected and Alternative Hypothesis (H14) is accepted.

Conclusion & Implications

Moving towards a greener economy is creating opportunities for the introduction of new clean technologies, green investments and jobs. At the same time, both environmental change and policies and regulations targeting the greening of production processes have detrimental effects on certain economic sectors. It can be concluded from the results of the Regression analysis that the Green environmental initiations and important dimensions of Green HRM practices impacting the Job Levered Performance as such, the overall organizational performance in term of results and admissions. The two components in green outcomes as a result of green environmental initiatives and the two outcome variables of Green HRM Practices via Job engagement and Job Satisfaction have been found to be significant and have shown their combined impact on Job Levered Performance of the sample educational institutions chosen for the present study. Further, Green Environmental initiatives have been encouraging by the State and Central Governments. The Govt. of India has been encouraging educational institutions in order to improve the quality standards of educational sector through globalization of quality education, skill development programmes, DESH-Stack e-portal, Drone-As-A-Service etc. So, the managements 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 very important sector for the development of our country in all respects. Further, it is observed in the study that 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 behavior. The management can institute awards and rewards for innovative environmental initiative/performance. However, Green Recruitment & Selection, Training & Development has been found insignificant in the analysis. This implies that managements should become conversant and organizes more and more environment and green awareness programmes (FDPs) in their respective organizations.

Limitations and Future Scope

The study is based on both on line and offline mode and organized the last two and half years due to covid -19 pandemic situations. However, continues changes in the sample as well as review of literature have been made to create more reliability to 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 Organizational Development in correlation with Green environmental and HRM practices.

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