THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE ENGAGEMENT AND PERFORMANCE IN HEIS: PERSPECTIVE OF J&K

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ABSTRACT

This study examines the goals of Green Human Resource Management (GHRM) practises at Higher Education Institutions (HEIs) in the Jammu and Kashmir (J&K) area with regard to employee engagement and performance. This study used a combination of methodologies to investigate how GHRM rehearsals and their possessions are received at HEIs. Information was acquired that was both subjective and quantitative. A sample of 200 members in a range of roles were polled in five selected HEIs in J&K. During the information examination, all available techniques were employed, including graphic measures, relapse demonstration, unshakable quality testing, exploratory variable investigation, and speculation testing. The results demonstrated the value of manageability-centered HR strategies in promoting accountability and efficiency by highlighting the positive correlations between employee performance and GHRM practise adoption. Suddenly, there was no correlation between GHRM practises and employee engagement, demonstrating the complex nature of the engagement model developed at J&K's HEIs. The inquiry found that HEIs had difficulties and problems while receiving GHRM rehearsals, highlighting the necessity for a sophisticated framework to handle these problems. The review's findings highlight the anticipated advantages of GHRM exercises in improving worker performance and provide HEIs in J&K and related fields with prompt advise. The overall impact of such initiatives may be increased by addressing the problems encountered and implementing manageability-centered HR practises. The groundwork for further research into the components of GHRM exercises and the specifics of employee involvement in the context of HEIs is laid by this study.

Keywords: Green Human Resource Management (GHRM), Employee Engagement, Employee Performance, Higher Education Institutions (HEIs), Sustainability Practices, Jammu and Kashmir.

1. INTRODUCTION

Higher Education Institutions (HEIs) are vital to shaping the future because they spread information, foster innovation, and prepare the workforce for a sustainable and affluent society. In the modern world, environmental sustainability has emerged as a critical global issue that requires organisations to act morally. One such tactic that integrates environmental sustainability into human resource strategies is green human resource management, or GHRM. This study examines the impact of GHRM on employee engagement and performance inside Higher Education Institutions (HEIs) from the unique viewpoint of Jammu and Kashmir (J&K). The far north of India's J&K region has a distinct socioeconomic and environmental backdrop, which makes it an intriguing area for study. By investigating the link between GHRM practices and employee outcomes, this research aims to provide practical insights for HEIs in J&K as well as valuable knowledge to the larger debate on GHRM in the context of higher education institutions. Academic communities that are more resilient, motivated, and productive may be created by having a better understanding of how environmentally conscious HR practises impact employee engagement and productivity.

1.1 Research Objectives

1. To investigate the relationship between the implementation of GHRM practices and the employee engagement levels in HEIs in J&K.
2. To evaluate how GHRM practices influence the employees' performance in HEIs within the J&K region.
3. To determine and examine any challenges or obstacles that HEIs in J&K face in implementing Green HR practices.

1.2 Research Hypothesis

1. GHRM practices have a major impact on employee Engagement, Employee Performance and Challenges or Barriers in Implementing GHRM in HEIs within the J&K region.
2. There is a strong correlation between employee engagement levels at J&K's HEIs and the application of GHRM methods.

2. LITERATURE REVIEW

Green human resource management practices, or GHRMPs, are a collection of procedures that help businesses promote ecologically friendly norms and values, according to Dangelico (2015). These procedures are meant to assist companies in enhancing their environmental performance and making a positive impact on sustainability. Through a variety of incentives and motivators, GHRMPs enable staff members to actively contribute to the organization's aim of sustainable environmental performance. GHRMPs essentially establish a framework for encouraging environmentally conscious behaviours and activities among staff members, bringing the workforce into line with the company's dedication to environmental sustainability.

Haddock-Millar et al, 2016 research findings reveal that, GHRMPs is widely used by businesses to try to enhance their environmental impact and financial performance. Furthermore, according to Wagner (2013), companies who invest in socially conscious practises such as GHRMPs have better long-term results in terms of customer and employee happiness, innovation, and staff recruitment. Each of these components contributes to the future expansion of supportability performance.

The effects of green HRM practices on financial sector organisations were studied by R.B. Ayeswarya (2017). The results show that the most important elements of green HRM practices are green production, resource conservation, encouragement, and green awareness.

In 2017, A. Katherine Diana conducted a study titled "A Study on the Effectiveness of Green Recruiting Practices among HR Executives in the IT Sector," workers understand the need of being environmentally conscious. He said that green initiatives may succeed and help the company as well as the general health of the economy provided the staff members are aware of them. It is insufficient to only include green practices into the hiring process. By incorporating the environment into all organisational actions, negative effects on the environment may be minimised.

Majeed et al. (2018) examined a few procedures that have to be followed in order to greatly increase the eco-friendliness of organisations. Additionally, an effort was made to focus on the circumstances behind these positions in various Indian affiliations. To accomplish these goals, the continuing writing was examined using the presented technique. As a result, the current study aims to expand the body of knowledge by providing a concise overview of the current state of green HRM practices in India and by highlighting the important contributions made by various scholars.

Zaid, et al (2018) organisations have a need to use caution while searching for tactics that would enable representative collaboration towards profitable commercial maintainability while also considering their social and environmental impacts. Furthermore, until GHRM develops human resources practices, strategies, and methods that further social, economic, and environmental objectives, it will not enable firms to become sustainable. Scientists and other experts have recently been highlighting the connection between GHRM and business performance, asserting that the former strategy is superior to the latter. Employee involvement in environmental groups has an impact on a company's perceived environmental friendliness as well as its actual environmental performance.

Longoni et al. (2018) found that the GHRMPs use human resources to create creative cycles. These solutions lower waste and underutilization of resources, increase partner views even further, and create cost reserves. They also lower incident rates, keep up with continuous improvements in recycling efficiency, and lower the frequency of incident occurrence.

Jabbour and Chong(2019) reveal thatIf businesses teach their employees about eco-friendly practices, they will be in a better position to implement green capabilities that minimise activities that cause waste and harm to the environment. How (Roscoe et al., 2019) ensures this. Coordinated environmental efforts ultimately lead to a significant reduction in waste and improve the environmental performance of the company (Cleric and Massoud, 2012).

This review evaluates the GHRM research conducted by Alukal et al. (2022) from beginning to end. In addition, it creates a point-by-point hierarchy of the ancestors, intermediaries, intermediates, and outcomes associated with GHRM. The analysts focus on probable GHRM forerunners, investigate the essential cycles via which GHRM impacts outcomes at the individual and progressive levels, and look for potential mediators of the relationship between GHRM and its properties. As a result, the researchers get help to delve farther into this developing sector.

3. RESEARCH METHODOLOGY

3.1 Research Design

A strategy known as blended strategy was employed by the review to examine the effects of Green Human Resource Management (GHRM) on employee engagement and performance in Higher Education Institutions (HEIs) located in Jammu and Kashmir (J&K). This approach combined quantitative and subjective techniques. The pragmatic research ethic that underpinned this design placed a strong emphasis on the useful application of study results to improve GHRM practices at the HEIs in the area.

3.2 Sample Population

The sample population for this study consisted of staff members and workers from five Higher Education Institutions (HEIs) located in Jammu and Kashmir (J&K). This group comprised a diverse spectrum of individuals from different departments and roles within these institutions, such as academics, administrative staff, and managerial professionals.

3.3 Sample of the study

For the study, 200 respondents were chosen at random from a range of Higher Education Institutions (HEIs) spread out over Jammu and Kashmir (J&K). Within the chosen HEIs, the respondents comprised managers, teachers, and support staff from a range of areas.

Table 1: Sample Selection

Name of Higher Education Institutions (HEIs)	Professors	Administrative staff	Management personnel	Total
University of Jammu	2	10	28	40
University of Kashmir	2	10	28	40
Shri Mata Vaishno Devi University	2	10	28	40
Islamic University of Science and Technologies	2	10	28	40
Baba Ghulam Shah Badshah University	2	10	28	40
Total	10	50	140	200

3.4 Sampling Technique

Random sampling is the main sampling method used in the study examining the relationship between Green Human Resource Management (GHRM) and employee engagement and performance at Higher Education Institutions (HEIs) in Jammu and Kashmir (J&K). To ensure that every staff member or employee at the chosen HEIs in J&K has an equal chance of being included in the study, random sampling is used. The sample is selected via a random procedure, such as a random number generator in addition to reducing prejudice, this approach offers a representative sample of workers at HEIs with a range of tasks and responsibilities.

3.5 Variables of the study

Independent Variables:

Green Human Resource Management (GHRM) Practices: This variable demonstrates how HEIs have embraced and put into effect eco-friendly HR strategies, including hiring and selection methods, plans for training and development, and workplace regulations that promote sustainability.

Dependent Variables:

Employee Engagement: This complex variable measures employees' fervour, emotional commitment, and participation in higher education institutions. It consists of components including job satisfaction, motivation at work, and a feeling of community inside the company.

Employee Performance: This is a reference to the effectiveness and productivity of employees at Higher Education Institutions (HEIs), including their contributions to research, academic or administrative duties, and total job results.

3.6 Collection of Data

Primary Data Collection: The creation and distribution of surveys and questionnaires to staff members at certain Higher Education Institutions (HEIs) in Jammu and Kashmir (J&K) served as the main technique of data collecting for this study. These surveys provided the basis for the research by asking employees directly about their opinions on Green Human Resource Management (GHRM) practices, employee engagement, and performance within their particular institutions. The utilisation of standardised questionnaires enabled the methodical gathering of quantifiable information, including perspectives on sustainability programmes, worker motivation, and job contentment.

Secondary Data Collection: The collection of secondary data involved a comprehensive analysis of the literature. This process included analysing several academic papers, industry reports, and relevant scholarly articles. The objective was to compile a substantial quantity of data about GHRM, employee engagement, and performance within the framework of higher education. This secondary data served as a basis for understanding the theoretical frameworks, methods, and conclusions from earlier research, which helped situate the current study within the corpus of existing knowledge. Secondary data obtained from institutional files and reports provided by the selected HEIs. These reports are an excellent

resource for learning about the state of these institutions' performance evaluation systems, GHRM procedures, and employee engagement initiatives.

Measurement Scale- The Likert scale is a widely used instrument to assess participant agreement or disagreement with a set of statements. It is employed to assess elements related to employee engagement, such as motivation, job satisfaction, and attitudes towards GHRM procedures. Participants may be asked to rate statements like "I am satisfied with my job" on a scale from 1 (strongly disagree) to 5 (strongly agree) in order to determine how much they agree with the statement. Categorical scales can be used to collect demographic data. Participants can respond to inquiries on their gender, age group, employment function, educational attainment, and other attributes that are often assessed using category scales.

3.7 Tools used for Data Analysis

Descriptive statistics- Descriptive statistics like the mean, median, and mode, which are used to uncover important trends, indicate the average, middle, and most common values of relevant data items. Pie charts, bar charts, and histograms are used to display data distribution; these are particularly useful for features related to employee performance and engagement. These visuals aid in the comprehension of the data's patterns and structure.

Inferential Statistics- The study employed hypothesis testing strategies including chi-square tests to evaluate research hypotheses and determine the significance of relationships and differences in the data. Logistic regression studies are employed to understand the relationships between variables, particularly those related to GHRM practices, employee engagement, and performance. The study analysed the data scientifically, produced visualisations, and drew conclusions using professional statistical software packages like SPSS.

4. RESULT AND DISCUSSION

4.1 Descriptive statistics

Table 1 displays the descriptive results of the research sample.

Table 2: Descriptive Results

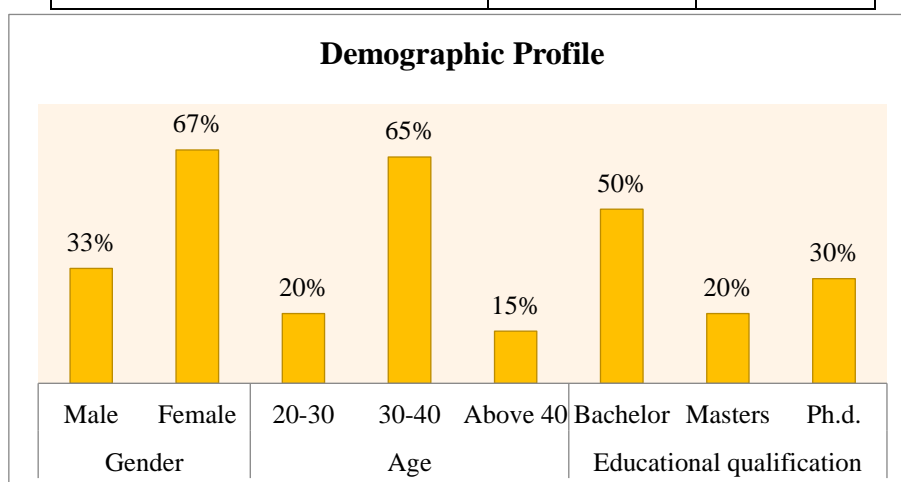| Characteristics	Frequency	Percentage
Gender		
Male	66	33%
Female	134	67%
Age		
20-30	40	20%
30-40	130	65%
Above 40	30	15%
Educational qualification		
Bachelor	100	50%
Masters	40	20%
Ph.D.	60	30%

Figure 1: Graph showing the percentage of descriptive results

Table 2 provides the descriptive results of the study, highlighting the key characteristics of the participants in terms of gender, age, and educational qualification. The table shows a gender distribution where 66 participants (33%) are male, while 134 participants (67%) are female. Regarding age groups, the majority of participants fall within the 30-40 age range, with 130 individuals (65%), followed by 40 participants (20%) in the 20-30 age group and 30 participants (15%) above the age of 40. In terms of educational qualification, it's observed that 100 participants (50%) hold a Bachelor's degree, 40 participants (20%) have completed a Master's degree, and 60 participants (30%) have achieved a Ph.D. qualification.

4.2 Reliability test

The results of the Cronbach's Alpha reliability test are shown in Table 3.

Table 3: Cronbach's Alpha

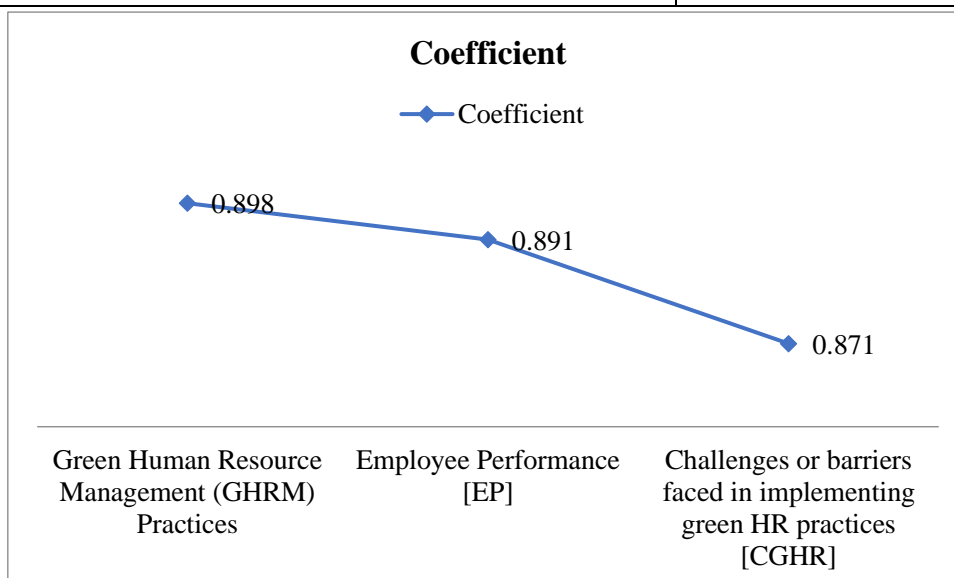| Reliability Statistics		
Research Variables	**Observable Variables**	**Coefficient**
Green Human Resource Management (GHRM) Practices	5	0.898
Employee Performance [EP]	5	0.891
Challenges or barriers faced in implementing green HR practices [CGHR]	5	0.871

Figure 2: Cronbach's Alpha

The Cronbach's Alpha coefficient for the "Green Human Resource Management (GHRM) Practises" variable is 0.898. This high score suggests that the questions or items linked to GHRM practises are closely connected and successfully measure the same underlying idea since it shows a high level of internal consistency among the observable variables within this construct. With a Cronbach's Alpha coefficient of 0.891, the "Employee Performance (EP)" variable has a high level of internal consistency. This shows that the evaluation criteria or elements related to employee performance are trustworthy and connected. With a Cronbach's Alpha coefficient of 0.871, the "Challenges or barriers faced in implementing green HR practises (CGHR)" variable likewise demonstrates strong internal consistency. This suggests that a valid and internally consistent collection of questions about obstacles to implementing green HR practises exists.

4.3 Exploratory factor analysis

Table 4 shows the discoveries of the KMO and Bartlett's Test for the independent variables.

Table 4: KMO and Bartlett's Test Results

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.851
Bartlett's Test of Sphericity	Approx. Chi-Square	5640.239
	df	199
	Sig.	.000

The KMO test findings, which reveal that the KMO coefficient is 0..851 > 0.5, suggest that the factor analysis is entirely compatible with the review data. The Bartlett test result, with a significance level of Sig = 0.000 0.005, shows that the observed variables are also correlated in the population. It is 5640.239. This result is entirely compatible with the multiplicity of independent causes.

Table 5: EFA exploratory factor analysis outcomes

	Rotated Component Matrix^a		
	1	**2**	**3**
GHRM1	0.864		
GHRM2	0.861		
GHRM3	0.759		
GHRM4	0.73		
GHRM5	0.587		
EP1		0.774	
EP2		0.726	
EP3		0.713	
EP4		0.752	
EP5		0.725	
CGHR1			0.757
CGHR2			0.726
CGHR3			0.708
CGHR4			0.712
CGHR5			0.755

The table presents three factors (labeled as 1, 2, and 3) and their respective relationships with the observable variables within the constructs. GHRM1, GHRM2, GHRM3, GHRM4, and GHRM5 all load strongly on Factor 1. This suggests that these observable variables are closely related and contribute to the underlying construct of GHRM Practices. Factor 1 represents the shared variance among these variables, indicating that they collectively measure the concept of GHRM Practices. EP1, EP2, EP3, EP4, and EP5 exhibit high loadings on Factor 2. This signifies that these observable variables are strongly associated with one another and form the Employee Performance construct. Factor 2 represents the commonality among these variables, indicating that they collectively measure the concept of Employee Performance. CGHR1, CGHR2, CGHR3, CGHR4, and CGHR5 have substantial loadings on Factor 3. This indicates a strong relationship among these observable variables and suggests that they collectively contribute to the Challenges or Barriers construct. Factor 3 represents the shared variance among these variables, reflecting that they measure the concept of Challenges or Barriers in implementing green HR practices.

4.4 Regression model and hypothesis testing

GHRM practices have significant influence on the employee Engagement, Employee Performance and Challenges or Barriers in Implementing GHRM in Higher Education Institutions within the J&K region.

Table 6: Model summary of variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.856	.623	.90049
a. Predictors: (Constant), Implementation of GHRM Practices				

The adequacy of the relapse model is summed up in Table 6. Employee engagement, employee performance, and difficulties or hindrances in carrying out GHRM are unequivocally connected with the free factor, "Execution of GHRM Works on," as per the worth of R, which is 0.844. The free factor might represent around 85.6% of the variety in the reliant factors, as per the R Square worth of 0.856.

Table 7: Multiple linear regression analysis findings

ANOVAᵃ						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	345.082	1	69.629	423.236	.000ᵇ
	Residual	269.235	198	.922		
	Total	614.317	199			
a. Dependent Variable: Employee Engagement, Employee Performance, Challenges or Barriers in Implementing GHRM						
b. Predictors: (Constant), Implementation of GHRM Practices						

The analysis of variance (ANOVA) findings are shown in Table 7, and they shed light on the regression model's overall significance and fit. The "Regression" section demonstrates that the regression model is very significant, with a sum of squares of 345.082 and an F-statistic of 423.236. The dependent variables' variation is significantly explained by the model, according to the p-value (Sig.) of.000, which validates the statistical significance.

Table 8: Coefficients of regression model

Coefficientsᵃ						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.470	.105			.000
	Implementation of GHRM Practices	.203	.019	.238	8.589	.000
a. Dependent Variable: Employee Engagement, Employee Performance, Challenges or Barriers in Implementing GHRM						

Table 7 delves into the coefficients of the regression model, providing specific information about the relationships between variables.

The "Unstandardized Coefficients (B)" for the constant is 0.470, and for "Implementation of GHRM Practices," it is 0.203. These coefficients signify the change in the dependent variables for each unit change in the independent variable. The standardized coefficient (Beta) for "Implementation of GHRM Practices" is 0.238, indicating the strength and direction of the relationship. The t-statistic is 8.589, and the p-value (Sig.) is .000 for "Implementation of GHRM Practices," suggesting it is highly significant.

Chi Square analysis is used to determine whether the two variables stated in hypothesis 2 are associated.

Table 9: Chi Square Test Results

Chi Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.556ᵃ	6	.237
Likelihood Ratio	7.414	6	.250
Linear-by-Linear Association	.518	3	.474
No. of valid cases	200		

With six degrees of freedom, the computed Pearson Chi-Square value is 7.556. The corresponding asymptotic significance (Sig.) on two sides is.237.

This shows that there is no statistically significant correlation between the adoption of GHRM practises and the levels of employee engagement, according to the Pearson Chi-Square test. The link may not be statistically significant since the p-value is higher than the normal significance level of.05 (5%). With six degrees of freedom, the Likelihood Ratio Chi-Square is 7.414 and has a two-sided significance of.250.

The Likelihood Ratio test, like the Pearson Chi-Square test, does not reveal a statistically significant link between the variables. A result of.518 is produced by the Linear-by-Linear Association test with three degrees of freedom and a significance level of.474.

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5 DISCUSSION

The study's findings provide insight into the connections between Green Human Resource Management (GHRM) practices and a few dimensions of employee performance and engagement at Higher Education Institutions (HEIs) in Jammu and Kashmir (J&K). To fully comprehend the consequences of these discoveries, it is important to analyse and evaluate their interpretation. The shown measurements provide a summary of the segment attributes of the exploratory members. The majority of the sample, which was made up of employees from different departments within the chosen HEIs, was concentrated in the age range of thirty to forty. Considering that higher education staff members frequently have suitable age ranges, this outcome seems reasonable. Accordingly, a sizable percentage of respondents had four-year credentials, indicating the degree of education acquired by professionals in the field. Moreover, the review had a slightly biased orientation delivery, with a higher percentage of female participants than male. The findings on the members' ages and educational backgrounds align with the socioeconomic trends frequently seen at the institutions.

The relapse analysis provided a plethora of insights on the connections between GHRM practice adoption at HEIs in the J&K area and employee engagement, performance, and obstacles or issues. Even while earlier studies in the field of economic management have shown a reasonable link between GHRM practices and employee performance, further study is undoubtedly necessary to determine the main factors influencing this association.. Furthermore, the fact that GHRM drills are linked to obstacles or problems indicates that foundations may find it challenging to carry out HR drills with a manageability centre. Understanding these issues and working towards workable solutions to lessen their effects is essential. The most striking conclusion, though, is the lack of a meaningful correlation between GHRM procedures and employee engagement. This discrepancy raises important concerns and necessitates a closer look at the concept of employee participation in J&K HEIs and the particular factors influencing this correlation.

6 CONCLUSION

In Higher Education Institutions (HEIs) located in Jammu and Kashmir (J&K), this study examined the complex relationship between Green HRM practices and employee engagement and performance components. Using a mixed methods approach that incorporated both quantitative and subjective data, we aimed to provide insights into the adoption and effect of HR practices that are not harmful to the ecosystem in this particular context. The review's findings highlight a number of important goals. Most significantly, the exploration variables' reliability and consistency were demonstrated by their high Cronbach's Alpha values. These findings demonstrate the estimating apparatuses' dependability, which inspires confidence in the accuracy of the review's conclusions. The EFA findings also confirmed the suitability of the objects being estimated and the consistency of the designs under examination. Regression focuses on revealing how employee performance at the selected HEIs is affected by the comprehensive and effective practice of GHRM. This is consistent with earlier manageability management research, which has repeatedly demonstrated that physiologically aware HR policies may enhance worker dedication, productivity, and overall job outcomes.

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