Assessment of Green Human Resource Management Practices in Higher Educational Institute (With Special Reference to Coimbatore District)

I.A. Ahamed Wasim Musthaq [1], Dr. M. Jegadeeshwaran [2]

[1] Research Scholar, [2] Assistant Professor

Department of Commerce, Bharathiar University, Coimbatore, India

Abstract

The ever increasing population and changing lifestyles are making the environmental problems more critical. Higher education institutions can be the best solution to solve this solution. Higher education can play a crucial role in sustainable development of any nation.

The present study is attempted to know the awareness of faculties and their satisfaction about Green HRM Practices adopted in their colleges. The study chosen is descriptive in nature. The same size is determined as 200 faculties through Stratified Random Sampling Method. In society and the environment, the academic institution plays a unique role. Many higher educational institutions have developed green initiatives to assist faculties in protecting the environment; however it is impossible to fully apply green HRM policies. In spite of this, there is a need to understand the Green HRM practices in the Educational Sector. This study will be beneficial to the higher education institute for being responsible for the protection of the environment.

Keywords: Green HRM, Faculty's Satisfaction, Green Initiative, Sustainable Development

Introduction

Twenty first century is witnessing many changes in the environmental issues. Recently the concept of environmentalism is having highest priority to combat climatic changes. Environment is facing many consequences from pollution - bio-waste, e-waste, etc., which are damaging the environment badly resulting in destruction of natural resources, negative effect on human life and health, and society as a whole. Green HRM practices are the actual green HRM programs, processes and techniques that actually get implemented in the organisations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organisations. Ultimately it is said that green HRM practices will improve the organisation's sustainable environmental performance. It also helps the employees to take initiation in attaining green recruitment, hiring, and training, compensation, developing and advancing the firm's human capital.

Review of Literature

M. Neeraja and B. Dhananjaya (2018)[1]: They studied on the topic "Green HRM and Organizational Effectiveness: An Empirical Study". The main aim of their study was to promote the sustainable use of resources within business organizations and promote the cause of environmental sustainability. Sample consists of 92 employees working in selected IT companies in Bangalore. The finding of their study shows that Implication of Green HRM practices on Organizational effectiveness.

Mohammed Aboramadan (2020)[2] studied with aims to provide a model of the effects of GHRM on employee in-role, extra-role, and green innovative work behavior (GIWB). The main aim of the study proposes building on both the job demands – resources model and social exchange theory (SET). In their study data were collected from 208 employees working in Palestinian higher education organizations using a self-administered questionnaire. The research data were analyzed using partial least squares-structural equation modeling. The findings of the study suggest that green human resource management (GHRM) was a significant predictor of employee in-role green behavior, extra-role green behavior and green innovative work behavior GIWB.

Maira Jam, Dr. Warda Najeeb Jamal (2020)[3]: They studied on the topic "Impact of Green Human Resources Management Practices on Organizational Sustainability and Employee Retention: An Empirical Study Related to Educational Institutions". The main objective of the study was to find out the impact of green HRM practices on organizational sustainability and employee retention of the educational institutions of the South Punjab, Pakistan. Green HRM practices involve all the management techniques, practices and procedures to use the organizational resources to bring sustainability for organizations and the environment. In their study data were collected from 150 educational institutions of south Punjab chosen randomly. The findings of the study state that green HRM practices significantly impact the organizational sustainability and employee retention of South Punjab's educational institutions.

Statement of the Problem

For the last two decades, the advancement of technology and industrial growth, pollution level has increased to that extent, which continues similarly; it will be difficult for our future generation to survive on this earth. We the humans and our unsuitable needs are constantly degrading our natural resources in the name of industrialization. We cannot stop the industries or businesses as they are the suppliers of our unlimited wants. The ever increasing population and changing lifestyles are making the environmental problems more critical. Therefore, we have to take some alternative actions for protecting the planet earth and our future generations. The time has come to protect the natural environment through precise efforts. Higher educational institutions can be the best solution to solve this situation. Hence, the present study is undertaken.

Objectives of the Study

1. To study the level of various Green HRM Practices adopted in select colleges in Coimbatore district.
2. To examine the awareness level of the Faculties about Green HRM Practices adopted in select Colleges in Coimbatore district.

Research Methodology

The present study is a descriptive research based on the primary data collected from the permanent teaching faculties of the selected Eight (8) autonomous college of arts and science of the Coimbatore district out of thirty three (33) colleges ranked by NIRF in Tamil Nadu. Hence, the researcher adopted Stratified Random Sampling technique to identify the respondents of the study. The researcher collected data from 200 faculties, i.e. 25, from each selected autonomous college of arts and science of the Coimbatore district. Thus, the collected data were analyzed using various statistical tools such as Percentage Analysis, Chi-Square and Mean score analysis.

Scope of the Study

This study aims to understand the best Green HRM practices prevailing in the higher educational institution. In the present scenario there is a need to transform the traditional HR Practices into Green HR Practices to create and live in an eco-friendly environment. The innovativeness in the proposed study is to create a Green HR policies and practices for higher education institutes such as Green selection and recruitment, green training and development, Green Performance appraisal management, Green pay and rewards, Green employee relations, Green exit, etc., that are considered to adopt to enhance quality of education, green behaviors', attitudes and capabilities of employees, motivate faculties to think green and to provide opportunities for faculties to build knowledge and skills associated with environmental sustainability.

Results and Discussion

Socio Demographic Profile of the Respondents

The researcher had used percentage analysis to describe the socio demographic profile of the respondents. Percentage analysis is a simple tool of all. It is used to give the clear-cut information about the analysis.

Table 1: Socio Demographic Profile of the Respondents

Sr. No.	Label		Number of Respondents	Percent%
1	**Gender**	Male	98	49.0
		Female	102	51.0
		Total	**200**	**100.0**
2	**Age Group**	Below 25 years	15	7.5
		25-35 years	115	57.5
		35-50 years	45	22.5
		Above 50 years	25	12.5
		Total	**200**	**100.0**
3.	**Marital Status**	Married	133	66.5
		Unmarried	67	33.5
		Total	**200**	**100.0**
4	**Monthly Income**	Less than Rs.20,000	15	7.5
		Rs.20,000 to 30,000	75	37.5
		Rs.30,000 to 40,000	55	27.5
		Rs.40,000 to 50,000	30	15
		Above Rs.50,000	25	12.5
		Total	**200**	**100.0**
5	**Working Experience**	Less than 2 years	15	7.5
		Less than 5 years but more than 2 years	35	17.5
		Less than 10 years but more than 5 years	65	32.5
		Less than 15 years but more than 10 years	40	20
		More than 15 years	45	22.5
		Total	**200**	**100.0**

Source: Primary Data

Table 1 reveals the socio demographic profile of the selected respondents from healthcare organizations. The result shows that out of 200 selected permanent faculties, 98 respondents (49%) were 'male' and 102 respondents (51%) were 'Female'. It is concluded that majority of the respondents are 'female'.

Among the 200 respondents, 15 respondents (7.5%) belongs to the age group of below 25 years of age. 115 respondents (57.5%) belongs to the age group of 25-35 years, 45 respondents (22.5%) belongs to the

age group of 35-50 years, 25 respondents (12.5%) belongs to the age group of above 50 years. It shows that majority of the respondents are belongs to the age group of 25-35 years.

It is identified that out of 200 respondents, 133 respondents (66.5%) were married, 67 respondents (33.5%) were unmarried. It is concluded that majority of the respondents are married.

It is found that out of 200 respondents, 15 respondents (7.5%) have monthly income of less than Rs. 20,000, 35 respondents (17.5%) have monthly income between Rs. 20,000 and 30,000, 65 respondents (32.5%) have monthly income between Rs. 30,000 and 40,000, 40 respondents (20%) have monthly income between Rs. 40,000 and 50,000, and the remaining 45 respondents (22.5%) have monthly income of more than Rs. 50,000. It is concluded that the majority of the respondents have monthly income between Rs. 20,000 and 30,000.

Among the 200 respondents, 15 respondents (7.5%) have working experience of less than 2 years, 35 respondents (17.5%) have working experience of less than 5 years but more than 2 years, 65 respondents (32.5%) have working experience of less than 10 years but more than 5 years, 40 respondents (20%) have working experience of less than 15 years but more than 10 years, 45 respondents (22.5%) have working experience of more than 15 years. It shows that majority of the respondents are belongs to the working experiences of less than 10 years but more than 5 years.

Awareness Level of Faculties about Green HRM Practices Adopted in Selected Colleges in Coimbatore District

The researcher had used Chi-Square analysis to measure the awareness level of Faculties regarding various Green HRM practices followed in select colleges. The researcher measures the significant difference in the awareness level of respondents based on relevant socio demographic factors. The results of Chi-Square analysis is provided below:

H_1: There is no significant difference in awareness level of respondents towards green HRM practices based on their age.

Table 2: Indicating the Awareness Level of Faculties about Green HRM Practices based on their Age

Sr. No.	Demographic Factors	Awareness Level of Faculties about Green HRM Practices	
		Pearson Chi-Square	**Significant**
1	Age	42.460	.000

Source: Primary data

The above table shows the result of chi-square used to test the significant difference in the awareness level of faculties towards Green HRM practices based on their age. The result reveals that there is a significant association between the age and the awareness level of faculties about Green HRM practices, since the p value is less than 0.05. Further, the correspondence analysis states that respondents falling under 25-35 age group respondents are aware about Green HRM practices in higher educational

institute. Hence the null hypothesis is rejected and there is a significant difference in the awareness level of faculties towards Green HRM practices based on their age.

H_1: There is no significant difference in awareness level of respondents towards green HRM practices based on their gender.

Table 3: Indicating the Awareness Level of Faculties about Green HRM Practices based on their Gender

Sr. No.	Demographic Factors	Awareness Level of Faculties about Green HRM Practices	
		Pearson Chi-Square	Significant
1	Gender	21.316	.000

Source: Primary Data

The above table shows the result of chi-square used to test the significant difference in the awareness level of faculties towards Green HRM practices based on their gender. The result reveals that there is a significant association between the gender and the awareness level of the faculties about Green HRM practices, since the p value is less than 0.05.Hence, the null hypothesis is rejected and there is a significant difference in the awareness level of the faculties towards Green HRM practices based on their gender.

H_1: There is no significant difference in awareness level of respondents towards green HRM practices based on their marital status.

Table 4: Indicating the Awareness Level of Faculties about Green HRM Practices based on their Marital Status

Sr. No.	Demographic Factors	Awareness Level of Faculties about Green HRM Practices	
		Pearson Chi-Square	Significant
1.	Marital Status	84.169	.000

Source: Primary Data

The above table shows the result of chi-square used to test the significant difference in the awareness level of faculties towards Green HRM practices based on their Marital Status. The result reveals that there is a significant association between the Marital Status and the awareness level of faculties about Green HRM practices. Since the p value is less than 0.05. Hence, the null hypothesis is rejected and there is a significant difference in the awareness level of the faculties towards Green HRM practices based on their Marital Status.

H_1: There is no significant difference in awareness level of respondents towards green HRM practices based on their working experience.

Table 5: Indicating the Awareness Level of Faculties about Green HRM Practices based on their Working Experience

Sr. No.	Demographic Factors	Awareness Level of Faculties about Green HRM Practices	
		Pearson Chi-Square	Significant
1.	Working Experience	112.086	.000

Source: Primary Data

The above table shows the result of chi-square used to test the significant difference in the awareness level of faculties towards Green HRM practices based on their working experiences. The result reveals that there is a significant association between the working experiences and the awareness level of faculties about Green HRM practices. Since the p value is less than 0.05. Hence, the null hypothesis is rejected and there is a significant difference in the awareness level of the faculties towards Green HRM practices based on their working experiences.

H_1: There is no significant difference in awareness level of respondents towards green HRM practices based on their monthly income.

Table 6: Indicating the Awareness Level of Faculties about Green HRM Practices based on their Monthly Income

Sr. No.	Demographic Factors	Awareness Level of Faculties about Green HRM Practices	
		Pearson Chi-Square	Significant
1.	Monthly Income	70.221	.000

Source: Primary Data

The above table shows the result of chi-square used to test the significant difference in the awareness level of faculties towards Green HRM practices based on their monthly income. The result reveals that there is a significant association between the monthly income and the awareness level of faculties about Green HRM practices. Since the p value is less than 0.05. Hence, the null hypothesis is rejected and there is a significant difference in the awareness level of the faculties towards Green HRM practices based on their monthly income.

Level of Various Green HRM Strategies Adopted in Select Colleges in Coimbatore District
The researcher has used mean score analysis to determine level of various Green HRM strategies adopted in select colleges in Coimbatore district. Green HRM strategies were adopted on a five point Likert scale. The result of mean score analyses were given below:

Table 7: Mean Score Analysis of Green Recruitment and Selection Adopted in Selected Colleges

Green Recruitment and Selection	N	Mean	SD	Mean Rank
Recruitment message include environmental awareness and commitment criteria	200	4.41	.733	1
Online submission of applications for applying jobs	200	3.58	.872	6
Telephonic Interview and video conferencing	200	3.48	.854	7
Environment-related questions during interviews	200	4.38	.633	2
Recruit candidates having green awareness and knowledge	200	4.25	.807	4
Jobs positions are designed which demand knowledge about environmental management	200	3.82	1.284	5
Online submission of applications for applying jobs	200	4.34	.691	3
Average Mean Score		4.037		

Source: Primary Data

Table 7 shows the descriptive statistics of green recruitment and selection followed in select colleges in Coimbatore district. The result shows that 'Recruitment message include environmental awareness and commitment criteria' is having high mean value of 4.41 followed by 'Environment-related questions during interviews' (mean score = 4.38). The third rank was retained by 'Online submission of applications for applying jobs' (mean score = 4.34). 'Recruit candidates having green awareness and knowledge' (mean score = 4.25) has the fourth rank and 'Jobs positions are designed which demand knowledge about environmental management' (mean score = 3.82) retained the fifth rank. 'Online submission of applications for applying jobs' (mean score = 3.58) stood at sixth position and 'Telephonic Interview and video conferencing' (mean score = 3.48) retained the seventh rank.

Table 8: Mean Score Analysis of Green Training and Development Adopted in Selected Colleges

Management of Hazardous Substances	N	Mean	SD	Mean Rank
Environmental issues are discussed in induction programs	200	4.22	.849	6
Green Training need analyses is conducted	200	4.37	.718	1
Training programs to increase environmental awareness and skills of employees	200	4.33	.918	3
Availability of training materials online for employees	200	4.34	.977	2
Environmental training is priority over other types of training	200	4.27	.773	5
Institute provides training on environmental friendly best practices	200	4.31	.918	4
Average Mean Score		4.308		

Source: Primary Data

The above table shows the descriptive statistics of green training and development followed in select

colleges in Coimbatore district. The result shows that 'Green Training need analyses is conducted' is having high mean value of 4.37 followed by 'Availability of training materials online for employees' stood (mean score = 4.34). The third rank was retained by 'Training programs to increase environmental awareness and skills of employees' (mean score = 4.33). 'Institute provides training on environmental friendly best practices' (mean score = 4.31) has the fourth rank and 'Environmental training is priority over other types of training' (mean score = 4.27) retained the fifth rank. 'Environmental issues are discussed in induction programs' (mean score = 4.22) stood at sixth position.

Table 9: Mean Score Analysis of Green Performance Appraisal Management Adopted in Selected Colleges

Green Performance Appraisal Management	N	Mean	SD	Mean Rank
Top management sets green goals and assigns responsibilities for every employee	200	4.37	.718	1
Employees are aware of their green goals and responsibilities	200	4.31	.613	4
Top management carries out environmental audits in the institute	200	4.35	.863	2
Environmental goals and contributions to environmental management are assessed and recorded in performance appraisal system	200	4.32	.703	3
Employees get regular feedback for carrying out their responsibilities or for improving their environmental performance	200	4.18	.987	6
There are penalties or dis-benefits (fines) in the performance management system for not meeting green goals and responsibilities	200	4.29	.673	5
Average Mean Score		4.316		

Source: Primary Data

The above table indicates the descriptive statistics of green performance appraisal management followed in select colleges in the Coimbatore district. The result shows that 'Top management sets green goals and assigns responsibilities for every employee' is having high mean value of 4.37 followed by 'Top management carries out environmental audits in the institute' (mean score = 4.35). The third rank was retained by 'Environmental goals and contributions to environmental management are assessed and recorded in performance appraisal system' (mean score = 4.32). 'Employees are aware of their green goals and responsibilities' (mean score = 4.31) has the fourth rank and 'There are penalties or dis-benefits (fines) in the performance management system for not meeting green goals and responsibilities' (mean score = 4.29) retained the fifth rank. 'Employees get regular feedback for carrying out their responsibilities or for improving their environmental performance' (mean score = 4.18) stood at sixth position.

Table 10: Mean Score Analysis of Green Pay and Reward Management Adopted in Selected Hospitals

Green Pay And Reward Management	N	Mean	SD	Mean Rank
Institute provide tax incentives for environmental performance	200	4.31	.987	4
Institute link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/ performance.	200	4.11	.644	6
Institute provide recognition-based rewards to employees for good environmental performance	200	4.09	.745	7
Institute provides monetary reward to employees for good environmental performance.	200	4.36	.857	2
Team excellence awards to teams for better environmental performance.	200	4.21	.693	5
Employees are rewarded for green skills acquisition.	200	4.41	.720	1
Employees are negatively reinforced for underperformance in environmental goals.	200	4.32	.832	3
Average Mean Score		4.258		

Source: Primary Data

The above table shows the descriptive statistics of green pay and reward management followed in select colleges in Coimbatore district. The result shows that 'Employees are rewarded for green skills acquisition' is having high mean value of 4.41 followed by 'Institute provides monetary reward to employees for good environmental performance' (mean score = 4.36). The third rank was retained by 'Employees are negatively reinforced for underperformance in environmental goals' (mean score = 4.32). 'Institute provide tax incentives for environmental performance' (mean score = 4.31) has the fourth rank and 'Team excellence awards to teams for better environmental performance' (mean value = 4.21) retained the fifth rank. 'Institute link suggestion schemes into reward system by introducing rewards for innovative environmental initiative performance' (mean value = 4.11) stood at sixth position and 'Institute provide recognition-based rewards to employees for good environmental performance' (mean score = 4.09) retained the seventh rank.

Table 11: Mean Score Analysis of Green Employee Participation and Empowerment Adopted in Select Colleges

Green Employee Participation and Empowerment	N	Mean	SD	Mean Rank
Employees feel responsible for protecting the environment	200	4.11	.775	4
Involvement of employees in quality improvement and problem-solving for green issues.	200	3.98	.647	6
Institute offer workshops or forums for employees to improve their environmental behavior and exchange their experiences	200	4.32	.895	2
Institute has a clear developmental vision to guide the employees' actions in environment management	200	4.71	.982	1
Top management involves employee in formulating environmental strategy and plans.	200	4.05	.659	5
Top management uses teamwork to manage and spread awareness of the environmental issues.	200	4.21	.666	3
Average Mean Score		**4.28**		

Source: Primary Data

The above table indicates the descriptive statistics of green employee participation and empowerment followed in select colleges in Coimbatore district. The result shows that 'Institute has a clear developmental vision to guide the employees' actions in environment management ' is having high mean value of 4.71 followed by 'Institute offer workshops or forums for employees to improve their environmental behaviour and exchange their experiences' (mean score = 4.32). The third rank was retained by 'Top management uses teamwork to manage and spread awareness of the environmental issues' (mean score = 4.21) and 'Employees feel responsible for protecting the environment' (mean score = 4.11) retained the fourth rank. 'Top management involves employee in formulating environmental strategy and plans' (mean value = 4.05) retained the fifth position and 'Involvement of employees in quality improvement and problem-solving for green issues' (mean score = 3.98) stood at the seventh rank.

Table 12: Mean Score Analysis of Management of Green Organizational Culture Adopted in Selected Colleges

Management of Green Organizational Culture	N	Mean	SD	Mean Rank
Institute vision/ mission statements include environmental concerns.	200	4.32	.786	3
Top management clarifies information and values of environmental management throughout the organization.	200	4.54	.840	1
Top management actively supports environmental practices for maintaining eco-friendly culture in the institute.	200	4.21	.666	4
Top management allocates budget for maintaining green	200	4.01	.769	5

environment in the institute.				
Top management and departmental head always motivates staffs and student to participate in green practices	200	4.45	.803	2
Average Mean Score		**4.27**		

The above table indicates the descriptive statistics of green organizational culture followed in select colleges in Coimbatore district. The result shows that 'Top management clarifies information and values of environmental management throughout the organization' is having high mean value of 4.54 followed by 'Top management and departmental head always motivates staffs and student to participate in green practices' (mean score = 4.45). The third rank was retained by 'Institute vision/ mission statements include environmental concerns' (mean score = 4.32). 'Top management actively supports environmental practices for maintaining eco-friendly culture in the institute' (mean score = 4.21) retained the fourth rank and 'Top management allocates budget for maintaining green environment in the institute' (mean score = 4.01) stood at the seventh rank.

Table 13: Mean Score Analysis of Green Exit Adopted in Select Colleges

Green Exit	N	Mean	SD	Mean Rank
HoD ask employees if Green issues are reasons for resignations.	200	4.28	.767	1
Environmentally unfriendly behavior may be one of the cause for dismissal.	200	4.10	.886	4
Exit interviews to measure employee's perception on organizations green practices.	200	4.27	.976	2
Staff de-briefings in environmental management in cases of dismissal.	200	4.23	.675	3
Average Mean Score		**4.241**		

The above table shows the descriptive statistics of green exit followed in select colleges in Coimbatore district. The result shows that 'HoD ask employees if Green issues are reasons for resignations' is having high mean value of 4.28 followed by 'Exit interviews to measure employee's perception on organizations green practices' (mean score = 4.27). The third rank was retained by 'Staff de-briefings in environmental management in cases of dismissal' (mean score = 4.23). 'Environmentally unfriendly behaviour may be one of the cause for dismissal' (mean score = 4.10) has the fourth rank.

Findings of the Study
Findings relating to socio-demographic profile of the faculties:
1. Majority (51%) of the respondents are Female.
2. Mostly (57.5%) of the respondents are between 25 to 35 years of age group.
3. Majority (66.5%) of the respondents are Married.
4. Mostly (32.5%) of the respondents are having working experience of less than 10 years but more than 5 years.
5. Majority (37.5%) of the respondents monthly income is between Rs. 20,000 to Rs. 30,000.

Findings relating to awareness of respondents regarding Green HRM practices in selected colleges in Coimbatore district:

1. There is an association between the age and the Awareness level of faculties about Green HRM practices. The correspondence analysis states that respondents falling under 25-35 age group respondents are aware about Green HRM practices in higher educational institute.

2. There is an association between the gender and the Awareness level of faculties about Green HRM practices. The correspondence analysis states that most of the respondents are female have aware about Green HRM practices in higher educational institute.

3. There is an association between the monthly income and the Awareness level of faculties about Green HRM practices. The correspondence analysis states that respondents falling under Rs. 20,000 to 30,000 income category are aware about Green HRM practices in higher educational institute.

4. There is an association between the working experience and the Awareness level of faculties about Green HRM practices. The correspondence analysis states that respondents falling under less than 10 years but more than 5 years are aware about Green HRM practices in higher educational institute.

Findings relating to various levels of Green HRM strategies adopted in select colleges:

1. Green recruitment and selection shows that 'Recruitment message include environmental awareness and commitment criteria' is having high mean value of 4.41 and 'Telephonic Interview and video conferencing' has the lowest mean value of 3.48.

2. Green training and development shows that 'Green Training need analyses is conducted' is having high mean value of 4.37 and 'Environmental issues are discussed in induction programs' has the lowest mean value of 4.22.

3. Green performance appraisal management shows that 'Top management sets green goals and assigns responsibilities for every employee' is having high mean value of 4.37 and 'Employees get regular feedback for carrying out their responsibilities or for improving their environmental performance' has the lowest mean value of 4.18.

4. Green pay and reward management shows that 'Employees are rewarded for green skills acquisition' is having high mean value of 4.41 and 'Institute provide recognition-based rewards to employees for good environmental performance' has the lowest mean value of 4.09.

5. Green employee participation and empowerment shows that 'Institute has a clear developmental vision to guide the employees' actions in environment management ' is having high mean value of 4.71 and 'Involvement of employees in quality improvement and problem-solving for green issues' has the lowest mean score of 3.98.

6. Green organizational culture shows that 'Top management clarifies information and values of environmental management throughout the organization' is having high mean value of 4.54 and 'Top management allocates budget for maintaining green environment in the institute' has the lowest mean value of 4.01.

7. Green exit shows that 'HoD ask employees if Green issues are reasons for resignations' is having high mean value of 4.28 and 'Environmentally unfriendly behaviour may be one of the cause for dismissal' has the lowest mean value of 4.10.

Conclusion

A Green HRM practice is the most critical factor for determining the efficiency and the effectiveness of a higher educational institution, because it precisely acquires and utilizes various resources. The present study analyzed the Assessment of Green human resource management practices in higher educational institute with special reference to Coimbatore district.

Each higher educational institute should find its own path on the journey to environmental sustainability through Green HRM practices. By understanding, the strategic importance of Green HRM practices in higher educational institute has to improve Green recruitment and selection, Green training and development; Green performance appraisal management, Green pay and reward management, Green employee participation and empowerment, Green organizational culture and Green exit are the aspects of thriving the HEI's for today and tomorrow.

References

1. D. Agarwal, P. Tiwari. (2015). Green HRM- A way to greening the environment. IOSR Journal of Business and Management, 17, 45-53.
2. S. Ahmad. (2015). Green Human Resource Management: Policies and Practices, Cogent Business & Management.
3. D. Ahuja. (July, 2015). Green HRM: Management of people through commitment towards environmental sustainability. International Journal of Research in Finance and Marketing, 5(7), 50-54.
4. C.G. Aragao, C.J.C. Jabbour. (2017). Green Training for sustainable procurement? Insights from the Brazilian public sector, Industrial and Commercial Training, 49(1), 48-54.
5. Arulrajah et al. (2015). Green Human Resource Management Practices: A Review. Sri Lankan Journal of Human Resource Management, 5, 1-16.
6. Berber et al. (2016). Green Human Resource Management: Organizational Readiness for Sustainability. 273-278.
7. Chowdhury et al. (2017). Green HRM Practices as a Means of Promoting CSR: Suggestions for Garments Industry in Bangladesh. Global Journal of engagement and Business Research: An Administration and Management, 29-35.
8. L.J. Cronbach, P.E. Meehl. (1955). Construct validity tests, Psychological Bulletin, 52 (4), 281-302.
9. D'Mello et al. (2016). A Study on the Green Human Resource Management at Gateway Hotel, Mangalore. International Journal of Scientific Research and Modern Education, 1, 843-852.
10. R. Deepika, V. Karpagam. (July, 2016). A study on green HRM practices in an organization. International Journal of Applied Research, 2016, 426-429.