Case studies on Impact of Green HRM practices on Organizational performance in Educational Institutions

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ARTICLE INFO	ABSTRACT
	Purpose - A new trend towards performance in the domains of variables in the economy, environment, and society is fostered by the world's dynamic business environment, where higher education sustainability is at the forefront. Through a fictitious element of the Resource-Based View (RBV), this study seeks to assess how green human resource management (GHRM) practices impact sustainability in the context of higher education in a developing country. **Design/methodology/approach** – This study applied a quantitative approach to suggest and test a model based on sustainability predictors. 25 higher education institutions in Odisha received a total of 180 responses. It was calculated to use Smart PLS to create the structural and measurement model. **Findings** – According to the results, green training and development (GTD) and top management commitment towards greening workforce (TMCGW) showed a positive correlation with sustainability but green hiring and selection were not. TMCGW must act as a bridge between GTD and sustainability. Employees are encouraged to act sustainably through the GHRM practices as a whole. **Originality/value** – A significant gap in the literature is filled by the newly proposed research model, and examining this connection necessitates the development of new theoretical frameworks. In order to fill a research gap, this study looked at how green HRM affects sustainability in the context of higher education in Odisha, a developing country. This study is significant because it employs academic expert's perspectives to demonstrate how GHRM practices affect sustainability, which improves our comprehension of the expanding global trend towards green mobility. **Keywords** –Green HRM, Sustainability, Higher Education

Introduction:

According to Rayner and Morgan, 2018 (It is important to note that "Higher education institutions (HEIs) have the power and responsibility to inform society's stakeholders about environmental sustainability, which can aid present and future generations in appreciating the importance of pro-environmental behavior". The majority of the time, the department in charge of human resources is in charge of creating, putting into place, and maintaining the aforementioned practices. 2018 (Foroutan et al.). Therefore, a growing difficulty for institutions and businesses is finding, keeping, and developing highly skilled and qualified labor that can effectively solve such complex concerns of environmentally friendly sustainability. 2018 (Natalia).

According to Renwick et al., 2013, Environmental concerns are taken seriously by policymakers, managers, and practitioners in Asian nations, who develop eco-friendly practices to slow down climate change. According to Zahid et al. in 2020 "The corporate sector is paying increasing attention to sustainability". Although the subject seemed to be mostly ignored at higher education institutions (HEIs), recent years have shown a fast growing level of awareness with sustainability in practically all walks of life. According to Findler et al., 2019 the backdrop of "HEIs has changed as a result of these and other significant elements, namely in the educational setting, to address the ongoing issues of another significant field of study".

According to Mohamed et al., in 2020 states that, "Employee behavior is crucial for the control of the environmental degradation that ensures green environmental performance in the context of higher education". According to Al-Zawahreh et al., in 2019, "A recent study has shown that HEIs are usually operating as business

organizations". According to Gilal et al. in 2019, states that "the GHRM practices boost employee green behaviour to mitigate the environmental issues at the workplace in the context of higher education institutions of India". According to 2022 Rehman et al., 2019 states that "The higher education sector, as being knowledge-intensive and dynamic, needs faculties and professionals to function smoothly. Hence, to accomplish an ecologicallycompliant HEI, faculty, and professionals, both need to play their part in terms of developing and implementing green supporting policies and procedures, especially in a nation like India which is poised to become one of the world's fastest-growing economies".

According to Yong et al., 2019; Fawehinmi et al., in 2020, states that "Human resource scholars are constantly examining green HRM initiatives in employee behavior, and higher education as a setting is important to preparing for this". As a result of the considerable growth of GHRM research over the past 20 years, it currently provides important insight into employee green behavior in response to changing social, economic, and environmental circumstances at work.

The management implications of the study are especially significant since they shed light on how top management commitment and green HRM strategies connect to sustainability in the context of higher education. They may help managers comprehend how the GHRM practices support sustainability. According to Das et al., 2023, "Exploring and synthesizing these green HRM practices that are currently being implemented and will be implemented by businesses and other organizations will make a significant academic and practical contribution to the HRM sector".

According to current research, top administrative assurance may have an impact on the sustainability outcomes Green HRM practices in Asia's higher education sector achieve. The current study adds to the body of prior research on Green HRM by examining how Green HRM practices forecast sustainability and by performing an experimental evaluation into the amount of certainty displayed by senior management.

The existing study discourses frequent investigation gaps; firstly, Ren et al. (2018) suggested "investigating the antecedents, mediators, moderators of the GHRM phenomenon. Hence, we respond to this call for research to address the research gap by applying top management commitment towards greening workforce as a mediator between the GHRM practices and sustainability. Secondly, this study also bridges the research gap by examining 'gender' as a moderator to evaluate the perception of both male and female employees to know about the adoption of Green HRM practices at the workplace".

Literature Review:

The resource-based view theory, which contends that an organization contains both tangible and intangible assets that assist a firm to generate a kind of competitive edge and endure in the competition of industry, serves as the theoretical foundation for the current research. According to Wernerfelt, in 1984, "The tangible assets can easily be determined as fixed assets, ownership of building, machinery, land and other valuable resources, and the intangible assets include the brand name and equity, employee competency and other aspects". Additionally, there has been a rise in interest in researching organizational resources, coming up with, and putting into practice defensible commercial practices.

According to Jabbour et al., in 2008, "RBV theory has often been used in studies on this form of interaction. According to Jackson and Seo in 2010, companies that incorporate sustainable practices into their corporate cultures, particularly in human resource management, typically have greater success". According to Wright et al., 2001implementing sustainable practices requires the mobilization of internal resources, both monetary and intangible ones. According to Wright et al., in 2001,"The RBV perspective has reportedly helped businesses successfully merge management and HR practices and strategies, according to studies examining RBV's influence on the HRM profession".

Green HRM and sustainability

More and more institutions are reacting to the necessity to support sustainability. Enterprises are more inclined to rely on their human resource management department. A key internal resource, to implement their sustainability strategy in order to accomplish this goal (Wirtenberg et al., 2007). According to Bombiak and Marciniuk-Kluska (2018), HRM is crucial in managing the several types of pressure coming from both domestic and foreign entities, including institutions, evolutionary advances, organizational renewal, and organizational efficiency.

According to Gim et al., in 2021 ,"Consequently, a manager in the HRM division is likely to give bringing about change and increasing the company's sustainability activities a particular priority". Since they fulfil an organization's vision and objectives, its employees are seen as its most valuable resource (Yong et al., 2019). As a result, the existing investigation study employs RBV as the supporting philosophy to progress and draw conclusions from the experimental data on the connection, in order to subsidize to an ongoing discussion on the role of supportable HRM performs in providing structural appropriateness. According to Renwick et al., in 2016. "However, there aren't many research that support the idea that GHRM is a good tool for businesses to create organizational strategies that will support the adoption of sustainable practices".

Green recruitment and selection

According to Jabbour et al., 2008 "Candidates that care about the environment at work can be hired by businesses". According to Siyambalapitiya et al. 2018 "To attract the best people, green recruitment tactic's environmental regulations are probably going to be very important". Renwick et al., 2013 "Due to increased understanding of the climate, environmental prestige and identification of a hiring agency are also crucial factors in recruitment". According to Jabbour et al. (2010), "A company's environmental achievements might be exploited to attract attention throughout the procurement phase". "Compared to more traditional channels like newspaper advertising or brochures, web-based recruitment enables recruiters to provide more information on their environmental protection practices" (Renwick et al., 2013). According to Das et al.,in 2023 "Companies would advertise in magazines and newspapers that candidates who are sensitive to the environment are likely to read. Highlight in the recruitment ads a few eye-catching and facts and prestigious environmental awards that company might have won. If the company use brochures or paper recruiting materials make sure they're from recyclable stock and the same should be mentioned on the document".

Green training and development

According to Pinzone et al., 2019 "Green training and development are thought to be essential for any company and contribute to an organization's sustainable strategy". According to Renwick et al. (2016), "incentive-based training programs have been found to increase a company's environmental performance". A motivated workforce can help a company take advantage of green opportunities across a variety of business areas. Through the successful system-wide integration of these practices and the integration of numerous GHRM features, the organizations hope to achieve environmental sustainability. According to Jabbour et al., in 2010, "Additionally, the company's main goal is to guarantee staff greening in order to maintain sustainable growth". As a result, it is critical to have worker assurance to public and ecological accountability because doing so will provision employee's obligations to environmental goals. This can be seen as a crucial component for improving the outcomes of an environmental management system. Such systems have various advantages, including decreased waste, effective resource use, and decreased pollution.

Top management's involvement in mediating the workforce's commitment to going green

According to Singh et al., in 2019, senior management's situation is among the greatest vital inner issues for creating and implementing a plan. According to this study, companies need top management support to successfully implement their green initiatives or GHRM operations (Spencer et al., 2013). GHRM may be a useful mediator because additional research is required despite developments in the top management commitment literature (Yusliza et al., 2019).

According to Ren et al., in 2021; Yong et al., in 2019; Moktadir et al., in 2019, suggests that "more research is necessary to fully comprehend top management commitment as a potential mediator between the GHRM phenomena and sustainability". According to Mousa & Othman, in 2020, "GHRM practices impact on sustainability is fundamentally unknown in the literature. Several academics have suggested top management commitment as a moderating element between GHRM and sustainability". According to Yusliza et al., in 2019; Graves et al., in 2019, "looked at how top management commitment and GHRM practices are directly related in the literature". According to Das et al.,in 2023 "Organizational human resource managers frequently launch campaigns asking staff members to turn off laptops, TVs, lights, etc. when not in use. Solar lighting is put in workplaces so that all of the energy used is renewable. To save energy, several organizations place a strong emphasis on carpooling and expanding the use of public transportation". According to Das et al., in 2022 "Green change over and done with the sphere has carried out the information of Green HRM (Green Human Resource Management), which helps in sustainable development".

According to Moktadir et al., in 2019, "The direct relationship between GHRM and sustainability cannot declare 100% dependability since it may be influenced by a number of significant elements ignored by earlier study and is much more complex than it seems". In addition, they pointed out "the lack of a comprehensive mediation mechanism connecting GHRM with sustainability. In response to the aforementioned calls for research, the current study emphasizes top management commitment as a potential mediator between GHRM practices and sustainability, making a significant contribution to the HRM literature".

Moderating role of Gender

According to Greening and Turban, in 2000, "Green workplace behavior is boosted by GHRM and the character qualities and morals that are influenced by a key gender component". According to Wong and Wan, 2011, "Women are more likely than men to engage in environmentally friendly activity, and they view the promotion of sustainability as a social and moral responsibility". According to Feijoo et al., in 2014, "The literature that is currently available indicates that organizations with a higher proportion of female employees are more involved in CSR, including social responsibility and environmental activities". According to Chang and Wu, 2015, & Environmental research, sexual category plays a key role in how GHRM and sustainability interact

Hypotheses:-

H1. Sustainability is favorably correlated with green recruiting and selection.

H2. Sustainability is favorably correlated with green training and development.

H3. Leading Management Sustainability and dedication to a green workforce are favorably correlated.

H4. The top management's commitment to a greener workforce is favorably correlated with green recruiting and selection.

H5. The top management's commitment to a greener workforce is favorably correlated with green training and development.

H6. Leading Management The relationship between sustainable recruiting and selection practices and commitment to a greener workforce is mediated by this commitment.

H7. Leading Management The relationship between sustainable development and green training and development is mediated by a commitment to a greener workforce.

Research Methodology

Procedure for collecting samples and data Employees (Including Teaching and Non-teaching staff) working for India's higher education institutions served as the analysis's unit of analysis (population). 180 employees from 25 HEIs provided the information. The existing study concentrated on permanent staffs, hence people were assumed to be the analysis unit of analysis. Because employees are seen as a key resource in the acceptance of green HRM practices, it is significant that our study focused on green HRM practices at the micro-level. In order to better understand in what way and under what circumstances green HRM may support sustainability, the current study explores employee viewpoints. Twenty five reputed higher educational sector of Odisha, India contributed to the study. The respondents were confirmed to be full-time employees who had previously spent some time with the HEI, making it likely that they were aware of the GHRM programs. To gather participants for this study, a purposeful sampling strategy was used.

Following the creation of the survey questionnaire, academic staff members from India's private and public universities were emailed the Google form-based online link. An ethical form that guaranteed participant's secrecy and anonymity was included to the email. Initial contacts were made with 500 HEI professionals in total. A web-based online survey received 180 questionnaires, or a 38% response rate. According to Hair et al., in 2017, "The PLS-SEM literature's most frequently recommended method for determining sample size is authority examines". According to Hair et al., in 2017, "The model size should be determined using supremacy evaluates, depending on the model's constructs, according to the literature". Additionally, this was in line with the advice given by Cohen (1992) and other academics who advocated using the statistical power analyses model for multiple regressions. Three criteria were used to guarantee size: 80% statistical power, the lowest R-square value, and the unpredictable nature of the model path. Therefore, the actual number of respondents, 180, was much higher than the 103 minimum required respondents for this study.

Measurements

According to Yong and Mohd-Yusoff, in 2016; Jabbour et al., in 2010, "served as the basis for the five criteria for environmentally friendly hiring and selection". According to Jabbour et al. (2010). "The three elements ofgreen training and development" A modified four-item scale developed by Banerjee and colleagues (Banerjeeet al., 2003; Jabbour et al., 2010; Masri and Jaaron, 2017) was used to measure top management commitment to a greening workforce.

The work of Masri and Jaaron (2017), Paulraj (2011), Jabbour et al. (2010), and Banerjee et al. (2003) served as "the basis for the four sustainability criteria. A Likert scale was used to rank these measures, with 1 denoting "Very Strongly Disagree" and 7 denoting "Very Strongly Agree"". Population characteristics of the sample According to Table 1below, 64.7% of the sample for this study was made up of male academic professionals among India's youthful population. The age range of the responders, 47.9%, was 30 to 40. Regarding schooling, 43.6% of respondents had a doctorate in philosophy (PhD), which may indicate that HEIs place a strong emphasis on extremely competent educational experts.

Pre-test and pilot test

A pre-test and a pilot survey were used to improve the study instrument. Following minor clarifications to guarantee clarity, the survey instrument was subjected to a face validity examination by three academic experts. For the pilot survey, the questionnaire was given to 38 respondents, who returned 23 responses. Cronbach's alpha values for all measures were determined to be greater than 0.7, which is considered satisfactory, according to Nunnally (1978).

Results

In accordance with the guidelines set forth by Hair et al. (2019), the assessment model evaluated the reliability of the tools utilized. In this work, Smart PLS was used to assess the model. Assuming ordinariness is not necessary for Smart PLS's analyses, which are consistently non-coursed, the program enables concurrent testing of the hypotheses (Ringle et al., 2005). For analyzing the route coefficients in casual models, use smart PLS.

The best measuring technique Hair et al. in 2017, states that claim that PLS-SEM works thoroughly investigates the construct's reliabilities using Cronbach's alpha coefficients and the Composite reliability approach. The results in Table 1 show that any values over the cutoff of 0.5 support the conclusions of Bagozzi and Yi (1988) and Hair et al. (20019).

A minimum value of 0.60 and a maximum value of 0.70 must be assigned to the Cronbach's alpha for it to be regarded as a reliable statistic. 1992 (Bagozzi and Yi). The research structures seem credible because our PLS-SEM estimations were higher than the thresholds. Due to the inclusion of composite reliability and average variance extracted (AVE) measures in the model, the PLS-SEM also provides these metrics (Hair et al., 2012). All of the findings from the composite reliability test fall within the permissible range (a threshold of 0.8). The study's component's lowest composite reliability coefficient is 0.8858, while their highest is 0.9243. While the normal variance extracted (AVE), which above the minimum criterion of 0.5, demonstrated convergent validity. (see Table 1).

Table 1. Construct reliability and validity

Construct	CR	AVE	(α)
Green Recruitment and Selection (GRS)	0.923	0.708	0.896
Green Training and Development (GTD)	0.885	0.723	0.806
Top Management Commitment towards greening workforce (TMCGW)	0.917	0.737	0.882
Sustainability (S)	0.925	0.754	0.894

Note: Composite Reliability (CR), Average Variance Extracted (AVE), Cronbach's Alpha (α)

To their corresponding latent constructs, all items (indicator variables) loaded significantly. The ideal measurement of a latent variable is one that exceeds a threshold of 0.6, according to Bagozzi and Yi (1988). These indicators actually measure as indicated and vary from 0.758 to 0.902 loads. Table 3 presents the results along with the corresponding loadings (coefficients).

Table 2. Measurement model for constructs

Construct	Indicator	Factor Loading	Mean	SD	VIF
Green Recruitment and Selection (GRS)	GRS1	0.762	4.053	2.052	1.830
	GRS2	0.872	3.451	1.972	2.737
	GRS3	0.865	3.469	1.977	2.517
	GRS4	0.876	3.336	1.878	2.772
	GRS5	0.837	3.327	1.809	2.134
Green Training and Development (GTD)	GTD1	0.787	3.787	2.032	1.532
	GTD2	0.874	3.787	2.024	1.963
	GTD3	0.882	3.938	1.960	1.979
Top Management Commitment towards greening workforce (TMCGW)	TMCGW1	0.902	4.866	1.862	3.170
	TMCGW2	0.88	4.867	1.810	3.062
	TMCGW3	0.887	4.464	1.893	2.714
	TMCGW4	0.758	3.628	2.000	1.650
Sustainability (S) (R2= 0.52)	S1	0.842	4.464	1.729	2.077
	S2	0.882	4.678	1.740	2.569
	S3	0.857	4.517	1.718	2.316
	S4	0.888	4.642	1.675	2.688

Note: Mean (average of every item of the scale), SD (Standard Deviation), VIF (Variance Inflation Factor)

The Fornell-Larcker table (see Table 2) demonstrates that the bolded diagonal values indicate the AVEs of the measured construct and must thus be greater than 0.5. To demonstrate discriminant validity, AVEs for each concept should be higher in both the row and column locations (Fornel). The Fornell-Larcker criterion's findings demonstrate that the constructs meet both strict and foundational statements.

Table 3. Measurement model of discriminant validity – Fornell-Larcker's criterion

Construct	GRS	GTD	S	TMCGW
Green Recruitment and Selection(GRS)	**0.843**			
Green Training and Development (GTD)	0.604	**0.848**		
Sustainability (S)	0.543	0.613	**0.866**	
Top Management Commitment towards greening workforce (TMCGW)	0.595	0.707	0.696	**0.858**

Note: N= 190. Squared correlations; AVE in the diagonal (in bold).

Fornell Larcker's discriminant validity criterion is used to evaluate the effectiveness of questionnaire design. It is assessed using data that distinguishes between the notion in between the other questions and the questionnaire's defined tenacity (Hair et al., 2010). The Fornell-Larcker criterion, which is used to assess discriminant validity, is shown in the graph below. The current study's findings using According to the standards developed by FornellLarcker, each building has a higher value for its structure and a lesser value for the contagious building. The findings on validity and reliability as a whole are merely acceptable.

Table 4. Discriminant validity (HTMT criterion**)**

Construct	GRS	GTD	S	TMCGW
Green Recruitment and Selection(GRS)				
Green Training and Development(GTD)	0.704			
Sustainability(S)	0.598	0.717		
Top Management Commitment towards greening workforce(TMCGW)	0.665	0.838	0.781	

The Heterotrait- Monotrait ratio (HTMT), in accordance with Henseler et al. (2015), also supported discriminant validity. As seen in Table 4, each HTMT ratio fell below the 0.85 limit that was the most restricting.

Structural model – hypothesis testing

According to Hair et al. in 2019, Ramayah et al., in 2018, the fundamental model's coefficients, standard errors, t-qualities, and p-values were accounted for utilizing a 5,000-example re-test bootstrapping technique. The results demonstrate a substantial positive correlation between TMCGW and Green Training and Development (GTD) (β = 0.650, p 0.000) (see Table 5). Green hiring and selection, on the other hand, has a negligible mediating relationship with sustainability, as seen by the insignificant correlation between TMCGW and sustainability (β=0.068; p 0.067). Top management's dedication to a greener workforce has a favorable impact on sustainability (TMCGW; β= 0.371, p 0.004).

Mediation analysis

According to an arbitration investigation, there is a link between sustainability and green training and development (see Table 5), which is mediated by top management commitment to greening workforce (TMCGW). (β =0.024; p< 0.004).

Moderation analysis

Only one of the two moderated hypotheses was significant, which made the moderation analysis result quite intriguing. Therefore, the idea of gender as a moderating element greatly modifies the interplay between GRS and sustainability. (β=0.260, p< 0.010). According to this, personnel of all genders increase output in the economic, environmental, and social spheres.

Table 5. Path coefficient and hypothesis model

Hypothesis	Effect	Coefficient (β)	Mean value	t-value	P-Values (C.I=95%)	Empirical remarks
Direct Effect						
H_1	GRS-Sustainability	0.146	0.1418	1.9154	0.055	Rejected
H_2	GTD-Sustainability	0.193	0.2012	2.1145	0.035	Supported
H_3	TMCGW-Sustainability	0.372	0.358	2.883	0.005	Supported
H_4	GRS-TMCGW	0.181	0.183	1.828	0.066	Rejected
H_5	GTD-TMCGW	0.651	0.654	7.231	0.000	Supported
Indirect Effect (Mediation Analysis)						
H_6	GRS-TMCGW-Sustainability	0.067	0.065	1.422	0.154	Rejected
H_7	GTD -TMCGW-Sustainability	0.025	0.233	2.1145	0.003	Supported

Note: β=regression coefficient and t= significant value (t > 1.96), Green Recruitment and Selection (GRS), Green Training and Development (GTD), Top Management Commitment towards Greening Workforce (TMCGW), Sustainability (R2=0.543, Q2=0.408), TMCGW (R2=0.615, Q2=0.458)

Discussion

This study looked at how sustainability was impacted by green HRM practices in the setting of higher education in India. The study focused on the effects of GTD (Green Training and Development) as an organizational intervention on TMCGW (Top Management Commitment towards Greening), which in turn had a direct relationship to sustainability as a desirable organizational outcome. According to Paile et al., in 2014; Zaid et al., in 2018, "By throwing light on the understudied subject of how Green HRM practices affect sustainability, this inquiry has achieved new advances. Another new setting was the developing Indian environment". According to Ismail et al., 2021; Paile et al., 2014; Shen et al., 2016, "Interest in green HRM practices that provide both green and non-green outcomes has significantly increased in recent years" . According to Zaid et al., 2018; Paulraj, 2011 , "Only a few studies have attempted to examine the connection between GHRM and sustainability". According to Javed and Tuková, 2020, "In addition, other sectors, such as tourism and hospitality, are placing more of an emphasis on sustainability".

Experiential confirmation gathered from full-time employees of HEIs lend support to the 'win-win' notion, which holds that adoption of GHRM practices will ultimately benefit both institutions / employers and employees. The resource-based viewpoint theory (Wright et al., 2001) was used to view the tested model, which looked at the moderating impact of gender as a demographic factor in tying GRS and organizational outcome, or sustainability. According to Shen et al., 2018 "This result closes a large study gap in GHRM by conclusively demonstrating how GRS activities have a positive impact on sustainability". Finally, the study's findings contribute to the corpus of HRM literature by underscoring once more the significance of GHRM, and specifically GTD, for promoting sustainability at Indian HEIs.

According to Malik et al. 2020, "Contrary to predictions, sustainability was not a factor in H1 green hiring and selection. This finding is in stark contrast to past studies in this area" .The findings also indicated a positive association between green training and development and sustainability (H2). This finding is in accordance with Gilal et al. (2019), who looked at higher education facilities in India and found that GHRM practices can assist companies in creating staff members who are more prone to view nature at work as a part of a wider ecosystem. This research backed up hypothesis #3 by demonstrating a causal link between sustainability and "top management commitment towards greening workforce" (TMCGW).

Notably, the findings of our study are equally significant to those of Yusilza et al.'s (2014) and Kramar's 2019 research. However, there hasn't been much discussion of senior management commitment in the literature to understand the indirect impact on sustainability. According to Williams Jr et al., 2014, "This finding is consistent with the notion that top management support is necessary for the influence of individual thought processes to achieve a common organizational goal". "Gender greatly modifies how sustainability and green hiring and selection interact". Our results refute Chaudhry's (2020) claim that gender acts as a moderator in GHRM procedures.

Theoretical implications

By making a few important discoveries, this study adds to the body of information on GHRM in the higher education sector. The novel phenomenon of green HRM has received little attention from empirical research. According to Paillé et al., 2014; Yong et al., 2019, "First, the GHRM literature, which is currently conceptually understudied in the field of human resource management, was given additional theoretical rigor in this work by the use of the RBV theory". This study builds on earlier work in the field by emphasizing intangible resources (employee skills and talents) established from the Resource-Based View (RBV) idea. According to Wright et al., 2001, "In order for the business to comprehend environmental sustainability policies, RBV helps HR implement them". The growth of GHRM in the workplace
According to Ren et al., 2018 "Asia, the largest and most populous continent, also has persistent environmental issues". Asia still lacks sufficient GHRM and sustainability research. According to Hameed et al., 2020; Moktadir et al., 2019, "The current calls for greater research in South Asia that integrates GHRM and sustainability are addressed in this work". Our knowledge of GHRM in emerging economies and in the setting of Asia has been greatly enhanced by this work.
Third, "This study used the mediation model to ascertain the inter-linkage effect of top management commitment between the GHRM practices and sustainability in response to prior calls for research by academics because the field of HRM has not given it enough consideration"(Ren et al., 2021; Ren et al., 2018). "We commonly find a direct relationship between green HRM and sustainability in research on the topic, but we typically ignore and don't look at the intermediary mechanism" (Zaid et al., 2018). "Investigating and learning about the opinions of both male and female employees on the adoption of green HRM practices for sustainability is the plan's fourth proposal" (Chaudhry et al., 2020).

"A moderation model for gender disparities is presented in this paper. Initiatives related to green HRM and sustainability are mainly focused on institutional or organizational practices at the macro level". According to Yong et al., 2019; Zaid et al., 2018, "The bulk of past macro-level research did not comprehensively examine the employee perspective at the micro level of analysis". According to Malik et al., in 2020, "the most recent analysis of the GHRM literature. The impact of employee's own greening and sustainability experiences on the adoption of green HRM practices is the emphasis of our study". By focusing on green HRM practices, this study broadens the investigation on HRM at the micro level (the concept of the individual level) and adds to the body of literature.

Practical implications

The results of this research are particularly crucial for service industry professionals and higher education officials. First off, companies can hire personnel that have a strong commitment to sustainability and green work abilities by employing green HRM practices like green recruiting and selection. They can then give them green tasks to advance sustainability. The existence of environmental knowledge and understanding is crucial for a fresh, enhanced approach to corporate sustainability when hiring new employees. Many companies have implemented green HRM programs to increase their sustainability, and policymakers can support these initiatives by utilizing intangible resources. Higher education professionals can develop a plan that makes use of green HRM techniques in order to advance long-term objectives like the responsible management of resources, environmental eco-efficiency, and social performance of employees at work.

Second, According to our research, businesses should implement green training and development programs to increase staff members green competence and improve sustainable operations. For instance, recycling procedures and waste management training should be constantly encouraged at work. According to our research, properly trained staff are accountable for the company's resources, respect the law and the community, and follow environmental regulations.

Thirdly, According to our research, senior management support was crucial for the adoption of GHRM practices to be successful and for the progress of an organization's sustainability. Top management should support a culture that supports sustainability and incorporate sustainable practices into their goal and vision statements, claims a recent study. The antecedents of GHRM that can help with precise planning and successful implementation of sustainability goals must therefore be prioritized by policymakers. Additionally, it could assist managers in enhancing the working environment and employee satisfaction.

According to our findings, to assist HEIs in achieving their sustainable goals, top management and policymakers should focus more on GHRM practices. This study makes the case that both male and female employees may contribute to a greener workplace by openly expressing their commitment to sustainability.

The authors of this study contend that "Due to their capacity to play a more responsible role in profit maximization as well as in environmental and social performance, organizations should apply a "win-win-win" strategy to accomplish the Sustainable Development Goals (SDGs) in terms of "people, profits, and planet"".

Limitations and future recommendations

The shortcomings of this study are numerous. First of all, because the population of this study consisted of individuals who worked in higher education, its conclusions might not be generalizable to other contexts. Second, although the practice of green human resource management is on the rise, the current study opted for a cross-sectional method rather than using longitudinal data to assess continuing dynamic viewpoints. Third, several definitions of sustainability were offered in the current study, including "green recruitment and selection," "green training and development," and "top management commitment towards greening workforce." As a result "The existing model can be expanded in future research studies by include extra human resource management strategies, such performance reviews and incentives administration". In conclusion, the study's exclusive focus was on India's developing country higher education system. The authors suggest undertaking future research to compare results across various geographic regions. This will increase the validity of the proposed model even further.

Conclusion

The sustainability of the higher education sector in India was significantly and favorably predicted by GHRM practices, according to a main finding of this study. The importance of environmental sustainability to organizational operations is rising. The study advances our understanding of how Green HRM improves sustainability, which in turn increases organizational productivity for businesses in terms of CSR and supports past findings. It is essential to establish a strong link between green HRM and organizational success, with a focus on sustainability and outcomes. The current study also emphasizes how top management support for an environmentally conscious workforce can considerably improve sustainable organizational behavior. In terms of the study's contextual impact, it shows HEIs how to strengthen their position in terms of sustainability by using Green HRM strategies. By using RBV as a theoretical framework to link Green HRM practices and sustainability results, we now have a clearer grasp of the global trend towards green mobility in the context of developing nations.

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