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The Role of Green Human Resource Management Practices in Green Campus Responsibility

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Abstract

The objective of this study is to examine the role of Green Human Resource Management (GHRM) in the context of green campus responsibility. Green campus responsibility refers to the responsibility of universities or higher education institutions in attaining the objectives of sustainable development. GHRM is a management concept that integrates environmental sustainability with human resource management, aiming to enhance organizational environmental performance through the utilization of GHRM practices. By synthesizing relevant literature, this study explores the key roles and practices of GHRM in the realm of green campus responsibility, encompassing areas such as recruitment and selection, training and development, performance management, reward and recognition, and employee engagement and communication. The findings indicate that the application of GHRM practices enables universities to effectively fulfill their green campus responsibilities and improve their environmental performance and sustainability. Nevertheless, potential challenges and constraints in promoting GHRM practices are identified, and recommendations for future research are proposed to further advance the understanding of the role of GHRM in green campus responsibility.

Keywords: Green Human Resource Management, Green Campus, Academic Staff

1. Introduction

Climate change and diminishing natural resources are two of the world's most pressing problems. The rising rate of consumption puts immense pressure on natural resources. This global issue has governments, society, organizations, and corporations scrambling to meet the demands and desires of today's consumers while also preserving the Earth's natural resources for the welfare of future generations (Armel et al., 2011). Water and food scarcities, along with widespread poverty and devastating natural disasters, are all consequences of these challenges (Li et al., 2022).

Due to globalization and the competition for consumers and larger market shares on a global scale, the consumption of natural resources and environmental degradation are accelerating. As concerns continue to mount, scientists have focused their research on environmental issue management and finding ways to reduce resource usage (Miller et al., 2022). Any company or organization, anywhere in the world, should prioritize resource management and environmental sustainability (Naz et al., 2023, Hishan & Oonnoony, J., 2023). Over the past decade, there has been increasing research on GHRM (Bangwal et al., 2017; Darvishmotevali

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& Altinay, 2022; Khatoon et al., 2022; Muisyo & Qin, 2021; Zhao & Huang, 2022, Obum et al.,2024,). As a result of this trend, the need for effective environmental management and long-term sustainability has once again become a focal point of attention.

Since the initiation of China’s economic reforms in 1978, both economic growth and environmental conservation have been accorded significant importance (Martín-de Castro et al., 2016). However, there was a lack of consensus on the specific focus until President Xi Jinping introduced the concept of the “New Normal” for the APEC (Asia-Pacific Economic Cooperation) gathering on December 9, 2014 (Zhao & Huang, 2022). One of the key aspects of this vision was the promotion of sustainable, low-carbon development, which aimed to balance economic expansion with environmental considerations (Shulla et al., 2020). This monumental shift put various societal roles in business, government, and education to the test (Joarder et al., 2020). To address the need for sustainable education policies, China issued the China 21st Century Initiative in 1993, which advocated for the establishment of a sustainable education policy and laid the foundation for the green campus construction movement. The goal was to gradually establish “green campus” throughout the country by 2000 (Shulla et al., 2020). Consequently, the construction of green campus in China commenced (Tan et al., 2014; Zhu et al., 2021).

2. Definition of GHRM

GHRM is an approach that integrates environmental sustainability principles and practices into the management of human resources. GHRM recognizes the vital role of employees as key stakeholders in promoting sustainable practices within organizations. It acknowledges that their attitudes, behaviours, and skills significantly impact the ecological performance of the organization (Arulrajah et al., 2015). Meanwhile, Pathaand Arulrajah (2014) emphasize that conservation entails the judicious utilization of natural resources to guarantee their availability for future generations, including efforts to reduce atmospheric, water, and air pollution, as well as the creation of parks with abundant plant life, trees, and lawns. In the context of human resource management, being green can be understood through four dimensions: preservation of the ecological system, protection of the natural ecosystem, reduction of environmental contamination, and creation of green areas and natural habitats (Adjei-Bamfo et al., 2020). Table 1 compiles these definitions and the opinions offered in this respect, including numerous meanings of GHRM.

Table 1 Definitions of GHRM.

Author	Definition
Rezaei-Moghaddam (2016)	GHRM refers to the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promote the cause of environmentalism. It involves undertaking environment-friendly human resource initiatives resulting in greater efficiencies, lower costs, and better employee engagement and retention, which, in turn, help organizations.
Masri and Jaaron (2017)	GHRM refers to using HRM practices to reinforce environmentally sustainable practices and increase employees' commitment to environmental sustainability issues. It embraces considering concerns and values of Environmental Management (EM) in applying Human Resources (HR) initiatives generating greater efficiencies and better Environmental Performance (EP) necessary for reducing employees' carbon footprints.

Author	Definition
Tang et al. (2017)	GHRM is a scale for credibility and development which results in employees' green behaviour and awareness through adopting a green perspective and using green communication channels.
Shah (2019)	GHRM is defined as the incorporation of green management elements into job design, staffing, training and development, motivation, and maintenance functions of HRM to improve employee pro-environmental behaviour, meet employee expectations, and achieve organizational objectives.
Mukherjee et al. (2020)	GHRM is defined as the integration of environmental management programs into the HRM system of an organization. It is the process of aligning HRM policies and practices strategically towards environmentally friendly policies and practices. The aim of GHRM is to reduce the carbon footprint of each employee working in the organization by providing them with a healthy and motivated work culture.
Alam and Niu (2021)	GHRM is a set of practices that integrate environmental sustainability into HRM strategies. It includes policies and procedures that promote environmentally sustainable and economical practices in the workplace. GHRM aims to create a culture of environmental sustainability within the organization by developing employees' green abilities, motivating them to remain green, and providing green opportunities. The aim is to enhance employees' green behaviour to voluntarily improve the organization's environmental performance.
Aboramadan (2022)	GHRM refers to the integration of environmental management practices into HRM processes and policies to promote sustainable development and reduce negative environmental impacts.
Chowdhury et al. (2023)	GHRM is the integration of environmental management practices into HRM processes, policies, and practices. It involves promoting pro-environmental behaviours and attitudes among employees, developing their environmental knowledge and skills, and aligning their performance with the organization's environmental goals and objectives.

Therefore, this study adopts the definition of Chowdhury et al. (2023) as it displayed that GHRM can contribute to sustainability in a green campus by recruiting and selecting employees who share the organization's values and goals, providing training and development programs that equip academic staff with the knowledge and skills needed to promote sustainability, incorporating sustainability principles into performance management and reward systems, and promoting stakeholder engagement and participation.

3. The Role of GHRM in Green Campus

GHRM plays a pivotal role in establishing a sustainable campus environment by integrating environmental sustainability considerations into the university's human resource management strategies and practices. The following delineates the multifaceted roles of GHRM in fostering a green campus:

Firstly, GHRM practices enable universities to incorporate environmental awareness and sustainability values into the recruitment and selection process (Darvishmotevali & Altinay, 2022). This entails prioritizing candidates who possess environmental consciousness and relevant skills, ensuring their active engagement in green campus initiatives and contribution to the sustainable development goals (SDGs) (Zhu et al., 2020).

Secondly, GHRM practices encompass providing training and development opportunities pertaining to environmental awareness and sustainability (Das & Dash, 2023). Through these

initiatives, universities enhance the environmental consciousness of their academic staff and bolster their expertise in environmental protection and sustainable development. Such training endeavors facilitate the cultivation of an environmentally responsible workforce and propel the university towards the objective of a green campus (Atici et al., 2021).

Thirdly, GHRM entails implementing environmental management practices within the university. This encompasses formulating and executing environmental policies, establishing programs for energy conservation, emission reduction, and waste management, while encouraging staff to adopt environmentally friendly actions such as resource recycling and energy preservation (Zhu et al., 2021; Hishan, 2023). By adopting these practices, the university can minimize its environmental footprint and contribute to the creation of a green campus (Fachrudin & Fachrudin, 2021).

Lastly, GHRM also assumes a crucial role in disseminating a green culture and fostering awareness within the campus community. Through the establishment of academic staff networks and communication channels that emphasize environmental consciousness, universities facilitate effective communication and collaboration among academic staff, sharing experiences and practices related to environmental sustainability (Zhang et al., 2021). This engenders a culture that motivates academic staff to actively participate in green campus initiatives (Pereira Ribeiro et al., 2021).

In summary, the role of GHRM in a green campus entails guiding and motivating academic staff to actively engage in green campus initiatives through recruitment and selection, training and development, environmental management practices, and the dissemination of a green culture and awareness. These efforts contribute to the achievement of the SDGs and the provision of an environmentally friendly and sustainable learning and working environment for academic staff.

4. Contribution of GHRM to Green Campus Responsibility

4.1 Promoting Environmental Awareness

GHRM plays a crucial role in enhancing the environmental awareness of academic staff by providing them with environmental education and training opportunities. These training programs encompass fundamental concepts of environmental conservation, sustainable development principles, resource management, and waste disposal. Through these initiatives, academic staff acquire an understanding of environmental challenges and learn how to incorporate environmentally friendly practices into their personal and professional lives (Darvishmotevali & Altinay, 2022). Simultaneously, GHRM effectively communicates the significance of environmental protection and related information to academic staff by establishing robust communication channels. This can involve organizing environmental awareness activities, publishing environmental newsletters, and creating online platforms, among others (Maurer et al., 2020). By disseminating timely news and success stories related to environmental protection, GHRM motivates academic staff to engage in environmental conservation efforts and increases their awareness of environmental issues.

Moreover, GHRM can develop and implement regulations and policies pertaining to environmental protection to encourage academic staff to adopt sustainable behaviours. Examples include the prohibition or restriction of single-use plastic products, the promotion of energy conservation measures, and the establishment of environmental incentives (Zhu et

al., 2021). By supporting these regulations and policies, GHRM fosters an improved understanding and compliance with principles and codes of conduct for environmental protection among the campus community (Thanthirige et al., 2016). Furthermore, GHRM can initiate and support various environmental projects and initiatives to increase engagement in environmental awareness and action. This can involve organizing clean-up campaigns, promoting sustainable modes of transportation, supporting environmentally friendly community projects, and more. Through active participation and promotion of these initiatives, GHRM cultivates a sense of environmental responsibility among its academic staff, encouraging their active involvement in environmental protection (Darvishmotevali & Altinay, 2022).

In conclusion, through these measures, GHRM enhances the environmental awareness of academic staff, inspires them to take environmental actions, and instils the values of environmental protection throughout the campus. This fosters a culture of environmental sustainability and contributes to the realization of the green campus responsibility. Additionally, raising environmental awareness provides academic staff with more opportunities to participate in environmental protection efforts, enabling them to actively contribute to the goals of sustainable development and environmental conservation.

4.2 Reducing the Environmental Impact of the University

Firstly, GHRM has the capacity to formulate policies and procedures aimed at mitigating waste generation and advocating for recycling and waste reduction practices within the campus. This may entail the implementation of recycling programs, the promotion of composting, and the enhancement of waste management awareness among academic staff (Nosheen Anwar, 2018). Meanwhile, GHRM can collaborate with facilities management to implement energy conservation measures on campus. This involves the promotion of energy-saving practices, the performance of energy audits, and the encouragement of energy-efficient behaviors among academic staff (Wimala et al., 2019). Furthermore, GHRM can provide support for the integration of renewable energy sources, such as solar panels or wind turbines, to diminish the university's reliance on fossil fuels (Gholami et al., 2020).

Secondly, GHRM can advocate for sustainable modes of transportation to curtail carbon emissions resulting from commuting and campus transport. This can encompass the provision of incentives for carpooling, the promotion of cycling and walking, the improvement of public transport accessibility, and the facilitation of electric vehicle usage (Pereira Ribeiro et al., 2021). By fostering the adoption of sustainable transport options, GHRM effectively reduces the environmental impact associated with campus transportation (Gandasari et al., 2020).

Thirdly, GHRM can educate and orient academic staff regarding various aspects of environmental sustainability through training programs and awareness campaigns. This may involve organizing workshops on sustainable practices, facilitating environmental certifications, and regularly communicating the university's sustainability objectives and achievements (Sonetti et al., 2016). By fostering a sense of environmental responsibility among academic staff, GHRM actively encourages their active involvement in minimizing the university's environmental impact (Zhu et al., 2021).

Lastly, GHRM can establish key performance indicators (KPIs) and reporting mechanisms to monitor and assess the university's progress towards its sustainability goals. This entails monitoring energy consumption, waste generation, greenhouse gas (GHG) emissions, and other pertinent indicators (Anwar et al., 2020). By consistently reporting on environmental

performance, GHRM promotes transparency and accountability in the university's endeavors to reduce its environmental footprint (Nosheen Anwar, 2018).

In summary, through the implementation of these initiatives, GHRM contributes to green campus responsibility, diminishes the university's environmental footprint, and fosters sustainable practices among academic staff. By collaborating with various departments and stakeholders, GHRM cultivates a culture of environmental sustainability, ensuring that the university's commitment to minimizing its environmental impact permeates all aspects of its operations.

5. Challenges and Future Prospects

5.1 Problems that GHRM may Face on Green Campus

Currently, the implementation of GHRM may encounter the following challenges in the context of green campuses:

Firstly, there may be a lack of awareness and engagement among academic staff regarding environmental sustainability. They may have limited understanding of the significance of environmental issues or lack the motivation to actively participate in environmental activities (Aburahma et al., 2020). Moreover, the implementation of environmental initiatives often requires substantial investments and funding, which may be constrained by the limited budget of GHRM, thereby impeding the progress of green campus initiatives (Zhu et al., 2021).

Secondly, the successful implementation of a green campus initiative necessitates the collaboration and coordination of various departments throughout the campus. Managing and orchestrating cooperation among these diverse stakeholders can be a challenging task (Pereira Ribeiro et al., 2021). Additionally, bringing about cultural and behavioural changes on campus is essential for the realization of green campus objectives. However, modifying the habits and behaviours of academic staff requires a sustained effort and a considerable amount of time (Zhu et al., 2021). Furthermore, to ensure the effectiveness of green campus initiatives, it is crucial to measure and monitor environmental performance indicators. Thus, the measurement and monitoring process often demands specialized knowledge and resources (Prihanto et al., 2022).

In summary, by acknowledging these issues and implementing suitable strategies and measures, GHRM can overcome these challenges and advance the implementation of green campus responsibilities. This may involve enhancing awareness, providing training and education, seeking external financial support, fostering collaboration and communication, as well as promoting innovation and behavioural change.

5.2 Future Direction of GHRM in Green Campus Responsibility

In the future, the direction of GHRM in promoting sustainable development within green campuses is expected to follow the following pathways:

Firstly, GHRM should aim to fully integrate green principles into all aspects of HRM, encompassing recruitment, training, employee motivation, and performance management. This integration is crucial for ensuring that sustainability and environmental goals are aligned at every level of the organization (Mukherjee et al., 2020). Meanwhile, advanced digital technologies and intelligent tools should be utilized to enhance the efficiency and accuracy of GHRM practices. For instance, artificial intelligence can be employed to screen

environmentally-conscious candidates during the recruitment process, while big data analytics can facilitate the development of more precise environmental training programs (Darvishmotevali & Altinay, 2022). Additionally, academic staff participation in environmental initiatives should be encouraged, and innovative activities and projects should be promoted to foster the fulfilment of green responsibilities. Establishing a feedback mechanism for academic staff to contribute green ideas and practices is also vital (Pereira Ribeiro et al., 2021). Lastly, combining academic staff well-being with environmental protection concepts can help cultivate an employee-centric green campus culture, as providing a healthy and green working environment inspires academic staff to engage in environmentally-friendly behaviours with enthusiasm (Gandasari et al., 2020).

Secondly, the development of green leadership training programs is crucial for nurturing leaders with environmental awareness and a vision for sustainable development. Advocating for leaders to consider the social, environmental, and economic impacts in their decision-making processes will steer organizations towards a greener future (Zhao & Huang, 2022). Active participation in international cooperation and exchanges on GHRM should be pursued, along with the development of GHRM standards that align with international benchmarks. By engaging in global cooperation, organizations can share best practices and collectively address global environmental challenges (Aburahma et al., 2020). Additionally, enhancing organizational transparency in terms of social responsibility and publicly reporting on the results and effects of GHRM, along with traceable environmental protection measures and social responsibility practices, can help showcase the organization's commitment to sustainability to all sectors of society (Chowdhury et al., 2023).

Overall, the future direction of GHRM in green campus responsibility entails full integration, digital intelligence, emphasis on academic staff engagement and innovation, the development of green leadership, and the promotion of organizations to make significant strides in sustainable development and environmental protection through international cooperation and increased transparency in social responsibility.

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