

## **A Study of Green Human Resources Management Practices and Sustainable Competitive Advantage - Evidences from Higher Education Institutions**

**Hassan Bakhsh Noonari**

*Department of Political Science  
Government S.S. Arts & Commerce College, Hyderabad, Pakistan*

**Ikramuddin Junejo**

*Department of Management Sciences,  
SZABIST Hyderabad, Pakistan*

**Shakil Ahmed**

*Department of Management Sciences,  
SZABIST Hyderabad, Pakistan  
shakeel.aquarius@gmail.com*

### **Abstract**

*Aim of this study is was to examine the effect of green human resources management practices on sustainable competitive advantage in higher education institutions of Sindh, Pakistan. Data was collected through adopted questionnaire from previous studies. 200 sample size was considered in order to achieve research objectives and various tests were applied including reliability analysis and regression analysis. Results of study confirmed that the training and development and structure retention policies significantly and positively impact sustainable competitive advantage. However, the two predictors; recruitment and selection were noticed not to make a significant and positive impact on sustainable competitive advantage. Based on the available literature it can be claimed that not much research work is available studying the variables impacting the sustainable competitive advantage in higher education institutions of Sindh, Pakistan.*

**Keywords:** *Training and Development; Recruitment and selection; Sustainable competitive advantage*

## **Introduction**

Green human resource management utilizes (GHRM) policies to encourage maintainable usage of resources within an organization, mostly encourage the reasons for environmental sustainability. It is straight accountable for generating green workers that comprehend, appreciate, perform green creativity as well as uphold all green purposes through GHRM procedure such as employing, engaging, preparing, paying, along with advancing the company's human capital. It is a procedure to make sure that practicing management system in an organization is balanced with a friendly environment. GHRM begins with the exercise for lasting resource usage. These assets help to accomplish at a most valuable degree of efficiencies, less wastage, enhanced work attitude, better work/private life, lower costs, enhanced worker performance and retention (Mehta and Mehta, 2017) and improves overall performance in an organization. Reduction of employee dissatisfaction and retention in organization, such as supply scheduled of work, electronic filing, car sharing, job sharing, online interviews, recycling, effective communication, training on internet, energy effective workplace. Green HRM has developed from organizations inclined in practices which protect environment and maintain environmental balance. (Saeed et al., 2018).

## **Literature Review**

Oyedokun (2019) investigated that green human resource management in addition to its impact over a lasting competitive edge in the manufacturing industry of Nigeria. The researcher has applied multiple linear regression analysis techniques for analysis. The data were gathered through questionnaires. The result of the study showed that green staffing exercise, green preparing, and development exercise, green remuneration arrangement, and green worker relationships, all have a significant and positive impact over sustainable competitive edge in the Nigerian manufacturing industry.

Zubair and Khan, (2019), have explored the basic concept of adoption of sustainable and eco-friendly practices by Human Resource Management. Qualitative research techniques were adopted. The findings of this research showed that the adoption of green human resources management practices enhances effectiveness of the organization, reduce cost, improve worker retention, and enhance output.

Saeed, Hafeez and Tahir (2018), have conducted a study on employees' promotion of pro-environmental behavior through green HRM practices. Primary data have been collected and used. Primary questionnaire techniques have been used for data collection. 347 participated were used as sample for this research paper. This sample was taken and data was collected

from coal, power, food, chemical, and pharmaceutical industries. Results revealed green HRM practiced a constructive effect over the pro-environment behavior of the workers. Usman and Mat (2021) investigated the impact of connecting green human resource management bundle over environmental performance in Malaysia's hotel industry and its mediating role on Organizational Citizenship Behavior towards the environment. The data were gathered from 206 hotels in Malaysia. For the analysis of data, the discriminate validity and Heterotrait- Monotrait ratio of correlations (HTMT) were applied. As a result, this study revealed a new perspective on the strategic sustainable concept in which organizations can implement the GHRM bundle practices to gain competitive benefit towards the environmental performance.

Yafi, Tehseen, and Haider, (2021), have conducted a study to focus on the green recruitment ideas, and their effect on companies in creating product representation and its value on the environment to assess that how it was completed through digitalization. For the analysis secondary data were collected. The result of the study showed that there are a few possible human resources initiatives for green organizations. Furthermore, the study was limited to organizations that were utilizing the beliefs of Going-Green through applying digital platform.

Azeez, (2017), has examined the practices of human resource management, holding workers. The present study is meant to recognize the connection among HRM practices and worker holding based on the literature review. The study was descriptive and just secondary data have been used in this study. The study showed relationship between employee retention and, employee satisfaction.

Anwar, Tufail, and Mujahid, (2017), have determined the influence of human resources management practices over Job fulfillment among private universities workers of Pakistan. For the analysis of data, the regression analysis technique was adopted. The findings of the study revealed that the HRM practices such as staffing, Selection, Reward, Pay Package, preparing and development, rewards, as well as motivation, have considerable impact on workers' job fulfillment in comparison to the working environment.

Ramasamy, Inore, and Sauna (2017) conducted a study to describe the insinuation of green HRM in the business with particular reference to rising economies. Moreover, the present study has established that how these may be managed from a green perspective level and offered pertinent recommendations as the best solutions to the successful execution of the GHRM in diverse organizations.

### **Hypotheses statements**

- H1.** Green recruitment selection practices have an impact on sustainable competitive advantages in higher education institutions of Sindh, Pakistan.
- H2.** Green training development practices have an impact on sustainable competitive advantages in higher education institutions of Sindh, Pakistan.
- H3.** Green structure retention practices have an impact on sustainable competitive advantages in higher education institutions of Sindh, Pakistan.

### **Methods and Material**

#### **Population and Sample**

In this research, the researcher has chosen the higher education institutions of the Sindh, Pakistan. Hence, employees working in higher education of Institutions of the Sindh, Pakistan were requested to fill the questionnaire to get the relevant data. The population size chosen has been the employees working in higher education of Institutions of the Sindh, Pakistan. Demographic details can be seen in the Table 2.

Primary data is something that is directly collected from the selected sample of the population selected for the experimentation in the research. It can be collected through various methods. The research has certainly gathered the data through questionnaires and for that purpose; an appropriate sample was finalized through the software named 'Sample Size Calculator'. Therefore, a sample of 200 employees, working in the higher education of Institutions of the Sindh, Pakistan, were finalized to represent an entire population.

#### **Data Collection**

The questionnaire has been adapted carefully to make sure that the procedure of answering is easy to get dependable responses of the participants. Such questionnaire has mechanically removed the factors such as ambiguity and delay. Data was collected from the workers of higher education Institutions of the Sindh, Pakistan through the structured questionnaires which were distributed and filled in face-to-face meetings.

#### **Measurement**

The descriptive research (qualitative research) method will be primarily used to get the information required for the present research. The questionnaires will be divided into three parts to study characteristics of both dependent and, independent variables under this study. Part one questionnaires will comprise demographic variables backgrounds of the respondents with section I, II, III consist of education, (i) green staffing along with selection factors, (ii) Green training and, development, (iii) Green structure retention policies.

### Scales of this research

The point rating scales with 5-point multiple items will be used to find out that if there is an imbalance among GHRM recruitment, GHRM training and, development and, GHRM structure retention policies and, employee performance in higher education of Institutions of the Sindh, Pakistan, where the response will be taken 5 points rating scales. The Participates will ask to indicate how frequency to the statement mention occurs in their performance. The respondents were given a 5-option likert (from strongly disagree to strongly agree) to respond to the questions. Higher scores indicate a high level of work performance.

*Table 1*

Variables	# of Items	Scales	Source
1. Recruitment and Selection 2. Training and development 3. Structure retention policies 4. Sustainable competitive Advantages	<b>16</b>	5-point Rating Scale	Oyedokun (2019)

### Results and Discussion

Following tables show the respondents' profile and other results of statistical analysis of the data collected.

*Table 2- Respondents' profile*

Gender	Frequency	Percent
Male	189	93.6
Female	11	5.6
Total	200	100
Age	Frequency	Percent
Below 21-30	43	55.6
41-45	110	
45 above	47	
Total	201	100
Education	Frequency	Percent
Graduation	100	
Masters	96	
PhD	4	
Total	200	100
Institute	Frequency	Percent
Private	200	100%
Total	200	100

### Reliability Test

S #	Variables	Cronbach's Results
01	Recruitment and selection	.707
02	Training and Development	.818
03	Structure Retention policies	.814
04	Sustainable competitive advantages	.788

Table 3 shows the Cronbach's alpha values for all variables; Recruitment and selection, Training and Development, Structure Retention policies and Sustainable competitive advantages. Since all value are greater than 0.7 which shows that data is reliable.

*Table 4- Regression Analysis Coefficient*

MODEL 1	Standard	Sig
	Beta	
Constant		.051
Selection and recruitment	.048	.002
training and development	.273	.001
Structure retention policies	.488	.000

In regression table 4, the variables we studied, Selection and recruitment (SR), Training and Development (TD), Structure retention policies (SRP), and Sustainable competitive advantages (SCA) are observed that selection and recruitment have positive impact on sustainable competitive advantages on the higher education of Institutions of the Sindh, Pakistan because significance value .002 which is less than p-value  $\geq .005$  that showed. There is positive impact of selection and recruitment on sustainable competitive advantages in the higher education of Institutions of the Sindh, Pakistan. There is also significant impact of training and development and structure retention policies on sustainable competitive advantages in the higher education institutes on Sindh, Pakistan respectably value .001 and .000 that are equal the ( $p < \text{value } .05 = 0.000$ ).

### **Discussion**

**H1:** There is significant impact of Selection and recruitment on sustainable competitive advantages in the higher education of Institutions of the Sindh, Pakistan because of significance value ( $p < \text{value } .05 = 0.000$ ), the results of multiple regression analysis expose that in this case the alternate hypothesis is accepted because significance p-value .001 is less than .000 and Null hypothesis is rejected because there is significant impact of Selection and recruitment on sustainable competitive advantages in the higher education of Institutions of the Sindh, Pakistan.

**H2:** There is a significant impact of Training and development on sustainable competitive advantages in higher education of Institutions of the Sindh, Pakistan. because P-value is .001 which is acceptable, and the reliable test result is .818 that is greater than 0.70. in this case alternate hypothesis is accepted and the null hypothesis is rejected on the base of the reliability and regression significant test. The Green Human Resource policymaker should make to implement the Green Human Resource in the higher education of Institutions of the Sindh, Pakistan.

**H3:** There is a significant impact of structure retention policies on sustainable competitive advantages, because of P-value is 0.000, which is acceptable and the reliable test result is 0.814 that is greater than 0.70 in this case alternate hypothesis is accepted, and the null hypothesis is rejected. Policymakers should invest in the structure retention policies because the regression results show the relationship of structure retention policies and sustainable advantages is positive.

*Table 5 - Test of Hypothesis*

#	Hypothesis	Finding
H1	GHRM recruitment and selection policies have positive and significant impact on sustainable competitive advantages in higher education institutions of Sindh, Pakistan.	Accepted
H2	GHRM training and development have positive and significant impact on sustainable competitive advantages in the higher education institutions of Sindh, Pakistan.	Accepted
H2	GHRM structure retention policies have positive and significant impact on sustainable competitive advantages in the higher education institutions of Sindh, Pakistan.	Accepted

## **Conclusion and Recommendations**

### **Conclusion**

The actual target of the study is to determine the relationship among the selection and recruitment, training and development, structure retention policies, and sustainable competitive advantages in the workplaces and measure the employee's agreement statement about the sustainable competitive advantages in higher education institutions of Sindh, Pakistan. In the Green HRM context, policymakers should focus and put resources on updating the "Green Training and development and structure retention policies" as they have an impact on sustainable competitive advantage.

### **Recommendations**

- Green Human resource management policymaker should plan to provide training to the employees because online training, on the job training which is a positive impact on sustainable competitive advantages.
- Policymakers of structure retention policies should try to create new compensation policies for the Employees.
- The sustainable competitive advantages focus based on environmental protection which is directly impacts Higher Education Institutions of Sindh, Pakistan.
- Green Human Resources management should try to create new implements policies for environmental protection policies in the Sindh, Pakistan

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