
ROLE OF GREEN HUMAN RESOURCE MANAGEMENT IN EDUCATION SECTOR – A SYNTHESIS

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ABSTRACT**Purpose:**

During the last ten years, Green human resource management is getting attention of the academicians, government and society at large. It explains the importance of sustainable and eco-friendly practices within human resource management tailored to the needs and dynamics of the educational environment especially in the higher education sector.

Methodology/Design

This paper is based on the systematic literature review of 32 documents that talk about green human resource management, practices, and policies in education and other sectors of the service industry.. The adoption of environment-friendly practices in educational institutes faces many issues related to strategy, policy, procedures, and rules, focusing on the need for a clear vision, higher management cooperation, suitable curricula, and transparency to ensure sustainable GHRM practices

Findings

This paper helps develop a theoretical framework and identify key concepts, theories, and methodologies that are essential to make the research more credible and robust. The study tells us the various theories like Ability-Motivation-Opportunity (AMO) Resource-Based Value (RBV) and Conservation of resources (COR) theory as well as different practices that are very helpful in making people more efficient and greener which is very demanding nowadays as most of the government is working on practices which can save the environment and making them more efficient.

Research limitation/ Implications

My study is based on the review of 32 papers and does not cover the books, conference proceedings, and other chapters. Articles have been taken from a few databases only. But the study has practical implications also. By integrating sustainable HRM practices like green training and development, green performance management, green recruitment and selection, green compensation management, and green employee management and employee relations, organizations can achieve a balance between economic, social, and environmental goals that contribute to the long-term sustainability and success of the organization leading into multiple benefits for the employer, employee, students, and overall society as educational institutes are the foundation stone for the development next generation.

Originality/ Value

The education sector is now in the infancy stage; lot of work is to be done in this area. So the objective of my paper is to describe the contribution of different researchers in the context of green human resource management, its principles, and practices, especially in the field of the education sector. Another objective of writing the paper is to identify new ways of interest and to find gaps (if any) in previous research regarding green management practices.

Keywords: Higher education, Sustainability, People management, Green Practices

INTRODUCTION

The increasing environmental degradation at the global level creates a necessity to talk about environment friendly initiatives and implement green practices to save the world from environmental degradation. The need for green HRM is extended by implementing a systems approach that includes such processes that help reduce the cause of environmental degradation. Proactive green practices are directly linked to the operational efficiency and sustainability of an organization and can lead to better performance of employees in the organization. Human resources (HR) play a crucial role in the education sector, impacting the quality of education, the development of students, and the overall success of educational institutions. People resources are very much essential in the education sector for recruiting and retaining quality staff, providing professional

development, managing performance, ensuring compliance, promoting diversity, and supporting the overall well-being and motivation of employees. By effectively managing these areas, HR contributes significantly to the success and improvement of educational institutions

People working in an organization are the foundation of an institute's competitive advantage. , human resources are essential in the education sector for recruiting and retaining quality staff, providing professional development, managing performance, ensuring compliance, promoting diversity, and supporting the overall well-being and motivation of employees. By effectively managing these areas, HR contributes significantly to the success and improvement of educational institutions. Green Human Resource Management (Green HRM) is the integration of environmental management into HR practices. It involves policies and practices that enhance sustainable use of resources and reduce the carbon footprint of institutes. Green HRM is essential for fostering environmental sustainability, enhancing corporate reputation, engaging employees, achieving cost savings, and ensuring regulatory compliance. By integrating environmental considerations into HR practices, organizations can contribute to a sustainable future while achieving their green goals. People working in a institute is termed as an essential resource for organizations Human resource management (HRM) should form convenient groups. to facilitate cooperation and coordination between the different components of the organization.. The twenty-first century has shown tremendous interest in improving environmental related problems globally, as organizations are currently facing environmental threats such as irreversible pollution, global warming, depletion of natural resources. ,climate change and electricity shortages, which are a serious threat to environmental sustainability . The recent interest in environmentalism has prompted organizations to adopt environmentally friendly green strategies to cope with environmental problems

Now the Governments around the world have been promoting Green Human Resource Management (Green HRM) through various initiatives and policies aimed at encouraging organizations to adopt environmentally sustainable practices. Governments are making environmental regulations that require organizations to adopt sustainable practices. This includes laws on waste management, energy efficiency, pollution control, and sustainable resource use. It includes campaigns to raise awareness about the importance of environmental sustainability and encourage organizations to adopt green practices. By Integrating environmental education into school, colleges curriculums and promoting lifelong learning about sustainability through public workshops and seminars, governments are putting their best efforts to make the educational institutes green .So the green practices are very much essential to adopt in the current scenario.

LITERATURE REVIEW

Green Human Resource Management_ A Broader Prospective

Green Human Resources Management (GHRM) can be explained as a set of policies, procedures, and systems that initiate green behavior among a institutes' employees to create an environment friendly, resource-efficient, and socially responsible organization. The increasing role of sustainable development in the development of the competitive advantage of a modern institute leads to the popularization of the question of how to incorporate ecological practices into the field of personnel policy - which is often referred to as Green Human Resources Management (HRM).” Different authors have found various GHRM practices that are strongly associated with different elements i.e. developing green capabilities; motivating green employees; providing green opportunities and employee's green behavior.

Table - 1. Meanings given by Researchers regarding Green HRM

SERIAL NO.	Researcher	Interpretations by different researchers
1.	Opatha (48)	Human resource management is focused on converting normal employee into green employee to make the organization environment friendly.
2.	Jabbour (49)	Human Resource Management Practices includes planned and systematic activities to achieve the organization environment goals.
3.	Opatha and Arulrajah, (43)	It includes all best practices that helps to make the employee green for the betterment of society, individual as well as for natural environment.
4.	Masri and Jaaron	Human Resources Management (HRM) practices to include

	[50]	environmental protected practices and increase employees' contribution for the sake of environment safety.
5.	Renwick et al. [51]	Management of Human resource Management that incorporates the practices of management of corporate environment.
6.	Shah [52]	The various practices has been incorporated of green management like job design, staffing, training and development, motivation, and maintenance functions into human resource management (HRM) for betterment of employee pro-environmental behavior, meeting the employee expectations, and also to achieve organizational objectives.
7.	Shen et al. [53]	A series of HRM practices that an organization should adopt to improve employee workplace green performance.
8.	Zaid et al. [54]	Set of human resource related practices which play a great role in functioning of manufacturing firms with green hiring and training and involvement of green performance management and compensation.
9.	Kramar [55]	Different people management activities that increase positive environmental outcomes.
10.	Maryam Khoshbakht (13)	Buildings are designed to represent a Green architecture which is environmentally responsible and resource efficient. Green rating tools have been developed to increase sustainable transformation for more energy- and resource-efficient, and healthy and productive buildings
11.	Mohammad MuzahidulIslam (14)	The meaning of Green Human Resources involves practicing and improving consciousness and assurance to the employee in every stage in the organization on account of sustainability

It is clear from the above table that GHRM involves various HRM practices that achieve environmental goals. It makes different policies to make the employees environmental conscious and moving towards the organization sustainability. The above definitions states that GHRM targets to make green organizations and thereafter various policies are designed and implemented to convert normal organizations into green organizations. Apart from these, green organizations also require employees who can easily cope with the organization's green requirements. All these practices further contribute to achieve the goal of environmental sustainability.

Higher Education, a Resource for Sustainability

In current scenario, we consider the integration of sustainability into the higher education system which is very important within universities. UNESCO's Decade of Education for Sustainable Development describes the importance. The shift to sustainability requires a change in culture as well as language and thinking of people (Newman, 2003), for which education is key element.(21). The Education supports this new developmental human activity that should not be neglected. A major point is the linking of old environmental education with economy and society through an evolutionary structure of continuous transformation towards sustainability education.

To make the Companies Green and maintaining environmental sustainability have become the top priorities for the decision-makers in the 21st century which prompts the search for new alternatives to traditional people management. Employees play a important role in greening an organization by engaging in different green behaviors [1]. HRM is undoubtedly a powerful tool for promoting green and sustainable approaches, especially when environmental sustainability is the main consideration of new research on HRM.

More GHRM research is very much required in developing countries with a main focus on their their large production units with more water, electricity and CO2 emissions. With the help of GHRM practices, employees

would have more concerned about the environment through which the natural ecosystem can be effectively improved [56]. Thus, sustainability is a major issue that needs to be addressed properly and GHRM initiates to the development of organizational sustainability. A Green HR practice minimizes paperwork and supports the digitization of documentation, online recruitment and training and energy-efficient work space. Environmental awareness is increasing globally and as a result governments have also enforcing regulations to fulfill environmental sustainability goals. GHRM, due to its importance to satisfy the needs of the environment that enabling organizations to obtain a win-win situation that has attracted much attention from policy makers and provided them with a sustainable competitive advantage over their adversaries. In this context, there is fabulous scope for GHRM

Green Human Resource Management Practices

GHRM encompasses the most widespread functions and practices adopted to achieve an organization's environmental objectives in the education sector. A cursory examination revealed huge differences between studies on GHRM factors. Based on these studies, the identified factors are listed in Table 2..

SERIAL NO.	FUNCTION	AUTHOR
1	Green People Management and Employee Green Behavior	KittisakJermstiparsert,(29), Mohammed Aboramadan(37), Ozlem Ercantan(22) and Serife Eyupoglu,
2	Green Recruitment and Selection	Ozlem Ercantan(22) and Serife Eyupogl , Mohammad Muzahidul Islam(14), Stefani Lily Indarto,SE.,MM.,Ak(3), Y. Jehan, D. Hussai , M. Batool , M. Imran (6), Jomo Kenyatta(7), Shobhanjali Raghuwanshi1 , Dr. Sopnamayee Acharya(16), Svitlana Tsymbaliuk1, , Alla Vasylyk , and Khrystyna Stoliaruk(17), ABUBAKAR WAMBAI AMINU(18), Ali Junaid Khan , Muhammad Akbar Ali Ansari , Tanveer Ahmed , Areeba Athar Malik(28), Dr. Parul Deshwa(30), Md. Chapol Ali(31), Mohammed Aboramadan(42)
3	Green Training and Development	Ozlem Ercantan(22) and Serife Eyupoglu, Mohammad Muzahidul Islam(14), Stefani Lily Indarto,SE.,MM.,Ak(3), Y. Jehan1, D. Hussai, M. Batool2 , M. Imran1(6), Jomo Kenyatta(7), Shobhanjali Raghuwanshi1 , Dr. Sopnamayee Acharya2(16), Svitlana Tsymbaliuk, , Alla Vasylyk 1 , and Khrystyna Stoliaruk(17), ABUBAKAR WAMBAI AMINU(18), Ali Junaid Khan1 , Muhammad Akbar Ali Ansari2 , Tanveer Ahmed, Areeba Athar Malik(28), Dr. Parul Deshwa(30), Md. Chapol Ali(31), Mohammed Aboramadan(42)
4	Green Performance Management	Ozlem Ercantan(22) and Serife Eyupogl , Mohammad Muzahidul Islam(14) , Y. Jehan1 D. Hussai , M. Batool , M. Imran1(6), Jomo Kenyatta(7), Shobhanjali Raghuwanshi1 , Dr. Sopnamayee Acharya(16), Svitlana

		Tsymbaliuk, Alla Vasylyk , and Khrystyna Stoliaruk(17), ABUBAKAR WAMBAI AMINU(18), Dr. Parul Deshwa(30), Md. Chapol Ali(31), Mohammed Aboramadan(42)
5	Green Compensation Management	Ozlem Ercantan(22) and Serife Eyupogl , Mohammad Muzahidul Islam (14), Y. Jehan, D. Hussai , M. Batool , M. Imran1(6), Jomo Kenyatta(7), Svitlana Tsymbaliuk, , Alla Vasylyk , and Khrystyna Stoliaruk(17), ABUBAKAR WAMBAI AMINU(18), Ali Junaid Khan1 , Muhammad Akbar Ali Ansari , Tanveer Ahmed , Areeba Athar Malik(28), Dr. Parul Deshwa(30), Md. Chapol Ali(31), Mohammed Aboramadan(42)
6	Green Employee Participation	Ozlem Ercantan(22) and Serife Eyupogl , Svitlana Tsymbaliuk, , Alla Vasylyk , and Khrystyna Stoliaruk(17)
7	Green Employee Relation and Safety Management	Mohammad MuzahidulIslam(14), Shobhanjali Raghuwanshi , Dr. Sopnamayee Acharya2(16), Svitlana Tsymbaliuk, Alla Vasylyk , and Khrystyna Stoliaruk(17), Dr. Parul Deshwa(30), Md. Chapol Ali(31)

Green People Management and Employee Green Behavior

Increasing awareness about environment protection has initiated businesses to follow GHRM practices and to initiate the environment friendly behavior of employees in the workplace.(57).The main aim of GHRM is to make people and their behavior green. As per Opatha and Arulrajah (43), GHRM is a framework that highlight on practices which focuses on creating a Green human resource so that employers as well as employees including society and businesses will benefit.

GHRM goal is to employ persons who support the organization' green values and targets and to develop training program me to improve employee green behavior and their relations by incorporating environmental factors into reward management, performance evaluation and employee entitlements.(22).

Green Recruitment and Selection

Green recruitment and selection is very important part of the practices of green HRM.A study by Renwick reveals that Green Recruitment and Selection has three aspects i.e. green applicant awareness, green employer branding and green criteria for attracting applicants. Green recruitment and selection in higher education refer to the process of attracting, hiring, and retaining faculty, staff, and administrative personnel who are committed to environmental sustainability, as well as integrating sustainability into the hiring practices themselves. This approach helps higher education institutions align their operations with broader environmental goals and values . The key aspects here are Alignment with Institutional Sustainability Goals, Sustainable Recruitment Practices and focused job roles, Incorporating and evaluating Sustainability into Job Descriptions, Promotion of a Green Campus Culture and long term commitment and retention.

Green training and development

Organizations must train and develop their employees to increase their abilities and self-efficacy, and effectively apply green issues to help employees adopt responsible environmental behavior [58] It refers to the process of attracting, hiring, and retaining faculty, staff, and administrative personnel who are committed to environmental sustainability, as well as integrating sustainability into the hiring practices themselves. This approach helps higher education institutions align their operations with broader environmental goals and values. The key aspects of Green training and development includes Sustainability-focused Curriculum Development , Faculty training, Sustainable Campus Operations Training, Student Engagement and Education , Continuous Learning and Improvement, Promotion of a Sustainability Culture and Recognition and Incentives by way of Awards, Certificates and Incentive Program me.

Green Performance Management

Performance management is a process that communicate the results of various actions between the employer and employee throughout the year to fulfill the organization's goals regarding environmental responsibility..Green Performance Management is a practice that encourage employees to engage in green activities with the help of promotion, evaluation and reward.(22) .

Green Compensation Management

Giving rewards in terms of financial and non financial motivate the employees to achieve environment goals is termed as Green Reward Management (CM) .Apart from financial incentives, non financial incentives or rewards includes green taxes, green travel benefits and environmental recognition. Green tax rewards include exemptions for the use of motorcycles and a less polluting fleet [22].Employee travel and transportation is rewarded as green travel benefits. Green Environmental Recognition includes pride among colleagues and also encouraging green employee behavior.

Green employee engagement

Renwick et al. [57] stated that a clear green vision, a green learning climate, communication channels to provide green practices and green engagement are essential parameters to measure Green Employee Engagement. Different formal and informal communication networks can create a green culture and green environment to nurture green awareness and green behavior of staff. (22).

Green safety management and employee relations

The success of any organization depend upon the efforts of the employee to achieve their organization's goals. So it is essential to provide them a healthy and safe workplace and good relationship between employer and employee. (14). Work place should be ecological and green and also having friendly environment to work. Positive Employee Relation increases the productivity in terms of efficient use of human, financial and natural resources of the organization. (16)

Benefits of Green HRM in the Education Sector

In the education sector, Green HRM can offer several benefits, enhancing both environmental sustainability and organizational effectiveness. Here are some key benefits:

Environmental Benefits

- 1. Reduced Carbon Footprint:** Implementing green practices, such as reducing paper usage and encouraging digital communication, can significantly decrease the carbon footprint of educational institutions.
- 2. Resource Conservation:** Promoting energy-saving measures, like using energy-efficient lighting and equipment, helps conserve natural resources.
- 3. Waste Reduction:** Encouraging recycling and the use of eco-friendly materials reduces waste and promotes sustainability.

Economic Benefits

- 1. Cost Savings:** Energy-efficient practices and waste reduction can lead to substantial cost savings for educational institutions. (18)
- 2. Long-term Financial Benefits:** Investments in green technologies and sustainable practices can result in long-term financial gains through reduced operational costs.

Organizational Benefits

- 1. Enhanced Reputation:** Institutions known for their commitment to sustainability can enhance their reputation and attract environmentally conscious students, staff, and stakeholders.(3),(18)
- 2. Compliance and Risk Management:** Adopting green practices ensures compliance with environmental regulations and reduces the risk of legal issues.(3)

HR-Specific Benefits

- 1. Employee Engagement and Motivation:** Green HRM practices can increase employee engagement and motivation by aligning personal values with organizational values.
- 2. Talent Attraction and Retention:** A strong commitment to sustainability can attract top talent who are looking for employers with strong corporate social responsibility (CSR) values.(18)
- 3. Improved Health and Well-being:** Providing a healthier and more sustainable work environment can improve the overall health and well-being of staff and students.(18)

Educational and Social Benefits

- 1. Awareness and Education:** Integrating sustainability into HR practices can promote environmental awareness among employees and students, leading to a more informed and responsible community.(2)
- 2. Community Engagement:** Educational institutions can serve as role models for the community by adopting and promoting sustainable practices.(2)

By embracing Green HRM, educational institutions can not only contribute to the global sustainability agenda but also reap numerous organizational and educational benefits, creating a positive and lasting impact on their community and environment.

EMPIRICAL STUDIES IN GREEN HRM

SERIAL NO.	AUTHOR	FUNCTION
1	Aisha AlKetbi and John Rice (59)	The study throws light on the positive relationship r between G-HRM practices and employee green attitudes, employee green behavior, and organizational green performance. The study tells that GHRM practices positively impacts these outcomes and encourage the need for future research to explore these mechanisms and their effects.
2	Atif Ali Gilla, Balqees Ahmadb and Shiza Kazmic(2)	The paper tells the change in organization's environment performance with the help of green human resource management in a developing country's higher education institutes. The study is based on the employees working in higher educational institutions of Pakistan. The results shows the positive impact of green human resource management practices on employee eco-friendly behavior.

3	StefaniLily Indarto,SE.,MM.,Ak(3)	The paper is designed to determine the merits and demerits of the application management model and the human resource management. The research, shows that all activities and programs related to the development of human resource leads to improvements in the quality of lecturers and education staff including managers and initiates planning activities like lecturer recruitment process, sharing knowledge and the upgrading the values of the university.
4	Hilma Tamiami Fachrudin , Khaira Amalia Fachrudin& Wahyu Utami1(5)	The paper analyze the educational activities to be carried out to boost the awareness of initiating a green campus. Activities like as sustainable environment courses, seminars, student orientation organizations in environmental protection activities, green campus campaign and paperless office became important variables of the study at the University as Sumatera Utara...
5	Monicah Wanjiku Kuria(7)	The paper showed that the practices like green recruitment and selection, green HR performance management, green training & development and green pay and reward makes a positive and important relationship on the effectiveness of organization of Universities of Kenya.
6	Maryam Khoshbakht1 ,Zhonghua Gou 1 ID , Xiaohuan Xie 2,3,*, Baojie He 4 and Amos Darko 5 ID(13)	The paper investigates relationship of satisfaction with indoor environmental quality (IEQ), building design (BD), and facilities management (FM) in green higher educational buildings of Australia, as compared to non-green buildings. It was disclosed that the green building users were more satisfied than the non-green building users with BD&FM elements..
7	Mohammad Muzahidul Islam (14)	.The paper stressed upon the development of an organization focusing on ensuring green HRM practices and green entrepreneurship development.
8	Farooq Ahmad , Md Billal Hossain , Khurram Mustafa , Faisal Ejaz , Kausar Fiaz Khawaja and Anna Dunay (15)	The study shows the relationship between Green HRM practices (involvement ,motivation and competence) and environmental performance through employee participation and commitment.

9	Shobhanjali Raghuwanshi,Dr. Sopnamayee Acharya(16)	The paper investigates the green strategies and environment friendly practices of some corporate for making their executives green and making them responsible for justifiable use of company' assets.
10	ADIJAT OLUBUKOLA OLATEJU (18)	The paper tells about the concept, prospects and challenges of Green HRM that could be faced by HR practitioners.
11	Mansi Tiwari, Amity Business School, Amity University, Gwalior, Madhya Pradesh(19)	The study tells that CSR is not only important for society amelioration but also important for making the environment green. Study also focused on the implementation of GHRM as a accomplishing corporate social responsibility.
12	VIORICA PARASCHIVESCU(21)	The paper explains the contributions of few universities to remove the obstacles to sustainable development by improving the curriculum, changing the consumer's behavior and restructuring the learning experience. As per findings of the paper, Academic Institution is to play a major role in the promotion of Education for Sustainable Development.
13	Ozlem Ercantan and Serife Eyupoglu(22)	.The paper explains the perceptions of university students, prospective employees of the organizations towards practicing Green HRM practices and their future green behavior at the work place. The study also explains the sustainable dimensions within HRM departments and importance of functions of GRHM practices in achieving sustainability.
14	Huma Al (24)	The paper reveals the influence of Green HRM practices on job aspirant's attraction in Pakistan. The study gives some inputs for organization to promote Green Human Resource Management Activities and opening new avenues to enhance the green reputation of the firms to increase the attraction of job aspirants towards it.

15	Fatimah Mahdy , Mohammad Alqahtani and Faiz Binzafrah (25)	The paper tells the importance of Green HRM practices to survive and preserve organizations by keeping in mind the concerns towards protecting global environment.
16	Mohammed Aboramadan(60)	The study measures the implementation of sustainability practices in Indian higher education institutions by revealing sustainability policies including GHRM practices, improving environmental performance and reducing operational costs.. The results shows GHRM is a major predictor of employee in-role and extra-role green behavior and GIWB (Green Innovative Work Behavior).
17	Paula Benevene and Ilaria Buonom(61)	This paper explains the role of GHRM practices in the promotion of organizational sustainability. Green HRM practices like green recruitment, selection and training, positively influence the sustainable organizational outcomes and employee behaviors.
18	Dr. Rana Zehra Masood (27)	The research depicts the responsibility of GHRM to create green awareness among the staff working for an organization, encouraging them to reduce the causes of environmental degradation through green programs, practices and movements to retain the resources.
19	KittisakJermstittiparsert1,(29)	As per this research environmental knowledge (EK) is to act as a mediator among GHRM practices and green behavior of lecturers of Thai public sector higher educational institutions. The practices like green recruitment, selection and training ,green pay and rewards, green involvement , participation and performance management and EGB(Employee Green Behavior) is measured through environmental management system.
20	Dr. Parul Deshwa(30)	The paper explains that Green HRM having two major elements: environmental-friendly HR practices and the preservation of the knowledge capital to help the industry people to understand the corporate social responsibilities and become business conscious in a better way.

21	Md. Chapol Al (31)	Paper stressed the need of GHRM policies, practices, and difficulties in the business and other organizations.
22	Tabeer Iftikar , Saddam Hussain, Muhammad Imran Malik , Shabir Hyder , Muhammad Kaleem and Adeel Saqib (62)	The research not only increases the knowledge in the green HRM field but also. contributes various inputs to hospitality sectors to enhance the environmental performance with the help of green practices in HR sector.
23	Ángel Acevedo-Duque, Tohtli Prado-Sabido , Elizabeth Emperatriz García-Salirrosas .(32)	The research shows the importance of a sustainable university in educating its collaborators and interest groups to focus on economic growth and respect for the environment and effective and efficient use of resources by using energy saving measures.
24	Pankaj Goel , Sandhya Mehta , Raman Kumar and Fernando Castaño (34)	The study is to find and develop the relationship between major and minor obstacles in implementing GHRM practices in Educational Institutions
25	Fraser McLeod , Tom Cherrett , Gavin Bailey , Julian Allen , Mike Browne , Jacques Leonardi , Paulus Aditjandra , Tom Zunder (35)	The research paper states the importance of Higher Education Institutions (HEIs) as major centers of commerce and learning in making up largest regional employers and economies.

26	Ian Williams and Lorna Powell (36)	This study examines the results of HEI reuse schemes like “Shift Your Stuff” and an end-of-term reuse run by Southampton University Students Union (SUSU) by collecting primary data during planning and implementing the schemes.
27	Jorge F. S. Gomes 1 , Ana Sabino and Vanessa Antunes.(39)	The aim of the research was to explore the relationship between personal values like altruistic, biosphere, egoistic, and hedonic values, organizational outcomes such as engagement and commitment, and GHRM.
28	Vazeerjan Begum, Tahseen Anwar Arshi (63)	The paper proposed the model of outcome- based of Green HRM applicable in Higher Education Institutions in UAE. Based on Resource Conversion Theory (COR), the study argues on the conservation of existing resources by contributing to academic research on green HRM by validating an impact-based model of green HRM in Higher Education Sector.
29	Sobia Jami (64)	A research model has been established to make the connection between GHRM methods and intrinsic motivation and supporting the idea of implementing GHRM practices to improve environmental effectiveness.
30	Ahmed M. Asfahan (65)	The research paper examine the affect of resource-based view (RBV) and conservation of resources (COR) theories in increasing role of environmentally specific servant leadership (ESSL) to understand the affect of green human resource management (GHRM) practices on environmental performance and competitive advantage of higher education institutions (HEIs) in Saudi Arabia

31	Pankaj Goel , Sandhya Mehta , Raman Kumar and Fernando Castaño (66)	In this paper the Interpretive Structural Modeling (ISM) technique has been applied to each GHRM practice and developed the interrelation among the challenges and results verified with Analytic Hierarchy Process (AHP).
32	Mohammed Ahmed Japir Bataineh , Matina Ghasemi and Mazyar Ghadiri Nejad (67)	The research paper tells the importance of green training in the Ministry of Education's corporate environmental performance. Role of organizational citizenship behavior towards the environment was evaluated.

METHODOLOGY

A systematic review of a reliable knowledge base has been adopted to analyze the process including reviewing, classifying, and categorizing the available literature on GHRM during the time period of 2010-2023. The literature has become enriched during this period. So the process yielded over more than 100 articles and discussion papers which focused on Green Human Resource Management to some extent. The following steps has been taken for the conduct of the research:

1. Data base Selection

The data has been taken from Google Scholar, Scopus and MDPI because it has comprehensive coverage as compared to other databases.

2. Scope of the Search

The search mainly focused on Green Human Resource Management. So other terms like strategic management, innovation, leadership, and sustainable management has not been taken..

3. Selection Process Of Articles

The articles has been selected during the period from 2010-2023 having keywords" Green Human Resource Management," "Human Resource Management and Environment" , Green Behavior and Green HRM practices in Higher Education. After that 32 articles has been selected for the paper.

4. Results Generation.

The 32 articles were extensively reviewed to achieve the research objectives, which included identifying the various factors that affect organization' performance.. The results are likely to present adequate knowledge about GHRM.

Based on the above literature review, it has been identified that the Resource-Based View (RBV) and Conservation of Resources (COR) theories are best suited in the field of Green Human Resource Management (GHRM) in the education sector, in countries like Saudi Arabia, Pakistan, Iran and the UAE. These theories play an important role in understanding how GHRM practices affect environmental performance and competitive advantage in educational settings [65], [66], [64] [67]. The study also throws light on environmentally specific servant leadership (ESSL), intrinsic motivation, job satisfaction, organizational environmental behavior, and perceived organizational support in building the relationship between GHRM practices and environmental performance in educational institutions. (63)] These theories provides a basis to adopt and making effective GHRM strategies in education sector.

Another theory that is identified is the Ability-Motivation-Opportunity (AMO) theory. The theory explains that the organization provides skills, motivation and opportunities in the best possible way to increase the commitment of employees towards their work (61,62). In educational institutions, AMO theory can be used to design and implement GHRM practices to promote sustainability. As per this theory, different human resource management practices could be used for great level of productivity, better quality, reduced waste and higher profit in different institutions leads to GHRM. The AMO framework has been used to examine the effectiveness of GHRM practices in educational institutes by developing green capabilities, motivating sustainable behavior and providing opportunities for green engagement to achieve environmental and organizational outcomes in a better way.

RESULT

The study used a systematic literature review to identify the various factors of GHRM and their effect on the environmental performance. The study is based on 32 research papers during the time period of 2010-2023. It has been observed that there is large variety of meanings, definitions and practices in context of different organizations including educational institutes.

A major contribution of this study is the theory of Resource-Based View (RBV) and Conservation of Resources (COR) in the field of Green HRM in the education sector. As per Resource-Based View (RBV), a firm can achieve competitive advantage by focusing on its effective use of resources and capabilities. In education sector, RBV theory suggests that educational institutions can achieve performance management and competitive advantage by making effective use of their unique resources and capabilities (65) by creating strategic plans to identify and leverage their unique resources and capabilities

Another Contribution of this study is Conservation of resources theory (COR) which is a psychological framework of persons to acquire, maintain and protect their resources to cope up with their stress and maintain well-being. (63,65) In education sector, it can be used by students, teachers and other staff to get success by achieving environmental performance by focusing on resource gain and loss, and stress and coping. Institutional policies and programs can be created by working on student well-being and teacher turn out.

Another contribution of this study is Ability-Motivation-Opportunity (AMO) [61] that highlighted its compatibility with GHRM and explained its contribution to improve green behavior [62]. As per this theory Capability helps in developing green capabilities with the help of green recruitment and selection and green training and development. Motivation provided in AMO theory is concerned with creating an appropriate evaluation and reward system to encourage green behavior with the help of Green Compensation management and Green performance management.

Various factors have been identified that constitute GHRM mainly limited to human resource acquisition, training and performance management. The most frequently used factors were green training and development (22,14,6,7), green recruitment and selection (22,14,16,17), green compensation management (22,14,6,7,18) and Green performance management (22,14,6,7). It also included participation of green employees, green behavior and their relationships (22,29,37).

CONCLUSIONS AND LIMITATION

Research on Green Human Resource Management (Green HRM) in the education sector is a relatively new and evolving field. There is growing awareness and adoption of Green HRM practices in educational institutions. These practices aim to reduce environmental impact by incorporating sustainability into HR functions, such as recruitment, training, performance management, and employee engagement. As per studies in Palestinian and Saudi Arabian universities, there is a direct relationship between GHRM practices and environmental performance emphasizing the mediating role of management support and green organizational culture [65]. Incorporating Green HRM into the strategic planning of educational institutions can provide a long-term competitive advantage, particularly as societal expectations for sustainability continue to grow. Institutes also face challenges during adoption of GHRM practices in educational institutes related to strategy, policy, procedures, and rules which demand the cooperation from top management, suitable curricula and transparency to ensure sustainable GHRM practices [67]. Overall Green HRM practices contribute to achieving sustainability goals within educational institutions. This includes promoting energy efficiency, waste reduction, and fostering a culture of environmental responsibility among staff and students.

Present study is also with limitations.. The data has been taken from few data base. Another limitation is this that study did not include the conference proceedings, books, chapters, and books. Much of the research in this area is conceptual, with a lack of empirical data to support the proposed benefits of Green HRM practices.

Finally measuring the direct impact of Green HRM practices on sustainability outcomes and organizational performance is challenging. There is often a lack of clear metrics and long-term data to assess the effectiveness of these practices. Though all eligible articles have been used to the best of our knowledge, some papers would likely have been missed.

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