


# Chapter 3

## Green Training and Development for Operational Effectiveness in Higher Education Institutions

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### ABSTRACT

*This chapter examines the significance of Green Human Resource Management (Green HRM) within Higher Education Institutions (HEIs), focusing on the integration of environmental management into traditional HR functions to promote sustainability. It explores the implementation and impact of Green HRM practices on organizational outcomes and employee behavior, addressing aspects such as green recruitment, training, performance management, and rewards. The chapter underscores the pivotal role of HEIs in fostering sustainability, given their influence on future leaders and substantial resource consumption. Strategic recommendations are provided to overcome challenges and enhance Green HRM practices in HEIs.*

### INTRODUCTION

Green Human Resource Management (Green HRM) has emerged as a crucial paradigm within organizational practices, emphasizing integrating environmental management into traditional HR functions to promote sustainability (Palguna, 2021).

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This concept includes a range of practices such as green recruitment, training, performance management, and rewards, all aimed at fostering an environmentally friendly organizational culture (Dimitrov, 2021).

Higher Education Institutions (HEIs) play a pivotal role in this context as they are not only centers of learning and innovation but also significant consumers of resources and generators of waste. Implementing Green HRM in HEIs can lead to substantial environmental benefits, enhancing the institutions' sustainability profiles and promoting ecological stewardship among students and staff (Anwar et al., 2020).

The rationale for this study is grounded in the pressing need for HEIs to adopt sustainable practices amid growing environmental concerns. As educational leaders, HEIs are uniquely positioned to model and propagate green practices through their operational strategies and curricula (Sánchez-Carrillo et al., 2021). The COVID-19 pandemic has further underscored the importance of resilience and sustainability in organizational practices, presenting both challenges and opportunities for the implementation of Green HRM (Paulet, Holland, & Morgan, 2021). By focusing on green training and development, HEIs can enhance their operational effectiveness, ensuring they remain competitive and sustainable in the post-pandemic era. This chapter seeks to explore the current state and key initiatives of Green HRM in HEIs and evaluate the effectiveness of green training programs on operational efficiency and staff engagement in HEIs.

## **BACKGROUND**

Green HRM integrates environmental management into traditional HR functions to promote sustainability within organizations (Atiku & Fapohunda, 2021; Palguna, 2021). It encompasses practices like green recruitment, training, performance management, and rewards (Dimitrov, 2021). HEIs, as centers of learning and innovation, play a crucial role in promoting ecological stewardship among students and staff (Anwar et al., 2020). Research shows that green training and development initiatives significantly enhance employees' environmental awareness and competence, leading to improved operational efficiency and reduced ecological footprints (Aboramadan, 2020; Atiku, 2019; 2020).

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