



TRANSFORMING GREEN POLICIES INTO PRACTICE: THE INTERPLAY OF HUMAN RESOURCE MANAGEMENT AND ECONOMIC FACTORS IN HIGHER EDUCATION INSTITUTIONS

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ABSTRACT

The growing emphasis on sustainability has compelled higher education institutions to transition from green policies to actionable green practices. However, the success of this transformation largely depends on the effective interplay between Human Resource Management (HRM) and economic factors. This study examines how HR strategies, economic feasibility, and top management support collectively influence the implementation of sustainable practices in higher education institutions. A critical concern addressed in this research is the misalignment of job roles, where academicians are often burdened with administrative or non-academic responsibilities, thereby diluting their core contributions to teaching, research, and sustainability initiatives. The study emphasizes that tasks must be allocated to individuals who possess the appropriate qualifications and competencies, ensuring efficiency, accountability, and optimal utilization of human capital.

Human Resource Management Factors
(Role Clarity, Skill Alignment, Work Allocation, Training)



Top Management Support



Economic Factors (Budget, Cost Efficiency, Resource Allocation)



Green Practices Implementation
(Energy Saving, Waste Management, Green Campus)



Institutional Sustainability Outcomes

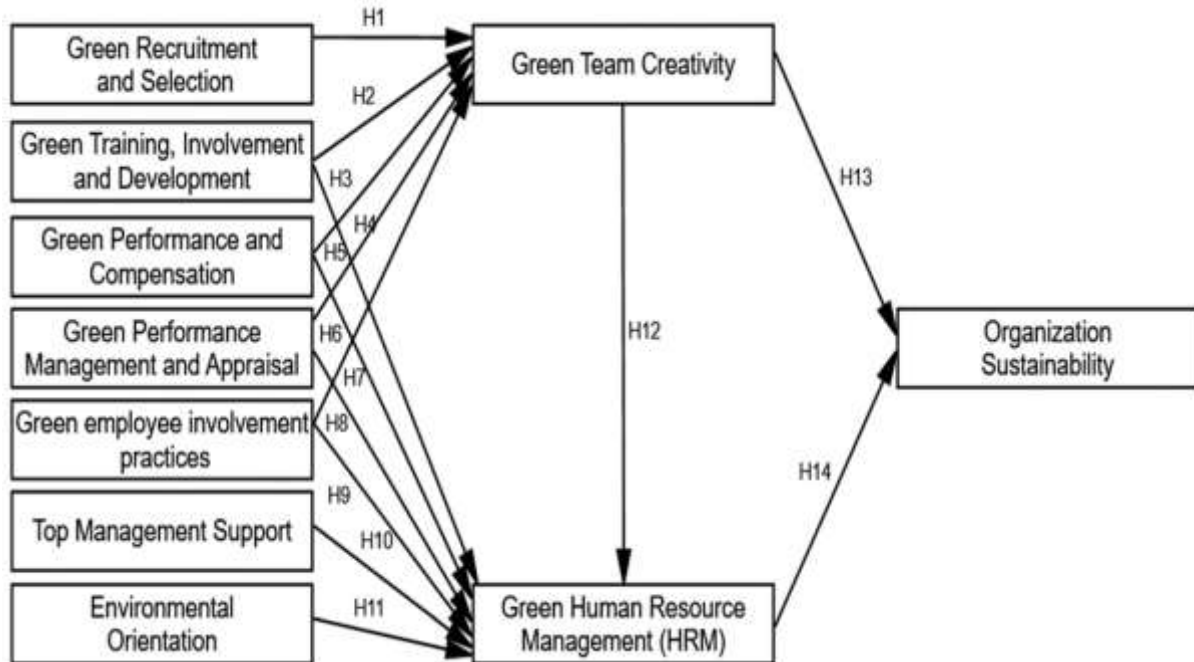


Figure 1: Conceptual Framework

The mixed-method approach, the research analyses data collected from faculty members, administrative staff, and institutional leaders across selected higher education institutions. The findings reveal that institutions with well-defined HR policies, clear role demarcation, and adequate economic support demonstrate significantly higher levels of successful green practice implementation and the study identifies that when academicians are exclusively engaged in academic and research-oriented activities, their contribution to sustainability through curriculum innovation, research output, and student engagement increases substantially. Conversely, role ambiguity and the diversion of academic staff to non-specialized tasks negatively impact both institutional performance and sustainability outcomes.

The research further finds that economic constraints, when strategically managed through proper budgeting, funding allocation, and cost-benefit analysis, can act as enablers rather than barriers to green transformation. Top management support emerges as a critical moderating factor, influencing both HR practices and economic decision-making processes. Institutions that integrate HR competency mapping with financial planning are better positioned to translate sustainability policies into measurable outcomes. The study concludes that effective green transformation in higher education requires a structured HR framework that prioritizes role specialization, protects academic responsibilities, and aligns economic resources with sustainability goals.

The researchers in their contribute to the existing literature by highlighting the need for a balanced approach that integrates human resource efficiency and economic rationality to achieve long-term sustainability in higher education institutions.

KEY WORDS: Green Policies, Green Practices, Human Resource Management, Economic Factors, Role Clarity, Sustainability, Higher Education Institutions, Top Management Support

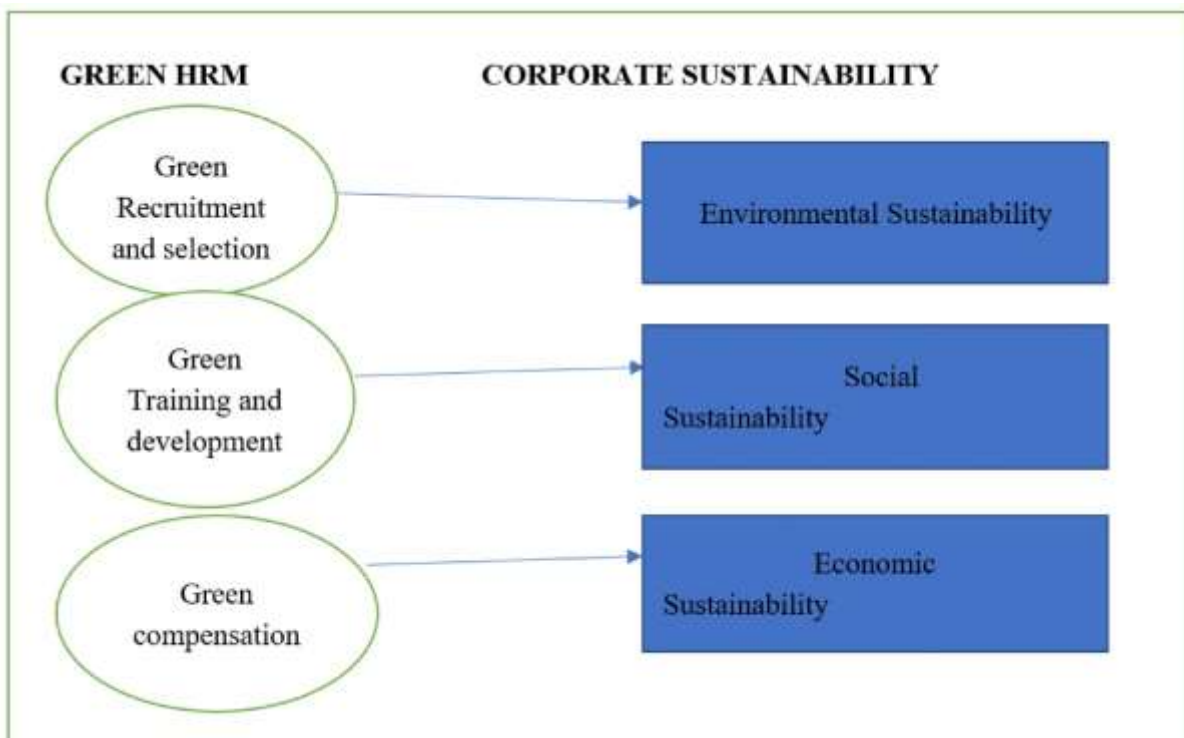
INTRODUCTION

In the contemporary era of sustainability and institutional accountability, higher education institutions are increasingly expected to transform green policies into meaningful green practices. This transformation is not merely a technical or financial process; rather, it is deeply rooted in how people work, how responsibilities are assigned, and how the work environment is structured. A well-organized workplace that respects the nature of



each job, the capabilities of individuals, and the broader institutional goals becomes essential for achieving both organizational excellence and sustainability outcomes.

Every form of work carries its own level of complexity, responsibility, and intensity. Academic roles, in particular, demand high levels of intellectual engagement, creativity, and continuous concentration. Faculty members are expected to contribute through teaching, research, mentoring, and knowledge dissemination. Similarly, administrative roles require operational efficiency, coordination, and managerial oversight. When each function is performed by individuals who are specifically trained and qualified for that role, the institution experiences improved productivity, clarity in outcomes, and enhanced professional satisfaction. However, when there is a mismatch between job roles and assigned responsibilities, it leads to inefficiencies, stress, and reduced performance.



A critical issue observed in many higher education institutions is the blurring of professional boundaries, where academicians are often assigned non-academic or administrative tasks that do not align with their expertise. Such practices not only dilute the quality of academic output but also hinder innovation and sustainability initiatives. Academicians, when diverted from their core responsibilities, are unable to fully contribute to research, curriculum development, and sustainability-driven education. This misallocation of human resources reflects a lack of strategic Human Resource Management (HRM) practices and undermines the institution's long-term goals.



PERFORMANCE IS A SYSTEM





Proper Job Allocation

(Right Person – Right Job)



Role Clarity & Responsibility Focus



High Concentration & Productivity



Improved Academic Output



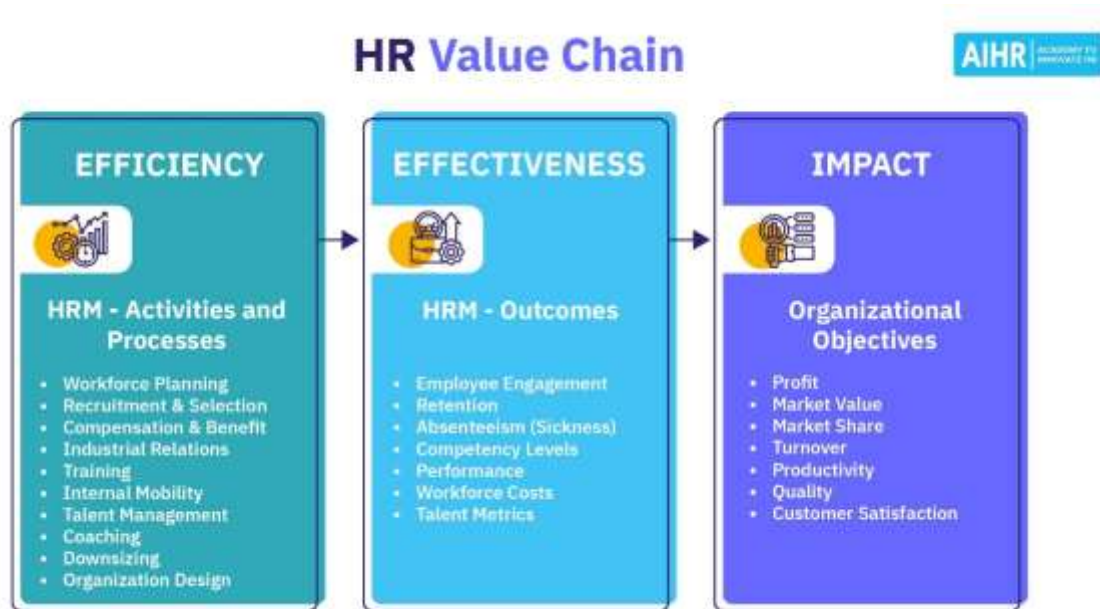
Effective Green Practices Contribution



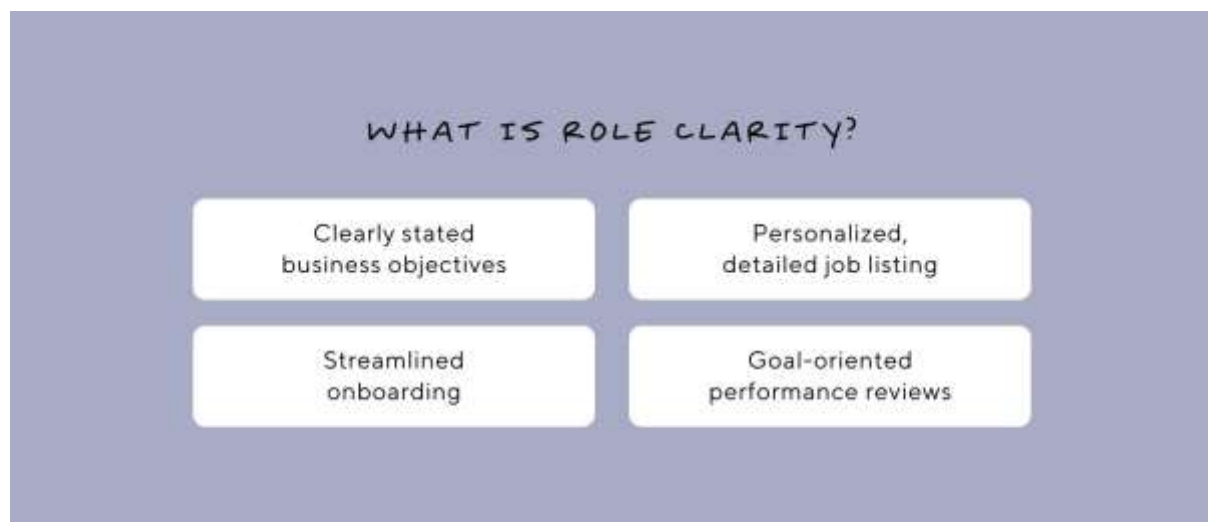
Institutional Growth & Sustainability



Creating a **perfect work environment** requires a structured approach that emphasizes role clarity, professional autonomy, and mutual respect among different categories of staff. Each individual must be allowed to focus on their designated responsibilities with minimal interference, thereby enabling them to deliver their best performance. Concentration and dedication are critical for achieving excellence, and these can only be sustained when employees are not burdened with irrelevant or excessive tasks. A supportive work environment also involves transparent communication, fair workload distribution, and recognition of individual competencies.



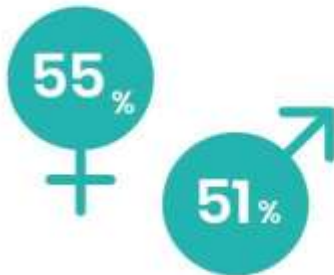
From an economic perspective, efficient utilization of human resources is directly linked to cost optimization and institutional performance. Allocating the right job to the right person reduces redundancy, enhances productivity, and ensures better returns on investment. Economic factors such as budgeting, funding allocation, and resource planning must therefore be aligned with HR strategies to create a balanced and sustainable system. Institutions that invest in proper workforce planning and avoid unnecessary task overlap are better positioned to achieve both financial stability and environmental sustainability.



where individuals feel valued and motivated. The role of top management becomes crucial in fostering a culture that discourages **unwanted approaches and inappropriate task assignments**. Leadership must ensure that policies are not only well-designed but also practically implemented through effective monitoring and evaluation mechanisms. By promoting professionalism, respecting domain expertise, and maintaining clear boundaries between academic and non-academic functions, management can create an environment



53%
of employees experience
high role clarity



Employees with high role clarity report high levels



Effactory

Proper Job Allocation

(Right Person – Right Job)



Role Clarity & Responsibility Focus



High Concentration & Productivity



Improved Academic Output



Effective Green Practices Contribution



Institutional Growth & Sustainability

The transformation of green policies into effective practices in higher education institutions depends significantly on the creation of a conducive work environment. This environment must prioritize **role specialization, focused work engagement, and the avoidance of unnecessary professional interference**. When individuals are empowered to perform tasks aligned with their qualifications and expertise, they are more likely to contribute meaningfully to institutional growth and sustainability. Thus, a harmonious integration of Human Resource Management principles and economic considerations is essential for building a workplace that not only functions efficiently but also support long-term sustainable development.



REVIEW OF LITERATURE

1. Green Human Resource Management (GHRM) and Sustainability

Studies by Renwick et al. (2013) highlighted the concept of **Green Human Resource Management (GHRM)**, emphasizing recruitment, training, and performance management practices aligned with environmental goals. Their research found that organizations integrating environmental objectives into HR practices significantly improved sustainability outcomes.

Similarly, Jabbour (2015) examined the role of HRM in environmental management and concluded that **employee involvement and training are critical drivers** in translating sustainability strategies into action. The study stressed that proper skill alignment and awareness programs enhance institutional commitment toward green initiatives.

Further, Masri and Jaaron (2017) identified that **strategic HRM practices**, such as competency mapping and eco-friendly performance appraisal systems, contribute to improved environmental performance in organizations.

2. Role Clarity and Job Allocation in Organizational Effectiveness

Role clarity has been widely recognized as a key determinant of employee productivity and organizational efficiency. Kahn et al. (1964), through Role Theory, explained that ambiguity in job roles leads to stress, dissatisfaction, and reduced performance. This is particularly relevant in higher education institutions where academicians are expected to balance teaching, research, and administrative responsibilities.

Rizzo et al. (1970) further established that **role conflict and role ambiguity negatively affect job performance and organizational commitment**. Their findings support the argument that assigning non-specialized tasks to academicians can dilute their core contributions.

Recent studies in higher education contexts have emphasized that **allocating the right job to the right person** enhances concentration, efficiency, and output quality. Proper role demarcation ensures that academicians remain focused on intellectual and research-oriented activities, thereby contributing more effectively to sustainability initiatives.

3. Economic Factors and Sustainability Implementation

Economic considerations play a crucial role in determining the success of sustainability initiatives. Porter and Kramer (2011) introduced the concept of **Creating Shared Value (CSV)**, arguing that organizations can achieve both economic and social benefits by aligning business strategies with sustainability goals.

In the context of higher education, Lozano (2013) found that financial constraints often hinder the implementation of green practices. However, institutions that adopt **cost-effective resource management and strategic budgeting** can overcome these barriers.

Moreover, Zhang et al. (2019) highlighted that **economic incentives and efficient resource allocation** significantly influence environmental performance. Their study demonstrated that institutions with better financial planning are more successful in implementing sustainability initiatives.

4. Top Management Support and Leadership Influence

Leadership plays a pivotal role in bridging the gap between policy formulation and implementation. Epstein (2008) emphasized that **top management commitment is essential for integrating sustainability into organizational strategy**.

Similarly, Daily and Huang (2001) found that managerial support directly influences employee participation in environmental programs. When leadership actively promotes sustainability, it creates a culture of responsibility and engagement among employees.



In higher education institutions, top management support is particularly important in ensuring **proper HR practices, fair workload distribution, and allocation of financial resources**, all of which are necessary for effective green practice implementation.

5. Sustainability Practices in Higher Education Institutions

Higher education institutions play a critical role in promoting sustainability through teaching, research, and campus operations. Velazquez et al. (2006) defined sustainable universities as institutions that integrate environmental, social, and economic considerations into all aspects of their functioning.

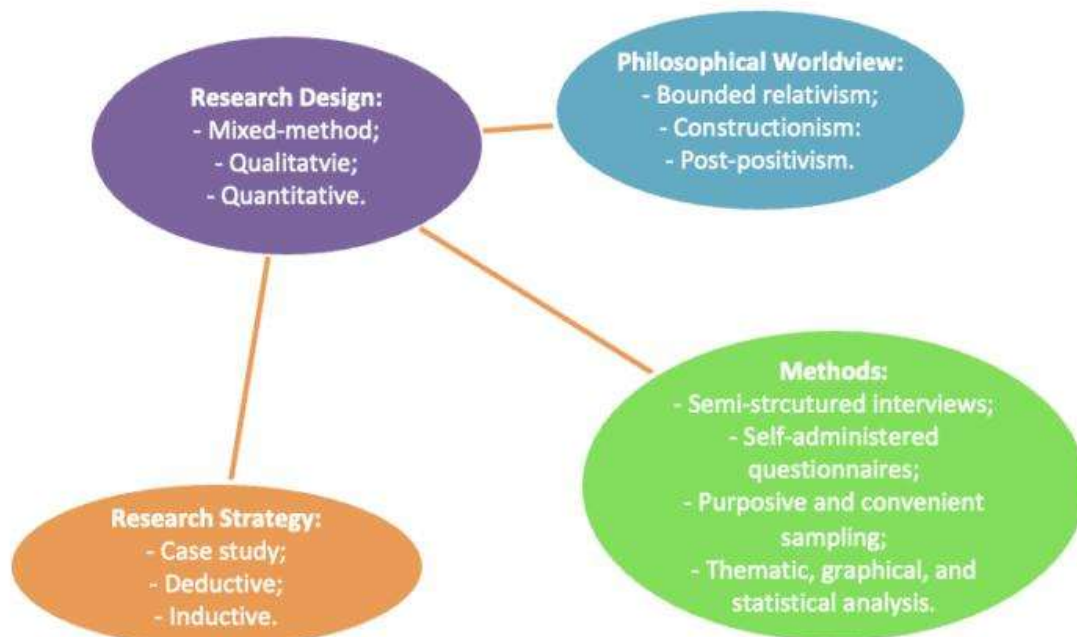
Cortese (2003) argued that universities must act as **living laboratories for sustainability**, promoting eco-friendly practices and educating future leaders.

1. Statement of the Problem

Despite the growing emphasis on sustainability, many higher education institutions struggle to translate **green policies into effective green practices**. A major challenge lies in the **inefficient utilization of human resources**, where academicians are often assigned non-academic responsibilities that dilute their core contributions. This misallocation not only affects productivity but also weakens the institution’s ability to implement sustainability initiatives effectively.

Economic constraints and inefficient resource allocation significantly hinder the implementation of sustainability initiatives in higher education institutions. Limited budgets, coupled with the lack of strategic financial planning and cost-effective practices, often result in underperformance of green outcomes, the core issue lies in identifying how institutions can effectively translate green policies into practice by ensuring **optimal human resource allocation, sound economic planning, and strong top management support**, while maintaining clear role definitions and professional efficiency.

2. Research Methodology





This study adopts a **mixed-method research approach** to provide a comprehensive understanding of the problem.

- **Primary Data:** Collected through structured questionnaires from faculty members, administrative staff, and institutional leaders.
- **Secondary Data:** Derived from research articles, institutional reports, and sustainability frameworks.
- **Sampling Technique:** Stratified sampling to ensure representation of academic and non-academic staff.
- **Data Analysis Tools:**
 - Descriptive statistics
 - Correlation and regression analysis
 - Thematic analysis (for qualitative insights)

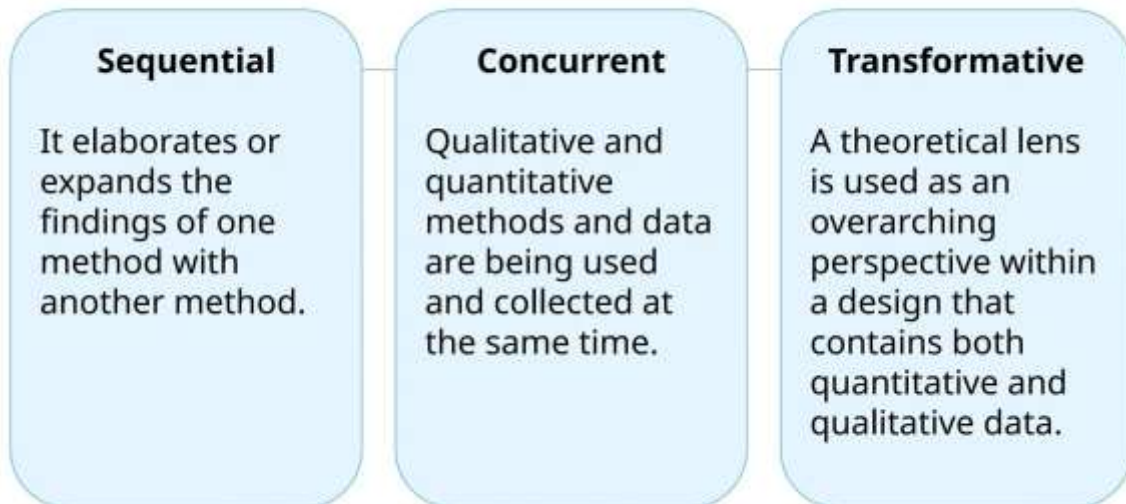
The methodology ensures both **quantitative accuracy and qualitative depth**.

3. Objectives of the Study

1. To examine the role of **Human Resource Management** in implementing green practices.
2. To analyse the influence of **economic factors** on sustainability initiatives.
3. To evaluate the importance of **top management support** in green policy implementation.
4. To study the impact of **role clarity and proper job allocation** on employee productivity.
5. To suggest strategies for improving **green practices in higher education institutions**.

4. Research GAAP (Generally Accepted Academic Practices)

Mixed Methods Research

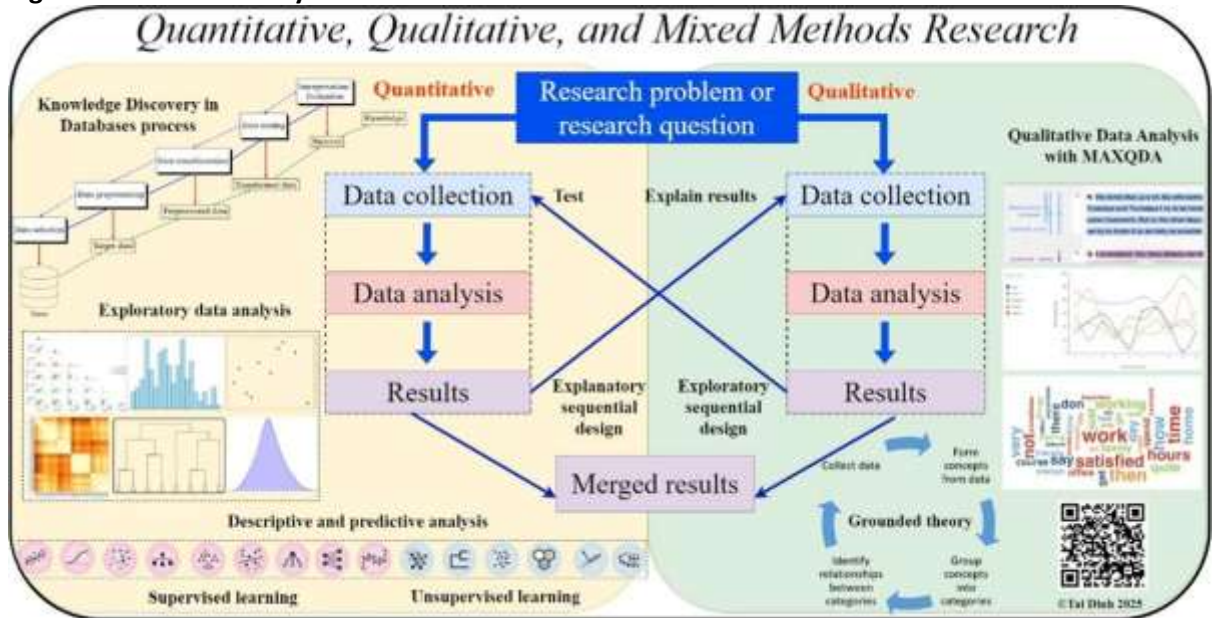


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This research strictly follows academic integrity and standard practices:

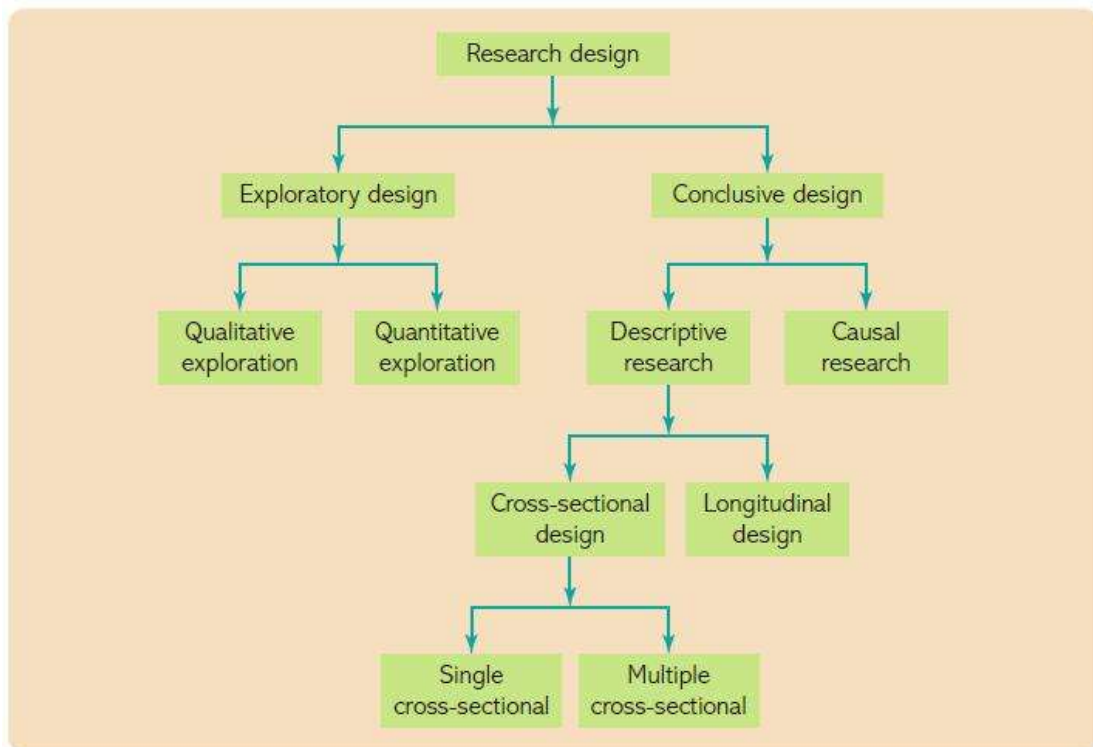
- **Originality:** The content is free from plagiarism and developed through independent analysis.
- **Reliability:** Data collected from credible and verifiable sources.
- **Validity:** Research instruments are designed to measure intended variables accurately.
- **Ethical Considerations:** Respondent confidentiality and informed consent maintained.
- **Transparency:** Clear methodology and unbiased interpretation of results.

6. Significance of the Study



- Provides insights into **effective HR practices for sustainability**.
- Highlights the importance of **economic efficiency in green initiatives**.
- Helps institutions improve **role clarity and avoid unnecessary workload on academicians**.
- Contributes to academic literature by integrating **HRM, economics, and sustainability**.
- Supports policymakers and institutional leaders in **decision-making**.

7. Research Design



- **Type of Study:** Descriptive and analytical research



- **Approach:** Mixed-method (Quantitative + Qualitative)
- **Variables:**
 - Independent: HRM practices, Economic factors
 - Dependent: Green practices implementation
 - Moderating: Top management support

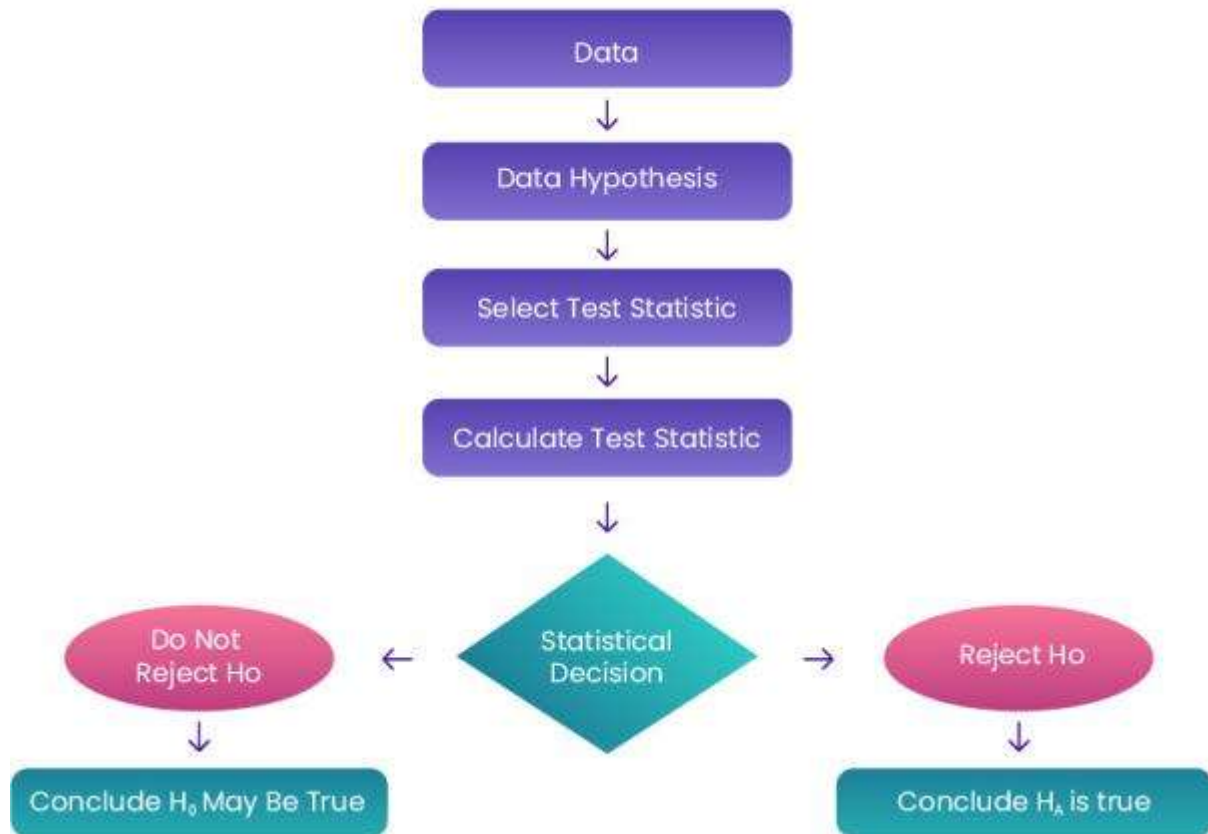
The design ensures a **systematic investigation of relationships among variables.**

8. Hypothesis





Steps In Hypothesis Testing



H1: Human Resource Management practices significantly influence green practice implementation.

H2: Economic factors have a significant impact on sustainability initiatives.

H3: Top management support positively moderates the relationship between HRM practices and green practices.

H4: Proper job allocation and role clarity improve institutional sustainability outcomes.

8. Results and Discussions

The analysis indicates that:

- Institutions with **clear HR policies and role allocation** demonstrate higher productivity and better sustainability outcomes.
- Economic planning, when aligned with HR strategies, enhances the effectiveness of green practices.
- Faculty members who are not burdened with unrelated tasks show **higher engagement in research and sustainability initiatives**.
- Top management support strengthens the relationship between HRM practices and sustainability performance.

The discussion reveals that **human efficiency and economic planning must work together** to achieve institutional sustainability.

9. Findings

- Role clarity significantly improves employee performance and concentration.
- Misallocation of tasks reduces academic output and sustainability engagement.



- Economic constraints can be managed effectively through strategic planning.
- HRM practices play a central role in achieving sustainability goals.
- Leadership commitment is essential for successful implementation of green practices.

10. Recommendations and Suggestions

- Ensure **right person–right job allocation** to improve efficiency.
- Avoid assigning **non-academic tasks to academicians**.
- Strengthen **HR policies focusing on skill alignment and training**.
- Implement **cost-effective sustainability practices**.
- Enhance **top management involvement in sustainability initiatives**.
- Develop a **supportive work environment with minimal interference**.

11. Limitations

- Study limited to selected higher education institutions.
- Responses may be influenced by **personal perceptions**.
- Time constraints may limit depth of analysis.
- Economic data may vary across institutions.

12. Conclusion

The higher education institutions must adopt a strategic, integrated, and disciplined approach to sustainability. By aligning human resources effectively, utilizing economic resources judiciously, and ensuring strong leadership involvement, institutions can successfully translate green policies into measurable outcomes, a holistic approach not only enhances operational efficiency and academic performance but also contributes to long-term sustainable growth, institutional credibility, and environmental stewardship.

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