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Exploring the Green Human Resource Management (GHRM) Practices of Public Higher Education Institutions (HEIs) Towards the Development of Green Social Responsibility Program Model

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Abstract:

This study explores the practices of green human resource management (GHRM) practices and its relationships to environmental management systems (EMS) towards the development of green social responsibility program model. The study also looked at the impact and its commitment to social responsibility program and human resource management practices of selected public HEIs in the provinces of MIMAROPA Region 4-B. The ability, motivation, and opportunity (A-M-O) theory was used to explain how the factors in this study related to one another; to enhance employees' abilities and efforts by fostering a collaborative work environment.

Alternately to consider on statistical treatment of data is, through *analysis of variations* (ANOVA), and to determine the correlation between Green HRM practices and perceived level of environmental management systems' performance of the Romblon State University (RSU), Palawan State University (PSU), and Mindoro State University (Min SU) as Higher Education Institutions (HEIs) in the MIMAROPA Region IV-B. The Pearson's Product-Moment Correlation (*Pearson's r*) was used to identify which among the Green HRM practices that predicted environmental management performance of these selected University that significantly correlated

the relationship between Green Human Resource Management and Environment Management Practices, *with* ***p value*** *of* ***less than 0.05***, and it is interpreted that the correlation between the two variables is ***significant at 0.01 level (2-tailed)***. It means that GHRM affects the EMS through the full mediation of HEIs environmental knowledge, thus strengthens and validates the finding of a theoretical implication in terms of ability, motivation and opportunity (A-M-O) theory.

Keywords: Green Human Resource Management (GHRM), Environmental Management Systems (EMS), Social Responsibility Program Model

Introduction:

This great and new phenomenon in human resources management, specifically green human resource management (GHRM), as an emerging topic around the world, carries a stronghold to maintain and preserve the environment with the end goal of taking the role of human resources and their respective enterprises. It occurs when the field of human resources focuses on increasing its function to assist the organization in achieving long-term viability and responsibility. Human resource management best practices are utilized in green HRM to encourage and promote the sustainable use of available resources while also preserving the

natural environment. Thus, minimizing and eliminating ecological wastage and consequently refurbishing HR goods, equipment, systems, and procedures, green HRM surely aids in achieving more efficiency and reduced costs within an operational or manufacturing process in any given industry or organization such as in the higher education institution (HEI). Organizations are beginning to integrate green efforts into their everyday work environment with society and the industry in which they are operating by becoming environmentally conscious, so to speak.

Moreover, the organization can go green in managing their respective working environment by considering a paradigm that includes improving environmental awareness, using energy resources and the so-called eco-friendly technologies, reuse of wastes, and other recycling activities of businesses to product packaging or branding and delivering of goods and/ or services to their consumers or clientele.

This fascinating topic on green human resource management, environmental sustainability, and corporate social responsibility has sparked significant interest among business leaders, government agencies, consumers, and management experts. As a result of these aforesaid stakeholders' struggles and opportunities presented by a variety of environmental issues and concerns, human resource professionals and/or HR gurus alike have been comparatively slow to engage in these phenomenal dialogues and scholarly debates. A more in-depth discussion and on the issue of best green human resource management practices, including the cause and effect that would arise from a consideration that covers several functional HRM practices, such as recruitment and selection, performance appraisal systems, employee rewards and recognition, training and development, employee relations, employee health and safety, and not forget to mention the issue on environmental factors like solid and liquid waste management, water and power conservation measures, climate change mitigation, response to pandemic, community service, and promoting employee volunteerism that affects their work behaviors.

The objective of this study is to determine the green human resource management practices with green intellectual capital and pro-environmental behaviors, as well as other domains of environmental management systems and practices, management and leadership styles of key personnel of selected public HEIs in the Philippines, specifically in MIMAROPA (**Mi**ndoro, **Ma**rinduque, **Ro**mblon and **Pa**lawan Provinces in Region 4-B with their green social responsibility program or corporate social responsibility, otherwise known as CSR. As a result, the concept of green attitudes, practices, and behaviors must be thoroughly enforced or used in both the personal and professional lives of employees in order to ensure that the academic organization's or environment's green goals are fully realized and managed.

It is my interest, therefore, to explore and share this research topic whom I believe, would contribute to the human resource management profession that would keep abreast on the cause and effect of taking care of the mother earth, while in pursuit to propagate the interest of stakeholders' interest for a resounding social responsibility program in their respective endeavors.

Research Problem:

The study aims to explore the green human resource management practices of selected public higher education institutions towards the development of green social responsibility program model. More particular, it intends to answer the following questions:

1. What is the demographic profile of respondents in terms of;
a. Age,
b. Gender,
c. Civil Status,
d. Educational Attainment,
e. Job Position, and
f. Years of Service?

2. What are the green human resource management practices of selected public higher education institutions (HEIs) in terms of the following;

a. Recruitment and Selection;
b. Performance Appraisal;
c. Rewards and Recognition;
d. Training and Development;
e. Employee Relations; and
f. Health and Safety Program?

3. As perceived by respondents, what is the level of performance of the respondents on the green human resource management practices on the environment management system of the public higher education institutions (HEIs) in terms of:

a. Solid and liquid waste management;
b. Water and power conservation measures;
c. Climate change mitigation;
d. Response to the pandemic;
e. Employee volunteerism; and
f. Community service?

4. Is there a significant relationship between the green human resource management practices and the environment management system?

5. As a result of the study, what is the green social responsibility program model can be developed?

Conceptual Framework:

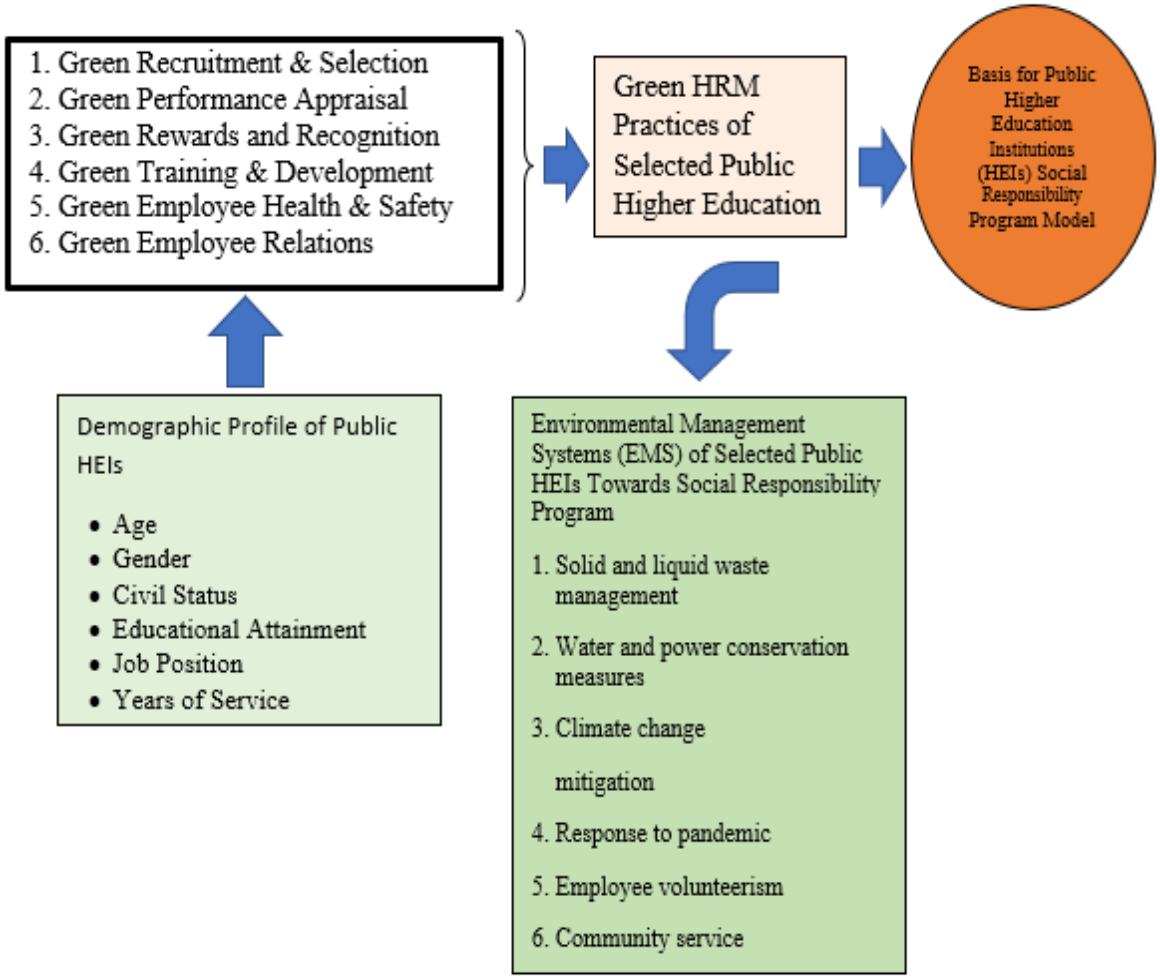


Figure 1: Green HRM Practices of Public Higher Education Institutions (HEIs) Towards the Development of Green Social Responsibility Program Model

This conceptual framework explores the green human resource management and environment practices of selected public higher education institutions (HEIs) in the MIMAROPA region, considering the employees' ability, motivation, and opportunity (A-M-O) theory that contributes to the success of the academic institution, vis-a-vis the environmental management systems and practices towards the development of green social responsibility program model.

Literature Review:

This study makes a review and synthesis of the largely selected literature of environmental management systems (EMS) and performance, green human resource management (GHRM) policies and practices including various scholarly articles and materials available. Further on this research to be undertaken, the existing literature categorizes on the basis of Ability—Motivation—Opportunity (AMO) Theory, revealing the role that green human resource management processes play in people management practice.

The contributions of this research paper lie in putting together the extant literature including the identification of gaps in the existing literature, thus suggesting future research agendas. These findings or literature review suggest that understanding of how green human resource management practices influence employee motivation, to become involved in environmental activities which lags behind that of how organizations would further develop and/ or improve green abilities of employees of identified working business environment.

Green Human Resource Management: A Review and Research Agenda

This review and research agenda employ the Ability-Motivation-Opportunity (AMO) hypothesis (Appelbaum, et al., 2000) to identify key HRM issues that will have an impact on EM outcome when choosing what people management concerns to include in a study of GHRM. In empirical investigations on the impact of HRM practices on organizational performance, this idea is one of the most widely utilized conceptualizations (Boselie, et al., 2005). According to AMO theory, HRM practices that improve a firm's human capital through greater human capabilities result in performance outcomes such as increased productivity, reduced waste, improved quality, and profit. HRM works through boosting employees' ability by attracting a diverse workforce, according to the AMO theory. The ability, motivation, and opportunity (AMO) and social identity theories are the main frameworks used to examine Green HRM (Green Human Resource Management) activities. Employee ability, motivation, and opportunity to perform through participation interact to determine performance, according to the AMO theory. The AMO theory can thus be applied to GHRM practices in the following ways: determining and enhancing employees' green competencies; developing a green performance appraisal and reward system that fosters green

motivation; providing employees with work-related flexibility, autonomy, and decision-making opportunities in order to enhance employee green behaviors in the workplace.

According to the findings of the study, knowledge of how GHRM practices influence employee willingness to participate in environmental activities lags behind knowledge of how firms create green competencies and give employees with opportunities to participate in environmental management organizational initiatives. Organizations aren't implementing the full spectrum of GHRM practices, which could limit their ability to improve environmental management. (Renwick, D.W.S; et al., 2012).

Developing green abilities: attracting and developing talented staff

According to 2016 Green Biz report, 51 percent of U.S. companies have disclosed greenhouse gas reduction targets (The State of Green Business, 2016). Most companies initiate a wide reform and or initiatives to strategically plan not only the impact reduction but more so of the sustainability management efforts that would include human resource component. This would take transforming how human resources management approaches sustainability to include the knowledge, leadership, and initiatives as well. Remarkably this is

quite unfortunate because there are tangible advantages to a shift in focus from a traditional business operating environment to a sustainable workplace. The following benefits to include such as engaging workforce providing leverage to support the so-called environmental and corporate social responsibility (CSR) goals and business directives. The employee retention scheme is getting into the issue as people value their companies that greater or higher purpose. In terms on the issue of health maintenance, it is evident that healthier workers drive lower healthcare and productivity costs. Attracting top talents by integrating sustainability to HR practices especially the millennial would seek out principled companies that would really care and preserve for the environment. Companies are starting to realize that establishing a reputation as a green employer is a good approach to recruit new employees (Phillips, 2007); (Stringer, 2009). Furthermore, some organizations highlight certain environmental ideals in their job adverts in order to recruit environmentally concerned persons for employment vacancies (Arulrajah,2015). The advertisement's clear message will attract the suitable person for their job placement and environmental care culture. A person's mismatch with a green job or a green working culture will contribute to a greater rate of employee turnover. If employees do not care about the environment, it is tough to put such concern in their minds. It is rightfully to say therefore, that green recruitment should be set a forefront in practicing GHRM, so to speak.

However, training programs and/ or materials can be designed to improve employee environmental management skills and knowledge. This will take some time, but while working for a green firm, employees will undoubtedly share some common ideals on environmental concerns. Green training should include environmental factors such as safety, energy efficiency, waste management and recycling, and online training or web-based training modules should be encouraged for green training practices among employees (Prasad, 2013). Some firms have implemented measures such as green factory or green zone to improve employee health and safety and prevent various health and safety issues. Because non-environment friendly behavior will be devalued, balancing environmentally friendly behavior in the workplace and private life domains reduces unfavorable interaction consequences. Green work life balance (GWLB), according to (Datta, 2015), aims to develop an environmentally friendly personality in employees by ensuring that they internalize green ideals in both their professional and personal lives.

Green HR initiatives may help firms identify alternative ways to save costs without losing personnel and improve their corporate image, which is why GHRM is crucial to organizations nowadays. It is difficult to build and maintain a sustainable environment performance without adequate GHRM practices (Mehta & Chugan,2015). As a result, it is recommended that businesses will be able to work in a more environmentally friendly manner than ever before by comprehending the width and depth of GHRM practices (Arulnajah, et al., 2015). In order to combine multiple organizations, (Jabbour & Jabbour, 2016) advised that more organizations should merge GHRM with Green Supply Chain Management (GSCM) to become greener where more employees are involved in the complex relations.

The service-oriented high-performance human resource practices and employee service performance: a test of serial mediation and moderation models, by (Gürlek, M. and Uygur, 2020) investigates how and under what conditions service-oriented high-performance human resource practices affect employee service performance. Human resources attributions, trust in the company, and affective commitment serially moderated the link between service-oriented high-performance human resource practices and employee satisfaction, according to data collected from 1,525 full-time hotel employees and line managers. (Ayoko, 2021).

A range of human resource management strategies may be relevant depending on an organization's specific aims, including adding "green jobs" and "green duties" to existing jobs, recruitment and selection, training and development for better understanding of the reasoning that has led some firms to take a proactive stance in addressing environmental issues. (SHRM, 2011).

Environmental Policy and Regulations in Higher Education Institutions (HEIs) is firmly committed to the principles of sustainability. The higher education institutions through to its mandate to recognize that its

activities and thrusts would impact the environment and the wider community through its operations, infrastructure development, and influence on its neighboring community. These acknowledges a responsibility for and commitment to the protection of the environment at all levels. This will endeavor to exceed the requirements of relevant environmental legislation, is committed to environmental performance improvement, and will integrate stewardship the following: Governance, Teaching and research, Social accountability, Purchase and procurement, Consumption, Operations (Waste, Energy, Water, Transportation), Infrastructure and Policy.

The Philippines, unfortunately, ranks low in terms of environmental sustainability. According to the Environmental Performance Index (EPI), the country placed 158th out of 180 nations. We can say based on the research findings that poor waste management, deforestation, and air pollution are significant issues facing the country. This calls for urgent action and a collective effort from all sectors of society to turn the tide towards sustainable living. However, there is hope, as the country has shown increasing awareness of the need for change. The Philippines placed 158th out of 180 countries in the 2022 edition of the biennial Environmental Performance Index (EPI). The index ranked countries on their progress toward improving environmental health, protecting ecosystem vitality, and mitigating climate change. The Philippines got an overall EPI score of 28.9 points out of a possible 100, fifth lowest among select East and Southeast Asian countries. Its overall performance also fell below the global and Asia-Pacific median EPI scores of 42 and 35.1, respectively (Business World, 2022).

It is imperative that universities adopt green human resource management practices, it can be characterized as an integration of human resource management and environmental management, so to say. Similarly, a university may be able to swiftly install environmental management system (EMS) by using green human resource management (GHRM) procedures, (Varma & Viswanathan, 2021).

Legislating Disaster Resilience in the Education Sector

In the past ten years, the government has made some progress toward the reduction of the institutional, legal, and policy framework. The National Strategy for Disaster Risk Management and the National Response Framework, which were established in 2009 and 2013, respectively, as well as the incorporation of DRR into the constitution, are just a few of the key efforts that have been made in the correct direction. DRR has been incorporated into the School Sector Development Plan's program, and schools now have a higher priority. There is still more to be done, even though these are important milestones in the right direction. The policies must be updated, and schools' capability for disaster risk management must be increased along with the successful implementation of DRR (Kelman, Yore & Tofa, 2018). Due to the significant effects that earthquakes, landslides, and floods have had over the past few years, there is an increased need for Disaster Risk Reduction (DRR) teaching in the school sectors. DRR will be a fantastic strategy to lessen the effects because it will support resilience while also preserving lives and property.

Methodology

Research Design:

This study employs descriptive and correlational design to determine the size of Green HRM aspects associated to environmental systems and performance of the University's as Higher Education Institutions (HEIs). Solid and liquid waste management, water and power conservation measures, climate change mitigation, response to pandemic, employee volunteerism and community relations were among the environmental performance indicators discovered in this research study. The survey questionnaires were finalized and used to validate evidence on the linkages between Green HRM practices and policies, their cause and effect, and their impact on the environmental management systems and performance of the Romblon State University (RSU) in general. Structured and unstructured interviews, such as focus group discussions (FGDs),

will be used in the research study with the administrative and academic faculty/staff, unit heads/college Deans/ Campus Directors, as well as other University key officials or top management will be further utilized to gather and validate information or data not covered in the survey form.

The sample size for the three (3) public HEIs are covered by Romblon State University, Mindoro State University and Palawan State University under MIMAROPA Region 4-B is more or less than two-hundred (200) target number of participants to include both teaching and non-teaching personnel with at least two to three years in the organization, either permanent or non-permanent employees. Excluded on this research study are employees with less than three years in government service in public higher education institutions. Focal persons to include the HR/Administrative personnel, the DRRMO and Health Unit among other are most likely to include in this research study for scientific and validity of the results under study since these group of personnel has in-depth knowledge and most reliable responses will be considered. The non-probability or convenience sampling methods or techniques is being considered wherein the sample population is selected in a non-systematic process and participants are selected based on availability and willingness to take part of the research study. Useful results can be obtained and sample may not be representative of other characteristics, such as age or sex.

Data Gathering Procedure:

The researcher will collect or gather data based on the responses of the subjects or respondents to the questions being asked, using random sampling and structured data collection techniques or instruments to fit diverse experiences into predetermined response categories or parts of the questionnaire. In addition, the quantitative and qualitative research is involved with evaluating hypotheses produced from a theoretical or conceptual framework in order to assess the scale of a phenomenon of interest on Green HRM practices among Romblon State University (RSU), Palawan State University (PSU), and Mindoro State University (Min SU) academic and non-academic staff including University or management officials.

The questionnaire has three parts. **Part 1** will ask the respondents on their perceived extent of practice of Green HRM dimensions composed of recruitment and selection, performance appraisal, training and development, employee relations, and employee health and safety. **Part 2** will ask the respondents on the perceived level of environmental performance of their respected University as HEIs. Lastly, **Part 3** seeks to get the profile of the respondents in terms of age, gender, civil status, educational attainment and job position. The scoring and interpretation of data shall be done using the Excel program and available statistical tools done by the statistician.

Research Instrument:

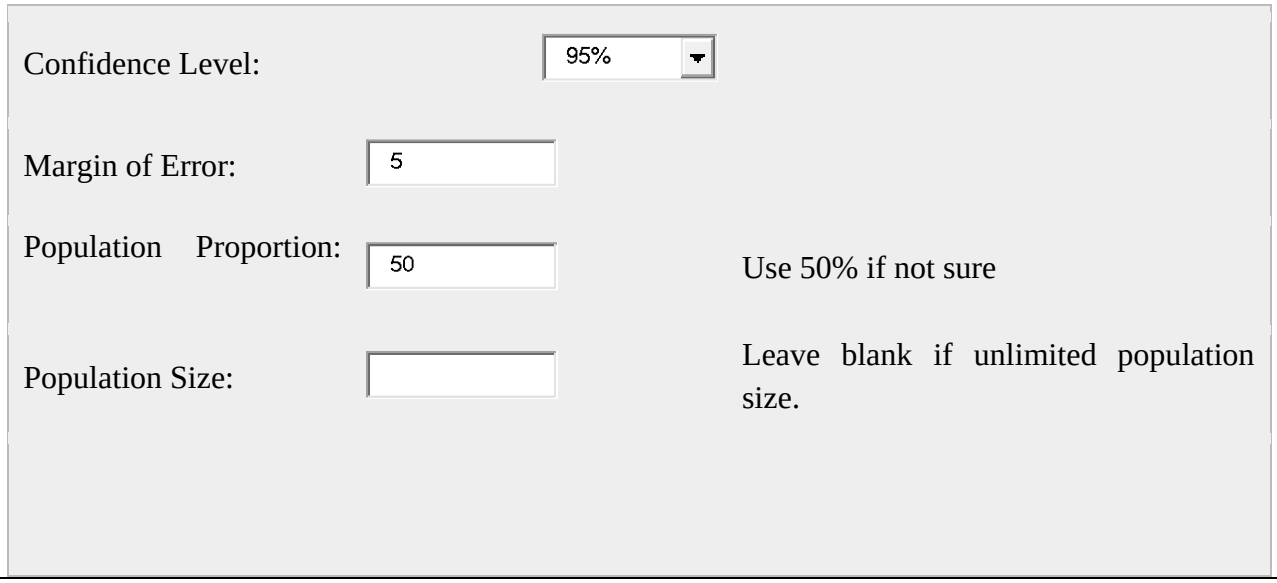
The survey questionnaires, on-line or face-to-face interviews, University ocular inspection or observations, and focus group discussions among academic and non-academic staff personnel across Departments/Units/Campuses under study were all utilized by the researcher. Moreover, a self-developed and adapted questionnaire (Orolfo, Al, 2011) for this purpose is shown in Appendix. Its content validity and reliability was reviewed by the subject matter experts of the RSU, specifically by the department involved in the Disaster Risk Reduction & Management Office (DRRMO), Quality Assurance Office, Research Extension Development & Innovation (REDI), Physical Plant and Facilities Office, Health Services Unit, and the Office of the University President that are primarily involved in the implementation, assessment and/ or control on the issue of environmental management systems (EMS) of the selected University of Public HEIs, and in consideration to acquire or consider the implementation of ISO 14001 for that matter. For reliability values of the intended research instrument, a test-retest reliability measures to test the consistency of results by repeating the same test on the same sample at a different point in time. You use it when you are measuring something that you expect to stay constant in your sample. To measure test-retest reliability, conducted the same test on

the same group of people at two different points in time. Then, calculated the correlation between the two sets of results.

Data Analysis:

Data Collection Stages	**Survey Questionnaires Distributed and Retrieved**	**No. of participants Interviewed (FGDs)**	**Subject Matters Experts (SMEs)/Focal Persons Meetings Observed**
Before campus/HEIs visits	30	5	7
1st Stage (RSU-Main)	20	5	5
2nd Stage (RSU-Campus)	25	8	4
3rd Stage (PSU-Main/Campus)	18	7	4
4th Stage (Min SU-Main/Campus)	15	6	3
Final campus/HEIs visits	20	10	8
TOTAL	128	41	31

This sample size calculator computes the minimum number of necessary samples to meet the desired statistical constraints. The following data using the Raosoft sample size calculator is found below:
This means 200 or more measurements/surveys are needed to have a confidence level of 95% that the real value is within ±5% of the measured/surveyed value.



Legend: GHRM

Likert Scale	Scale Interval	Verbal Description
5	4.20 - 5.00	Very Great Extent
4	3.40 - 4.19	Large Extent
3	2.60 - 3.39	Moderate Extent
2	1.80 - 2.59	Less Extent
1	1.00 - 1.79	No Extent at All

Legend: EMS

Likert Scale	Scale Interval	Verbal Description

Demographic Profile of Survey Participants:

Results and Discussions:

Age:

Among the 200 respondents, 49% (98 out of 200) were 21-30 years old, 18% (36 out of 200) were 41-50%, 13% (25 out of 200) were 31-40 years old, 12% (24 out of 200) were 51-60 years old, 6% (12 out of 200) were 60 years old and above. However, it shows that 2% (5 out of 200) respondents did not reveal or shown their age.

Gender:

The table shows that 78% (156 out of 200) were female, while 22% (44 out of 200) were male.

Civil Status:

Table shows that 44% (87 out of 200) were single, 41% (82 out of 200) were married, both obtained a 1% were widowed/ widower and separated. However, 13% were not responded (26 out of 200) in their statuses.

Educational Attainment:

Table shows that 33% (66 out of 200) were obtained college degree, 14% (28 out of 200) had an unfinished/ in-progress master's degree, while 11% were holders of master's degree. Further profile shows that 13% (25 out of 200) were full-pledge doctorate degrees, while 12% (24 out of 200) on the other hand are still in-progress/ unfinished their respective doctoral studies. A 1% (2 out of 200) respondents are undergraduate, while 15% (31 out of 200) did not indicate their respective educational attainment or no response.

Job Position:

Results show that 49% (98 out of 200) were faculty members; 22% (45 out 200) were Unit Heads/Deans and Campus Directors; 28% (14 out of 200) were 1st and 2nd level representatives; 27% (14 out of 200) were top management/ or officials of their respective HEIs.

Years of Service:

Results show that 31% (62 out of 200) respondents had four to six number of years in service in their respective HEIs; 28% (56 out of 200) respondents had their more than eleven years of service; 23% (46 out of 200) had their seven to ten number of years in service while 18% (36 out of 200) had their 1 to 3 years in service.

Question No.2: What are the green human resource management practices of selected public higher education institutions (HEIs) in terms of the following;

a. Recruitment and Selection;
b. Performance Appraisal;
c. Rewards and Recognition;
d. Training and Development;
e. Employee Relations; and
f. Health and Safety Program?

Table 1: HR Practices: Recruitment and Selection

Statements	**Mean**	**Standard Deviation**	**Verbal Description**
1. Includes environmental issues/questions in the pre-employment tests; employees' interview selection	3.56	0.2893	Large Extent
2. Conducts job interview and includes environmental question in the selection process	3.62	0.2003	Large Extent
3. Select personnel that have the attributes which fits environmental values and culture of the organization	3.78	0.2784	Large Extent
4. Conducts orientation of selected applicant and includes the Environmental Management System or related practices as part of the topics	3.62	0.2654	Large Extent
5. Incorporates environmental or related responsibilities in the job description	3.63	0.2737	Large Extent
6. Designated a Focal Person on Environmental issues, concerns, and programs for related post/s	3.81	0.3086	Large Extent
Average	**3.67**		**Large Extent**

It shows that the Green HRM Practices in terms of Recruitment and Selection, statement *"Designated a Focal Person on Environmental issues, concerns, and programs for related post/s"* has the highest (Mean= 3.81, SD= 0.3086**)**, which has a verbal interpretation of **Large Extent**, while statement *"Includes environmental issues/questions in the pre-employment tests; employees' interview selection"* has the lowest (Mean= 3.56, SD= 0.2893), which is interpreted as still **Large Extent**. The average mean of the criteria Green Recruitment and Selection is **3.67** which is interpreted as **Large Extent**. This means that in the criteria Green Recruitment & Selection, the participants have an actual practice with substantial results and greatly shows identifiable outcomes as they experience green recruitment and selection in their respective workplace.

Table 2: HR Practices: Green Performance Evaluation/ Appraisal

Green Performance Evaluation/Appraisal	**Mean**	**Standard Deviation**	**Verbal Description**
.Incorporates EMS as one of the criteria in the performance evaluation/appraisal of the employee	3.56	0.2466	Large Extent
.Discusses with employee the EMS related performance rating results	3.38	0.3189	Moderate Extent
.Uses IPCR/OPCR to recognize performance on EMS goals and targets	3.68	0.2675	Large Extent
Average	**3.54**		**Large Extent**

It shows that the Green HRM Practices in terms of Performance Evaluation/ Appraisal, statement "*Uses Individual Performance Commitment Review/ Office Performance Commitment Review (IPCR/OPCR) to recognize performance on EMS goals and targets"* has the highest (Mean =3.68, SD=0.2675**)**, which has a verbal interpretation of **Large Extent,** while statement **"***Discuss with employee the EMS related performance rating results"* has the lowest (Mean= 3.38, SD=0.3189) which is interpreted as **Moderate Extent.** The average mean of the criteria Green Performance Evaluation/ Appraisal is **3.54** which is interpreted as **Large Extent**. This means that in the criteria Green Performance Evaluation/ Appraisal, participants use and incorporate IPCR/OPCR in their respective HEIs to recognize employee performance on the EMS issues, goals and targets.

Table 3: HR Practices: Green Rewards and Recognition

Green Rewards and Recognition	**Mean**	**Standard Deviation**	**Verbal Description**
Links rewards and recognition as a strategy to achieve environmental goals and objectives of the organization	3.61	.49620	Large Extent
Rewards and recognizes personnel to motivate individual performance in the accomplishment of EMS goals and targets	3.58	.50565	Large Extent
Uses reward and recognition to encourage team participation in EMS activities	3.56	.59987	Large Extent
Links rewards and recognition to encourage sharing of EMS related practices in offices, home and communities	3.62	.43519	Large Extent
Average	**3.59**		**Large Extent**

It shows that the Green HRM Practices in terms of Rewards and Recognition, statement "*Links rewards and recognition as a strategy to achieve environmental goals and objectives of the organization"* has the highest (Mean= 3.62, SD=.43519), which has interpreted as **Large Extent**, while statement "*Uses reward and recognition to encourage team participation in EMS activities"*, has the lowest (Mean= 3.56, SD=.59987) yet still interpreted as **Large Extent.** The average mean of the criteria Green Rewards and Recognition is **3.59**, and verbally interpreted as **Large Extent**. This means that most of the participants in selected public HEIs greatly used and links the rewards and recognition systems as strategy to achieve environmental goals and objectives in their organization.

Table 4: HR Practices: Training and Development

Green Training and Development	Mean	Standard Deviation	Verbal Description
1. Conducts information activities on Environmental Management Systems' (EMS) goals and objectives	3.66	.48850	Large Extent
2. Uses training as motivation for the employees to accomplish more the environmental goals and targets	3.63	.80482	Large Extent
. Trains and develops systematically the personnel on EMS matters or related topics to gain more skills and abilities	3.61	.48850	Large Extent
. Provides training on Solid and Liquid Waste Management	3.43	.76500	Large Extent
5. Provides training on Water and Energy Conservation Measures	3.48	.47871	Large Extent
6. Provides training on green and clean work environment	3.54	.78093	Large Extent
7. Provides training on Water and Power Conservation Measures	3.42	0.2866	Large Extent
8. Provides training on Environmental Communication (Information, Education and Communication-IEC) activities	3.45	0.2675	Large Extent
9. Conducts monitoring and evaluation of EMS related training activities	3.44	0.3750	Large Extent
10. Uses environment friendly training venues (e.g. hotels/training centers which adopted environmental management practices) for external training and development activities	3.64	0.3879	Large Extent
11. Conducts in-house or sponsored training courses on climate change mitigation Pandemic vis-a-vis Business Continuity Plan during/or after	3.47	0.3876	Large Extent
2. Conducts face-to-face or online training courses in response to Pandemic vis-a-vis Business Continuity Plan during/or after Covid-19	3.76	0.3769	Large Extent
13. Conducts and/ or participates related courses/ training/ or seminar on community service	3.86	0.2786	Large Extent
14. Conducts and/or participates related topics to address on employee volunteerism or participation in the community or organization	3.79	0.2867	Large Extent
5. Establishes Teams to implement activities on EMS Programs, Goals and Objectives	3.63	0.1979	Large Extent
16. Encourage EMS Team to conduct and/or implement employee health & safety	3.77	0.1776	Large Extent
17. Conducts session/workshops to continually improve EMS practices and processes as part /or certified by Agency's-ISO 9001:2015 of the University	3.77	0.5556	Large Extent
Average	**3.61**		**Large Extent**

It shows that the Green HRM practices in terms of Training & Development, the statement, "*Conducts and/ or participates related courses/ training/ or seminar on community service*" has the highest (Mean=3.86, SD= 0.2786), which is verbally interpreted as **Large Extent**, while statement, "*Provides training on Water and Power Conservation Measures"*, has the lowest (Mean= 3.42, SD=0.2866) and interpreted as **Large Extent**. The average mean of the criteria in Green Training & Development is **3.61,** and verbally interpreted as **Large Extent.** This means that most of the selected public HEIs provides, conducts and/or participates training programs on EMS, employee health and safety, water and power conservation measures, business continuity plan especially during the pandemic, among others to gain more skills and abilities as they promote employee volunteerism and community service to contribute towards their green social responsibility program.

Table 5: HR Practices: Green Employee/ Community Relations

Green Employee/Community Relations	**Mean**	**Standard Deviation**	**Verbal Description**
Enjoins the support of employees' organization in EMS programs (e.g. 7S Good Housekeeping campaigns)	4.26	.49620	Very Great Extent
Provides support to employees group of organization's activities related to environmental management awareness (e.g. Fun Run for Environment, Tree Planting, Clean-up/Coastal Cleaning Drive, Recycling Auction, etc.	4.41	.44167	Very Great Extent
Document success, ideas, innovations, of personnel related to EMS and makes it available organization-wide, or external clients of the organization	4.16	.49600	Large Extent
Average	**4.27**		**Very Great Extent**

It shows that the Green HRM practices in terms of Employee Relations, the statement, "*Provides support to employees group of organization's activities related to environmental management awareness (e.g. Fun Run for Environment, Tree Planting, Clean-up/Coastal Cleaning Drive, Recycling Auction, etc."* has the highest (Mean=4.41, SD= .44167), which is interpreted as **Very Great Extent**, while statement, *"Document success, ideas, innovations, of personnel related to EMS and makes it available organization-wide, or external clients of the organization"* has the lowest mean among the three statements having a (Mean=4.16, SD=.49600) and verbally interpreted as **Very Large Extent**. The average mean of the criteria of Green Employee Relation is **4.27**, and interpreted as **Very Great Extent.** This means that most of the participants of selected HEIs fully supported EMS programs and activities in their respective organization to promote better environmental management awareness and initiatives. It is also evident amongst them to support EMS

and makes it readily available organization-wide to include external clients such as communities and stakeholders.

Table 6: HR Practices: Green Employee Health & Safety

Employee Health & Safety	**Mean**	**Standard Deviation**	**Verbal Description**
1. Provides workplace that promotes health and safety of the personnel (e.g. installation of health and safety signage/ posters)	4.12	.49620	Large Extent
2. Install green zones (live plants)/mini-green park inside or outside of the workplace	3.95	.43519	Large Extent
3. Implements strictly the "No Smoking policy" within the workplace	4.28	.54530	Very Great Extent
Average	**4.12**		**Large Extent**

It shows that the Green HRM Practices in terms of Health and Safety Program, the statement *"Implements strictly the "No Smoking policy" within the workplace"* has obtained the highest (Mean=4.28, SD= .54530) respectively and verbally described as **Very Great Extent**, while statement "*Install green zones (live plants)/mini-green park inside or outside of the workplace"* has the lowest (Mean = 3.95, SD= .43519**)** and with a verbal description of **Large Extent.** The average mean of this criteria under Green Employee Health & Safety is **4.12** and is said to be of **Large Extent**. The practice of Green HRM in relation to Employee Health & Safety is very evident among the participants of these selected public HEIs in the region to specifically adhere to the "No Smoking" policy within the workplace or school premises, especially in government agencies, like HEIs nationwide. The provision or installation of health and safety signages/ posters evidently with great extent in providing health and safety measures of their personnel and clients.

Question No. 3: As perceived by respondents, what is the level of performance of the respondents on the green human resource management practices on the environment management system of the public higher education institutions (HEIs) in terms of:

a. Solid and liquid waste management;

b. Water and power conservation measures;

c. Climate change mitigation;

d. Response to the pandemic;

e. Employee volunteerism; and

f. Community service?

Table 7. EMS: Solid and Liquid Management

Statements	Mean	Standard Deviation	Verbal Description	Interpretation
Solid and Liquid Waste Management (practice of segregation, reduce, reuse and recycle methods in waste handling	3.2500	.84918	Very Good	With extra effort and established systems & policies are strictly implemented and continuously improved

Table 8. EMS: Water and Power Conservation Measures

Statements	Mean	Standard Deviation	Verbal Description	Interpretation
Water and Power Conservation Measures (adaption and practice of efficient use of water and energy resulting to costs savings	3.2850	.69004	Very Good	With extra effort and established systems & policies are strictly implemented and continuously improved

Table 9. EMS: Climate Change Mitigation

Statements	Mean	Standard Deviation	Verbal Description	Interpretation
Climate Change Mitigation (evidence on the impact or adaptation in HEI to conserve energy and water; use of renewable energy resources, etc. to address solutions (e.g. damage of education infrastructure injury/mortality of students, teachers, and parents; psycho-social stress resulting from exposure to extreme weather	3.1900	.75946	Very Good	With extra effort and established systems & policies are strictly implemented and continuously improved

Table 10. EMS: Response to the Pandemic

Statements	Mean	Standard Deviation	Verbal Description	Interpretation
Response to pandemic (preparedness or focus to contain pandemic (e.g. treatments, vaccines, address or develop solutions to respond to pandemic-COVID 19	3.4750	.64143	Very Good	With extra effort and established systems & policies are strictly implemented and continuously improved

Table 11. EMS: Employee Volunteerism

Statements	Mean	Standard Deviation	Verbal Description	Interpretation
Employee Volunteerism (practice or contribute towards Environmental Management Systems or Conservation; allows you to connect to your community and make it a better place to work/ or lived in	3.4250	.66073	Very Good	With extra effort and established systems & policies are strictly implemented and continuously improved

Table 12. EMS: Community Service

Statements	Mean	Standard Deviation	Verbal Description	Interpretation
Community Service (conducts/practice and involvement on community-based project or service that concerns on environmental protection and/or management; helps fellow community members or others who are in need and other ways to get involved in community service or undertakings	3.4900	.70168	Very Good	With extra effort and established systems & policies are strictly implemented and continuously improved

Question No. 4. Is there a significant relationship between the green human resource management practices and the environment management system?

Table 13: Significant relations between GHRM and EMS

			Correlations					
			Green Recruitment and Selection	Green Training and Development	Green Performance Evaluation/Appraisal	Green Reward and Recognition	Employee Health and Safety	Green Employee/Community Relation
Spearman's rho	Solid and Liquid Waste Management	Correlation Coefficient	.391**	.328**	.462**	.466**	.368**	.366**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
		N	200	200	200	200	200	200
		Result	Significant	Significant	Significant	Significant	Significant	Significant
	Water and Power Conservation	Correlation Coefficient	.381**	.344**	.450**	.489**	.460**	.309**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
		N	200	200	200	200	200	200
		Result	Significant	Significant	Significant	Significant	Significant	Significant
	Climate Change Mitigation	Correlation Coefficient	.466**	.299**	.509**	.562**	.411**	.371**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
		N	200	200	200	200	200	200
		Result	Significant	Significant	Significant	Significant	Significant	Significant
	Response to pandemic	Correlation Coefficient	.312**	.278**	.223**	.320**	.358**	.246**
		Sig. (2-tailed)	.000	.000	.001	.000	.000	.000
		N	200	200	200	200	200	200
		Result	Significant	Significant	Significant	Significant	Significant	Significant
	Employee	Correlation	.382**	.334**	.370**	.422**	.400**	.402**

	Volunteerism	Coefficient						
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
		N	200	200	200	200	200	200
		Result	Significant	Significant	Significant	Significant	Significant	Significant
	Community Service	Correlation Coefficient	.370**	.356**	.362**	.429**	.451**	.501**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
		N	200	200	200	200	200	200
		Result	Significant	Significant	Significant	Significant	Significant	Significant
**. Correlation is significant at the 0.01 level (2-tailed).								

It shows that there is a significant relationship between Green Human Resource Management and Environment Management Practices, *with* ***p value*** *of* ***less than 0.05***, it is interpreted that the correlation between the two variables is ***significant at 0.01 level (2-tailed)***. It means that GHRM affects the EMS through the full mediation of HEIs environmental knowledge. This finding gives a theoretical implication in terms of ability, motivation and opportunity (AMO) theory.

Conclusion and Recommendation:

The higher education institutions (HEIs) recommended specifically addressing the issue on climate change mitigation to spearhead on different mitigating activities such as: green infrastructure, environment clean-up drive and tree planting activity for their respective University-wide implementation. In addition to its recommended plan of action is to continue to foster open communication among employees a manifestation of transparency and accountability to include a regular dialogue, if deemed necessary. The regular monitoring of all units such as to include in their annual calendar of activities, continue to embrace the merit award system that may be in the policy for the Civil Service Commission (CSC) as motivating factor for all employees in the HEIs.

Additionally, based on the answers among the three (3) selected public higher education institutions located in MIMAROPA Region 4-B during the focused discussions (FGDs) and submitted responses, to include the following green social responsibility programs that can be adopted among these institutions as their models:

a) **Environmental Education & Training-** through this practice program that would serve as a model for other HEIs by providing ongoing education and training for employees and students about environmental issues and sustainability.
b) **Eco-friendly facilities-** such as by designing and/ or maintaining eco-friendly facilities to include sustainable architecture and energy-efficient buildings.
c) **Supply Chain Sustainability-** this means according to a common response among the three public higher education institutions under study they would like to address this on their respective organization or institution's supply chain including sourcing of materials, products, and services from environmentally responsible suppliers.
d) **Eco-friendly facilities-** through this model, HEIs should design and maintain eco-friendly facilities including sustainable architecture and energy-efficient buildings.

e) **Eco-friendly events-** this would ensure that events and conferences hosted by the institution should follow sustainable event management practices.
f) **Climate adaption-** preparing for and adapting to the impacts of climate change on the institution's operations and facilities.
g) **Carbon footprint measurement-** calculating and reducing the institution's carbon footprint, including emissions from operations, transportation, and energy use.
h) **Social Equity-** ensuring that sustainability initiatives promote social equity and do not disproportionately impact vulnerable or marginalized groups.
i) **Stakeholder Engagement-** actively engaging with all relevant stakeholders including local communities, to gather input and build support for sustainable efforts.
j) **Long-term sustainability strategy-** this program model is being given by almost or majority of the respondents during FGD encounter, especially by employees under physical plant facilities office (PPFO) of these selected public HEIs by their PPFO head by developing a comprehensive, long-term sustainability strategy that includes clear goals and timelines for achieving sustainability objectives.
k) **Ethical Investment-** this would ensure that selected public HEIs with respect to their hard-earned investments and financial decisions should align with ethical and sustainable principles.

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