Influence of Green Human Resources Management Practices on Greening TVET: A Case of Shamberere Technical Training Institute

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Abstract

Green management has never been this important in the past as is now seen in the inspired, empowered and green aware employees. Greening TVET requires the cooperation of the top skilled management employees along with programmes that have a great significant on the management. The need for the integration of greening into TVET personnel cannot be over emphasized. The paper wanted to establish the how Green Human Resources Management if Practiced can affect greening in Shamberere Technical Training Institute (STTI). Green personnel theories and models were used to show the importance of green personnel concerns that will impact on greening and to understand the unique features of personnel managers, decisions and behaviours which are central to green personnel. The study specifically looked at the effects of selected Green Human Resources Management Practices and how they influence the overall greening TVET institutions. The study employed a descriptive research design specifically for a case study of STTI . The target population was 100 employees of STTI from which a census of 100 employees was used. The data was gathered using a questionnaire as the research instrument, and descriptive and inferential analysis was used to analyze data. This was presented using frequency distribution tables and figures. The respondents' indicated that job application at STTI was not in any way based on green issues (mean 2.31, disagreed 52.5%). Greening was not adequately included in performance management and appraisal systems (mean 3.31). There were advantages of adhering to performance management system in green/greening goals (mean 3.93). The institute empowers and encourages the employees to make suggestions and contributions on environmental improvement (46.3%). Many respondents were aware of Greening and National Environmental Management Authority policies and regulations compared to Green Personnel. Given the limited number of responds, further research is necessary to verify the results. To develop staff for greening and management, widespread use of environmental training, developing greening based knowledge and developing greening managers and future leaders should be applied in the TVET system.

Key words: *Green human resources management, TVET*

Introduction

There is a need for a proactive approach to environmental management across the world (Govindarajulu & Daily 2004; Jabbour, Santos, Nagano, 2010). Earlier

success of a firm was strongly dependent on promotion of economic value. However today, organizations have to consider the reduction of ecological footprints and give importance to social and environmental factors along with economical and financial factors, in order to enable them to be successful in the corporate sector, and make profit for the shareholders (Govindarajulu & Daily 2004).

According to Lee (2009) greening is the strategy which is adapted by an organization in order to achieve the environmental management strategies for protecting and measuring environmental aspects. Daily and Huang (2001) recommended organizations' environmental preservation hence the need to help Green Human Personnel Management Practices (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

Green Human Resources Management Practices

Green personnel entails using employees' interface to promote sustainable practices and increase their awareness and commitments.

Greening

Sustainability is a paradigm for thinking about the future in which the economic, environmental and social dimensions are intertwined, not separate, but are balanced in the pursuit of an improved quality of life. In order to achieve this, the economic and ecological considerations of institutions must be fully integrated (Paille, Chen, Boiral, & Jin, 2013).

Statement of the Problem

According to Zoogah (2011), the human resource function can greatly influence how employees act in ensuring that greening is implemented in organizations. This happens when top management is committed, employees are fully empowered and rewarded, and the use of employee exit interviews (Wirtenberg, Lipsky, Abrams, Conway & Slepian, 2007). Hence in academic and practical research, green HRM where inspired, empowered, and environmentally aware greening employees can use green initiatives, policies which promote sustainable use of resources within organizations. Opatha and Arulrajah, (2014) look at Green HRM as a situation where there are policies that promote sustainable use of resources in an organization exist. There are friendly initiatives to promote greater efficiency, lower costs, and better employee engagement and retention (Verma, 2015).

General Objective of Study

The general objective of the study was to determine the influence Green Human Resource Management Practices (GHRMP) on Greening TVET: A Case of Shamberere Technical Training Institute (STTI), Kenya.

Specific Objectives

i.   To analyze the effects of green abilities on greening at STTI.

ii.   To identify green motivational strategies for enhancing greening at STTI.

iii. To identify the available green opportunities on enhancing greening at S TTI.

Hypothesis

The null hypothesis is GHRMP does not influence Greening TVET, a case of STTI, Kenya.

Justification

This study provides insight into the various GHRMP needed for organizing greening in TVET institutions in Kenya. It may increase knowledge on GHRMPs and greening, hopefully it fill up the knowledge gap with an overall aim of improve greening and thus organizational performance.

Literature Review

Theoretical Review study applied Dynamic Model of Green Personnel Practices, Ownership and Organizational Identification Theory.

Research Gap

There is little research literature on how GHRMP influences greening of TVET institutions, and studies on GHRM and greening on TVET is largely unclear. The current study, therefore seeks to bridge the identified research gaps by determining the influence of GHRM practices on the greening of TVET, on the case of STTI, Kenya.

Okonkwo, Ndubuisi-Okolo and Nebo (2015) established that effective talent management is key for organizational success and sustainable growth and recommended that talent management system be integrated across all aspects of HRM. Their study recommended that talent management be integrated into GHRMP to help in recruiting and retaining essential talent so as to ensure greening of TVET institutions.

According to Ehnert (2009) GHRM practice should be part of people management. In Kenya however, the body entrusted with ensuring sustainable human resource and environmental issues in the country does not seem to be open to the desired standards. According to Muigua and Musyimi (UD), democratization and public participation in environmental governance are desirable elements that would enhance chances of realizing the Kenyan dream of achieving a clean healthy environment and realizing meaningful green HR. They further argue that government officials including the minister, principle secretaries and the director general of National Environmental Management Authority dominate the appointees of the National Environmental Council (NEC). The other members are mainly appointees of the minister and there is no criteria defined on how such appointments are done. Given the mandate of the NEC as the model of greening policies, the body requires people who have greening knowledge.

Research Methodology

A descriptive research design was used where qualitative and quantitative data was gathered using open and close-ended questionnaires. A census of 100 employees was done and raw data was collected, cleaned and coded. Mean, frequencies and percentages and inferential statistics were also used to explain results of the findings.

Findings

Developing Green Abilities

Table 1 *Descriptive Analysis of Developing Green Abilities*

Statement Green Abilities	N	SA %	A %	N %	D %	SD %	Mean	S.D
My application was based on greening issues at STTI	80	10.0	11.2	2.5	52.5	23.8	2.31	1.239
There were questions on greening and sustainability asked during interviews	80	11.3	7.5	6.2	52.5	22.5	2.33	1.230
Induction included greening issues	80	0.0	0.0	12.5	50	33.0	1.7875	1.181
Job description had greening issues	80	0.0	0.0	12.5	50	33.0	1.7875	1.181
We been on green PP to increase awareness skills and expertise	80	0.0	0.0	12.5	50	33.0	1.7875	1.181
Average	**80**	**4.26**	**3.74**	**9.24**	**51.00**	**25.06**	**1.996**	**1.202**

The study analyzed the development of green abilities at STTI and from results in Table 1, the overall mean score was 1.996 which is below average; the majority of 75.06 either disagreed or strongly disagreed with the issues of greening at STTI. The overall standard deviation of 1.202 indicates cohesiveness of their responses. The findings suggest that greening abilities have yet to be adequately adopted in fostering greening at STTI.

Green Motivational Strategies

The table below shows results of Green Motivational Strategies.

Table 2 *Descriptive Analysis of Green Motivational Strategies*

Statement Green Motivational Strategies	N	SA %	A %	N %	D %	SD %	Mean	S.D
Contained in Performance management and appraisal systems	80	10.0	0.0	38.5	20.0	3.8	3.31	1.026
Communication green schemes	80	3.8	0.0	47.5	11.3	3.8	3.33	0.978
green targets, goals and responsibilities	80	0.0	0.0	12.5	50.0	33.0	1.7875	1.181
There are benefits in performance management system for compliance / meeting green management goals	80	0.0	0.0	12.5	50	33.0	1.7875	1.181
We been on green PP to increase awareness skills and expertise	80	0.0	0.0	12.5	50	33.0	1.7875	1.181
Average	80	4.76	0.0	24.7	36.26	21.32	2.4005	1.109

The response overall mean score was 2.4005 and standard deviation of 1.109 as illustrated in Table 2. A rating of 24.7% overall was undecided, 36.26% disagreed and 21.32 strongly disagreed. The standard deviation of 1.109 shows cohesiveness of the responses. This means that motivational strategies are not fully included in the motivation strategies.

Green Human Resource Management Practices (GHRMP)

In order to determine the development of green personnel, the respondents were asked to respond to a set of statements on a five point scale as summarized in the table 3 below. Overall, at least 63.58% were in agreement. The minority (18.92%) either disagreed or strongly disagreed with the GHRMP at Shamberere TTI. Only 17.78% were undecided. This implies that they are aware of the requirements through publication and other media.

Table 3 *Green Human Resource Management Practices (GHRMP)*

Statement GRHRMP	N	SA	A	N	D	SD	Mean	S.D
Members of my department are aware of Green HRM practices	80	8.8	15.0	32.5	27.5	16.3	2.73	1.169
Members of my department are aware of greening issues\	80	48.8	41.3	2.5	3.8	3.8	4.28	.968
The institute has made a lot of efforts to create awareness on Green HRM practices	80	3.8	31.3	32.5	20.0	12.5	2.94	1.083
Members of my department have participated on green/ environmental issue	80	48.8	35.0	11.3	1.3	3.8	4.24	.971
Members of my department are aware of NEMA policies and regulations	80	33.8	51.3	10.0	3.8	1.3	4.13	.832
Average	80	28.8	34.78	17.76	11.28	7.54	3.66	1.00

Inferential Analysis

This focused on the how strong the independent variables and dependent variables were relating (Bryman & Bell, 2015). This relationship was established through the use of correlation.

Relationship between Green Abilities and Greening

H$_0$: **There is no significant relation between developing of green abilities and greening at STTI.**

At 99% significance level, a strong positive significant relationship of r = 0.615 was established between green abilities and greening in STTI. Using t-test with N-2 degrees of freedom for a two tailed test at 0.01% significance level, the statistic was 2.371 and the critical t-value was 0.0883. It was concluded that there was a significant relationship between developing of green abilities and greening at STTI.

Developing green abilities positively affects greening. This agrees with ILO (2008b) that skills development is key factor enterprise productivity and workers' employability. A good investment in education and training is a precursor to a green healthy environment and future jobs.

H0: **There is no significant relation between green motivational strategies and greening at STTI.**

AT 99% significance, a correlation analysis to establish a strong positive significant relationship (r = 0.620) between green motivational strategies and greening. A t-test with (N-2) degrees of freedom at 0.01% significances level of 6.979 and the critical t-value is 2.371. Hence there is a significant relationship between green motivational strategies and greening at STTI.

If green motivational strategies are implemented, they help in both greening and performance of STTI staff.

Regression Analysis

Table 4 *Model Summary*

Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.776^a	0.602	0.600	2.452

a. Predictors: (Constant), Developing green abilities, Green motivational strategies and Green opportunities.

A multiple regression analysis was used to assess the effects of Green Human Resources Management Practices on Greening in TVET institutions in Kenya as shown Table 4. Developing green abilities and green motivational strategies apparently account for 60.2% of the total variation in greening because the 'R

square' value is 0.602. This means that the variables under consideration account for 60.2% of greening. The difference of 39.8% needs to be investigated.

Multiple regression analysis was conducted to determine the relationship between Green Human Resources Management Practices and Greening. The regression model established that taking all factors into account (Developing green abilities and Green motivational strategies) at zero, the constant was 1.403. By implication, if all other independent variables were at zero, a unit increase in developing green abilities leads to a 0.614 increase in greening while a unit increase in green motivational strategies leads to 0.622 increases in greening. Hence developing green abilities and green motivational strategies influences greening at STTI.

Conclusion

Green Human Resource Management Practices (GHRMP) is still low and needs to be applied to Personnel Practices in order to increase awareness is done. Most of the respondents were of the opinion that training will promote awareness on Green Human Resource Management Practices (GHRMP) in STTI and other TVET institutions in general.

To develop Green Human Resource Management Practices (GHRMP), more needs to be done to ensure recruitment of environmentally conscious individuals to address shortage of expertise in environmental issues.

Green Personnel Practice abilities are yet to be adequately adapted for fostering greening at TVET institutions so there is need for implementing rigorous recruitment and selection of employees, performance-based appraisal system, introduction of training programmes aimed at increasing the employees' environmental awareness and development of new technical and management competencies have a basic importance for fostering environmental improvements. There is also need for policy formulation to guide Green Human Resource Management Practices (GHRMP) and greening, for training of employees and recruitment of experts in environmental issues not only at STTI but in all TVET systems.

There is need to include green performance indicators in performance management and appraisal systems, give employees green targets, goals and responsibilities to set a strong foundation for a successful green motivation strategy at STTI and all TVET systems.

There is need to effective communicate green schemes to all levels of staff using performance appraisal schemes, establish firm-wide dialogue on green matters and give employees set of green targets, goals and responsibilities so as to motivate and encourage participation.

Monetary and non-monetary motivation should be put in the system to encourage employees to participate in environmental activities.

Recommendations

Green Human Resource Management Practices (GHRMP) has potential to contribute positively to employee well-being in the workplace, improving the working environment, satisfying the needs of an increasingly environmentally aware workforce and in improved organizational performance. The HR sector should entirely be trained on Green Huma Resource Management Practices to apply and improve their skills.

TVET institutions should introduce widespread use of environmental training and develop environmental knowledge bases. Pro-environment managers and leaders of the future should also make part of the personnel in these institutions to champion the agenda. In recruiting environmentally conscious personnel, the shortage of expertise in environmental issues will be addressed.

STTI should put in place motivation strategies such as personalized rewards and employee recognition in relation to environmental preservation.

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