

# EMPLOYEE INVOLVEMENT AND GREEN ORGANIZATIONAL PERFORMANCE

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## Abstract

*Due to increase focus on social responsiveness of organization green management is the charm. This study basically checks the relationship of employees and green human resource practices at different educational institutes of Attock. Purposive sampling techniques were used with a sample size of 250 employees. Results showed shows the value of 0.710 changes is occurred in organizational performance through independent variables. Over all the findings shows that path for adoption of high-involvement green HR practices and establishment of employee relationship at workplace in order to get high organizational outcomes and better performance.*

**Keywords:** *Employee involvement, Green Organizational Performance, Educational Institutes,*

## INTRODUCTION

Although Green management is not novel concept in this era but in twenty first century interest in this field has risen (Renwick, 2013). The concept of green management has been popularized to the extent that nowadays firms are going towards greening more diverse aspects of management i.e. marketing, human resource management, operations, book keeping and technology etc. (Renwick, 2013).

As employees of an organization are source of core strength of an organization, so there is dire need for greening this aspect of management. Green human resource management has two prominent aspects i.e. eco-protection and knowledge capital preservation (Dutta, 2012).

This study has been based on “Universalistic and Contingency approaches i.e. best practice approach” (U. Moideenkutty, Al-Lamki, & Murthy, 2011). Delery and Doty (1996) are considered as pioneer of the stated theory i.e. universalistic, contingency and configurational

approaches. Later on Thompson (1999) evolved these concepts into best practice and best fit approach, respectively.

This cross-sectional study has been carried out in educational sector. Core objective of the study is to explore relationship of green high involvement human resource practices with organizational performance. The available literature suggests that many researchers have found significant impact of high involvement HR practices on organizational performance (Coelho, 2011; Moideenkutty, Al-Lamki, Murthy., and 2011; Ramus, 2000).

By further extending this idea the study is designed to go a step further and explore relationship of high-involvement green HR practices and relationship at work on green organizational/institutional performance. High-involvement green HR practices can have significant impact on motivation of employees because due to high involvement HR practices the involvement of employees in strategic decision making gets enhanced and which ultimately raises their motives for achieving organizational objectives (Guerrero, 2004).

The available literature suggests that green goals of an organization can be achieved more efficiently with supportive supervision and supportive co-workers. Furthermore, with involvement of satisfaction, employee dedication or commitment, their ownership to the institute, less burnout and turnover rate and better performance can be observed (Ingram, 1989; Leach, 2005; Liouville, 1998). And this paves the path for observing the stated relationship after inducing green concept to them for educational sector. As this type of study has not been carried out in Pakistan before, so the study will confirm the existence of same relationship in work environment of this country. Though a small portion of the country is taken for analysis, still the study can be generalized to other areas of the country.

### **Objective & Problem Statement**

Core objective of the study is to analyze impact of high involvement green HR practices and its relationship with organizational performance. In twenty first century there is dire need to incorporate green practices in organizations. This significance of the concept has prompted the idea for this study. To acknowledge the importance of green high involvement practices this study has been carried out in educational institutions of Pakistan.

### **Significance of the Research**

Following is significance of the research;

1. Although Green HRM is not a new concept but its importance has mounted in twenty first century.
2. Gaining fame worldwide in fresh recruits and customers.
3. There exists importance for developed countries.
4. There exists importance for developing countries like Pakistan.
5. Gap exists for conducting research in Pakistan scenario.

### **LITERATURE REVIEW**

As employees are the base for firm's functioning, greening them is really emphasized in today's competitive world, which resulted in popularity of concept of green HRM. In every sector, the concept of green is gaining fame for acceptance by the external world and to get competitive edge including educational sector.

This is because it not only builds company's image but also give economic benefits for its profitability. Socially responsive firms are thus favored more by the employees as well as by the customers and are considered to be more competitive (Faleye, 2011; Li, 2010; Peng, 2009). Green HRM is simply defined by involvement of green concept in the human resource practices in the organization (Renwick, 2013). Green HRM definition has two important aspects in broader terms i.e. eco-friendly practices and preservation of knowledge asset of the organization (Dutta, 2012).

Moreover, as the high-involvement HR practices are studied with respect to green in nature, this means that this aspect focuses on preservation, retention and development of knowledge asset of the firm, as only this aspect of green HRM can be studied for a service sector organization.

In terms of first aspect of green HRM i.e. eco-friendly practices, as there is no manufacturing involved here, so there is no waste material to be disposed of. But in this scenarios, conservation of resources being utilized in educational institutes can be focused. Together with conservation of resources, there is also need to avoid wastage of resources. These resources can include use of electricity, water, gas, classroom resources like board markers, chalks, multimedia, computers etc. so there is need of conservation as well as avoid wastage of these resources.

Along with these material resources, financial resources shall also be managed in efficient manner. In all this regard, employees are also resource of the institute and thus their management and preservation is also advisable. In fact, employees are the most important resource of the firm,

because without them all other resources are useless and with their help all other resources can be used efficiently (Renwick, 2013).

One more thing that can be seen is that in educational sector the concept of green is introduced in terms of its service quality improvement. The service quality is improved by recruiting the best fit person for the job, by involving employees in decision making and problem solving, giving them assistance, help in their personal development that will help in their retention in the firm, and empower them so that they feel recognition and ownership to the organization (Coelho, 2011; Guerrero, 2004).

Employee empowerment has also shown to have positive impact on employee job performance and their motivation (Daily, 2012; Kamalian, 2010). Motivated employees will perform better and will thus result in better organizational outcomes (Mougbo, 2013).

In educational institutes, when the staff is allowed to design their course outlines, they can be seen to help their students in personality building in better ways. When they are allowed to participate in decision making process, brainstorming etc. they seem to get recognition and ownership feelings with the institute (Polonsky, 1998; Porter-O'Grady, 2003). So, in nutshell service quality is ensured when employees are empowered (Daily, 2012; Kamalian, 2010).

Available literature suggests that, along with high-involvement green HR practices, employee's relationships have also influence on organizational overall performance and same is true for practicing green tasks (Coelho, 2011). When employees have good relationships at work like supportive supervision and supportive co-workers, he/she will performance (Coelho, 2011; Ramus, 2000). Supervisor and co-worker assistance provide the employee with ease of problem solving, ease of decision making, ease of knowledge sharing, ease of reach to required resources, and ease of conflict resolution (Coelho, 2011; Ramus, 2000).

All this will result in more job satisfaction and reduced turnover and burnout rates that will ultimately cause good organizational performance (Coelho, 2011; Ramus, 2000). It has also been noticed that organizational performance is accelerated when organizations have better managerial supportive staff for its employees because this will cause low rate of conflicts and more atmosphere of satisfaction will prevail throughout the organization (Bitner., 1990; Coelho, 2011; Ramus, 2000). Same is the case in educational institutes, when the executives are supportive, their subordinates face lesser problems and more satisfaction and dedication (Bitner., 1990).

The research on green HR practices is worthy for both developing as well as developed countries. In developing countries, it will help in improving firms' outcome (Li, 2010; Naeem, 2009). And, in developed countries, it will help the firm in getting competitive advantage over its competitors (Faleye, 2011; Li, 2010; Peng, 2009).

### **Research Hypothesis**

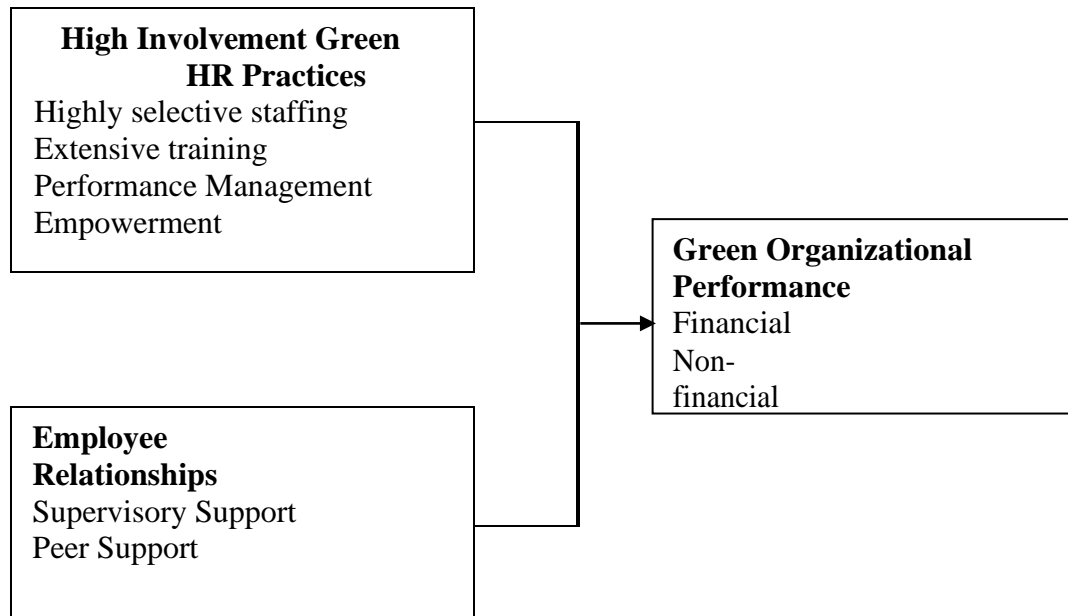
The research study is based on following hypothesis;

H1: There exists positive correlation between high-involvement green HR practices and organizational performance in educational sector of district Attock.

H2: There exists positive correlation between employee's relationship at work and organizational performance in educational sector of district Attock.

## **RESEARCH METHODOLOGY**

### **Conceptual framework**



**Fig 1: Conceptual framework**

### **Sample Size and Sampling Method**

For the research, a total sample of 250 employees were selected and analyzed for results. The approach which was used in this study is purposive sampling technique i.e. non-probability

sampling technique. Through this technique, employees were selected conveniently. The sector which is being focused in this study is educational institutes. Data were collected from the staff of educational institutes situated in district Attock, Pakistan.

### **Research Analysis**

Data was analyzed through SPSS (Statistical Package for Social Sciences). Correlation and linear regressions technique has been used to test the relationship and hypothesis among variable.

### **Reliability Analysis**

The reliability analysis shows the values of Cronbach's alpha for all three variables i.e., highly selective staffing, extensive training, performance management, empowerment and supervisory support as shown in table 2. The values of all Cronbach alpha is above 0.7 justifying a good internal consistency among variables and reliable results. The reliability score shows that highest reliability is for performance management ( $\alpha=0.894$ ) and lowest reliability score were found for supervisory support ( $\alpha=0.704$ ). While the reliability score for other variables followed by highly selective training ( $\alpha=0.810$ ), extensive skill ( $\alpha=0.813$ ), empowerment ( $\alpha=0.884$ ), peer support ( $\alpha=0.876$ ), financial organizational performance ( $\alpha=0.879$ ) and non-financial organizational performance ( $\alpha=0.885$ ). Further details are given in table 1 below.

Table 1  
*Reliability Analysis*

<b>Dimensions</b>	<b>Cronbach Alpha Score</b>
Highly selective staffing	0.810
Extensive Training	0.813
Performance management	0.894
Empowerment	0.884
Supervisory support	0.704
Peer-support	0.876
Financial organizational performance	0.879
Non-financial organizational performance	0.885

**Correlation Analysis**

The Correlation analysis details are given in table II. These results show that description in table 3, gives the following outcomes;

For correlation between high-involvement green HRM practices and organizational performance,  $r = .765$  i.e. there exists a positive relationship.

For correlation between employee’s relationship at work and organizational performance,  $r = .837$  i.e., there exists a positive relationship. Both correlations are significant at .000 as shown in table II.

Table II  
*Correlation Analysis*

Variables	1	2	3
1 Organizational Performance	1		
2 High Involvement Green HR practices	0.765***	1	
3 Employee relationships at work	0.837***	0.854***	1

**Regression Analysis**

The regression analysis shows the results of R and R<sup>2</sup>. Table 3 shows regression analysis where  $R=.843$  and  $R^2=.710$ . R value shows correlation between dependent variable and all independent variables and  $R=.843$  shows a strong correlation between organizational performance and both independent variables. R<sup>2</sup> shows the extent of variation in dependent variable explained by all independent variables and has a reasonable value of .710 showing quite a portion of dependent variable i.e. organizational performance is being explained by both independent variables. The outcome is significant at .000 as shown in table III.

Table III  
*Model summary of variables*

Model	R	Rsquare	Adjusted Rsquare	Std. Error of the Estimate
1	.843	.710	.708	.20875

- a. Predictor: (Constant), Employee Relationship at Work, High Involvement Green HR Practices
- b. Dependent Variable: Organizational Performance

The table IV showing ANOVA also gives the regression and residual values that are significant at .000. Table 6 shows the values of coefficients i.e. beta value.

Table IV  
*ANOVA*

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	26.339	2	13.169	302.204	.000
Residual	10.764	247	.044		
Total	37.103	249			

- a. Predictor: (Constant), Employee Relationship at Work, High Involvement Green HR Practices  
b. Dependent Variable: Organizational Performance

The standardized coefficient values shows  $b=.184$  (sig .006) for high involvement green HR practices and  $b=.680$  (sig .000) for employee relationship at work. This means that with unit change in high involvement green HR practices there will be .184 units change in organizational performance and with unit change in employee relationship at work there will be .680 units change in organizational performance. So, most of the portion is explained by employee relationship at work. Both give significant results (sig <.05).

Table V  
*Coefficients*

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.057	.084		.676	.499
1 High Involvement Green Hr Practices	.178	.064	.184	2.794	.006
Employee Relationship at Work	.775	.075	.680	10.311	.000

a. Dependent Variable: Organizational Performance

## DISCUSSION

This research article puts forth following findings;

- High-involvement green HR practices are positively correlated to organizational performance as also supported by the literature. Hence H1 is accepted. It also implies that when there are more high-involvement green HR practices within the organization, the employees will be highly motivated. Due to all this the turn-over rate and stress level will decrease within organization.
- Employee's relationship at work is positively correlated to organizational performance as also supported by the literature. This results in acceptance of the second hypothesis H2. This also causes high motivation and satisfaction level and thus high organizational performance. So good relationship of employee at work will bring prosperity and mental satisfaction and good job performance that can ultimately result in good organizational output.



### **Future Recommendations**

Following are the recommendations for future research;

- Research can be extended with induction of mediating variables as residual terms show that there is room for further induction to cover “unexplained variance”.
- This study can also be extended to other areas of country.

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