

Impact of Employee Involvement and their Relationship at work on Green Organizational Performance in Educational Institutes of district Attock

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Abstract

Green management is charm of the day due to increasing focus on organizational social responsiveness. The aim of this research is to check the impact of high-involvement green HR practices and employee relationship at work on organizational performance in educational institutes of district Attock, Pakistan. The base theory is best practices approach. This is checked through correlation and linear regression analysis where the findings confirmed that there exists positive relationship between dependent variable and each of the two independent variables. $R^2=0.718$ shows reasonable portion of organizational performance being explained by independent variables. The findings overlay the 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,*

1. Introduction

Green management is not newly born concept but it has gained pace from last two decades (Renwick, 2013). Green management is favored to such extent in the firms that they prefer to green every aspect of their daily functioning including marketing, retailing, operations, human resource, finance, accounting, information technology etc., (Renwick, 2013). But as employees are backbone of the firm, so

greening HR aspect of the organization is of far more importance. Green HRM has two rudiments of eco-protection and knowledge capital preservation (Dutta, 2012). The base theory for this research study is “Universalistic and Contingency approaches i.e. best practice approach” (U. Moideenkutty, Al-Lamki, & Murthy, 2011). Delery and Doty first identified in 1996 as universalistic, contingency and configurational approaches. Richardson and Thompson in 1999 renamed the first two as best practice and best fit approach. As educational sector is focused in this research paper i.e. service sector, so second aspect is catered in this study. In this regard, high-involvement human resource practices and relationship of teaching staff is checked for their impact on organizational performance. The previous literature shows that both high involvement HR practices and relationship at work has positive link with organizational performance (Coelho, 2011; U. Moideenkutty, Al-Lamki, A., and Murthy, Y. S. R., 2011; Ramus, 2000). By taking the idea from here, the same can be seen as true after induction of green concept in the scenario i.e. impact of high-involvement green HR practices and relationship at work on green organizational/institutional performance.

High-involvement green HR practices enhances employee satisfaction by involving them in institute’s decision making and problem solving, and thus account for attainment of green institute’s targets (Guerrero, 2004). In case of supportive supervision and supportive co-

workers, the literature accounts for employee level satisfaction and hence green goals of the institute can thus be achieved. Together with satisfaction, employee dedication/commitment, their ownership to the institute, less burnout and turnover rate and better performance is seen (Ingram, 1989; Leach, 2005; Liouville, 1998). And this paves the path for checking the same after inducing green concept to them for educational sector. But the case is not yet being studied in Pakistan scenario, and thus this research finding will show whether the results remain persistent in Pakistan scenario as well. Though a small portion of the country is taken for analysis, yet the results will pave the path to conduct further research in other areas of the country.

1.1 Aim & Problem statement

To study impact of high involvement green HR practices and relationship at work on organizational performance. There exists a great appeal for induction of green practices in organization for the betterment in organization even in service sector. The said importance of green concept for new graduates and customers has paved the path for current research. There exists a need to study impact of high involvement green HR practices and relationship at work in order to check the organizational outcome/performance of educational sector of district Attock.

1.2 Significance of the research

Following is significance of the research;

1. Green HRM is not a new concept but charm of the day to predict organizational performance.
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.

2. Literature Review

As employees are the base for firm's functioning, greening them is under core emphasis in today's competitive world. From here sprouted the concept of green HRM, which is charm of the day now. 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. Social responsive firms are thus favored more by the employees as well as by the customers and are considered to be more competitive for its competitors (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 off manageably. But here also, 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. Together 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 worthwhile. 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. So greening of HR is need of the hour (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 recruited 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 and prove to be profitable(Coelho, 2011; Guerrero, 2004).

Employee empowerment has also shown to have positive impact on employee job performance and their motivational level(Daily, 2012; Kamalian, 2010). These motivated employees will performance better and will thus account for better organizational outcomes(Mougbo, 2013). Hence better service quality is ensured (Redman, 1998). In educational institutes, when the staff is allowed to design their course roadmaps, they are seen to help in personality building of their students in better way. When they are allowed to participate in decision making sessions, 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).

Together with high-involvement green HR practices, employee's relationships have also shown influence on organizational overall performance and same is true for practicing green tasks(Coelho, 2011). When employee has good relationships at work like supportive supervision and supportive co-workers, he/she will performance better and will put forth better results(Coelho, 2011; Ramus, 2000). This is so because, 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 it has 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 principal seat staff or the executives are supportive, there sprouting lesser problems and issues in the institutes and more satisfaction and dedication by the teachers(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 the firm's competitors (Faleye, 2011; Li, 2010; Peng, 2009). So this research area is worth studying.

3. Research Hypothesis

The research study is based on following hypothesis;

H1: There exists positive correlation between high-involvement green HR

4. Research Methodology

4.1 Conceptual framework

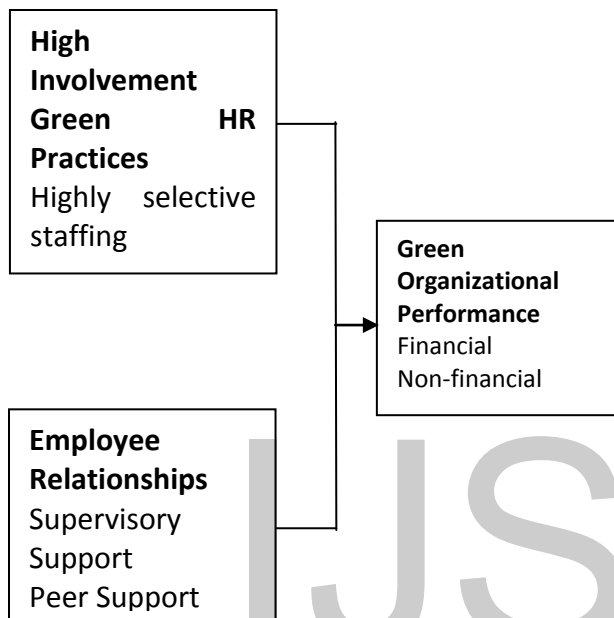


Fig 1: Conceptual framework

4.2 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.

4.3 Research instrument and instrument design

Questionnaire based on items on dimensions of high-involvement green HR practices, employee relationship at work, and

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.

organizational performance is developed which is supported by previous literature i.e. adapted questionnaire is being used for data collection. And the scale for high involvement green HR practices is selected on the basis of HR practices involved in green HR entry to exit process shown by Mandip, (2012) in a research article. Employee relationship is also part of that entry to exit process, that is why is being included in this research article. The scale chosen for organizational performance has been chosen on the basis that the same scale was used in a study being conducted for checking green supply chain management and its impact on organizational performance.

5. 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.

5.1 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

Dimensions	Cronbach Alpha Score
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

Table 1: Reliability Score

5.2 Correlation Analysis

The Correlation analysis details are given in table II. These results shows 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.

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

Table II: Correlation analysis

5.3 Regression Analysis

The regression analysis shows the results of R and R². 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. R² 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.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.843 ^a	.710	.708	.20875	.710	302.204	2	247	.000

a. Predictors: (Constant), EmployeeRelationshipAtWork, HighInvolvementGreenHRpractices

b. Dependent Variable: OrganizationPerformance

Table III: Model summary of variables

significant at .000. Table 6 shows the values of coefficients i.e. beta value.

The table IV showing ANOVA also gives the regression and residual values that are

ANOVA^a

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

a. Dependent Variable: OrganizationPerformance

b. Predictors: (Constant), EmployeeRelationshipAtWork, HighInvolvementGreenHRpractices

Table IV: ANOVA Results

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).

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.057	.084		.676	.499
	HighInvolvementGreenHRpractices	.178	.064	.184	2.794	.006
	EmployeeRelationshipAtWork	.775	.075	.680	10.311	.000

a. Dependent Variable: OrganizationPerformance

Table VII: Coefficients

6. 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. This also accepts H1. It also implies that when there are more high-involvement green HR practices within the organization, more the employees will be motivated to perform organizational tasks and more will be satisfaction prevailing within the organization. Due to all this the turnover rate and stress level will decrease within organization causing its performance level high. So all above will ultimately results in high organizational performance as confirmed by previous literature as well.
- Employee's relationship at work is positively correlated to organizational performance as also supported by the literature. This accepts the second hypothesis H2. This also causes high motivation and satisfaction level and thus high organizational performance the financial and non-financial as confirmed with the results. So good relationship of employee at work will bring prosperity and mental satisfaction and good job performance that will result in good organizational output further ahead.

6.1 Future Recommendations

Following are the recommendations for future research dimensions;

- Research can be check with induction of mediating variables as residual terms show that there is room for further induction to cover "unexplained variance".

- Other areas of Pakistan can be studied.

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