

The Relationship between GHRM Practices and Organizational Performance "Case study: Gaza University"

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Abstract: This study aimed to identify the relationship between green human resource management practices and organizational performance. The case study conducted on Gaza University employees in Palestine. The sample of the study was complete census (100) employees using questionnaire as a main tool for primary data collection. Descriptive and quantitative approach used in this article. The general results of the study showed that there is a statistically significant relationship between GHRM practices and organizational performance. According to static analysis, there is no clear vision about the selection steps at Gaza University that take away the environmental considerations of the job vacancy, as well as the steps in training employees a do not depend on the environmental dimension. The study recommended serious and continuous work to increase environmental awareness and the need to encourage the University for more GHRM practices using encouraging compensation plans and incentives develop and sustain environmental achievements. Also the study recommended that environmental performance evaluation must be within the job evaluation, the necessity of incorporating environmental management goals into the university performance evaluation model, and formulating green goals and objectives.

Keywords: Green Human Resource Management Practices, Environmental Performance, Organizational Performance, University.

1. INTRODUCTION

The growing interest in environmental issues in recent years by organizations has made the concept of green orientation a focus of attention, which has made organizations take many green initiatives such as green management, green marketing, green supply chain, green packaging and GHRM.

GHRM has gained increasing attention, as the move towards green practices in any human resource support organization requires them. [1]

Countries around the world, be they developed or developing, have faced a multitude of impacts from the huge demand for a more sustainability-oriented and environmentally friendly agenda; hence, the call has been made for an urgent change and the adoption of green practices. Businesses operate in a highly competitive global economy in which they must not only be efficient and deliver value, but also must be responsible, and this includes responsibility towards the environment. The intensification of environmental concerns around the globe has led companies to adopt environmental practices at an increasing rate; and such adoptions can benefit companies in becoming "green and competitive". [2]

GHRM practices include all their traditional practices with the updating of their policies related to environmental management, so employment becomes green employment, green training and development, green performance management, and green compensation. In other phrase, integrating environmental management with goals and practices of HRM.

The importance of GHRM comes from enhancing global trends for the United Nations Environment Program and the International Labor Organization to increase opportunities

for a fair transition to a green economy and the provision of green jobs.

The concept of green HR resources has become a great importance, which increases significantly in the business environment, and it represents a number of policies to promote the sustainable use of resources available within institutions in general and focus on the sustainable environment in particular, as it is an important element in the sustainability process, which is reflected in a continuous and continuous manner for all resource practices Humanity. [3]

The study focuses on Gaza University as study case. The objectives of this article are to study the concept of GHRM practices at Gaza University, organizational performance and explore the relation between them. In view of the literature review, the article raises the question of:

Q1. What is the level of GHRM practices at Gaza University?

Q2. What is the level of organizational performance at Gaza University?

Q3. Is there a relationship between GHRM practices and institutional performance at Gaza University?

2. LITERATURE REVIEW

2.1 GHRM Practices

The term green is referred to nature lover, environment friend and environmental active. GHRM is the result of using HRM policies that encourage the sustainable use of resources within institutions and promote the cause of environmental protection, which plays an important role in raising employee morale and overall satisfaction. [4] [5]

According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as GHRM. GHRM can be defined as

"Implementing human resource management policies to encourage optimal use of resources within organizations and to enhance environmental protection". [6]

Opatha & Arulrajah (2014) have explained GHRM as the policies, practices, and systems that make employees of the organization green for the benefit of the individuals, society, natural environment, and the businesses. In GHRM, various human resource practices, such as recruitment and selection, performance appraisal, compensation and training, are designed in a manner to create a workforce that understands and promotes green behavior in the organization. [7]

As mentioned previously, GHRM involved in all HRM traditional dimensions, recruitment, training, compensation plan, and performance evaluating systems.

First: Green recruitment

It is an innovative idea for organizations as it is a long-term partner in organizations seeking environmental sustainability. One of green recruitment most important requirements is to limit travel and related environmental impacts. Green recruitment is a paperless in all its stages through the use of the Internet (conducting audio interviews / Visual, online selection, SMS, e-mail), which reflect in reducing environmental pollution caused by carbon emissions from travel and its pollutions. [8]

Green Recruitment is the way towards selecting new ability that know about supportable procedure in natural frame work and acquainted with the expressions of preservation and practical condition. Typical green activities include video recruitment, or the use of online and video interviews, to minimize travel requirements [9]

Pavitra Mishra (2017) identified two parts of Green recruitment and selection: [10]

(1) Employing eco-friendly ways of hiring such as online tools, limited paper usage at the time of recruitment and selection.

(2) Measuring green attitudes at the time of selection, considering people who value green practices and follow basic environment-friendly activities such as recycling, less printing, and conservation of energy.

Green recruitment can be summarize in the three aspects of candidates' green awareness, green employer branding, and green criteria to attract candidates.

First, candidates' green awareness is the basic aspect of green recruitment and selection and involves personality factors that enable organizational environmental goals to be achieved, such as green consciousness, conscientiousness, and the agreeableness of candidates. [11]

Second, green employer branding refers to an organization's image and reputation related to environmental management, which can be formed through green HRM practices. [12]

Third, employees should be evaluated and selected based on green criteria. For example, recruiting firms can emphasize environmental aspects in job descriptions and employee specifications. Questions related to environmental knowledge, values, and beliefs can be asked and those

employees who perform better in these aspects can be selected. [13]

Second: Green training

Green preparing point is to improve representative's mindfulness and information on natural issues construct the inspirational mentality, adopt a positive strategy towards ecological concerns.

Training in the field of the environment is considered one of the basic fields of green human resources management in the organization, without proper development and training it is difficult to achieve the environmental performance targeted for the institution. Currently, some institutions are analyzing and identifying the environmental training needs of employees in order to make the workforce more interested in the environment, as well as implementing environmental management initiatives. According to the analysis of the environmental training needs of workers, these institutions conduct structured and systematic programs to develop and train their workers in order to sharpen their skills and give them Knowledge and change their necessary attitudes towards good environmental management. [14] [15]

Furthermore, through training, involvement, and recognition, green HR practices can shape a pro-environmental climate, which is supportive toward green strategy implementation. Expressed differently, green strategy implementation can be complemented by green HR practices that the organization adopts. Training and development (A) are an important step because acquired green competence has a stronger association with green behavior than natural green competence. [16] [17]

Green training is required for increasing employees' capacity to cooperate with suppliers and customers. Even though training can possibly increase commitment level, being trained does not automatically translate into motivation and participation in environmental cooperation. Trained employees can be motivated by encouragement, performance appraisal, and the perceived and experienced ease of actually getting involved. [18] [19]

Third: Green compensation

Compensation is considered the basic practical human resource management in which employees are rewarded for their performance, as these practices are the best and most powerful means that link the interests of employees to the interests of the institution, and that these practices are also relevant not only to support environmental management systems but also to support product development and innovations that It has fewer environmental impacts. [20] [21]

Compensation should be dedicated for the reward of gaining green skills and accomplishments from employees and these rewards may be monetary or non-monetary. Rewards can be allocated for contributions in the field of environmental management in forms of salary increases, monetary incentives and rewards while non-monetary rewards include full-time, special leave and gifts for employees and their families.

The awards can be by highlighting green contributions from employees through wide publicity and include praise and appreciation for the green efforts of senior management. [22] Directly salary and pay should be related to their eco performance. We need to recognize and reward employees who help in waste reduction and those in the middle management who encourage their subordinates to adopt green practices.

Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution. [23] [24]

The HRM practices of top management support, environmental training, employee empowerment, teamwork, and rewards are the key enablers of environmental performance. Studies seem to suggest that the value of conceptualizing GHRM as a set of HRM practices comprises the development of green abilities, motivating green employees, and providing green opportunities. Some studies show training and rewards could generate environmental performance through employee empowerment and teamwork. [25] [26]

It has been argued that employees may feel more motivated by nonfinancial rewards through green pay and reward, such as recognition and praise (Jabbour et al., 2008; Jackson et al., 2011). Incentives and rewards may be more powerful measures of aligning employees' performance with the firm's goals than other practices in the HRM system. [27]

However, generally, most researchers acknowledge that combining monetary and nonmonetary rewards is more effective in motivating employees. Nonfinancial rewards should be offered alongside financial incentives, in the form of green travel benefits, green tax, and green recognition. [28] [29]

Forth: green performance

The Green Human Resources Department is keen on encouraging employees to have their outputs in harmony with the institution's orientations towards the environment. The performance evaluation process includes environmental considerations and discussing environmental goals with them during feedback on their performance and that assessing the environmental performance of workers requires officials to shoulder their responsibilities.

It is worth noting, many from the performance appraisal systems in the United States, have incorporated environmental standards into the process of evaluating employee performance, and this can be done by encouraging a culture of learning about environmental management, using environmental performance standards, and developing green information systems. [30]

Environmental performance assessment as an approach to facilitate management decisions regarding the institution's environmental performance, by selecting indicators, analyzing and collecting data, evaluating information according to an environmental performance measure, preparing reports, communicating information, and

continuous examination and ultimately developing this approach. Environmental performance assessment is a process related to the approach, knowledge and negotiation as well as An EMS aid but can be used as a standalone tool. [31]

Organizations' genuine green performance has been reportedly linked to organizational performance, competitive advantage, and sustainable growth. [32]

Regardless of the salience of organizations' green performance and its link to organizational performance, empirical studies have tapped mainly into organization-level antecedents of organizational green performance and relatively overlooked antecedents at the individual level. [33] Neglecting the magnitude of individuals in examining an organization's green performance is problematic since it diminishes their roles as key assets of an organization and as proactive agents of organizational green performance. [34]

Creating green performance indicators mean establishing a series of green criteria for all members in performance appraisals, covering topics such as environmental incidents, environmental responsibilities, reduction of carbon emissions, and communicating of environmental concerns and policies. For both managers and employees, the most important aspect of green performance management is performance appraisals, which will affect the process and effectiveness of subsequent rewards and compensation. [35] [36]

Clear green performance indicators are therefore indispensable in performance management systems. Evaluating managers' green outcomes emphasizes their role in environmental management, which can lead them to be more responsible for environmental management performance. It is necessary to identify green outcomes and encourage managers to be accountable for environmental management performance. Dis-benefit is a negative measure to deal with green performance outcomes of members who do not meet environmental management indicators, or is not compliant with green goals. Using these negative measures appropriately may push employees to behave more environmentally and strive for green goals in their future work. [37]

Measuring employee green performance of job is one of the key functions in GHRM. Without this practice any organization cannot ensure the realistic environmental performance (firm level) in long term basis. Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organization. The measurement criteria of employee green performance of job must be carefully aligned with the organization's criteria of environmental performance.

2.2 Organizational Performance

Institutional performance is considered an important variable as it is the result of both the performance of individuals and the performance of the institution as a whole, and this led to the occupation of most researchers and writers to define its concept.

Organizational performance defined as the outputs or goals that the system seeks to achieve, meaning that this concept reflects both goals, the means necessary to achieve them, and thus it links the aspects of the activity and the goals that these activities seek to achieve within the institution. [38]

The importance of identifying factors that are of significant interest to performance evaluation in organizations has gained more prominence than ever.

The first factor that should be taken into consideration is that the evaluation of performance and career opportunities is significantly affected by the characteristics of the local work environment and its constituting elements, including organizational culture, its focus on expertise, skills and knowledge flexibility, etc.

Additional factors influencing organizational performance, such as managerial practices, or the physical spaces, composure and conditions of the work environment.

Secondly, it is worth mentioning that performance evaluation is one of the most complex and disputed practices in the fields of management and human resource. [39]

The environment in which contemporary organizations live is becoming more dynamic and dynamic than before, and rigid organizations no longer have a place in the current era. Change, development, and performance improvement have become a reality that cannot be ignored, especially in light of the increase in private services and their importance. Hence, institutions are under constant pressure to improve and develop organizational performance.

Performance improvement is an ongoing process that includes measuring performance at the level of operations and services of relative importance in the organization, and identifying developments that can enhance performance. As for the dimensions of the process of improving organizational performance in three dimensions, they are: [40]

a. Human dimensions:

Related to employees and stock holders with the organization, and the need to satisfy their needs and achieve a high degree of satisfaction with regard to what the organization provides.

B. Organizational dimensions:

It relates to developing organizational dimensions such as the organizational structure, defining responsibilities and powers, determining leadership styles and scope of supervision, and reforming incentives, wages and technology used in the work.

C. Environmental dimensions:

It requires creating the different environmental conditions that surround the organization so that it can improve its organizational performance, such as organizational reform, development of value and cultural frameworks for individuals and social responsibilities.

There are different ways of measuring the level of the organization's performance, some of which depend on the organization's financial profits, and some of them assess the organization's performance on the organization's continuity

and permanence. One way is to assess performance on the basis of complementarity between the organization and its environment. All methods are based on four criteria's to achieve good performance: [41] [42]

1- Sustainability: stability and growth of the organization that can be achieved through the quality of goods and services and the protection of financial resources.

2- Efficiency of operations: proper use of operating techniques and financing management that are evaluated through resource economics, productivity and general profitability.

3- Organizational legitimacy: The environmental component of performance is the legitimacy of the organization and describes the organization's position in its environment, based on the evaluation of external groups such as society, government, and various interest groups. It can be evaluated with three criteria's: compliance with regulations, social responsibility; environmental responsibility.

4- Employee entitlement: It is represented by the people who work in the organization; it can be evaluated through five criteria's: employee health and safety, employee commitment, organizational climate, competencies and employee performance.

The accreditation of the organization as a success or not depends on the economic returns and value achieved, but this was in the past. Now, with the spread of environmental awareness and culture, it has become necessary for the organization to take into consideration reducing environmental impacts in addition to the economic and financial factors so that they are Successful in business.

All this requires any organization to apply these green practices a high level of technical and administrative skills among workers due to the facts that the organization will develop environmental initiatives focused on innovation and that will have implications for the sustainable competitive advantage of the organization.

Recruitment, accurate selection, a performance-based evaluation system, the introduction of training programs and the development of technical and managerial competencies are essential to fostering innovation and thereby enhancing the performance of the organization. [43]

The correct understanding and application of green human resource management enables the organization to improve its social and organizational performance in a sustainable way in addition to creating a competitive advantage for it, but this requires organizations to conduct mergers between green issues and practices in traditional daily issues of the organization's activities in addition to strategic human resource decisions and policies the organization.

Here it must be noted that organizations that focus on employment, training and green education will have a role in promoting higher environmental performance within the organization.

This matter will have repercussions in attracting and selecting green workers who will work to promote innovative behaviors and attitudes that are in the interest of

any organization as if it had a role in maintaining performance sustainable environment. [44] [45]

From previous literature review, the following hypothesis in this research can be written as:

H1: There is a statistically significant relation between GHRM practices and organizational performance for Gaza University employees.

And from main hypothesis we have four sub- hypotheses:

H1-1: There is a statistically significant relation between green recruitment and organizational performance for Gaza University employees.

H1-2: There is a statistically significant relation between green training and organizational performance for Gaza University employees.

H1-3: There is a statistically significant relation between green compensations and organizational performance for Gaza University employees.

H1-4: There is a statistically significant relation between performance appraisal and organizational performance for Gaza University employees.

3. RESEARCH DESIGN

3.1 Research population and mythology

This study conducted at Gaza University employees with total member (100). A pilot sample of (20) units was used to study the tools of the study, to verify the validity and stability of these tools. The research sample used complete census mythology. The number of valid questioners was (70).

Since the nature of hypothesis and the variables involved are the ones that control the selection of the appropriate tool, accordingly, the researchers have prepared a measure for that study commensurate with its objectives and requirements, the elements of GHRM and organizational performance.

The process of designing and preparing the study scale has gone through several stages. Review the literature of GHRM, organizational performance, and previous studies on the subject of the current study. After that collecting and define scale paragraphs. And formulation of the standard expressions according to the study sample.

Then setting and modify the meter instructions and correct it. Also authors conduct the stability and honesty of the scale.

The first dimension referring to GHRM prepared by the authors from (24) paragraphs and four sub-fields (Green Recruitment- Green Training- Green Compensation- Green Performance). The second dimension of the instrument which measure organizational performance was developed depending on literature review and consist from (9) paragraphs.

Also Trustees validity has been conducted by a group of expert in HRM and organizational performance.. Those statements were further revised and modified by the experts in a subsequent stage before drafting the final version of the questionnaire.

A ten-point Likert scale of agreement was used for measurement, running from “Strongly Agree” to “Strongly Disagree”, with a Neutral category for scale midpoint.

Several statistical tools were used for data analysis and hypothesis testing, including reliability Correlation using Cronbach’s alpha, Pearson Correlation.

3.2 Validity and reliability assessment

The study adopted Cronbach’s α and to measure the internal consistence reliability of the questionnaire. The results showed that Cronbach’s α values for all dimensions were > (0.5). It indicated that the design of the questionnaire had a high internal consistency as shown in table (1).

Table 1: Coefficients of Alpha Cronbach

Field	No. of paragraphs	Alpha-Cronbach stability
GHRM	24	0.973
Organizational Performance	9	0.945
All fields	33	0.974

3.3 Data analysis and discussion of results

Descriptive analysis for independent variable (GHRM) to determine weighted average and rank for paragraphs are shown in table (2).

Table 2: Descriptive analysis for GHRM

NO.	Sub-Field	Mean	Dev.	Weight	Rank
1	Green Recruitment	5.21	1.91	51.1%	4
2	Green Training	5.51	2.11	55.09%	1
3	Green	5.37	2.02	53.70%	3
4	Green Performance	5.50	2.03	54.95%	2

According to previous table (2), the relevant importance can be shown as following:

- 1- The respondents agreed on that the University practices green training with (55.09%) in HRM functions. This respond rank (1) as it is major function in HRM. It is clear from this that the university does not show much interest in its training plan for environmental awareness of employees.
- 2- Green performance weight was (54.95%), which leads to the fact that human resources department at the university does not integrate environmental standards and indicators of green environmental performance in the assessment and put them into practice, and the administration does not create a clear set of rules and provisions related to employee behavior with regard to environmental protection.
- 3- Respondents considered that green compensation not practiced mostly because of the impact of general culture on Palestinian society, few can initiate and care about the environmental dimension. Workers and the university are part of society and therefore if they do not initiate individuals in creating environmental awareness, the university administration will need more time to change the culture of workers.
- 4- Green recruitment is still not practicing heavily in Gaza University. The selection steps do not take into account the

environmental requirements of the job vacancy and there is no interest by the university in the environmental aspect. The university administration also does not include environmental protection tasks (duties and responsibilities) in job descriptions

Table 3: Descriptive Analysis for Organizational Performance

No.	Field	Mean	Dev.	Weight	Rank
1	Top level	6.68	2.08	66.75%	6
2	Top level	7.28	1.83	72.75%	2
3	Top management level	7.08	2.08	70.75%	4
4	University has	7.23	2.03	72.25%	3
5	University continuously computerizes the procedures and operations of its departments	7.33	2.10	73.25%	1
6	The university's strategic plan is	6.55	2.15	65.50%	7
7	University uses opinion poll results	6.38	2.13	63.75%	9
8	University invests its financial and	6.75	2.24	67.50%	5
9	Incentives and rewards are linked	6.48	2.17	64.75%	8
	Total Results	6.86	1.71	68.58%	

According to previous table (3), the relevant importance can be shown as following:

- 1- The respondents agreed on that Gaza University continuously computerizes the procedures and operations of its departments.
 - 2- University uses opinion poll results and a questionnaire to measure satisfaction in the process of improving performance was the less agree paragraph.
 - 3- In general, there is agreement from respondent that organizational performance participated in good level, and administration hardly working to link GHRM with environmental performance.
 - 4- Through our follow-up to the recent activities of the university, the university has formulated a strategic plan for the development of the university in accordance with international standards as it works on horizontal and vertical expansion in the academic and administrative departments and established a quality department to follow up on workers 'satisfaction and meet their needs.
 - 5- In addition to that, Gaza University employed a number of human competencies to implement the goals of the strategic plan and treatment of failures that were previously detected.
- Pearson correlation coefficient used to test main hypothesis and sub- hypotheses as shown in next table number (4).

Table 4: Pearson Correlation Coefficient between GHRM and Organizational Performance

NO.	Hypothesis	Pearson correlation coefficient	Sig.
1	H1-1: <i>There is a statistically significant relation between green recruitment and organizational performance for Gaza University employees.</i>	.533*	0.000
2	H1-2: <i>There is a statistically significant relation between green training and organizational performance for Gaza University employees.</i>	.534*	0.000
3	H1-3: <i>There is a statistically significant relation between green compensations</i>	.532*	0.000
4	H1-4: <i>There is a statistically significant relation between performance appraisal and organizational performance for Gaza University employees.</i>	.558*	0.000
	H1: <i>There is a statistically significant relation between GHRM and organizational performance for Gaza University employees.</i>	.591*	0.000

Table (4) reveals that the findings of significance level for all hypotheses are less than (0.05), which means that we can rely on the previous model and circulating the sample results on research community.

The main hypothesis result showed that Pearson correlation is (0.591) and Sig. ≤ (0.000). This indicates a statistically significant relationship between GHRM practices and organizational performance among employees at Gaza University.

Therefore, the results of the analysis proved the existence of a relationship between the independent variable (GHRM)

and the dependent variable (organizational performance). According to that, we accept hypothesis H1.

H1: H1: *There is a statistically significant relation between GHRM and organizational performance for Gaza University employees.*

4. CONCLUSION

As it was clear from literature review about the importance of GHRM and organizational performance, and the strong relation between green and environment, it is essential step to conduct green studies in Palestinian community.

Findings of this article explore important facts that must take care immediately. According to static analysis, there is no clear vision about the selection steps at Gaza University that take away the environmental considerations of the job vacancy, as well as the steps in training employees do not depend on the environmental dimension.

Also green compensation plans and rewards help improve university environmental activities and eliminate routine. Unfortunately, we have environmental culture issue in Palestine.

Some good findings were that Gaza University administration is committed to a special internal system to achieve the goals that were set in order to maintain a sustainable green environment.

Add to previous result, Gaza University continuously computerizes the procedures and operations of its departments, and senior management seeks to achieve a strong competitive position among other universities.

Authors recommend more knowledge in GHRM inside university employee, and complete perceptions about green practices. Also job description and requirements should reflect the university's concerns with environmental standards.

Training as important factor in GHRM must be dependent on the environmental dimension, as environmental training is a priority in comparison to other types of training at the university.

Serious actions and continuous work to increase environmental awareness must be done. As the main goal is protect the environment, there is an extensive need to review compensation plans and encourage the university through the payroll policy and incentives for environmental achievements.

Finally, the environmental performance evaluation must be within the job evaluation, the necessity of incorporating environmental management goals into the university performance evaluation model, formulating green goals and objectives, and continuously use the results of opinion polls and questionnaires to measure satisfaction in the process of improving performance.

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