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Management Practices on Organizational
Excellence: An Empirical Study

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The Impact of Green Human Resources Management Practices on Organizational Excellence: An Empirical Study

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Abstract

The aim of this study is to determine the impact of green human resources management (GHRM) practices on organizational excellence in higher education institutions in Duhok governorate, Kurdistan region. Descriptive and analytical methods were used in this study. GHRM practices (green recruitment and selection, green reward management, green performance appraisal, green training and development, and green career management) were considered as independent variables and organizational excellence was considered as dependent variable for this study. The primary data used in this study were obtained from a structured questionnaire distributed to examine university staff. Seventy-three valid questionnaires have been collected and analyzed. The findings of the research showed that there is a positive correlation between GHRM practices and organizational excellence. Career management has the strongest relationship with organizational excellence and their correlation coefficient is 0.391. Performance appraisal has the lowest value among the independent variables but the correlation is positive (0.302).

Keywords: Green HRM practices; Organizational excellence; Higher education.

1. INTRODUCTION

1.1. Background of the Study

Human resource management (HRM) became the central faction of management that deals with the most valuable assets of an organization—the human resources. It is well understood that HRM decisions and practices are likely to have a significant and exceptional role on daily organizational issues. The whole context of HRM is now being considered in light of sustainability all over. Expanding the statement, we contend that green HRM (GHRM) is the most important component of sustainability (Ahmad, 2015). In order for organizations to ensure business sustainability and profitability, HR practitioners need to be agile, to be transformative, and to align themselves with the current trends (Chowdhury *et al.*, 2017). HRM is considered a crucial factor for today's organizations to attain competitive edge, greater organizational performance (Wei and Lau, 2010), and organizational success (Schuler and Jackson, 2014). In addition to these achievements from HRM practices, firms are now focusing highly on environmental management, integrating their organizational environmental activities with their HRM practices; this phenomenon is termed as GHRM (Ali *et al.*, 2017). GHRM is an emerging field of research in the organizational studies after the 1990s. According to Renwick *et al.* (2008), GHRM is about incorporating the organization's environmental management into HRM. GHRM has the same practices as traditional HRM such as recruitment and selection, performance management, training and development, and reward management. However, GHRM practices bring the abilities required for the continuous progress of the organization's environmental performance (Jabbour *et al.*, 2010). GHRM, according to (Dutta, 2012), is a platform that helps to generate green workforce

that can appreciate green culture in an organization. Such green initiative can achieve its green goals all throughout the HRM practices (Dutta, 2012). GHRM contributes to the overall progress of the organization's performance via the internal production processes and provides great benefits to all stakeholders of the organization (Mosa and Kuria, 2019). Organizational excellence in today's globalized world has become a matter of interest and discussion by numerous authors and researchers. This is because the era of information and knowledge no longer identifies employee recruitment based on traditional conditions and bureaucratic system (Arbab and Mahdi, 2018). Organizations that are seeking excellence should pass their vision to employees, connect excellence to activities and processes, authorize organizational staff, assess excellence, instill technology, and encourage learning (Sasmita and Nayantara, 2003). Nowadays, higher education institutions face many more challenges and obstacles than ever before in its history. Higher education institutions are challenged to serve a variety of groups of stakeholders in society, from students to staff, faculty, administrators, and the community the university is in. Higher education institutions with their potential to educate, influence, and change the society's behavior and thinking can play a vital role to fight against resource depletion and to minimize environment change's negative effects on societies. Higher education institutions have a profound moral responsibility to increase the awareness, knowledge, skills, and values needed to create a just and sustainable future; they prepare most of the professionals who develop, lead, manage, teach, work in, and influence society's institutions (Niu *et al.*, 2010; Yuan *et al.*, 2013).

1.2. Statement of the Problem

Human resources have found out to be an essential capital in the new era; thus, efficiency and productivity of organizations dependent on the behavior and performance of their staff. Organizational excellence has been recognized as a vital enabling tool to create value and achieve sustainable competitive advantage within organizations in today's increasing complex business environment (Subramaniam *et al.*, 2005). Greater attention has been paid to excellence as industries move toward knowledge and to enhance the capacity of the higher education sector institutions to apply modern and sophisticated management concepts that focus on the excellence of service delivery. GHRM is a platform which helps to create green workforce that can understand and appreciate green culture in an organization. Such green initiative can achieve its green objectives all throughout the HRM process of recruiting, hiring and training, compensating, developing, and advancing the firm's human capital (Dutta, 2012). Through the "Quality is our Top Priority" initiative, the ministry of Higher Education and Scientific Research in Kurdistan Regional Government (KRG) provides all its efforts to bridge the universities in KRG to the centers of excellence and high-profile universities.

1.3. Purpose of the Study

The research derives its importance from the investigated variables. This importance has been expressed in two ways: The first was the scientific attempt to demonstrate the concept and importance of the two variables and the resulting value of knowledge added. Secondly, practical attempt was made by seeking to examine and diagnose the practices of GHRM and its impact on achieving organizational excellence in higher education institutions in KRG.

1.4. Objectives of the Study

This study seeks to achieve the following specific objectives:

1. To examine the influence of employee resourcing on organizational excellence in higher education institutions in KRG.
2. To explore the influence of employee reward management practices on organizational excellence in higher education institutions in KRG.
3. To establish the influence of employee training and development practices on the performance of organizational excellence in higher education institutions in KRG.
4. To establish the influence of performance appraisal on organizational excellence in higher education institutions in KRG.
5. To examine the influence of career management on organizational excellence in higher education institutions in KRG.

2. LITERATURE REVIEW

2.1. Green Human Resources Management Practices

The majority of human resources scholars agree that HR area can play a vital role in generating a culture of innovation and excellence within organizations. Nowadays it appears that many organizations in different sectors practice GHRM practices in the global context. GHRM is an emerging field of research in the organizational studies (Oyewale, 2019). According to Kapil (2015), GHRM is the process of confirming that the management system practicing in an organization is ecologically balanced and environmentally affable. Opatha and Arulrajah (2014) defined GHRM as the systems, policies, and practices that make an organization's staff green for the benefit of individuals, society, environment, and the business. GHRM comprises two critical components: environmentally friendly human resource practices and the preservation of knowledge capital (Dutta, 2012). It involves undertaking environment-friendly initiatives resulting in greater efficiency, lower costs, and good staff engagement and retention which in turn help the organization, especially higher education institutions, to increase the productivity. GHRM strategies concentrate on individual and group competences to bring about green employees and organization behavior (Muster and Schrader, 2011). Scholars in the field of green management initiatives argued that environmental management system (EMS) can be excellently fulfilled only if the enterprises have the right individuals with the right skills and capabilities (Daily and Huang, 2007), as the execution of these initiatives needs a high level of management and technical abilities among employees (Callenbach *et al.*, 1993). The concept of GHRM has appeared with the initiation of green movement which advocates four important principles: environmentalism, sustainability, non-violence, and social justice. Supporters of the green movement are called "greens," who follow green philosophy and share many ideas regarding ecosystem, preservation, environment, feminism, and peace movements (Sharma and Gupta, 2015). With the rising awareness of the green movement across the world, management researchers from various fields, such as marketing, accounting, supply-chain management, and HRM, have also started analyzing how managerial strategies in these areas can contribute to environmental management goals (Sharma and Gupta, 2015).

2.1.1. Green Recruitment

Attracting superior talents to organization is a fundamental human resources challenge in the "war for talent" (Renwick *et al.*, 2013). According to Ahmad (2015), green recruitment is the process of hiring individuals with knowledge, abilities, attitudes, and behaviors that recognize with EMSs within an organization. It is a system where the focus is on the position of environment and making it a key element within an organization (Holtom *et al.*, 2008).

2.1.2. Green Training and Development

Training and development is a practice that emphasizes on enhancing individuals' skills, knowledge, and behaviors (Zoogah, 2011). Providing environmental training to employees to improve essential skills and knowledge is a significant function of GHRM (Arulrajah *et al.*, 2016). Currently, many organizations pay a great attention to environmental training needs of their workforces in order to make them more environmental concerned staff. These are respectable practices and they are also needed in the effective implementation of environmental management initiatives (Arulrajah *et al.*, 2016).

2.1.3. Green Reward Management

Reward system and compensation is the leverage enabling to strengthen the change in a firm toward green environmental performance and culture (Mehta and Chogan, 2015). Incentives and rewards can impact staff's attention to the maximum at work and stimulate them to utilize maximum effort on their part to accomplish organizational objectives (Ahmed, 2015). The sustainability of environmental performance of organizations is highly reliant on the green reward management system. Green reward management has major contributions in influencing employees on corporate environmental management initiatives (Arulrajah *et al.*, 2016).

2.1.4. Green Performance Appraisal

Gill (2011) approved that green performance appraisal is considered as an effective technique in executing the green performance effectively. Effective performance appraisals, according to Jackson *et al.* (2011), provide valuable feedback to employees and support continuous progresses in the organization's environmental outcomes.

2.1.5. Career Management

Career management contains those personal capabilities and organizational influences and structures that motivate employees to obtain the necessary skills, behaviors, and knowledge to reach their own career goals. Career management is an ongoing process of refining, monitoring, and implementing the plans made and the steps undertaken by individuals and their workplace (Creed and Hood, 2019).

2.2. Organizational Excellence

Excellence is a term that is explained as the maximum level of evaluation. It is an intelligent style and management philosophy based on a curriculum that is associated to how to achieve tangible results for the organization to attain a balance in satisfying the needs of all parties, including stakeholders and the society as a whole, in the framework of a culture of creativity, learning, and continuous improvement. The term excellence is used in quality management field to improve organizational management to the excellent level (Barraza *et al.*, 2009). European Foundation for Quality Management defines the concept of excellence as the outstanding practice in an organization to reach nine crucial concepts, namely, customer focus, management by process and facts, partnership development and public responsibility, people development and involvement, continuous learning, result orientation, leadership and reliability of purpose, innovation, and improvement (EFQM Guidelines, 1999). Furthermore, Eisakhani (2008) claimed that excellent organizations have seven critical characteristics such as perspective and mission, organization planning, ambition purposes, leadership, technology, processes, and strategic thinking (Al-Dhaafri *et al.*, 2016). Higher education institutions are strongly seeking the excellence. To achieve this, university management should deliver a sympathetic environment for organizational learning, and extract knowledge from the minds of its staff. Organizational excellence, according to Harrington (2005), is the investment of organizations in vital opportunities directed by effective strategic planning, clear purpose, commitment to a common vision, sufficient resources, diligence, and effective performance.

3. METHOD(S)

This study examines the role of GHRM practices on organizational innovation. GHRM practices were considered as independent variables and organizational innovation was considered as dependent variable. Green reward management, green recruitment and selection, green performance evaluation, green training and development, and green career management determine the dimensions of GHRM practices that have been selected in this study. The research followed a quantitative research approach, and the questionnaire was designed to collect the data to examine the role of role of GHRM practices on organizational innovation. The population of this study includes head of human resources department and employees that are working in that department in NGOs in Duhok governorate. The sampling method of this study is based on the probability sampling. Primary data were collected using a questionnaire. The questionnaires were administered and collected by the researcher. Analysis of the collected data has been performed using Statistical Package for the Social Sciences (SPSS).

4. RESULTS AND DISCUSSION

4.1. Correlation Analysis

The results summarized in Table 1 show that there is a positive correlation between GHRM practices as independent variable and organizational excellence as dependent variable. Career management has the strongest relationship with organizational excellence—the correlation coefficient was 0.391 at a significant level (0.01). The results also indicate that there is a significant and positive relationship between reward management and organizational excellence—the correlation coefficient was 0.313 at a significant level (0.01). Employee resourcing also has a positive correlation with organizational excellence—the correlation coefficient was 0.386 at a significant level (0.01). Training and development as an independent variable also has a significant relationship with organizational excellence—the correlation coefficient was 0.309 and, lastly, performance appraisal has the lowest value among the independent variables but the correlation is also positive (0.302) at a significant level (0.01). From the above statistics it is clear that all the GHRM practices have a positive relationship with organizational excellence.

Table 1. Correlation Analysis.

Correlations							
		Reward Management	Training and Development	Employee Resourcing	Performance Appraisal	Career Management	Organizational Excellence
Reward Management	Pearson Correlation	1	0.424**	0.062	0.209	0.372**	0.313**
	Significance (two-tailed)		0	0.603	0.076	0.001	0.007
	N	73	73	73	73	73	73
Performance Appraisal	Pearson Correlation	0.209	0.298*	0.274*	1	0.251*	0.302**
	Significance (two-tailed)	0.076	0.011	0.019		0.032	0.009
	N	73	73	73	73	73	73
Employee Resourcing	Pearson Correlation	0.062	0.094	1	0.274*	0.436**	0.386**
	Significance (two-tailed)	0.603	0.428		0.019	0.000	0.001
	N	73	73	73	73	73	73
Training and Development	Pearson Correlation	0.424**	1	0.094	0.298*	0.284*	0.309**
	Significance (two-tailed)	0		0.428	0.011	0.015	0.008
	N	73	73	73	73	73	73
Career Management	Pearson Correlation	0.372**	0.284*	0.436**	0.251*	1	0.391**
	Significance (two-tailed)	0.001	0.015	0	0.032		0.001
	N	73	73	73	73	73	73
Organizational excellence	Pearson Correlation	0.313**	0.309**	0.386**	0.302**	0.391**	1
	Significance (two-tailed)	0.007	0.008	0.001	0.009	0.001	
	N	73	73	73	73	73	73

*Correlation is significant at 0.05 level (two-tailed).
 **Correlation is significant at 0.01 level (two-tailed).

4.2. Regression Analysis

Table 2 shows that the regression model of GHRM practices (reward management, training and development, employee resourcing, performance appraisal, and career management) on organizational excellence is statistically acceptable (the value of F is less than 0.05) and the value of relationship between independent variables and dependent variable is 0.537 and this indicates a good relationship between independent and dependent variables.

Table 2. Model Summary.

Model	R	R ²	Adjusted R ²	Standard Error of the Estimate	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
1	0.537 ^a	0.289	0.236	0.89442	0.289	5.443	5	67	0	1.573

^aPredictors: (constant), reward management, training and development, employee resourcing, performance appraisal, and career management.

Dependent variable: organizational excellence.

Table 3. ANOVA^a.

Model	Sum of Squares	df	Mean Square	F	Significance
Regression	21.770	5	4.354	5.443	0 ^b
Residual	53.599	67	0.800		
Total	75.370	72			

^aDependent variable: organizational excellence.

^bPredictors: (constant), reward management, training and development, employee resourcing, performance appraisal, and career management.

The findings of ANOVA (Table 3) illustrate that p-value of this study is less than 0.05 ($0.000 < 0.05$), which shows that the level of significance is less than 0.05 and this points out that there is at least one (out of five GHRM practices) predictor in this study that can be used to model organizational excellence.

5. CONCLUSION

This article carried out a theoretical and practical review of the impact of ownership GHRM practices on organizational excellence in non-governmental organizations in Duhok Governorate. This study provides a comprehensive evaluation of GHRM practices and organizational excellence. Green reward management, green recruitment and selection, green performance evaluation, green training and development, and green career management were considered as independent variables and organizational excellence was considered as dependent variable for this study. The data have been collected via organized questionnaire and then analyzed by SPSS software. The results of this study indicate that there are positive correlations between GHRM practices (as independent variable) and organizational excellence (as dependent variable). Career management has the strongest relationship with organizational excellence—the correlation coefficient was 0.391 at a significant level (0.01). Performance appraisal has the lowest value among the independent variables but the correlation was positive (0.302) at a significant level (0.01). The analysis based on the collected data reveals that GHRM practices can significantly contribute in achieving high level of organizational excellence, which in turn can strengthen the ultimate goal of the organization.

5.1. RECOMMENDATIONS

Based on the study findings, I have suggested a set of recommendations:

1. University management has to concentrate more on their academic staff by applying new methods and strategies to their continuous improvement.
2. Establishing university centers of scientific research excellence, subject to the disciplines of the departments at several faculties, and providing research facilities to researchers.
3. Creation of incentive system by university management, which will inspire university staff to apply their experience and knowledge and contribute through their creativity and excellence, all of these linked to the incentives system.

Conflict of Interest

There is no conflict of interest.

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