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EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL EFFECTIVENESS OF UNIVERSITIES IN KENYA

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Abstract

Purpose: The purpose of this study was to determine the effect of green human resource management practices on organizational effectiveness of Universities in Kenya.

Methodology: The study employed descriptive research design targeting a study population of ten universities in Kenya. The selected Universities have approximately 400 employees from the HR office, deans of faculties/schools and senior managers. The study used purposive sampling. Therefore the sample size was 120 respondents who were selected from the selected universities. Semi structured questionnaires were used to collect primary data. The data was presented through tables, charts and graphs.

Results: The study revealed that green recruitment and selection, green HR performance management, green training & development and green pay and reward recorded a positive and significant relationship with organizational effectiveness of Universities in Kenya. It is against this backdrop that study concluded that during recruitment and selection, the management seeks to employ and recruit staff and personnel that are conversant and ready to apply their skills and expertise to better the ecological surrounding. It was also concluded that the employees recruited are not only left on their own to work out the plan, but are also coached and trained on their specific matters and issues that relate to the environment. The study concluded that motivation of the staff is instrumental as seen from the study findings, it had a higher relationship compared to the other variables. However, the reward system was not that adequate and satisfactory which was evident by delayed rewards/compensations towards the met green standards to the employees and unclear promotional framework.

Unique contribution to theory, practice and policy: The study therefore, recommends that the Universities need to be diverse and timely in their motivational strategies as well as meet their compensation obligations towards the employees. Finally, the study recommends initiation of green stakeholders' involvement initiatives to help in improving the environment, employee health and safety as well as enlargement of the pool of knowledgeable employees and supervisors. These initiatives need to focus on all-inclusivity that is, the management, employees, the community and the natural environment for better societal development.

Keywords: *Green human resource management practices, Organizational effectiveness.*

1.0 INTRODUCTION

1.1 Background of the Study

Organizations are gradually observing increased consciousness on the importance of going green and adopting environment management techniques. It is essential to move towards sustainable business practices, the corporate world is on the move to globalization as the business is experiences a move from a conservative or traditional financial structure to a modern capacity-based economy which is ready to explore green economic aspects of business. Green human resource management (GHRM) has therefore been noted as a key business drive for growing organizations where the Human Resource division plays a vigorous role in implementation of green initiatives (Ahmad, 2015). Green human resource management is essentially putting into practice HRM best practices and policies to enhance better use of resources in the organization, this promotes environmentalism which further boosts up employee morale and satisfaction (Ahmad, 2015). Therefore, organizations need to align their human resource practices to be a company's green management priority (Jabbour, 2013).

Green human resource management consist of systems, practices and policies that define employees in an organization as green for the benefit of the natural environment, business, individuals and the society at large (Renwick, Redman & Maguire, 2013). Green human resource management through its various specific practices defines a firm's alignment towards environment protection. It also gives a focus on fragility of the ecosystem and the environmental effects of the organizations economic activities (Mishra, Sarkar & Kiranmai, 2014). Green human resource management contributes to the overall improvement of the organization performance through the internal production processes as well as provides good payback to both internal and external stakeholders (Tang, Chen, Jiang, Paille & Jia, 2018).

However, as per Langat (2017), green performance indicators were not adequately considered in performance appraisals systems. Thus, there were notable paybacks in the system for compliance and sustainability goals. Kenyatta University was found to have empowered and supported their staff to give suggestions and contribute on environmental improvement in the institution. His study established that KU employees were well oriented with NEMA regulations and Environmental sustainability in comparison to Green human resource management practices.

In 2016, a joint initiative of the Commission for University Education (CUE), the National Environment Management Authority (NEMA) and the United Nations Environment Programme (UNEP) sought to address the issues that concern the environment. The reports indicated that many universities in Kenya were cognizant of the importance of sustainability demands with a response worth sharing with some universities already implementing low-carbon solutions. Notably, with the installation of solar panels with a capacity to produce 0.6 megawatts annually, Strathmore University supplies 0.25 megawatts to Kenya Power at Kshs. 12 per kilowatt-hour (NEMA, 2012).

Apart from Universities, Kenyan companies have picked up pace in the adoption of green initiatives. A good example is the Mumias Sugar Company, one of Kenya's largest sugar manufacturer's, which decided to respond to the high energy prices in the country by going green. Using bagasse (a natural, industrial waste product in the industry), the company is able to produce biogas which powers their electricity generators. It uses only a third of the electricity it produces, and sells the rest to the national grid, earning the company revenue as well as carbon credit

(Mumias Sugar, 2012). Furthermore, to enhance paperless transactions, Nakumatt partnered with MasterCard, Kenya Commercial Bank (KCB) and Diamond Trust Bank (DTB) to introduce the Nakumatt Global MasterCard prepaid card (NEMA, 2012). These are indications of the strides made by Kenya firms towards green resource management.

The Kenya government has pledged to support and endorse development of skills in government sectors, and other stakeholders in various areas of environmental management through awareness forums and trainings. The government has established training opportunities on environment for different levels taking into account gender equity, emerging environmental issues and devolved institutions. Further, the government enhances and promotes networking between centers of excellence in environmental management at the global level (Ministry of Environment, Water and Natural Resources, 2013). Thus, based on the above backgrounds, the study seeks to shed more light on the same by establishing the effect of green human resource management practices on organizational effectiveness of Universities in Kenya.

1.2 Statement of the Problem

Organizational effectiveness through GHRM has become very vital for all institutions/firms. To achieve organizational goals and strategies, organizations have taken a keen focus on environmental management. Owing to globalization organizations worldwide are focusing on modern capacity based economy as opposed to the traditional way of conducting business (Ahmad, 2015). To achieve ecological goals and become green oriented organizations GHRM is a critical factor to consider.

The extent of environmental degradation, resource wastage and pollution in Kenya is noted high as evidenced by statistical data released by NUMBEO, pollution at 77.17 % and air pollution at 61.3%. Water pollution hit a staggering 80.08%, an indication of the problem of industrialization in Kenya (NUMBEO, 2018). Due to the increased population in urban areas as well as in institutions such as universities, a wide range of human activities have mostly been on the rise in on-road vehicles and burning of fossil fuels among others, which have been dragged along the ravaging consequences of high levels of air pollution. Employees are striving to own personal vehicles for convenience of road transport oblivious of the problem of air pollution in the areas around the institutions.

According to National Transport and Safety Authority (NTSA) (2017), Matatus are on the rise in bid to match the rising number of university student enrollments and employee recruitment. Most of these people reside on the peripheries of these universities and they require a means of transport to and from. In addition the implementation of policies concerning the pollution of air is weak and that is why most of the transport vehicles are un-roadworthy (Keyah, 2017). Of concern is that few institutions are conscious or practice green based practices in a bid to promote ecologically motivated employees with monitoring mechanisms on their daily operations. There is also clear evidence that universities in Kenya have not efficiently adopted use of sustainable use of resources including the human capital to increase employee morale towards the same and to promote environmental management.

A number of studies conducted in an attempt to provide answers to the new study on GHRM practices in organizations and their net effect include; Langat (2017) in his assessment on the influence of GHRM on sustainability at Kenyatta University. Das, Chandra and Singh (2016)

examined the impact of green human resource factors on environmental performance in manufacturing companies. Further, Dumont, Shen and Deng (2017) determined the effects of green HRM practices on employee workplace green behavior. Bhutto and Auranzeb (2016) assessed the effects of Green Human Resources Management Performance in Pakistani firms. The studies were differing based on the ideas used and the methodology. It was therefore important to carry out this study to determine the effect of green human resource management practices on organizational effectiveness of universities in Kenya. The study sought to fill this gap.

1.3 General Objective of the Study

The main objective of this study was to determine the effect of green human resource management practices on organizational effectiveness of Universities in Kenya.

1.4 Specific Objectives of the Study

- i. To determine the effect of green recruitment and selection on organizational effectiveness of universities in Kenya.
- ii. To determine the effect of green HR performance management on organizational effectiveness of universities in Kenya.
- iii. To examine the effect of green training and development on organizational effectiveness of universities in Kenya.
- iv. To assess the effect of green pay and reward on organizational effectiveness of universities in Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical review

Resource based view theory

Resource based view theory was employed with a major focus on how firm's resources and knowledge development affects performance (Kanyabi & Devi, 2012). It assumes that organization to achieve competitive advantage; it has to develop its resources. Wernerfelt (1984) developed the theory and was expanded by Helfat & Martin (2015). RBV emphasizes resources and capabilities as the origin of competitive advantage. Delery and Roumpi (2017) proposed that sustainable competitive advantage and HR management are commonly related by two aspects. Therefore, organizations can use human capital as a lever to achieve a sustainable competitive advantage. The theory was practically instrumental in evaluating the capability of organizations to adopt, incorporate functional and effective resources in order to competent enough in the dynamic world. The universities are able to understand the importance of recruitment of highly skillful and competent employees and at the same time offer periodic training and development on matters green performance to the existing staff in order to ensure quality output.

Human Capital Theory

Adam Smith (1776) formulated the basis of what was later to become the science of human capital (Sweetland, 1996; Almendarez, 2013). Schultz (1961) later proposed the human capital as a theory and in 1981, he further developed on this term arguing that human abilities are either inborn or acquired, and these abilities transform into human capital when developed further (Armstrong and

Taylor, 2014). Fisher *et al.* (2007) and Bontis, Chua and Richardson (2000) notes that the intelligence, skill and capability of the human capital is the most critical factor in associations and how this asset is overseen gives the organization's competitive edge.

The principal recognized the acquired capacities that were categorized as capital and the individuals themselves, who were definitely not. A second school of thought guaranteed that people themselves were capital. In present day Human Capital Theory all human conduct depends on the economic self-enthusiasm of people working inside unreservedly aggressive markets. Different types of conduct are avoided or regarded as twists of the model (Smith, 1776). The utilization of the staff particularly in universities in Kenya as human resource/capital/asset and part of the conveyor belt in achieving organizational effectiveness is paramount. This theory was also informant on the way an organization implements training and development to its staff so as to achieve organizational effectiveness. The theory, therefore, perceives individuals as resources and the requirement for an association to acknowledge and put resources into them to create returns (Sudhakar, 2012).

Ability, Motivation and Opportunity Theory (AMO)

This theory has gained acceptance for giving an in-depth explanation on the relationship between HRM and performance (Boxall & Purcell, 2003). The AMO framework is assembled from basic concepts of psychology: motivation has been perceived as the incentive toward a behavior; ability as skills; and opportunity as contextual and situational limitations that are relevant to performance of the behavior (Chen *et al.*, 2014). According to García and Tomas (2016) AMO theory provides guiding principles that allows a clear overview of the correlation between HRM and performance. Additionally the theory suggests three broad dimensions that classify human resource practices majorly the ability, motivation and opportunity provided (Marin-Garcia & Tomas, 2016). Given the effectiveness of recognition through incentives and reward based on performance of the employees it is important to note that the theory is informant in achievement of organizational effectiveness of universities in Kenya. It showed the significance of how the university can cater for the motivational aspect of the employees in order to accrue organizational effectiveness.

Institutional Theory

The theory bears its roots from the 19th century (Scott, 1995), assumed that firms are majorly guided in their decision making based on their social norms, decrees and internal motivations compelled by external pressures (stakeholders) (Meyer & Rowan, 1977). It suggests that external pressures shape organizational action (Russo & Fouts, 1997). The theory provides a base why green HRM is important for organizations it fits clearly with the assumptions of the ecosystems perspective. Ecosystems introduces the concept of goodness-of-fit , the extent to which there is a match between an individual's needs, rights, goals and capabilities and the qualities of his or her physical and social environment (Gitterman & Germain, 2008). In the absence of a fit, then initiatives are required to ensure the good fit. One such initiative is organizations going green through the means of human resource practices. This theory was also far more instrumental in perceiving how organizations green performance management is effective right from the top management level throughout its structure and to the environmental surrounding in its quest for organizational effectiveness. Universities in Kenya would able to evaluate their organizational

culture, norms and beliefs of the workers internally and generalize them to match the environment they are operating in.

2.2 Empirical review

Green Recruitment and Selection

Catherine (2016) carried out a study on effectiveness of green recruitment practices on HR Executives in the IT sector. The study concluded establishing strong employment practices will assist in attracting and retaining good employees. Investing in employees creates an avenue for long-term benefits. The corporate world is slowly adopting a concept of sustainability than just embracing green recruitment and selection practices. The HR department has a major responsibility of ensuring organizations understand and adopt green practices as well as be able to sell the concept.

Green HR Performance Management

Brefo-Manuh (2017) focused on appraising the relationship that exists between performance appraisal and organizational effectiveness through a comparative analysis of public and private organizations within the Kumasi Metropolis. The study adopted the comparative research design. The study found that both public and private sector organizations use performance appraisal system to improve employee performance, train and motivate employees, among others. However, organizational use of performance appraisal system in private organizations was greater than in public organizations. The study results indicated that performance appraisal system positively and significantly predicted organizational effectiveness. Additionally, the results revealed that performance appraisal systems had a significant positive effect on organizational efficiency in private sector with inconsequential positive effect in public sector. The study concluded that organizations should attach significant attention to the way and manner their performance appraisal systems are designed and managed in order to enhance the overall effectiveness of their organizations.

Green Training and Development

Bhutto (2016) carried out a study to assess the impact of green recruitment, training and development and learning on firm performance in Pakistan. The study concluded with the following observations; that many employees will prefer green organizations, that employees of such organizations had high job satisfaction and were very committed. Additionally, the study noted that green practices requires close monitoring and that organizations cannot realize ecological sustainability and performance without green human resource practices. Okechukwu (2017) focused on establishing the influence training and development, employee performance on job satisfaction at School of Technology Management and Logistics. The result revealed there was a positive relationship between the two and job satisfaction. They both provided an efficient and supportive roadmap for success to the organization and the employees. The study further established that training and development programs promoted job satisfaction in education sector.

Green Pay and Reward

Mabaso and Dlamini (2018) carried out a study to investigate the effects of total rewards on organizational commitment to Universities. The results revealed there was a positive and significant relationship between elements of total rewards and commitment. Work-life balance

revealed a negative effect on organizational commitment. He concluded to attract, retain and motivate talent they need to formulate sound reward strategies. Total rewards can be used to retain talent. In addition, performance management should be improved as it influences commitment among academic staff. Results of the present study can be used to craft a rewards strategy aimed at retaining high-performing resources.

3.0 RESEARCH METHODOLOGY

The study employed descriptive research design targeting a study population of ten universities in Kenya. The selected Universities have approximately 400 employees from the HR office, deans of faculties/schools and senior managers. The study used purposive sampling. The study adopted homogenous sampling also called judgment sampling. Therefore the sample size was 120 respondents who were selected from the selected universities. The population was distributed as follows:

Table 1: Sample Size

University	Target Population	Sample	%
The University of Nairobi	40	6	15
Masinde Muliro University of Science and Technology	40	6	15
Moi University	40	6	15
Kenyatta University	40	6	15
Egerton University	40	6	15
Mt. Kenya University	40	6	15
St. Pauls University	40	6	15
Africa Nazarene University	40	6	15
Kenya Methodist University	40	6	15
Daystar University	40	6	15
Total	400	120	100

Semi structured questionnaires were used to collect primary data. To ensure validity and reliability a pilot study of 10% was conducted prior to the main study. The numerical data was analyzed using descriptive statistics and inferential statistics using SPSS version 20. The data was then presented through tables, charts and graphs.

4.0 FINDINGS AND DISCUSSIONS

4.1 Descriptive Statistics

Descriptive Statistics was conducted to show the summary of the variable observations/findings. The result mean and standard deviation were also reported. The Likert chart helped to show comparison among respondent as they expressed their thoughts and feelings across the five point scale. This was done using the 5 point scale of Strongly Disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly Agree (5).

Green recruitment and selection

The respondents were required to rank the statements on green recruitment and selection. The results are as shown in Table 2.

Table 2: Green recruitment and Selection

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
The recruitment process is highly satisfactory	2.70%	13.51%	17.57%	25.68%	40.54%	3.88	1.17
The University has adopted eco-friendly practices	5.41%	8.11%	10.81%	27.03%	48.65%	4.05	1.19
Maintenance of green employees with innovative and influential behavior	4.05%	6.76%	17.57%	22.97%	48.65%	4.05	1.15
Improvement of organization's reputation and attracts job seekers	6.76%	12.16%	20.27%	32.43%	28.38%	3.64	1.21
The stakeholders understand the benefits of GHRM practices	6.76%	10.81%	13.51%	35.14%	33.78%	3.78	1.22
Average						3.88	1.188

The results in Table 2 reveal that 66.22% who are the majority agreed with the statement that the recruitment process is highly satisfactory and based on green capabilities of employees. The responses had a mean of 3.88 and a standard deviation of 1.17. It was also revealed that (75.68%) agreed with the statement that the University has adopted eco-friendly practices in their daily operations to maximize their recruitment influence. The entire sample were in agreement with the statement (M=4.05, SD=1.19).

Additionally, the results reveal that 71.62% of the respondents who are the majority agreed with the statement that the GHRM practices are critical in creating, maintain green employees with innovative and influential behavior in the university. The responses as a whole showed an agreement with the statement (M=4.05, SD=1.15). The table likewise showed that most of the respondents (60.81%) agreed with the statement that the green practices in the University build the organizational reputation and attracts job seekers in the company.

The responses recorded a mean of 3.64 with a standard deviation of 1.21. 68.92% agreed with the statement that stakeholders have a clear understanding of the benefits accrued from GHRM and provide sufficient support. The responses recorded a mean of 3.78 with a standard deviation of 1.22. The responses recorded a mean of 3.88 which implies that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.19. The results were consistent with those of Obaid and Alias (2015) who found that recruitment of green oriented staff is a critical aspect in promoting GHRM as it brings about innovative behaviors alongside right attitude.

Green HR Performance Management

The respondents were required to rank the statements on green human resource performance management. The results are as shown in Table 3.

Table 3: Green HR Performance Management

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Members are well oriented with Green HRM	8.11%	13.51%	16.22%	35.14%	27.03%	3.59	1.25
University conducts appraisal on the employee environmental target	6.76%	12.16%	12.16%	35.14%	33.78%	3.77	1.23
Departmental members participate in GHRM issues	12.16%	9.46%	16.22%	31.08%	31.08%	3.59	1.34
Staff are appraised regularly	5.41%	6.76%	16.22%	13.51%	58.11%	4.12	1.23
Green employer outcome evaluations	4.05%	8.11%	18.92%	10.81%	58.11%	4.11	1.21
Efforts towards environmental sustainability	6.76%	6.76%	25.68%	40.54%	20.27%	3.61	1.1
Average						3.84	1.22

From Table 3, it was indicated that 62.17% of the respondents who are the majority agreed with the statement that members of their department are well oriented with Green HRM practices. The sample agreed with the statement ($M=3.59$, $SD=1.25$). It was also revealed that 68.92% agreed with the statement that universities carry out appraisal on employee environmental targets. The whole sample agreed with the statement ($M=3.77$, $SD=1.23$). The table also shows that most of the respondents (66.16%) agreed with the statement that members of their department have participated on green/ environmental issues. The sample as a whole were in agreement with the statement ($M=3.59$, $SD=1.34$).

In addition 71.62% agreed with the statement that the staff are regularly appraised. The sample as a whole were in agreement with the statement ($M=4.23$, $SD=1.12$). The table further observed that most of the respondents (68.92%) agreed with the statement that the organization also conducts Green employer outcome evaluations. The sample as a whole were in agreement with the statement ($M=4.11$, $SD=1.21$). Majority of the respondents (60.81%) were also in agreement with the statement that the university is making efforts towards environmental sustainability. The sample as a whole were in agreement with the statement ($M=3.61$, $SD=1.11$). On an aggregate the responses presented a mean of 3.84 which means that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.22.

These results resonated with those of Laari (2016) who concluded that green performance management includes increased monitoring of suppliers and strong environmental partnership. He further, observed that customer requirement for environmental sustainability was noted as a driver for internal Green Supply Chain Management (GSCM).

Green Training and Development

The respondents were expected to rank the statements on green training and development. The results are as indicated in Table 4.

Table 4: Green Training and Development

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Green training enables me to do my job effectively and efficiently	13.51	9.46	22.97	36.49	17.57	3.35	1.27
Training is imparted based on environmental competency	13.51	10.81	18.92	36.49	20.27	3.39	1.30
Provision of continuous training programmes	5.41	6.76	18.92	10.81	58.11	4.09	1.24
Provision of knowledge on matters concerning the environmental development	5.41	8.11	16.22	16.22	54.05	4.05	1.24
The green knowledge/skills acquired from green training can be applied at workplace	5.41	9.46	18.92	14.86	51.35	3.97	1.26
Average						3.77	1.26

Table 4 reveal 54.06% of the respondents agreed with the statement that Green training and development is provided to enable me to do my job effectively and efficiently towards environmental issues. The responses generally showed an agreement with the statement ($M=3.36$, $SD=1.27$). 56.76% agreed with the statement that training is imparted to improve environmental competency. The responses generally showed an agreement with the statement ($M=3.39$, $SD=1.30$). The results likewise reveal that most of the respondents (68.92%) agreed with the statement that their organization provides continuous training programmes to update existing employee skills and knowledge on environmental competency. The responses generally showed an agreement with the statement ($M=4.09$, $SD=1.24$).

Majority of the respondents (70.27%) also were shown to agree with statement that the organization also provides knowledge on matters concerning the environmental development. The responses generally showed an agreement with the statement ($M=4.05$, $SD=1.25$). The results were consistent with those of Bhutto (2016) whose findings concluded that green recruitment, training and development considerably affected performance of the organization, with a realization that learning had major impact on organizational performance in relation to green aspects. They also agreed with Okechukwu (2017) who found that there was a positive relationship between the two and job satisfaction. He also noted that they both provided an efficient and supportive strategic to organization and employee success.

In addition, 66.21% agreed with statement that the green knowledge/skills acquired from green training can be applied at workplace. The responses generally showed an agreement with the statement ($M=3.97$, $SD=1.26$). On average the responses presented a mean of 3.77 which mean that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.26.

Green Pay and Reward

The respondents were required to rank the statements on green pay and reward. The results are as indicated in Table 5.

Table 5: Green Pay and Reward

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Green rewards system is aligned towards green effectiveness	4.05	12.16	8.11	36.49	39.19	3.95	1.16
Environmental performance indicators are included in appraisal systems	4.05	14.86	22.97	36.49	21.62	3.57	1.11
Employees are compensated for targets met	4.05	16.22	13.51	33.78	32.43	3.74	1.19
Management recognizes staff abilities and skills	8.11	9.46	16.22	35.14	31.08	3.72	1.23
Provision of Green incentives to the staff	8.11	9.46	20.27	33.78	28.38	3.65	1.22
Employees are promoted and recognized on the environmental achievements made	5.41	13.51	12.16	32.43	36.49	3.81	1.22
Average						3.70	1.19

Table 5 reveal that majority of the respondents (75.68%) agreed with the statement that Green rewards system to employees in University's is aligned towards green effectiveness. The responses showed an agreement with the statement ($M=3.95$, $SD=1.16$). Performance management and appraisal systems was noted included in environmental performance indicators with a score of 58.11%. The responses showed an agreement with the statement ($M=3.57$, $SD=1.11$). The results likewise reveal that majority of the respondents (66.21%) did agree with the statement that employees are given environmental targets, goals and responsibilities with their departments and are compensated accordingly. The responses showed an agreement with the statement ($M=3.65$, $SD=1.22$). Majority of the respondents (66.22%) agreed with statement that the management recognizes and makes good use of my abilities and skills towards environmental targets. The responses showed an agreement with the statement ($M=3.81$, $SD=1.22$).

In addition, 62.16% agreed with statement that the University's communicates and provides Green incentives to the staff. The responses showed an agreement with the statement ($M=3.97$, $SD=1.26$). Majority of the respondents (68.92%) also were shown to agree with statement that employees are promoted and recognized on the environmental achievements they make. The responses showed an agreement with the statement ($M=4.05$, $SD=1.25$). On average the responses presented a mean of 3.70 which mean that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.19. The results also showed consistency with Mabaso and Dlamini (2018) who indicated a positive and significant correlation between elements of total rewards (performance management, recognition, and talent development and career opportunities, compensation as well benefits) and organizational commitment which significantly predicted organizational commitment.

Organizational effectiveness

The respondents were required to rank the statements on organizational effectiveness. The results are as indicated in Table 6.

Table 6: Organizational Effectiveness

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
There is high level of employee satisfaction achieved	5.41	9.46	18.92	14.86	51.35	3.97	1.26
Employee level of organizational commitment has greatly improved	13.51	12.16	9.46	33.78	31.08	3.57	1.4
Environmental productivity and sustainability has improved	5.41	8.11	16.22	16.22	54.05	4.05	1.24
There is improved loyalty by employees	13.51	12.16	16.22	31.08	27.03	3.46	1.37
Average						3.76	1.32

Table 6 reveals that majority of the respondents (66.21%) agreed that there is high level of employee satisfaction towards green human resource practices and its output. The responses showed an agreement with the statement that (M=3.97, SD=1.26). Majority of the respondents (64.86%) likewise agreed that there is improved level of commitment by employees due to regular trainings, motivation through pay and reward on achieved targets and other aspects of green human resource management practices. The responses showed an agreement with the statement (M=3.57, SD=1.40). It was further indicated that majority of the respondents (70.27%) agreed that environmental productivity and sustainability has improved since the process adopted are highly reducing on cost and waste. The responses showed an agreement with the statement (M=4.05, SD=1.24). In addition, 58.11% agreed with statement that there is improved loyalty by employees. The responses showed an agreement with the statement (M=3.46, SD=1.37). On average the responses presented a mean of 3.76 which mean that majority of the respondents agreed with the statement; however the answers were varied as shown by a standard deviation of 1.32.

The results were consistent with Heilman and Kennedy (2011), organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. He underscored that effectiveness determines the degree to which an organization realizes its own goals. The results also correlated with those of Roghanian, Rasli and Gheysari (2012) who acknowledged that in green performance concern, managers then are encouraged to prioritize the need to ensure the output is environmentally friendly. The achievement of goal for any organization largely depends on the knowledge, skill, ability, commitment and attitude of the human resource and policies as noted by (Mathis and Jackson, 2010).

4.2 Inferential Statistics

Inferential statistics makes the inferences/implications of the data in the study that is, generalization about the population based on the samples.

Correlation Analysis

The Pearson correlation coefficient was used. It measures the strength of two variables that in a linear association, with a denotation of r . The denotation of r , is estimated using a threshold of +1 to -1. The association when a value is above 0 means the value of the other variable in linear comparison increase with a positive value, when the value is below 0 this shows that there is a negative association and the linear relation decreases on the same line.

Table 7: Correlational Analysis

Variables		Organizational effectiveness	Green recruitment	Green performance management	Green training and development	Green pay and reward
Organizational effectiveness	Pearson Correlation	1				
	Sig. (2-tailed)					
Green recruitment	Pearson Correlation	.570**	1			
	Sig. (2-tailed)	0.000				
Green performance management	Pearson Correlation	.593**	.480**	1		
	Sig. (2-tailed)	0.000	0.000			
Green training and development	Pearson Correlation	.575**	.337**	.385**	1	
	Sig. (2-tailed)	0.000	0.001	0.000		
Green pay and reward	Pearson Correlation	.622**	.462**	.406**	.253*	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.013	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The p values indicate the significance with the threshold of 0.05, for any values less than the critical value then conclusion would be that there is significant association, making the conclusion to be that the model used was significant. The results in Table 7 present the correlation matrix between the independent variables. The correlation matrix computes the correlation coefficients (Rousseeuw & Molenberghs, 1994). The values of the correlation matrix were found to pose no problem to the study since they were less than 0.8. Hence the problem of Multicollinearity was eradicated.

The study found that there was a positive and significant association between Green recruitment and Organizational effectiveness ($r = 0.570$, $p = 0.000$). This implies that an increase in green

recruitment results in an increase in the effectiveness of the organization. The results were consistent with those of Obaid and Alias (2015) who found that recruitment of green oriented staff is a critical aspect in promoting green human resource practices as it brings about innovative behaviors alongside right attitude. The Table further indicated that Green performance management and Organizational effectiveness are positively and significantly related ($r=0.593$, $p=0.000$). That is, an increase in Green performance management results in an increase in the effectiveness of the organization. These results resonated with those of Laari (2016) who concluded that green performance management includes robust environmental collaboration and partnership and increased monitoring of suppliers in relation to environmental matters. Additionally, he noted that customer requirements for environmental sustainability were noted as drivers of internal green supply chain management.

Green training and development was also found to have a significant and positive association with Organizational effectiveness ($r=0.575$, $p=0.000$). This implies that an increase in training and development leads to an increase in the effectiveness of the organization. These findings agreed with those of Okechukwu (2017) who concluded there was a positive relationship between the two and job satisfaction. He also noted that they both provided an efficient and supportive strategic to organization and employee success. In addition, Green pay and reward and Organizational effectiveness were found to positively and significantly relate where ($r=0.622$, $p=0.000$). This means that an increase in green pay and reward results to an increase in effectiveness of the organization. The results also showed consistency with Mabaso and Dlamini (2018) who indicated a positive and significant correlation between elements of total rewards and organizational commitment which significantly predicted organizational commitment. The results of the correlation analysis generally imply that an increase in any unit of the measured variables resulted to an improvement of the organizational effectiveness.

Regression Analysis

Regression presents a model to devise a relationship between two sets of variables. It is expressed as linear regression equation that can be used to predict the relationship between the dependent variable and the independent variables.

Table 8: Model results from the Regression Analysis

Model Fitness				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.810a	0.656	0.640	0.4041
ANOVA				
Sum of Squares	Df	Mean Square	F	Sig.
27.997	4	6.999	42.865	.000b
14.696	90	0.163		
42.692	94			

Table 9: Regression of coefficients

Variable	β	t	Sig.
(Constant)	-0.471		0.162
Green recruitment	0.163	0.181	0.019
Green performance management	0.262	0.231	0.003
Green training and development	0.320	0.334	0.000
Green pay and reward	0.399	0.360	0.000

The results in Table 8 presents the fitness of model of regression model used in explaining the study phenomena. Green recruitment and selection, Green HR performance management, Green training & development and Green pay and reward were found to be explanatory variables to organizational effectiveness. This was supported by coefficient of determination, the R square of 65.6 %. This showed that the independent variables explain 65.6% of variation in the organizational effectiveness. The 34.4 % of the dependent variable are explained by other factors. The ANOVA results indicated that there was significance from the overall model. Green recruitment, Green HR performance management, Green training & development and Green pay and reward were good determinants of organizational effectiveness. The F statistic of 42.865 which is greater than the critical value supported the p value (0.000) which was significant as it was below 0.05 significance level i.e. $0.000 < 0.05$.

Running an overall regression of coefficients establishes the independent contribution of each variable to the dependent variable (Table 9). It was observed that green recruitment and selection and organizational effectiveness were positively and significantly related ($\beta=0.163$, $p=0.019$). The p value was measured at 0.05 significance level and thus green recruitment and selection, $p=0.019$ was found to be significant. This implies that an increase in 1 unit of green recruitment improves organizational effectiveness by 16.3%. These findings agreed with those of Ali (2017) who noted that GHRM practices have a positive impact on job seekers and increases the reputation of the organization and thus attracting quality skills into the company.

Green performance management and organizational effectiveness were likewise positively and significantly related ($\beta =0.262$, $p=0.003$). The p value was measured at 0.05 significance level and thus Green performance management, $p=0.003$ was found to be significant. This indicates that an increase in 1 unit of Green HR performance management improves the organizational effectiveness by 26.2%. These findings correlated with those of Brefo-Manuh (2017) who indicated that both public and private sector organizations use performance appraisal system to improve employee performance, train and motivate employees, among other. The study thus showed performance appraisal system has a significant positive effect on organizational efficiency in private sector with inconsequential positive effect in public sector.

It was further established that green training and development and organizational effectiveness were positively and significantly related ($\beta =0.320$, $p=0.000$). The p value was measured at 0.05 significance level and thus green training and development, $p=0.000$ was found to be significant. This indicates that an increase in 1 unit of green training and development results in the improvement of organizational effectiveness by 32.0%. The results were consistent with those of

Bhutto (2016) whose findings concluded that green recruitment, training and development considerably affected performance of the organization.

Green pay and reward was also found to be positively and significantly related to organizational effectiveness ($\beta = 0.399$, $p = 0.000$). The p value was measured at 0.05 significance level and thus Green pay and reward, $p = 0.000$ was found to be significant. This indicates that an increase in 1 unit of green pay and reward improves organizational effectiveness by 39.9%. The results also showed consistency with Mabaso and Dlamini (2018) who indicated a positive and significant correlation between elements of total rewards (performance management, recognition, and talent development and career opportunities, compensation as well benefits).

The results further agreed with Okoth (2014) who concluded that there was presence of a reward and organizational commitment which significantly predicted organizational commitment scheme that was not strong and lacked strong structures in implementation with high concentration on contingency pay and equal pay which was noted to have a weak correlation with performance. From the overall regression model it was clear that green pay and reward had the greatest effect on organizational effectiveness. This is because change in green pay and reward by one unit would improve performance by 0.399 units. This implies that motivation through reward and pay plays a key role in the enhancement of organizational effectiveness due to motivation. Green training and development followed the list with a coefficient of 0.320. A change in green HR performance management by one unit would lead to positive organizational effectiveness by 0.262 units while green recruitment and selection was found to have the least effect on organizational effectiveness with a coefficient of 0.163.

The model in the regression of coefficients was presented as follows:

$$Y = -0.471 + 0.163X_1 + 0.262X_2 + 0.320X_3 + 0.399X_4$$

Where:

Y is Organizational Effectiveness

X₁, X₂, X₃, X₄ = Green recruitment and selection, Green HR performance management, Green training and development and Green pay and reward respectively.

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

The findings reveal significant relationship between green recruitment and selection and organizational effectiveness of universities in Kenya. The Universities were also observed to be keen while measuring green attitudes at the time of selection, by considering people who value green practices and follow basic environment friendly activities, have green abilities and skills such as recycling and by less printing. The findings reveal a significant relationship between green performance management and organizational effectiveness of universities in Kenya. This is a clear indication that the appraisal process focuses on going an extra mile to assess an organization's abilities towards achieving the goals and objectives of becoming sustainable in the long run.

The study reveal that Green training and development recorded a significant relationship with organizational effectiveness of universities in Kenya. Universities are using green training and development to develop a multi-talented employees where skills and knowledge are improved for necessary innovation and to help avert corrosion of environment and help organizations achieve effectiveness. The findings reveal that green pay and reward and organizational effectiveness of universities in Kenya were significantly and positively related. The statements also reveal that Universities have integrated a rich mix of complimentary initiatives which aim to maximize the chances that employees will find their work to be rewarding through the reward and pay structure.

5.2 Conclusions

The study concluded that Universities in Kenya have a shown commitment in applying green human resource management practices to achieve organizational effectiveness of Universities in Kenya. During recruitment and selection, the management seeks to employ and recruit staff and personnel that are conversant and ready to apply their skills and expertise to better the ecological surrounding. It was also concluded that the members/staff of the University are well oriented with Green HRM appraisal on the employee environmental target. This process is done on individual employees at the departmental levels in order to maximize on the potential of the employees in GHRM issues. Proper appraisal systems were concluded to be in place and performance appraisal was done frequently. For the University to achieve such a mission and vision of ecofriendly approach to management, the employees recruited are not only left on their own to work out the plan, but are also coached and trained on their specific matters and issues that relate to the environment. This is to ensure that the organization as a whole is able to apply the best practices that are able to sustain the environment for better productivity.

The study further concludes that motivation of employees is instrument and vital as clearly revealed by the study findings since it had a higher relationship compared to other variables. This indicates that the University acknowledges that in order for the human factor in any organization to work to full potential, holding other factors constant, they need to address their economic and human needs. This factor was thus concluded to impact greatly on the output of the staff towards the green practices of the University. However, the study concluded that the reward system was not that adequate and satisfactory which was evident by delayed rewards/compensations towards the met green standards to the employees and unclear promotional framework. While there is evidence of employer initiatives in the pay and reward system there is less evidence of strategic coherence.

5.3 Recommendations

The study recommends that the Management should endeavor to motivate their staff appropriately in order to enhance their zeal and motivation towards GHRM practice. The Universities are encouraged to be diverse in their motivational strategies as well as meet their compensation obligations towards the employees. In addition the management is also encouraged to promote GHRM due to its promising potential to contribute to better performance of employees at the workplace as well as off the job. The government is also advised to set and reinforce clear policies and rules to Kenyan Organizations in the quest to promote environmental sustainability.

The study further recommends introduction green initiatives that will aid in conservation of the environment, promote employee health and safety and development of more knowledgeable staff.

These initiatives need to focus on all-inclusivity that is the management, employees, the community and the natural environment for better societal development. HR practitioners are being encouraged to understand the business needs to be able to design reward strategies that change employee behaviors and in the long run will improve organizational effectiveness. The reward system can be aligned with the Universities overall strategy of the organization and be considered a key factor in its success. Designing a rich mix of complimentary initiatives that aims at maximizing the chances for employees for find their work more rewarding.

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