

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES: EVIDENCE FROM PRIMARY DATA ANALYSIS

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ABSTRACT

This study investigates Green Human Resource Management (GHRM) practices within the food and beverages sector in Nigeria, focusing on how these practices contribute to the sustainability of these companies. A census approach was adopted, encompassing the entire population of 325 staff members from the sector. Data was collected using a validated and reliable questionnaire, with a Cronbach Alpha coefficient of 0.798. The analysis, conducted using SPSS Version 25, revealed key insights into GHRM practices. Results indicated that green recruitment is well-integrated into the companies, with 87.1% of respondents confirming the inclusion of green job descriptions, and 81.6% agreeing that employees are recruited based on their environmental awareness. Green training is also emphasized, with 87.1% of respondents agreeing that their companies conduct training on environmental management, and 81.6% confirming job rotation to develop green managers. Green rewards are prevalent, with 85.3% agreeing that employees receive bonuses for environmental achievements. Additionally, 87.1% of respondents agreed that green performance appraisal systems are in place, incorporating green performance indicators. Lastly, 87% of employees felt involved in green initiatives, highlighting active communication and engagement in environmental policies. The findings suggest that GHRM practices significantly enhance the sustainability of food and beverages companies in Nigeria. The widespread adoption of green recruitment, training, rewards, performance appraisal, and employee involvement underscores the importance of aligning HR practices with environmental goals for improved sustainability and business performance.

Keywords: Sustainability, Green Recruitment, Green Rewards, Green Training, Green Recruitment.

INTRODUCTION

The increasing global focus on environmental concerns, alongside the establishment of international environmental standards, has created a significant need for businesses worldwide to adopt formal environmental strategies. These strategies must address climate change, globalization, competition, technological advancements, shifting customer and investor expectations, and the need to train human resources to adapt to these evolving challenges (Safwan et al., 2023). Green Human Resource Management (GHRM) is increasingly recognized as essential for organizational sustainability across the globe. Similarly, Dumont et al. (2019) highlighted that enterprises in Huainan must integrate green practices by law, with both community members and internal stakeholders confirming full compliance with GHRM practices.

In Canada, research by Matumona and Yinfei (2022) on an Ottawa manufacturing firm emphasized that GHRM is a key factor in environmental preservation, as it empowers employees to be responsible for organizational activities that impact the ecosystem. Abdulghaffar (2017) in Saudi Arabia identified environmental awareness as a precursor to green employee behavior, linking it to reduced turnover, increased loyalty, and productivity. In Australia, Wang and Zafir (2023) discovered that GHRM positively impacts organizational performance in Canberra, as it aligns companies with international best practices, thereby enhancing their performance. In the United States, Qianwen (2023) rated GHRM as a major factor in environmental sustainability after analyzing various factors such as technology, education, economy, and culture.

The importance of GHRM is also evident in Pakistan, where Mahvish et al. (2022) found that implementing green HRM practices fosters innovative environmental initiatives, significantly boosting organizations' competitive viability. In Palestine, Aburahma et al. (2020) reported a strong relationship between GHRM practices and organizational sustainability in Gaza University. In Ghana, Ahakwa et al. (2021) highlighted the influence of green training and development on the sustainable performance of manufacturing firms in the Greater Accra Region. Hussain (2018) in India emphasized the necessity of inducting new employees into corporate environmental culture for organizational sustainability.

Environmental awareness is growing in Africa. In Nigeria, GHRM is gaining traction as a critical component of organizational sustainability in the 21st century. Ahmad (2015) stated that GHRM enhances resource efficiency, promoting environmentalism and boosting employee morale and satisfaction, ultimately contributing to organizational sustainability. Nwibere (2024) emphasized the importance of aligning human resource strategies with environmental and social goals to promote sustainability and competitiveness, particularly in the food and beverage industry. The food and beverage sector is vital to global economies, including Nigeria's. Companies in this sector are increasingly incorporating social, environmental, and economic considerations into their production and purchasing processes to reduce waste, prevent pollution, minimize resource use, and lower carbon emissions (Oluwajinmi and Longe, 2023). Given its significant economic role and impact on health and well-being, the food and beverage industry strongly influences the three pillars of corporate sustainability, economic, social, and environmental (Nwibere, 2024). This study seeks to explore the impact of Green Human Resource Management Practices on the sustainability of food and beverage companies in North Central, Nigeria.

STATEMENT OF THE PROBLEM

In an ideal business environment, organizations, including food and beverage companies, are expected to integrate sustainability into their core operations. This involves meeting current economic demands while ensuring that future needs are not compromised, thereby creating opportunities for enhanced performance. Food and beverage companies play a critical role in this regard, as their products are essential to human life and health. Embracing the triple bottom line (TBL) concept of sustainability allows these companies to positively impact society, the environment, and the business community by balancing economic, environmental, and social criteria. Green Human Resource Management (GHRM) practices are vital to achieving this balance, as they ensure that environmental performance is integral to organizational sustainability.

However, the reality in Nigeria's food and beverage industry paints a different picture. Despite legal requirements and the recognition of GHRM practices, many companies in this sector struggle with sustainability challenges. Issues such as reckless water use, high carbon emissions, improper waste disposal, fluctuating cash flow, inefficient energy use, lack of community responsibility, and inadequate worker safety measures persist. These problems contradict the goals of GHRM and undermine the sustainability objectives that these practices aim to achieve. The gap between the theoretical adoption of GHRM practices and their practical implementation highlights a significant problem in the industry's approach to sustainability.

Empirical studies from various regions emphasize the importance of aligning GHRM with sustainable business practices to achieve desired outcomes. For instance, studies in China, Canada, and Ghana have shown that proper implementation of GHRM practices can significantly contribute to organizational sustainability by improving environmental compliance, boosting employee awareness, and enhancing operational efficiency. However, in Nigeria, the misalignment between GHRM practices and actual sustainability outcomes necessitates further investigation. This study seeks to address these issues by examining the influence of GHRM practices on the sustainability of food and beverage companies in North Central Nigeria, offering a descriptive insights that could bridge the gap between policy and practice, and ultimately contribute to more sustainable business operations in the region.

OBJECTIVES OF THE STUDY

The broad objective of this study is to examine the effect of Green Human Resource Management Practices on sustainability of Food and Beverages companies in North Central, Nigeria. The specific objectives are to:

- i. determine how green recruitment influence sustainability of food and beverages companies in North Central, Nigeria.
- ii. ascertain the role green training affect sustainability of food and beverages companies in North Central, Nigeria.
- iii. examine the influence of green reward on sustainability of food and beverages companies in North Central, Nigeria.
- iv. assess the influence of green performance appraisal on sustainability of food and beverages companies in North Central, Nigeria.
- v. establish the role of green employee involvement on sustainability of food and beverages companies in North Central, Nigeria. The hypotheses of the study were formulated in line with the specific objectives of the study.

LITERATURE REVIEW

The literature review considers theoretical framework, the conceptual review and review of related empirical works.

THEORETICAL FRAMEWORK

The following theories are reviewed as related to the variables used in this study, as well as related to the subject under study which are: environmental accounting theory, environmental adaptation theory, and stakeholder theory. The study adopted the Natural Resource-Based View (NRBV) theory.

ABILITY, MOTIVATION AND OPPORTUNITY THEORY

The Ability, Motivation, and Opportunity (AMO) Theory, developed by Appelbaum et al. (2000), emphasizes the implementation of green human resource management (GHRM) practices to enhance organizational performance by retaining top talent. The theory posits that employee retention is driven by their Ability, Motivation, and Opportunities to perform, linking these core dimensions to GHRM strategies such as green selection, training, appraisal, rewards, and employee empowerment (Mwita, 2019). By fostering employees' green knowledge and skills (Ability), motivating them through monetary and non-monetary incentives (Motivation), and involving them in decision-making processes (Opportunities), organizations can create a sustainable competitive advantage and improve productivity (Pham et al., 2019; Yu et al., 2020).

THE NATURAL RESOURCE-BASED VIEW (NRBV) THEORY

The Natural Resource-Based View (NRBV) theory, developed by Hart (1995), expands on the traditional Resource-Based View (RBV) by incorporating environmental considerations into strategic management. While the RBV focuses on leveraging a firm's valuable, rare, inimitable, and non-substitutable (VRIN) resources to achieve competitive advantage, the NRBV adds a crucial dimension by emphasizing that a company's sustainability, encompassing competitive advantage, customer response, commitment, and innovation is fundamentally linked to its relationship with the natural environment. According to the NRBV theory, organizations should look inward to develop capabilities that support sustainability, rather than merely seeking competitive advantages in the external environment (Hart, 1995).

Hart (1995) identifies three interconnected capabilities that companies can develop to enhance their competitiveness and sustainability: pollution prevention, product stewardship, and sustainable development. Pollution prevention involves minimizing emissions and waste, which reduces costs and improves efficiency. Product stewardship focuses on reducing the environmental impact of a company's value chain by innovating and redesigning products to lower life-cycle costs and enhance competitiveness. Sustainable development addresses the broader goal of aligning business growth with global environmental concerns, requiring significant long-term investment to build resilient markets and cultures. By adopting these capabilities, firms can improve their social license to operate, reduce liability costs, and achieve a competitive edge through enhanced customer response and market positioning (Shen et al., 2018).

ENVIRONMENTAL ADAPTATION THEORY

Environmental adaptation theory, advanced by Hart (1995), asserts that organizations lacking environmental competencies are unlikely to meet their strategic goals. The theory emphasizes that green HR practices can foster responsible employee behavior, crucial for effective environmental strategies and sustainability. Jabbour et al (2010) links environmental degradation to human activities, suggesting that greening the firm requires instilling appropriate behaviors in employees,

who must understand and adapt to their environmental context. Implementing Green HRM practices, which promote cost efficiency, employee engagement, and sustainability, is vital. However, a limitation of this theory is the long-term observation needed to fully understand human behaviors, which may not align with the study's timeframe (Jabbour et al., 2010).

CONCEPTUAL FRAMEWORK

The concepts of green human resource management and organizational sustainability that constitute this study are carefully reviewed in this sub-section.

CONCEPT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

Green Human Resource Management (GHRM) integrates environmental management into traditional HR practices, aiming to promote sustainable resource use and foster a green culture within organizations (Singh et al., 2020). GHRM reflects a company's commitment to environmental protection by incorporating green practices into recruitment, training, compensation, and appraisal processes (Cheema and Javed, 2017; Singh et al., 2020). It is designed to align human resource management with environmental management, encouraging employees to adopt eco-friendly work habits that reduce environmental pollution (Longoni et al., 2018).

GHRM involves policies and practices that promote sustainability and environmental responsibility among employees. This includes green recruitment, where organizations hire candidates with environmental awareness and skills, and green training, which equips employees with the knowledge to minimize resource use and waste (Diri, 2021). Additionally, green rewards incentivize employees to engage in sustainable practices, while green performance appraisals assess their contribution to environmental goals (Rawashdeh, 2018; Calza et al., 2023). These practices help organizations not only achieve their sustainability goals but also create a workforce that is knowledgeable and committed to environmental stewardship.

Moreover, green employee involvement is crucial in ensuring that environmental initiatives are successfully implemented within organizations (Tariq et al., 2016). Engaging employees in decision-making and empowering them to take ownership of environmental responsibilities enhances their commitment to sustainability efforts. GHRM practices like green employee involvement foster a culture of environmental responsibility, leading to better organizational performance and sustainability. Overall, GHRM serves as a strategic approach to integrating environmental goals with human resource management, promoting a green workplace culture that benefits individuals, businesses, and the environment (Fapohunda, 2022).

CONCEPT OF SUSTAINABILITY OF FOOD AND BEVERAGES COMPANIES

Organizational sustainability is an ongoing process that combines equity, ethical considerations, economy, and ecology to address the needs of current and future generations. Corporate sustainability is further defined as the responsiveness of an organization towards its workforce, community, and environment, integrating economic and ecological objectives to promote development and mitigate environmental degradation caused by manufacturing companies (Diri, 2021; Don-Baridam and Diri, 2022). This concept underscores the importance of balancing the social, environmental, and economic pillars of sustainability, particularly in the context of food and beverage companies, where leadership talent, global insights, and change strategies are essential to navigating challenges such as intense competition.

Measuring sustainability in organizations involves assessing economic, social, and environmental aspects, often referred to as the triple bottom line (TBL). Economic sustainability focuses on practices that support long-term growth without harming social, environmental, or cultural dimensions, ensuring corporate profitability and financial stability. Environmental sustainability is addressed through a three-stage model: reacting to legislation, preventing environmental harm, and proactively ensuring long-term sustainability. Social sustainability, on the other hand, emphasizes improving social quality, equity, livability, health, and education, thereby creating resilient and adaptable communities (Singh et al., 2020).

The dimensions of organizational sustainability, including competitiveness, responsiveness, and commitment, are critical to maintaining sustainability across economic, social, and environmental realms. Competitiveness involves creating unique value that competitors cannot easily replicate, while organizational responsiveness focuses on effectively addressing customer needs and market changes (Mnjala, 2014). Commitment, particularly among employees, is driven by affective, normative, and continuance factors, where employees' emotional attachment, sense of obligation, and need to stay within the organization influence their performance and loyalty (Yusoff et al., 2018). Together, these dimensions contribute to an organization's ability to sustain its operations and achieve long-term success.

REVIEW OF RELATED EMPIRICAL STUDIES

Razali and Vasudevan (2024) examined the effect of Green HRM on Sustainability in Malaysian Food and Beverage Industry. Quantitative analysis of 210 surveys using convenience sampling and IBM SPSS software. The result shows a

positive significant relationship between green HRM practices and employee engagement sustainability. Green HRM practices enhance sustainability but green employee appraisal was neglected.

Saputra et al. (2024) carried out a study on the Effect of Green HRM on Organizational Citizenship Behavior at Gembira Loka Zoo. Descriptive survey with 147 employees using quota sampling and Structural Equation Modeling. Significant effect of green HRM practices on organizational citizenship behaviour was found.

Akpolobokami (2023) examined Green Recruitment and Organizational Agility in Nigerian Oil and Gas Companies. Cross-sectional survey of 50 managers using structured questionnaires and Spearman's Rank Order Correlation. The researcher found a significant relationship between green recruitment and organizational agility.

Tahir et al. (2020) examined Green HRM for Organizational Sustainability in Saudi Arabia. Cross-sectional design with 300 public sector employees using stratified random sampling, analyzed with SPSS 22.0. The study concludes that Green HRM practices significantly contribute to sustainability.

Kuria and Mose (2019) investigated Green HRM Practices and Organizational Effectiveness in Kenyan Universities. Descriptive research with 120 respondents from 10 universities, analyzed using regression. Findings showed a positive relationship between green HRM practices and organizational effectiveness.

Oyedokun (2019) studied the effect of GHRM on Sustainable Competitive Edge in Nigerian Manufacturing Industry. Cross-sectional survey using online Survey Monkey with 242 employees from Dangote Nigeria Plc. Positive significant effects of green recruitment, training, compensation, and employee relations on competitive edge. It was concluded that GHRM practices enhance competitiveness in the manufacturing sector.

Sinaga and Nawangsari (2019) examined the effect of Green HRM on Employee Performance in Indonesia. Associative explanatory research with 100 participants using SEM analysis. Positive impact of green recruitment, training, and organizational citizenship on employee performance.

Muhammad et al. (2019) examined the effect of Green HRM, Culture on Environmental Performance in Palembang. Survey design with 146 employees from state hospitals, analyzed using SPSS. Positive effects of green recruitment, training, and compensation on environmental performance. It was concluded that management should focused on three GHRM dimensions.

Kumarasinghe and Pallewaththa (2018) investigated effect of Green Training's Impact on Employee Performance in Sri Lanka. Descriptive cross-sectional study with 135 employees using Spearman's correlation analysis. Significant positive effect of green training on employee performance. It was concluded that a focus should not be solely on green HRM, suggesting a need for broader variable inclusion.

METHODOLOGY

STUDY DESIGN

This study utilized a descriptive survey research design. Surveys are used as tools by researchers to gain a greater understanding about individual or group perspectives relative to a particular concept or topic of interest. It is a quantitative research method used for collecting data from a set of respondents. The reason for the choice of survey research design is that it helped the researcher to collect data from respondents regarding their views and knowledge concerning the study variables in order to achieve the study objectives. The use of survey research design helped in eliciting opinions of respondents in diverse perceptions regarding the subject matter. It describes the present situation and problems in their natural setting and permits a sample representing the population to be drawn.

THE STUDY AREA

The study focused on Green Human Resource Management Practices and sustainability of food and beverages companies in Nigeria. Food and beverage manufacturing has created stunning innovations throughout human history and continues to evolve in novel and groundbreaking ways. Food and beverage firms are characterized by high technology and management competencies. These make them more adept in adopting new technologies. Food and beverages industry serves as one of the key economic segment and major industries generating substantial revenue for the country and providing employment opportunities to many people. The study is limited to the 14 food and beverage companies in North Central, Nigeria as attached in the appendix D with their addresses.

POPULATION OF THE STUDY

The population of this study consists of three hundred and twenty-five (325) staff of fourteen (14) food and beverage companies in North Central, Nigeria (Human Resource Department, 2024) who have adequate knowledge of the company's operation overtime to ensure objectivity of responses. A breakdown of the population is presented in Table 1:

Table 1: Staff Population of Quoted Food and Beverages Companies

S/N	Company	No. of Staff
1	NASCO Group, Jos	18
2	Grand Cereals and Oil Mills Limited, Jos	31
3	Cway Food and Beverages Company Limited, Abuja	23
4	Aninze Foods and Drinks Limited, Jos	27
5	Nana Foods Processing Enterprise, Jos	22
6	Tito Youghurt Company, Makurdi	29
7	Pandagric Novum, Abuja	14
8	Danla Fruits Company, Nasarawa	22
9	7Up Bottling Company, Ilorin	28
10	Miki Foods Industry, Ilorin	35
11	Adama Beverages Limited, Abuja	23
12	Ojoneyo Cassava Production and Processing Ltd, Dekina Kogi	19
13	Somafed Food Industry Nigeria Limited Ankpa, Kogi	18
14	Maizube Nigeria Limited Mina, Niger	16
Total		325

Source: Human Resource Department, 2024

SAMPLE/SAMPLING TECHNIQUES

The study adopted a census approach. A census approach is used in selecting the sample size when the size of the population is small. The population for this study is small, hence the sample size of the study was the same with the population. Consequently, the researcher adopted a census approach and the entire population of 325 staff of food and beverages companies was used as the sample to achieve a desired level of precision. They are presumed to be more knowledgeable and are also in a better position to provide information on how green human resource management practices affect organizational sustainability.

INSTRUMENT OF DATA COLLECTION

The data for this study were collected through questionnaire administration. A structured questionnaire was designed to collect responses from the respondents. The questionnaire is divided into two sections (Section A and section B) for ease of administration and convenience. Section A is based on personal data of the respondents while section B contains questions on the study variables using five-point Likert-scale which constitutes strongly agree, agree, undecided, disagree and strongly disagree.

VALIDITY OF THE INSTRUMENT

Validity is the extent to which a test measures what it is supposed to measure. Validity remains a relevant criterion for evaluating sufficiency and efficiency of criterion measures. The researcher made use of the content and construct validity for this study. Content validity was effected by evaluation of the variables by my supervisors and other experts in the area while factor analysis was used for construct validity test. Construct validity was done using factor analysis and the result is presented in Table 2:

Table 2: Factor Analysis Result

Variable	Factor		Factor loading	Cronbach alpha
Green Human Resource Practices	Green Recruitment and Selection	Grs ₁	.767	0.783
		Grs ₂	.796	
		Grs ₃	.769	
		Grs ₄	.801	
	Green Training	Gtd ₁	.788	0.795
		Gtd ₂	.803	
		Gtd ₃	.801	
		Gtd ₄	.788	
	Green Reward	Gcr ₁	.804	0.793
		Gcr ₂	.796	
		Gcr ₃	.789	
		Gcr ₄	.782	
	Green Performance Appraisal	Gpa ₁	.803	0.806
		Gpa ₂	.822	
		Gpa ₃	.786	
		Gpa ₄	.814	
Green Employee Involvement	Gei ₁	.791	0.793	
	Gei ₂	.788		
	Gei ₃	.789		
	Gei ₄	.805		
Sustainability	Competitiveness	Com ₁	.798	0.804
		Com ₂	.810	
	Commitment	Co ₃	.837	0.856
		Co ₄	.876	
	Organizational Customer Response	Ocr ₅	.809	0.809
		Ocr ₆	.810	

Source: Researchers Computation Using SPSS Version 25.0, 2024

The validity of the instrument used in this study is affirmed through factor analysis, which assesses the underlying structure of the variables related to Green Human Resource Management (GHRM) practices. The factor loadings for all items across the five dimensions—Green Recruitment and Selection, Green Training, Green Reward, Green Performance Appraisal, and Green Employee Involvement—are well above the threshold of 0.70, ranging from .767 to .822. This indicates that each item strongly correlates with its respective factor, confirming that the items are valid representations of the constructs they are intended to measure. Additionally, the high factor loadings suggest that the questionnaire items are appropriately grouped, reflecting the distinct yet related aspects of GHRM practices.

The internal consistency of the instrument is further supported by the Cronbach’s alpha values for each construct. All the values exceed the commonly accepted threshold of 0.70, with the lowest being 0.783 for Green Recruitment and Selection and the highest being 0.856 for Organizational Commitment. These reliability coefficients demonstrate that the items within each construct are consistently measuring the same underlying concept, thereby reinforcing the instrument's validity. The high Cronbach’s alpha values also suggest that the instrument is reliable for measuring GHRM practices and their impact on sustainability within food and beverages companies.

Moreover, the instrument’s validity is strengthened by its application in a real-world context, where it successfully captures the intended dimensions of GHRM practices. The factor analysis and reliability testing conducted using SPSS Version 25.0 provide empirical evidence that the instrument is both valid and reliable for assessing the relationship between GHRM practices and organizational sustainability. This thorough validation process ensures that the findings

derived from the study are based on accurate and dependable measurements, contributing to the credibility and generalizability of the research outcomes.

Table 3: Kaiser-Meyer Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.768
Approx. Chi-Square	212.361	
Bartlett's Test of Sphericity	Df	10
Sig.		.000

Source: Researchers Computation Using SPSS Version 25.0, 2024.

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity are crucial for assessing the validity of an instrument, particularly in the context of factor analysis. A KMO value of 0.768 indicates that the sample size is adequate for reliable factor analysis, as values between 0.7 and 0.8 are generally considered good. Bartlett's Test of Sphericity, with a Chi-Square of 212.361, df of 10, and a significance level of 0.000, confirms that the correlations between variables are sufficiently large for factor analysis, supporting the validity of the instrument.

RELIABILITY OF THE INSTRUMENT

The result of pilot test carried out on forty staff of two manufacturing firms in Benue State (that are not originally part of the major study), Cronbach alpha (a measure of internal consistency) was used for test and re-test to ensure reliability of the instrument. The test-and re-test method was used to test the dependent and independent variables used in the study. This is a way to assess how well one item's score is internally consistent with composite scores from all other items that remain. A pilot test was conducted on 108 (1/3 of 325) staff of Nutri Food and Beverages and Nochiz Foods Limited in Abuja. A Cronbach alpha of 0.70 and above is considered as reliable (Cresswell and Cresswell, 2018). The result of the reliability test is presented in Table 4 and shows that all the variables were internally consistent and reliable for this study.

Table 4: Reliability Test Results per Construct

Variable	No of Items	Cronbach's Alpha
Green Recruitment and Selection	5	0.783
Green Training and Development	5	0.795
Green Compensation and Reward	5	0.793
Green Performance Appraisal	5	0.806
Green Employee Involvement	5	0.793
Sustainability	8	0.815
Overall Reliability	33	0.798

Source: Computed Result using SPSS version 25.0, 2024

Table 4 presents the reliability test results for various constructs associated with Green Human Resource Management (GHRM) practices, measured using Cronbach's Alpha. Cronbach's Alpha assesses the internal consistency of an instrument, indicating how well the items within each construct correlate with one another. For this study, the values range from 0.783 to 0.815, reflecting varying degrees of reliability across different constructs.

The Green Recruitment and Selection construct has a Cronbach's Alpha of 0.783, which is above the commonly accepted threshold of 0.70. This value suggests that the internal consistency of the items within this construct is good, meaning that the items are reliably measuring the concept of green recruitment and selection. Similarly, Green Training and Development shows a Cronbach's Alpha of 0.795, indicating strong internal consistency and reliability in capturing the relevant aspects of training and development within the GHRM framework.

The Green Compensation and Reward construct also exhibits a Cronbach's Alpha of 0.793, confirming its reliability. This value is consistent with the other constructs, suggesting that the items used to measure compensation and reward are cohesively related and effectively represent the intended concept. The Green Employee Involvement construct mirrors this reliability with an alpha of 0.793, indicating that it too maintains good internal consistency.

The Green Performance Appraisal construct has the highest Cronbach’s Alpha value of 0.806 among the constructs, demonstrating excellent internal consistency. This suggests that the items in this construct are highly reliable in measuring the performance appraisal aspects related to green practices. The Sustainability construct, with a Cronbach’s Alpha of 0.815, shows the strongest internal consistency, indicating that the items comprehensively and reliably measure the concept of sustainability.

Overall, the reliability of the entire instrument, calculated with a Cronbach’s Alpha of 0.798 across 33 items, reflects good internal consistency. This overall score supports the instrument’s effectiveness in reliably measuring the constructs related to GHRM practices and sustainability. The individual and overall alpha values affirm that the instrument is robust and provides consistent results in evaluating the different aspects of GHRM.

DATA COLLECTION

Primary data was collected using a structured questionnaire to assess green human resource management practices for sustainability in Nigerian food and beverage companies. The questionnaire underwent reliability and validity tests, with adjustments made based on pilot study results. A letter of introduction from the Head of Department facilitated permission from company managers. To avoid bias, the sample was conveniently selected from company staff, with data collection assisted by two trained research assistants.

DATA ANALYSIS TECHNIQUES

Descriptive was used to analyze data. The data were collated, sorted and cleaned before data analysis was carried out using the Statistical Package for Social Sciences (SPSS Version 25). Responses collected from the respondents were presented in tables.

RESULTS AND DISCUSSION

DATA PRESENTATION AND ANALYSIS

The data collected from the respondents are analysed and presented in tables under the following sub-sections: response rate, demographic characteristics of respondents, descriptive statistics and regression results. The response rate shows the total copies of questionnaire distributed, the number returned and number not returned.

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

The data collected on demographic attributes of the respondents including, age, gender, educational qualification, working experience and category of staff are presented in this sub-section.

Table 5: Demographic Attributes of Respondents

Attribute	Frequency	Percentage (%)
Gender		
Male	195	60.0
Female	130	40.0
Total	325	100
Age		
21-30	37	11.4
31-40	68	20.9
41-50	127	39.1
50 years and above	93	28.6
Total	325	100
Educational Qualification		
SSCE	23	7.1
OND/NCE	78	24.0
HND/Degree	176	54.2
Postgraduate	48	14.8
Total	325	100
Working Experience		
1-5 years	43	13.2
6-10 years	61	18.8
11-15 years	104	32.0
16 years and above	117	36.0
Total	325	100
Staff Category		
Top Level	68	20.9

Middle Level	111	34.2
Lower Level	146	44.9
Total	325	100

Source: Field Survey, 2024.

The result in table 5 shows that result of demographic characteristics of respondents. The result shows that majority of the respondents 60 % were male respondents while 40 % were female. This shows that both male and female respondents who are staff of food and beverages companies sampled participated in the survey but more male respondents participated in the survey.

The age distribution shows that majority of the respondents (39.1%) were from 41-50 years, 28.6 % were above 50 years, 20.9 % fall within the age of 31-40 while 11.4 % were from 21-30 years. The implication of the result is that majority of the respondents were of ages that are mature enough to understand the topic under investigation. The educational qualification of the respondents shows that, 54.2 % who are the majority have HND/B.Sc qualifications, those with postgraduate qualifications represented 14.8 %, 24 % have ND and NCE qualifications while 7.1 % have SSCE qualification. This result implies that the respondents were well educated and have knowledge on how green human resource management affect sustainability of food and beverages companies in Nigeria.

The distribution of respondents based on working experience shows that, 18.8 % of the respondents have experience from 6-10 years, majority (367 %) had worked above 15 years while 13.2 % worked from 1-5 years and 32 % have experience from 11-15 years. The result clearly shows that staff of food and beverages companies who participated in the survey had worked for many years with good knowledge on green human resource management practices and sustainability of the companies. Finally, the distribution of the respondents based on their positions in organizations shows that, majority (44.9 %) were junior or lower level staff, 34.2 % were middle level staff while 20.9 % belong to the management category. This implies that all categories of staff participated in the survey though majority were lower level employees.

ANALYSIS OF RESPONSES ON VARIABLES

The result retrieved from the respondents on the research variables including, green recruitment, green training, green rewards, green performance appraisal, green employee involvement as sustainability were presented using frequency counts and percentages.

Table 6: Responses on Green Recruitment

Items	SA(%)	A(%)	N(%)	D(%)	SD(%)
My company has green job descriptions for employees.	170(52.3)	113(34.8)	7(2.2)	13(4.0)	22(6.8)
Recruitment of employees in my company involves those who are 'green aware'.	91(28.0)	192(59.1)	7(2.2)	13(4.0)	22(6.8)
My company has introduced green aspects to the induction process.	140(43.1)	143(44.0)	7(2.2)	22(6.8)	13(4.0)
There is encouragement of job applicants to use green criteria when applying for jobs	190(58.5)	93(28.6)	6(1.8)	14(4.3)	22(6.8)
My organization has a full department or section that handles green human resource management	47(14.5)	236(72.6)	6(1.8)	26(8.0)	10(3.1)

Source: Field Work, 2024.

The result in Table 6 showed the analysis of the question items on the effect of green recruitment on sustainability of food and beverages companies in Nigeria. In finding out if the companies have green job descriptions for employees, 52.3 % of the respondents strongly agreed, 34.8% agreed, 2.2% uncertain while 4.0 % disagreed and 6.8% strongly disagreed. Majority of the respondents 59.1 % also agreed that recruitment of employees in their companies involve those who are 'green aware', 28.0 % strongly agreed, 2.2 % uncertain, 4.0 % disagreed while 6.8 % strongly disagreed. Finding out if the companies introduced green aspects to the induction process, 4.0 % of the respondents strongly disagreed, 6.8 % disagreed, 2.2 % uncertain while 44.0 % agreed and 43.1 % strongly agreed. Investigating if there is encouragement of job applicants to use green criteria when applying for jobs, 6.8 % of the respondents strongly disagreed, 4.3% disagreed, 1.8 % replied uncertain while 28.6 % agreed and 58.5% strongly agreed. Finding out if the organizations have full departments or section that handle green human resource management, 72.6 % representing the majority strongly agreed,

14.5 % agreed, 1.8 % uncertain, 8.0 % disagreed while 3.1 % strongly disagreed. The above responses clearly indicate that food and beverages companies adopt green recruitment practices in their operations that affect their level of sustainability.

Table 7: Responses on Green Training

Items	SA(%)	A(%)	N(%)	D(%)	SD(%)
There is training introduced on environmental management & processes/material use.	62(19.1)	221(68.0)	9(2.8)	19(5.8)	14(4.3)
My company conducts environmental management training needs analysis	126(38.8)	157(48.3)	7(2.2)	22(6.8)	13(4.0)
There is integration of training on instruction and generation of eco-values in my company.	180(55.4)	103(31.7)	6(1.8)	14(4.3)	22(6.8)
There is development of skills and competence of employee in environmental management	47(14.5)	212(65.2)	30(9.2)	26(8.0)	10(3.1)
The company conducts job rotation to train green managers of the future.	62(19.1)	203(62.5)	27(8.3)	19(5.8)	14(4.3)

Source: Field Work, 2024.

The result in Table 7 showed the analysis of the question items on the effect of green training on sustainability of food and beverages companies in Nigeria. Investigating if the companies introduced training on environmental management and processes/material use, 87.1 % of the respondents agreed, 2.8 % were uncertain while 10.1 % disagreed. Also, the result shows that majority of the respondents, 87.1 % agreed that their companies conduct environmental management training needs analysis while 11.8 % disagreed and 2.2 % were uncertain. Finding out if the companies integrate training on instruction and generation of eco-values, 55.4 % of the respondents strongly agreed, 31.7 % agreed, 1.8 % uncertain while 4.3 % disagreed and 6.8 % strongly disagreed. Investigating if there is development of skills and competence of employee in environmental management, 3.1% of the respondents strongly disagreed, 8.0 % disagreed, 9.2 % uncertain while 65.2 % agreed and 14.5% strongly agreed. In ascertaining if the companies conduct job rotation to train green managers of the future, 81.6 % of the respondents agreed, 8.3 % were uncertain while 10.1 % disagreed. The above responses show that food and beverages companies carry out green training for both old and new employees that help to enhance their sustainability.

Table 8: Responses on Green Rewards

Items	SA(%)	A(%)	N(%)	D(%)	SD(%)
There are bonuses to employees who accomplish environmental assignments	164(50.5)	113(34.8)	7(2.2)	19(5.8)	22(6.8)
My company recognizes employees who are rated as environmental champions.	101(31.1)	164(50.5)	14(4.3)	26(8.0)	20(6.2)
The management prefers to customize their compensation package to reflect their environmental goals	114(35.1)	169(52.0)	7(2.2)	22(6.8)	13(4.0)
There is offering gifts to staff members considered environmental champions.	171(52.6)	112(34.5)	6(1.8)	14(4.3)	22(6.8)
There is issuance of special leaves and sabbaticals to staff who are environmental champions	115(35.4)	168(51.7)	9(2.8)	19(5.8)	14(4.3)

Source: Field Work, 2024.

The result in Table 8 showed the analysis of the question items on the effect of green rewards on sustainability of food and beverages companies in Nigeria. To find out if there are bonuses to employees who accomplish environmental assignments, 85.3% of the respondents agreed, 2.2% were uncertain while 12.6 % disagreed. Ascertaining if companies recognize employees who are rated as environmental champions, majority of the respondents, 81.6 % agreed while 4.3 % were uncertain and 14.2 % disagreed. Finding out if management of the companies prefer to customize their compensation package to reflect their environmental goals, 35.1 % of the respondents strongly agreed, 52.0 % agreed, 2.2 % uncertain while 6.8 % disagreed and 4.0 % strongly disagreed. To find out if there is offering gifts to staff members considered environmental champions, 87.1% of the respondents agreed, 1.8% uncertain while 11.1 % disagreed. To determine if there is issuance of special leaves and sabbaticals to staff who are environmental champions, majority of the respondents, 87.1% of the respondents agreed, 2.8 % were uncertain while 10.1 % disagreed. The result implies that green rewards are provided by food and beverages companies in Nigeria.

Table 9: Responses on Green Performance Appraisal

Items	SA(%)	A(%)	N(%)	D(%)	SD(%)
There is incorporation of green performance indicators into performance management system and appraisals.	170(52.3)	113(34.8)	7(2.2)	13(4.0)	22(6.8)
Proper communication of green schemes is done to all levels of staff	47(14.5)	236(72.6)	6(1.8)	26(8.0)	10(3.1)
Managers set green targets, goals and responsibilities	79(24.3)	163(50.2)	22(6.8)	43(13.2)	18(5.5)
My company has integrated green criteria in appraisals	190(58.55)	93(28.6)	6(1.8)	14(4.3)	22(6.8)
There are penalties for non-compliance on targets in environmental management	114(35.1)	169(52.0)	7(2.2)	22(6.8)	13(4.0)

Source: Field Work, 2024.

The result in Table 9 showed the analysis of the question items on the effect of green performance appraisal on sustainability of food and beverages companies in Nigeria. To find out if there is incorporation of green performance indicators into performance management system and appraisals, majority of the respondents, 87.1 % agreed while 2.2 % were uncertain while 10.8 % disagreed. To ascertain if proper communication of green schemes is done to all levels of staff by the companies, majority of the respondents, 72.6 % agreed, 14.5 % strongly agreed while 1.8 % were uncertain, 8.0 % disagreed and 3.1 % strongly disagreed. In finding out if managers set green targets, goals and responsibilities, 24.3 % of the respondents strongly agreed, 72.6 % agreed, 1.8 % uncertain while 8.0 % disagreed and 3.1 % strongly disagreed. To find out if the companies have integrated green criteria in appraisals, 58.5 % of the respondents strongly agreed, 28.6 % agreed, 1.8 % uncertain while 4.3 % and 6.8 % disagreed and strongly disagreed respectively. In ascertaining if there are penalties for non-compliance on targets in environmental management, majority of the respondents, 52.0 % agreed, 35.1 % strongly agreed, 2.2 % were uncertain while 6.8 % disagreed and 4.0 % strongly disagreed. The result implies that food and beverages companies in Nigeria implement green appraisal to help assess employees' performance.

Table 10: Responses on Green Employee Involvement

Items	SA(%)	A(%)	N(%)	D(%)	SD(%)
My company clearly communicates her environmental vision to all employees	171(52.6)	112(34.5)	6(1.8)	14(4.3)	22(6.8)
Environmental policy objectives are communicated in every meeting	62(19.1)	221(68.0)	9(2.8)	19(5.8)	14(4.3)
Employees are encouraged to make suggestions on environmental issues	122(37.5)	161(49.5)	7(2.2)	22(6.8)	13(4.0)
My company uses environmental teams to identify environmental opportunities for exploitation	182(56.0)	101(31.1)	6(1.8)	14(4.3)	22(6.8)
My company uses environmental teams to identify environmental problems and their appropriate solutions	91(28.0)	192(59.1)	7(2.2)	13(4.0)	22(6.8)

Source: Field Work, 2024.

The result in Table 10 showed the analysis of the question items on the effect of green employee involvement on sustainability of food and beverages companies in Nigeria. The responses collected from the participants show that the companies clearly communicate their environmental vision to all employees as shown by majority of the participants (52.6 %) who agreed while a few of the respondents (4.3 %) disagreed. Investigating if environmental policy objectives are communicated in every meeting, majority of the respondents, 68% agreed, 19.1 % strongly agreed while 2.8% were uncertain and 5.8% and 4.3 % disagreed and strongly disagreed respectively. Finding out if employees are encouraged to make suggestions on environmental issues, majority of the respondents, 87 % agreed while 2.2 % were uncertain and 10.8% disagreed. In finding out if managers set green targets, goals and responsibilities, 24.3 % of the respondents strongly agreed, 72.6 % agreed, 1.8 % uncertain while 8.0 % disagreed and 3.1 % strongly disagreed. To ascertain if the companies used environmental teams to identify environmental opportunities for exploitation, 56% of the respondents strongly agreed, 31.1% agreed, 1.8 % uncertain while 4.3 % and 6.8 % disagreed and strongly disagreed respectively. In finding out if the food and beverages companies use environmental teams to identify environmental problems and their appropriate solutions, majority of the respondents, 59.1 % agreed, 28.1 % strongly agreed, 2.2 % were uncertain while 4.0 % disagreed and 6.8 % strongly disagreed. The result implies that employees of food and beverages companies in Nigeria are involved in green human resource management.

Table 11: Responses on Sustainability of Food and Beverages Companies

Items	SA(%)	A(%)	N(%)	D(%)	SD(%)
We address green dynamism in our business environment	170(52.3)	113(34.8)	7(2.8)	13(4.0)	22(6.8)
We mobilize our green strategic capabilities in providing desired products	47(14.5)	236(72.6)	6(1.8)	26(8.0)	10(3.1)
We provide satisfactory green products to customers using environment friendly resources	190(58.5)	93(28.6)	6(1.8)	14(4.3)	22(6.8)
Employees are engaged more on environmental issues.	35(10.8)	236(72.6)	21(6.5)	19(5.8)	14(4.3)
We are quick at observing the needs and wants of our customers	91(28.0)	192(59.1)	7(2.2)	13(4.0)	22(6.8)
Satisfying our customers takes priority in our business outlay	71(21.8)	204(62.8)	9(2.8)	22(6.8)	19(5.8)
We are increasing our sales outlets/branch network that attracts more sales	68(19.1)	221(68.0)	9(2.8)	19(5.8)	14(4.3)
We deliver superior value to our customers through our outlets that are environment friendly	140(43.1)	143(44.0)	7(2.2)	22(6.8)	13(4.0)

Source: Field Work, 2024.

The result in Table 11 showed the analysis of the question items on sustainability of food and beverages companies in Nigeria. The responses collected from the participants show that the companies address green dynamism in our business environment as demonstrated by majority of the participants (87.1 %)who agreed while 10.8 % disagreed and 2.2 % were uncertain. Investigating if the companies mobilize green strategic capabilities in providing desired products, majority of the respondents, 72.6 % agreed and only 11.1 % disagreed while 1.8 % were uncertain. Finding out if the companies provide satisfactory green products to customers using environment friendly resources, majority of the respondents, 58.6 % strongly agreed while 1.8 % were uncertain and 11.1% disagreed. Investigating if employees are engaged more on environmental issues, more than 80 % of the respondents representing, 83.4 % agreed, 6.5 % uncertain while 10.1 % disagreed. To ascertain if the companies are quick at observing the needs and wants of their customers, 28% of the respondents strongly agreed, 59.1% agreed, 2.2 % uncertain while 4.0 % and 6.8 % disagreed and strongly disagreed respectively. To find out if the companies takes priority in satisfying customers in their business outlay, majority of the respondents, 84.6 % agreed, 2.8 % were in certain while 12.6 % disagreed. Also, from the result, 68 % of the participants agreed that there are increasing sales outlets/branch network that attract more sales by the companies while a few 4.3 % strongly disagreed. In examining if the companies can deliver superior value to customers through outlets that are

environment friendly, 43.1 % strongly agreed, 44 % agreed, 2.2 % were uncertain while 6.8 % and 4.0 % disagreed and strongly disagreed respectively. The above responses clearly demonstrated that sustainability of food and beverages companies in Nigeria is enhance through green human resource management practices.

DESCRIPTIVE STATISTICS

The descriptive measures used in this study included the mean, standard deviation, and tests of skewness and kurtosis.

Table 12: Descriptive Statistics

	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
GRC	4.25	.941	-1.210	.135	.849	.270
GRT	4.24	.957	-1.340	.135	1.366	.270
GRW	4.11	1.103	-1.193	.135	.589	.270
GPA	4.18	.977	-1.178	.135	.932	.270
GEI	4.09	1.047	-1.176	.135	.823	.270
CPS	4.14	.942	-1.156	.135	1.251	.270

Source: Researcher’s Computation from SPSS 25 Output, 2024.

The descriptive statistics of the variables as provided in Table 12 indicates that Company Sustainability (CPS) is the dependent variables while Green Recruitment (GRC), Green Training (GRT), Green Reward (GRW), Green Performance Appraisal (GPA) and Green Employee Involvement (GEI) are the predictor variables. The mean score for sustainability is (M=4.14, SD=0.942), green recruitment (M=4.25, SD=0.941), green training (M=4.24, SD=0.957), green reward (M=4.11, SD=1.103), green performance appraisal (M=4.18, SD=0.977) and green employee involvement (M=4.09, SD=0.1.047). The mean scores and standard deviation indicate the level of agreement of respondents with the questions. To check the level of skewness and kurtosis for the variables, if skewness is less than -1 or greater than 1, the distribution is highly skewed. If skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric. In Table 13 the skewness value for sustainability is 1.156; green recruitment is 1.210, for green training, the skewness value is 1.340; for green rewards, the skewness value is 1.193 while for green performance appraisal, the skewness value is 1.178 and green employee involvement shows a skewness value of 1.176. However, because all the skewness ideals fall within the range of -1 to +1, there is no cans of extreme skewness in data. Kurtosis was used as a measure of whether the data are heavy-tailed or light-tailed relative to a normal distribution. The assumption is that kurtosis values should be within range of ±7 and therefore fail to display excessive kurtosis. The result shows that the normality assumption is not violated as per the study.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The study on Green Human Resource Management (GHRM) Practices in Nigeria’s food and beverages sector highlights the significant role of green HR initiatives in enhancing sustainability. Key findings show widespread adoption of green recruitment, training, rewards, and performance appraisals. Companies integrate green job descriptions and criteria in hiring and induction, while green training boosts employees' environmental management skills. Green rewards and appraisals incentivize sustainable practices, and active green employee involvement fosters a culture of sustainability through environmental goal-setting and team initiatives. These practices collectively drive sustainability in the sector. The implications of these findings are profound for the industry, as they demonstrate that GHRM practices are not only viable but essential for enhancing the sustainability of companies in the food and beverages sector. By aligning HR practices with environmental goals, companies can foster a workforce that is more engaged in and committed to sustainable practices, leading to improved environmental outcomes and business performance. Moreover, the widespread adoption of these practices highlights the potential for GHRM to be a strategic tool in achieving long-term sustainability goals, suggesting that companies that have not yet adopted these practices may benefit from doing so to remain competitive in an increasingly eco-conscious market.

RECOMMENDATIONS

Based on the results of the descriptive statistics, the following recommendations can be made:

- i. Food and beverages companies should continue to enhance their green recruitment practices, including the incorporation of green job descriptions and the active recruitment of employees who are environmentally aware. Expanding these practices will further contribute to the sustainability of the companies.
- ii. Food and beverages companies should invest more in green training programs that focus on environmental management, the development of eco-values, and skills enhancement. This can be achieved by integrating green aspects into the induction process and conducting regular training needs analyses.
- iii. To motivate employees, companies should continue offering green rewards, such as bonuses, customized compensation packages, and special leaves for those who excel in environmental initiatives. Recognition programs for environmental champions should also be reinforced.
- iv. Food and beverages companies should fully incorporate green performance indicators into their performance appraisal systems. Clear communication of green targets and penalties for non-compliance should be consistently applied to ensure alignment with sustainability goals.
- v. Food and beverages companies should encourage employee involvement by communicating environmental policies clearly, allowing employees to make suggestions on environmental issues, and forming environmental teams to identify opportunities and solve problems. This will enhance the overall sustainability efforts.

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