Green Human Resources Management Practice And Organizational Performance Of Manufacturing Firms In South-East, Nigeria

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The study examined the effect of Green Human Resources Management Practices on Organizational Performance in South East, Nigeria. The study adopted green recruitment & selection and green training and development as independent variables while organizational reputation and employee productivity served as dependent variables. The study used the survey research approach. Primary sources of data were adopted for the study. A well-structured questionnaire was used to collect data analyzed using SmartPLS 4.0 known as Structural Equation Modelling. The result revealed that green recruitment & selection has a significant positive effect on the organizational reputation with [β=0.404; T-Statistic = 5.262; P-values < 0.0001] while green training and development have a significant positive effect on employee productivity with [β=0.513; T-Statistic = 7.692; P-values < 0.0001] of manufacturing firms in Southeast, Nigeria. We, therefore, conclude that Green Human Resources Management practices have a significant positive effect on Organizational Performance. We recommended that manufacturing firms in Southeast Nigeria should endeavor to fully embark on Green Human Resources Management practices since it has a significant positive effect on organizational performance.

Keywords: Green, Human, Management, Organization, Resources

1.1   Introduction

"Going Green" is the need of the hour as it is indispensable for the survival of life on this earth. Nothing will remain intact if Green gets wiped out. In recent years, there has been

growing recognition of the need for businesses and organizations to adopt environmentally sustainable practices to mitigate the detrimental effects of human activities on the planet. As part of this broader trend, the concept of Green Human Resources Management (GHRM) has emerged as a strategic approach to integrate environmental concerns into the management of human resources within organizations. The term "green human resource management" (GHRM) was first used in Wehrmeyer's 1996 book, "Greening People: Human Resource and Environmental Management," where it was defined as the use of Human Resources Management (HRM) policies to support resource sustainability within organizations and, more broadly, environmental sustainability causes (Ahmed, 2018).

A component of human resource management known as "green HRM" focuses on getting employees to care more about the environment to help the firm meet its environmental objectives. To benefit the individual, society, environment, and business, green human resource management refers to the policies, procedures, and processes that make employees of the organization green (Bansen & Roth, 2020). GHRM also focuses on incorporating sustainable practices throughout the entire employee lifecycle, from recruitment and selection to training and development, performance management, and employee engagement.

The relationship between GHRM practices and organizational performance has become a subject of increasing interest among researchers and practitioners alike. Organizations are realizing that adopting sustainable HR practices not only contributes to environmental conservation but can also yield tangible benefits in terms of improved organizational performance, such as enhanced employee productivity, reduced costs, enhanced reputation, and increased competitive advantage. However, despite the growing attention to GHRM, there is still a dearth of empirical research that systematically examines the impact of green HRM practices on organizational outcomes.

Organizational performance can encompass multiple dimensions, such as financial performance, operational efficiency, employee productivity, innovation, reputation, and stakeholder satisfaction.

1.2   Statement of the Problem

Organizational performance and green human resources management (GHRM) practices entail the adoption of environmentally friendly hiring, training, engagement, performance management, and remuneration methods, policies, and procedures. Manufacturing organizations may see a decline in productivity if they don't adopt green human resource management. This is because the organization's failure to adopt green human resource management principles could result in serious health issues, which could make employees less productive at work since they believe their business is unfriendly to the environment. In manufacturing businesses, failing to use green human resource management strategies may also be a factor in the organization's performance decline. It's possible that a manufacturing company's lack of commitment to green human resource management practices is to blame. Based on these anomalies, this study examined the performance of organizations in southeast Nigeria and green human resource management strategies.

1.3   Objectives of the Study

This research aims to address this gap by investigating the relationship between Green Human Resources Management practices and organizational performance. By exploring the potential links between these two constructs, we seek to contribute to both the theoretical and practical understanding of the role of GHRM in shaping organizational outcomes. Specifically, this study sought to,

i.   Examine the effect of green recruitment and selection on the organizational reputation of Nigeria Breweries, 9th Mile Corner, Enugu state, Southeast Nigeria.

ii.   Evaluate the effect of green training and development on the employee productivity of Nigeria Breweries, 9th Mile Corner, Enugu state, Southeast Nigeria.

1.4   Hypotheses of the Study

i.   Green recruitment and selection have no significant positive effect on the organizational reputation of Nigeria Breweries, 9th Mile Corner, Enugu state, Southeast Nigeria.

ii.   Green training and development have no significant positive effect on the employee productivity of Nigeria Breweries, 9th Mile Corner, Enugu state, Southeast Nigeria.

2.0   Review of Related Literature

2.1   Conceptual Review

2.1.1   Green management

Green management is a concept that was initiated as a part of business strategy during the 1990s (Lee, 2009), however, it started to gain popularity in the 2000s. The phrase "Green HRM" which can be viewed as the deliberate and intentional alignment of traditional HRM methods with the organization's environmental aims, was essentially coined by Wehrmeyer (1996) (Jabbour, 2011). For sustainable development, Ahmad (2015) stressed the urgent necessity for creating a correlation between human resource practices and environmental principles. Sustainable development is not the same as environmental protection; rather, it refers to a more recent idea of economic expansion in which trade and foreign policies, economic and fiscal policies, and agricultural and industrial policies all aim to promote development paths that are economically, ecologically, and socially sustainable (Shaikh, 2010). On a continuum of all traditional HR procedures, including job analysis, recruitment and selection, induction, training, performance evaluations, and rewards, the extent to which HRM is green has repeatedly been examined in the literature (Jabbour, 2011; Mathapati, 2013). In a similar vein, Shaikh (2010) discussed green corporate social responsibility as a crucial component of green human resource management. Renwick, Redman, and Maguire (2013) stated in their work that GHRM research, which they defined as the HRM components of environmental management, is relatively broad and forward-thinking.

Theoretically, according to the theoretical model created by these academics, traditional HR procedures are an effective means of coordinating personnel with an organization's environmental policy. As a result, various HRM approaches that incorporate the green notion are discussed below.

2.1.2   Green Human Resource Management

Green human resource management (GHRM), according to Bombiak & Kluska (2018), combines traditional human resource management (HRM) with environmental management. Green HRM promotes sustainability by utilizing HRM principles. It is also known as those policies and practices that can create a green workforce, and it is done so to benefit people, businesses, and the environment. It refers to the policies, practices, and processes that make employees of the company green for the benefit of the individual, society, the environment, and the business (Opatha & Arulrajah 2019). GHRM is seen as a more thorough framework for corporate social responsibility. Renwick (2018) created a framework that includes HRM activities such as hiring and selection, training and development, reward systems, performance management systems, and employee relations which are thought to be efficient tools for tying employees to organizational environmental strategy. Numerous researchers have endorsed the significance of environmental education and communication, organizational learning, and the execution of environmental management programs (Cherian & Jacob, 2018).

2.1.3   Green Recruitment and Selection

Using environmentally friendly recruiting strategies, such as online methods and low paper usage throughout the recruitment process, as well as evaluating green attitudes during selection are among the tactics that make up the process of green recruitment and selection (Mishra, 2017). Green aptitudes are crucial for pro-environmental performance (Subramanian et al., 2016). Therefore, taking into account those who appreciate eco-friendly practices and practice fundamental eco-friendly behaviors like recycling, carpooling, and energy conservation are particularly valuable in achieving this goal. However, even candidates who place high importance on environmental responsibility are likely to be drawn to businesses that have earned the title of "Green Employer" (Phillips, 2007).

2.1.4   Green Training and Development

To achieve strong environmental performance, it might be viewed as necessary to raise all levels of organizational staff to be environmentally conscious. Therefore, it is crucial to provide environmental education that can influence organizational members' attitudes and behaviors (Shayista et al. 2019). This is a crucial component of GHRM that requires staff members to become aware of environmental issues and make the connection between corporate behavior and green behavior. It prevents individuals from applying their professional talents in a way that adheres to environmental norms (Bansal and Roth 2020). These abilities include knowledge of environmental preservation, environmental literacy, and waste minimization (May and Flannery 1995). Employees on the front lines deal with data management, and this training equips them with managerial abilities for waste management in their daily tasks.

Training and performance have a clear important relationship between development and organizational performance because this training and development develops the skills and knowledge of the employee, which can be translated to achieve organizational goals and to achieve its sustainable performance. Skill development along with exploratory learning leads to innovations in an organization. Renwick (2018) offered some advice on how to train staff members while also promoting sustainability. These training programs include environmental management training, job rotations for aspiring green managers within the firm, workplace green analysis, and programs, training on recycling, waste management, energy efficiency and safety, and training of frictionally unemployed people.

Several authors have stated that providing employees with environmental training enhances their environmental performance (Jabbour & Santos, 2018; Renwick, 2018; Ahmad, 2015). Changes in the employees' attitudes toward environmental preservation must be made for this to occur. The employee's feelings, attitudes, and intention to participate in the company's environmental activities to forward the organization's environmental objectives are referred to in this context as the employee's environmental attitude.

The organization's acceptance of the environmental management system depends heavily on environmental training (Lin, Jones & Hsieh, 2019). Therefore, the term "environmental training" refers to a systematic process that gives employees the skills, mindsets, and information necessary to accomplish the environmental management goals set by senior management. According to Renwick (2018), environmental training helps employees develop environmental attitudes and knowledge that enhance their performance in terms of protecting the environment. Because of environmental education and training at work, employees feel accountable for environmental outcomes and impacts (Ramus, 2000). Jackson and Seo (2018) claimed that training improves employees' understanding of the company's environmental goals. Environmental training and an organization's environmental policy are related (Arulrajah et al., 2015). As a result, personnel attitudes toward a company's environmental management practices, such as waste management and pollution control, are improved via environmental training.

2.2 Theoretical Framework
This paper adopted the Ability, Motivation, and Opportunities (AMO) theory and Resource-Based View Theory

2.2.1 Ability, Motivation, and Opportunities Theory
This theory was proposed by Appelbaum et al. in the year 2000. The theory states that HRM practices that improve the firm's human capital through increased human capabilities result in performance outcomes, such as higher productivity, reduced waste, higher quality, and profit. According to AMO theory, HRM works by increasing employees' ability by attracting and developing high-performing employees; enhancing employees' motivation and commitment through practices such as contingent rewards and effective performance management (PM); and providing employees with the opportunity to engage in knowledge-sharing and problem-solving activities through employee involvement (EI) programs.

2.2.2 Resource-Based View Theory

This theory was proposed by Edith Penrose. The theory states that resources like employees, systems, and business partners are combined into ways of working that are not common, cannot be imitated, are valuable, and cannot be substituted so that they can be used to achieve competitive advantage. In the case of green human resource management, it can be visualized that an organization with employees who have adapted Management of green human resources stands a better chance of achieving success than an organization with workers who are not adapted to green human resource management.

The **resource-based view** (**RBV**) is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. The article "Firm Resources and Sustained Competitive Advantage" by Barney from 1991 is frequently considered a key document in the development of the resource-based perspective. A flimsy resource-based theory from the 1930s, however, was supported by evidence, according to some researchers. According to RBV, businesses may have a variety of resource mixes, which means that businesses are heterogeneous because of the diversity of their resources. To pinpoint those with the potential to offer superior competitive advantages, the RBV focuses managerial attention on the company's internal assets, capabilities, and competencies.

2.3   Empirical Review

Rawashdeh (2018) on the impact of green human resource management on organizational environmental performance in Jordanian health service organizations, a total of 110 environmentally friendly hospitals were studied using the survey method of research and questionnaire as the major instrument of data collection. It was discovered that green human resource management has a significant and favorable impact on organizational environmental performance in Jordanian health service organizations. The analysis used the t-test statistical tool, and the Cronbach Alpha was used to test the instrument's internal consistency.

Bhutto and Auranzeb (2016) on the effect of green human resource management on firm performance: An empirical study on Pakistani firms, a total of 500 copies of the questionnaire were distributed while 376 copies were returned with a response rate of 75%. The F-statistics were used in the analysis and green human resource management has been demonstrated to improve corporate performance in Pakistan.

Arulrajah, Opatha, and Nawaratne (2015) on green human resource management: A review. Under the 12 roles of human resource management, several green HRM approaches were examined. It was discovered that numerous green human resource management techniques had a beneficial impact on organizational performance in the study by applying a methodology to review the publications cited in the databases Sage, Taylor, and Francis online SpringerLink.

Ufoma (2019) investigated the effect of green training and development on branch expansion of brewery industries in Lagos state. In the study, a population of 381 workers was studied using the survey method of research and questionnaire as the major instrument of data collection. The Chi-square statistical tool was used to analyze the data and it was found that

green training and development has a significant positive effect on the branch expansion of brewery industries in Lagos state.

Wilson (2019) investigated the relationship between green training& development and branch expansion of the brewery industry in London. A population of 458 was studied using the survey method of research and questionnaire as the major instrument of data collection. It was done by using the Spearman Rank Order Correlation Coefficient analysis of the data and it was found that green training & development has a strong positive relationship with the branch expansion of brewery industries in London.

Udoka (2019) conducted a study on the extent green training and development affect the branch expansion of pharmaceutical industries in Abia state. A population of 104 was studied using the survey method of research and questionnaire as the major instrument of data collection. The Regression analysis was used to analyze the data and it was revealed that green training & development affects branch expansion of pharmaceutical industries to a large extent in Abia state.

Eze (2018) conducted a study in Enugu state on the effect of green selection on labour turnover of manufacturing firms. A population of 233 was studied using the survey method of research and questionnaire as the major instrument of data collection. The data were analyzed using the Chi-square statistical formula, and it was discovered that green selection significantly reduces labor turnover in industrial enterprises in Enugu State.

3.0 Methodology
The study used the survey research approach. Primary sources of data were adopted for the study. A well-structured questionnaire was used to collect data. The population of this study was the staff of Nigeria Breweries 9mile Corner, Enugu state, Southeast Nigeria. Sampling used a purposive sampling technique. The sample size was collected for 197 with consideration of the statistical adequacy of the sample to get 0.8 power with 0.05 alpha. Out of 197 respondents (comprising the staff of Nigeria Breweries to whom the research questionnaire was distributed, only 161 pieces of the questionnaire were returned to the researchers. This means that the respondents' response rate is 81.7%. The remaining 18.3% was not feasible to use because some question items were left empty or were not answered by the respondents (missing value). So, the number of questionnaires analyzed in this study was 161 pieces. the study used a 5-point Likert scale starting from strongly disagree (5) to strongly agree to strongly disagree (1). The 5-point Likert scale was used because it was easy to respond to and required less time consideration to complete when compared to open-ended questions (Churchill, 1979). The data were analyzed using SmartPLS 4.0 known as Structural Equation Modelling.

4.0 Analysis of Data and Interpretation
Table 1 shows a summary of the demographic characteristics of the respondents to provide information about the age of respondents and manufacturing firm, gender of the respondents, and staff strength of the company. Furthermore, in this study, we used Smart PLS version 4 to test the conceptual framework in the hypothesis. It was possible to understand the

conceptual framework and outcomes because of the analysis's transparent and orderly presentation.

Table 1: Sample Characteristics

Variable	Category	Frequency	Percent
Gender	Male	107	66.5%
	Female	54	33.5%
Dept	HR	10	6.2%
	Production	59	36.6%
	Marketing/Sales	78	48.4%
	Maintenance	14	8.7%

Measurement

Measurements in the study used a 5-point Likert scale starting from strongly disagree (5) to strongly agree to strongly disagree (1). The 5-point Likert scale was used because it was easy to respond to and required less time consideration to complete when compared to open-ended questions (Churchill, 1979). To measure the variables of green human resources, the researcher used the theory (Bansen & Roth, 2020). Furthermore, to determine the organizational performance variables, we referred to (Li et al., 2009) who assessed organizational performance, including employee productivity, etc.

Result and Discussion

The research used PLS-SEM based on primary data collected to find out a direct relationship between green recruitment and selection on organizational reputation, green training, and development on employee productivity. SmartPLS 4.0 was used to analyze structural equation models. Measurement of the model through an algorithm to explain the variance of the dependent construct. In the first step, the construction score was estimated. Then the final estimation from external loading was also calculated as the structural model of the path coefficient, which results in the R-squared value of the endogenous latent variable.

Table 2: Validity and Reliability Test

Latent Variables	Cronbach's Alpha	rho_A	Composite reliability	Average variance extracted (AVE)
Green recruitment and selection	0.789	0.774	0.785	0.684
Organizational reputation	0.780	0.798	0.850	0.534
Green training and development	0.657	0.729	0.765	0.521

| Employee productivity | 0.905 | 0.908 | 0.927 | 0.680 |

Source: Primary data

Smart PLS provides three main results: outer loadings for the measurement model, path coefficients for the structural model, and R-squared values for latent variables. The assessment of the measurement also involves the composite reliability of internal consistency testing, the reliability of individual indicators, and the average variance extracted to check the convergent validity.

Hypothesis testing looked at the structural relationship between constructs and how the constructs meet the standards of validity and reliability. The Cronbach alpha or composite reliability result was greater than 0.7, explaining that the result is high and reliable. In other words, the reliability test value is high and satisfactory. To establish convergent validity, look at the AVE. In Table 2 it can be seen that the AVE value is greater than 0.5, which means that the results are acceptable.

To evaluate the discriminant validity of the 4 variables used in the study, Heterotrait-and Monotrait (HTMT) in Tables 3 and 5 analysis were executed, while the Fornell-Larcker criterion was examined in Tables 4 and 6.

Model 1 Assessment

Table 3: Heterotrait-Monotraiat ratio (HTMT)

	Heterotrait-Monotraiat ratio
Organization Reputation <-> Green Recruitment	0.476

Table 4: Fornell-Larcker criterion

	Green Recruitment	Organizational Reputation
Green Recruitment	0.620	
Organizational Reputation	0.404	0.731

The result of the confirmatory factor analysis shown in Table 3 supports the empirical evidence of the uniqueness of most of the variables. It is pertinent to state that the above table does not indicate discriminant validity problems according to the HTMT0.85 criterion. This implies that the HTMT criterion did not detect collinearity problems among latent constructs.

Model 2 Assessment

**Table 5: Heterotrait-Monotraiat ratio (HTMT)**

	Heterotrait-Monotraiat ratio
Organization Reputation <-> Green Recruitment	0.579

Table 6: Fornell-Larcker criterion

	Green Recruitment	Organizational Reputation
Green Recruitment	0.824	
Organizational Reputation	0.513	0.649

The result of the confirmatory factor analysis shown in Table 5 supports the empirical evidence of the uniqueness of most of the variables. It is pertinent to state that the above table does not indicate discriminant validity problems according to the HTMT0.85 criterion. This implies that the HTMT criterion did not detect a collinearity problem among latent constructs.

The Relationship between green recruitment and the organizational reputation of manufacturing firms in Southeast, Nigeria
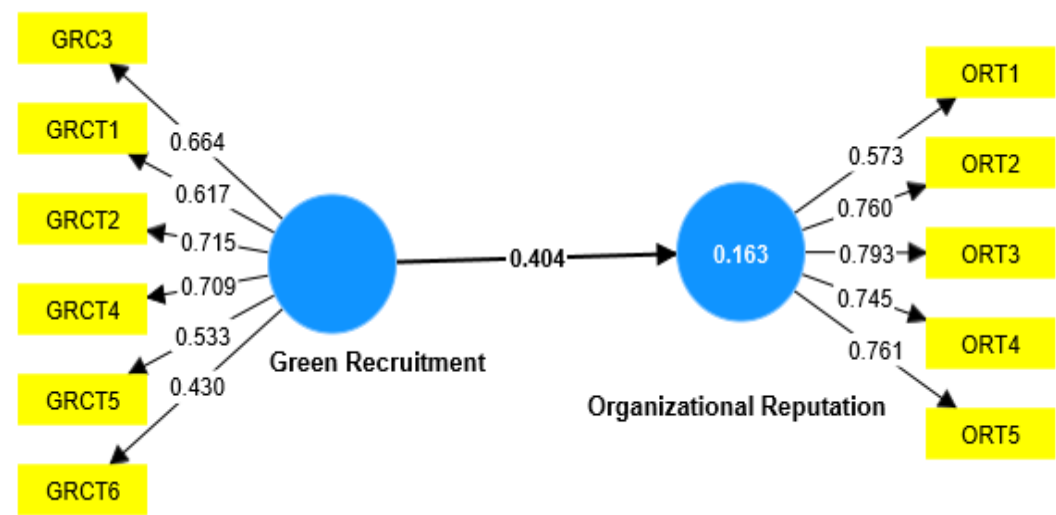
Figure 1 shows the factor loading of individual items and confirms the confirmatory factor analysis as for objective 1.
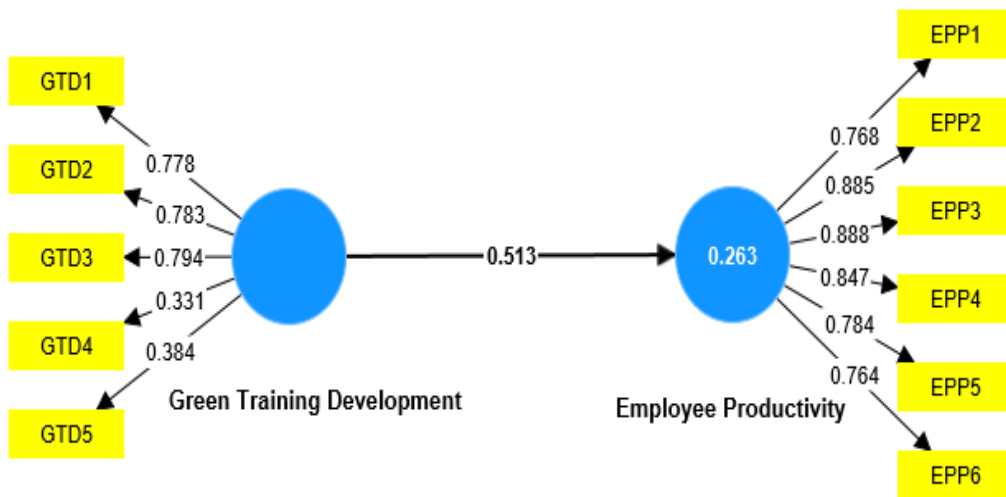
Figure 2 shows the factor loading of individual items and confirms the confirmatory factor analysis for objective 2.

Structural Equation Modelling

In Smart-PLS, to observe the effects of independent variables on the dependent variable, normally two steps followed are the measurement model and structural model. Some of the criteria, such as construct validity and reliability already discussed above. In addition to that, in the structural equation modeling, R-square is also shown for the predictive ability of independent variables on the dependent variables. The value of R-squared for the two models is (0.163 and 0.263) indicating that the 16.3% variation in organizational reputation in the Nigeria Breweries in southeast, Nigeria is caused by green recruitment and selection. Similarly, 26.3% of the variation in employee productivity in the Nigeria Breweries in southeast Nigeria is caused by green training and development.

The model fit was tested for the two models using SRMR (Standardized Root Mean Squared Residual) values which are 0.089 and 0.019 respectively. This means that the model is a good fit.

Table 7: The Direct effect of green recruitment on the organizational reputation of Nigeria Breweries 9th Mile Corner, Southeast, Nigeria

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P-values
Green Recruitment -> Organizational Reputation	0.404	0.444	0.077	5.263	0.000

Table 8: The Direct effect of green training and development on employee productivity of Nigeria Breweries 9th mile Corner Southeast, Nigeria

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P values
Green Training Development -> Employee Productivity	0.513	0.527	0.067	7.692	0.000
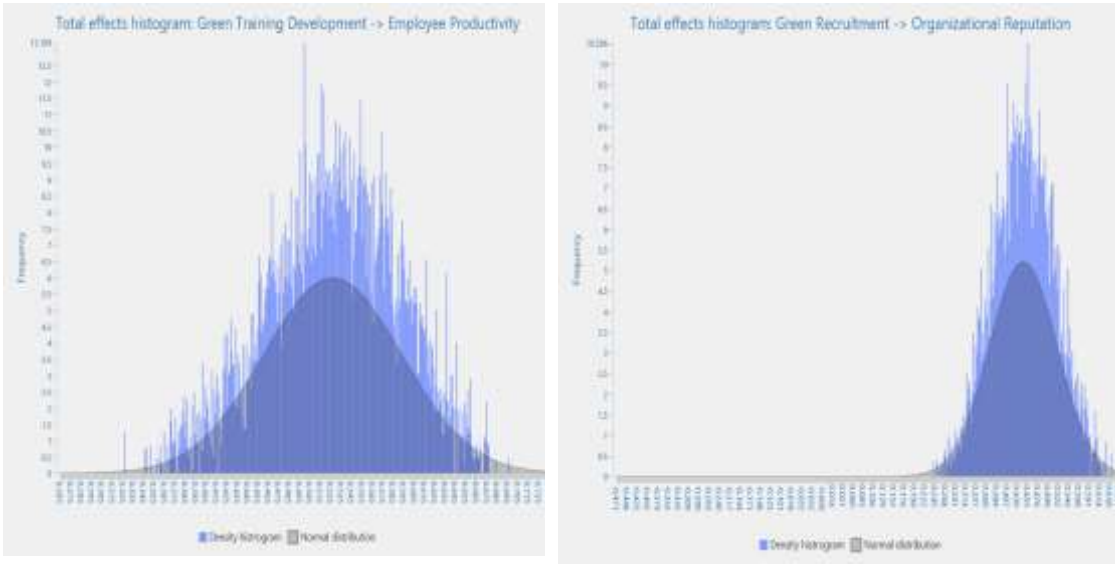
Fig 3: Total Effect Histogram for model 1 & 2

Discussion of Findings

The study aimed to investigate the relationship between the green human resources management practice and the organizational performance of manufacturing firms in southeast, Nigeria. The result of HTMT in Tables 3 & 5 indicates that the variables are correlated however there was no presence of multicollinearity within the variables. Tables 7 & 8 indicate that at a 5% level of significance, there is a statistically significance positive effect of green recruitment and selection on the organizational reputation of a manufacturing firm in southeast, Nigeria. Similarly, green training and development have a statistically significant positive effect on employee productivity of manufacturing firms in southeast, Nigeria.

5.0 Summary of Findings

Hypothesis One

Green recruitment and selection have no significant positive effect on the organizational reputation of manufacturing firms in Southeast, Nigeria.

Model 1

[β=0.404; T-Statistic = 5.262; P values < 0.0001]

[R-Squared = 0.163 (16.3%); SMRM = 0.089 <0.1]

[HTMT=0.476]

Hypothesis Two

Green training and development have no significant positive effect on the employee productivity of manufacturing firms in Southeast, Nigeria.

Model 2

[β=0.513; T-Statistic = 7.692; P values < 0.0001]

[R-Squared = 0.263 (26.3%); SMRM = 0.019 <0.1]

[HTMT = 0.579]

5.1 Conclusion

The study is based on Green Human Resources Management practices and organizational performance. Green recruitment & selection have a significant positive effect on employee productivity while Green training and development have a significant positive of a manufacturing firm in southeast, Nigeria. It replies that if the right criterion for recruitment and selection is given to the employees and at the same time, appropriate training is organized, it will bring efficiency to its employees, which in turn will be beneficial to the organization. We, therefore, conclude that Green Human Resources Management practices have a significant positive effect on organizational performance.

5.2 Recommendations
We recommended that manufacturing firms in Southeast Nigeria should endeavour to fully embark on Green Human Resources Management practices since it has significant positive effect on organizational performance.
The following are also recommended,
   i. The study recommends that firms should recruit based on the merit of the candidates in performing with high capacity.

   ii. All employees should have access to efficient training programs and thoroughly thought-out development plans so they can improve their knowledge and abilities.

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