



Effect of Greening the Practices of Human Resource Management on Organisational Sustainability: Evidence from employees of Raw Materials Research and Development Council, Southwest Zone, Nigeria

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Abstract:

This study examined Green Human Resource Management and Organisational Sustainability in Raw Materials Research and Development Council, Southwest, Nigeria. The study adopted the social exchange theory and stakeholders' theory respectively. The study employed a descriptive research design focusing on the raw materials research and development council, southwest, Nigeria. The stratified and simple random sampling procedure was employed in selecting respondents for the study. Data gathered using a structured questionnaire were analysed using descriptive and inferential statistical analyses. Analysis of data from One hundred and sixty (160) participants revealed that the level of green recruitment and selection positively have significant relationship with economic sustainability; green training and development was also found to have significant relationship with environmental sustainability, and green compensation and reward system significantly shared a relationship with social sustainability. The study concludes that that organisations who practice green ideology using the three functions of HR are most likely to attract more and better applicants than those who do not. As a result, management firms should employ the usage of green information technology as an avenue for enhancing economic, environmental and social sustainability.

Keywords:

GHRM, Green Reward System, Environmental Sustainability, Organisational Sustainability.



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1. Introduction

Sustainability issues have dominated the front basis of 21st century discussion both locally and globally. This is as a result of the opinion that, as organisations carry out their production activities processes, the ecosystem suffers degradation and as such, there is a global call to raise the bar on how the earth can be sustained. Organisational sustainability implies the process of having in place the required style of leadership, and mechanisms for change, for combatting pitfalls that may bedevil organisations in the twenty-first century (Fapohunda et al., 2022). According to Shah (2024) organisations with rap attention on sustainability, organisations aims at establishing a form of corporate culture and ensuring improvements. Furthermore, organisations involved in the sustainability process have numerous benefits ranging from higher employee satisfaction, increase in employee retention and improvement in stakeholders' relationships. From the above, it can be inferred that organisational sustainability is advantageous in nature (Yu et al., 2020; Naseem et al., 2021).

Greening the functions of human resource management in organisations can assist in stimulating retention since its principle is based on the essential emphasis of keeping the ecosystem very affable where the environment requires friendly operational practices (Masri & Jaaron, 2022; Schaltegger et al., 2023). These practices if well-articulated and directed towards assisting employees in better understanding how in the course of their duties can contribute significantly towards ensuring reduction in carbon footprints. This behooves to say that the practice of Green HRM in relations to sustainability affects both the employees and the management (Ullar, 2024). Most literature centered on the awareness of GHRM, and its adoption have in many instances been investigated in advanced countries and findings from these studies have empirically provided that, GHRM is a strong point for retaining committed employees who are green oriented. These studies from the perspective of the management and employees reflect the huge potentiality of retaining employees using the GHRM framework.

Sustainability continues to gain traction because of the continuous degree of debasement of the ecosystem globally. Furthermore, increasing concern globally towards sustainability does become a premium priority where focus is placed on the environment and the social space in both developing and developed nations of the world (Khan & Noorizwan, 2020). This has thus been necessitated by stakeholders' such as employees whose potentials are used at work, customers'/consumers, and governments to monitor organisations irrespective of whether it is small, medium, or large. Asserting that as the sole aim organisations engagement in massive production is for the purpose of maximisation of profits. Thus, there is a large negative consequence being cast on the ecosystem. If such is allowed to continue festering, which if measures in salvaging the menace is not made available; it may be very difficult and tasking for future generations to carry out their aspirations.

Greening human resource management denotes a 21st century tool and mechanism required by organisations towards combating sustainability challenges to gain competitive advantage (Olanipekun, 2020). Greening human resource management is a tendril for managing sustainability and represents a philosophy that informs interaction among employees in promoting green ideologies towards curbing ecological imbalances (Awe et al., 2020). The principle of greening HRM as hinged on the notion of employing the functions of HRM as agents/drivers of change and innovatively canvassing for sustainable development; therefore, HRM functions are all integrated into the sustainability framework for organisations to inventively create a clear-cut path for attaining sustainable development.



Greening human resource management investigates how integrating HRM concepts and functions into the fabrics of sustainable performance and how this can assist firms in Nigeria align their production process towards sustainability by establishing awareness among employees and management and fostering commitment towards ensuring eco-friendly practices. In the Nigerian context, studies on green human resource management and sustainability factors are still relatively very new and there is dearth in findings emanating from the activities of its sector against nature; hence, this study aims to establish the degree of awareness and consciousness of the management of raw materials firms and their disposition towards the idea and process of sustainability. Even though extant studies (e.g., Oyedokun, 2021; Olanipekun, 2020; Fapohunda et al., 2022; Fapohunda et al., 2022) have examined components of greening human resource management from different areas, their studies did not bring under one umbrella all the constructs combined to be investigated in this study; thus, making the study unique and outstanding. In the same vein, Nigeria being a developing nation, studies on greening human resource management practices are seldom explored and as a result, this study aims to present empirical evidence as an avenue towards contributing to the sustainability parlance from the Nigerian perspective.

1.1 Statement of the Problem

Organisational sustainability through greening human resource management had become pertinent and crucial for organisations irrespective of their scope of operation. To meet up and achieve organisational strategies, goals and objectives, organisations are taking perceptive interests in managing their environment of work. Due to globalisation, organisations globally are placing priority and pre-eminence on contemporary capacity economy as against the previous form of traditional medium for conducting or regulating the activities of a business (Ahmad, 2023). Therefore, for organisations to achieve ecological related goals, and become green inclined, green human resource management becomes a pertinent factor for consideration. The degree of environmental debasement, pollution and resource wastages being perpetuated by activities of organisations in Southwest Nigeria is rated to be on the high side. Another cause for concern is that most of these firms are not sustainability oriented, and this has hindered management from motivating their employees on ecological issues and establishing or providing a monitoring mechanism to supervise daily operational processes. A clear indicator also reflects that many of the organisations in Nigeria have not sufficiently endorsed sustainable application or resources, which involves the usage of human resources in broadening employees' morale towards environmental responsibility (Olanipekun & Genty, 2022).

From the above, it can be inferred that the Nigerian government have weak laws to strengthen sustainability and this requires an investigation to re-awaken the consciousness of all involved parties. Several studies have been carried out globally on the issues of sustainability. For instance, Aremo and Olanipekun (2023) examined the effects of greening the practices of HRM on employee green behavior at work. Diri (2021) also investigated the effect of GHRM on corporate sustainability of selected oil and gas producing companies in Rivers State, Nigeria. Again, Oyedokun (2021) examined the effect of Greening HRM Practices on sustainable performance in Dangote Nigeria Plc. In addition, Fapohunda et al. (2022) examined green learning and development on the sustainability of the environment among employees of WAMCO plc in Lagos State. These studies however differ in the context of ideas and methodologies employed. In many developed climes, the governments and forward-thinking companies have started fashioning out modalities to ameliorate this menace. This is because the ecosystem can only be revitalized when it is used appropriately, and its resources are used efficiently without any form of jeopardising the future aspirations of further usage of the ecosystem. In this regard, organisations are pressurized into adopting, integrating and implementing green strategies and practices into their agenda and policies which will dwell considerable on the environment and the social space; for the purpose of curbing, eradication and total dominated controlling of excesses in the operational processes of the business (Chaudhary, 2021).



Several studies have been investigated in greening the environment, but majority of these studies were from developed countries; meaning that Nigeria which is the case study of this study still has a dearth in studies on green human resource management. Based on this evidence, this current study aims to investigate the analysis of greening human resource management and Organisational Sustainability among raw materials research and development council in Southwest, Nigeria. The rationale for selecting the raw material industry is because some studies in Nigeria (e.g., Fapohunda & Atiku, 2020; Olanipekun, 2020; Genty, 2021; Fapohunda et al., 2022) asserted that the activities of organisations pollute the environment and with no clear-cut agenda on sustainability in re-energising and re-invigorating the environment and their surrounding of operations. The focus of this study is premised on addressing sustainability issues from the purview of Nigerian organisations; particularly in raw materials research and development council, southwest, Nigeria. It is a known fact from the Nigerian outlook that sustainability is still alien and at its budding stage for few organisations who have little knowledge of it. As such, production operations have continued to hamper the smooth nature of the ecosystem. Should this continue, the Nigerian society would be bedeviled with so many negative consequences ranging from respiratory diseases and other long-term terminal illnesses (Olanipekun & Genty, 2022).

The general objective of this study was to examine the analysis of greening human resource management and organisational sustainability in raw materials research and development council, southwest, Nigeria. The specific objectives were to:

- i. examine the relationship between the practicing of green recruitment on economic sustainability in raw materials research and development council, southwest, Nigeria;
- ii. ascertain the relationship between the practices of green training and development and environmental sustainability in raw materials research and development council, southwest, Nigeria;
- iii. examine the relationship between practicing green compensation and reward system and social sustainability in raw materials research and development council, southwest, Nigeria.

1.2 Hypotheses of the Study

Hypothesis One: There is no significant relationship between practicing green recruitment on economic sustainability in raw materials research and development council, southwest, Nigeria.

Hypothesis Two: There is no relationship between the practices of green training and development and environmental sustainability in raw materials research and development council, southwest, Nigeria.

Hypothesis Three: There is no significant relationship between practicing green compensation and reward system and social sustainability in raw materials research and development council, southwest, Nigeria.

2. Literature Review

2.1 Concept of Green Human Resource Management

Literature has suggested that organisations with a better climate for promoting the greening of HRM will record credible and strong pro-environmental employee behaviours (Norton et al., 2023). In a similar vein, Kim et al. (2024) and these scholars further expressed that employees will become more environmentally aware and exhibit pro or friendly environmental behaviour when they have a lucid understanding of the significance of coalescing and combing environmental management strategies into the scope of HRM functions such as attracting and



selecting, learning and development, appraisal, and management of performance and so forth. Based on this position, Zientara and Zamojska (2016) and Dahiya (2020) opined that greening human resource management remains a veritable tool for strengthening research agenda and having a panoramic understanding of sustainable development.

For facilitating a better understanding about the practices of greening human resource management and its significance in an organisation, Engin et al. (2020) succinctly highlighted eight (8) practices involved in greening human resource management and these are green hiring and staffing, green training and development, green compensation and rewards, green career opportunities, green participation in decision making and green work-life balance. However, for this study, the components of greening human resource management to be considered are green staffing which or recruitment and selection practices as fondly refereed to, green training and development practices and green compensation and rewards practices. From the foregoing, greening human resource management enhances green-related and sustainability outcomes of employees within a given organisation (Aboramadan & Karatepe, 2021).

2.2 The Concept of Organisational Sustainability

Organisational sustainability as a scope with primacy on the protection of the ecosystem is getting higher significant attention. This allow progressive thinkers to commence the process to allocate of more resources towards tackling both environmental and social challenges. This has thus made it a sine qua non for the society to pay greater attention to enhancing environment and social sustainability for the overall realisation of sustainable development (Rajabpour et al., 2022). Sustainability as a global concern has continue to generate traction in all facets of man's endeavor. This is because sustainability as a concept remains a veritable means by which sustainable development can be attained. The issue sustainability has continued to dominate the front burner of debates both locally and globally. This is because, as organisations carry out their production activities processes, the ecosystem suffers degradation and as such, there is a global call to raise the bar on how the earth can be sustained.

Organisational sustainability with primacy on protecting the ecosystem has become a practice globally. This is in tune with the idea towards ensuring that activities of organisations do not have negative consequences of the natural resources. So, as organisations carry out their production processes, measures should be put in place in making sure that there is eco-balance and avoid any form of degradation; this is because sustaining the environment of production makes it more affable. Sustainability is a concept centered on making judicious use of natural resources without infringing on the rights of the future generations (Cai et al., 2017). To this end, the conserving and maintenance of the environment requires constant attention; which has necessitated management to fashion out modalities towards making the society very conducive and safe for all; for this purpose, the concept of green human resource management was birthed.

Organisational sustainability is made up of three components which are economic sustainability, environmental sustainability and social sustainability; but for this study, environmental and social sustainability will be considered; this is because inappropriate usage of the environment has resulted into global warming, climate change and increased water levels (Fapohunda et al., 2022) and social sustainability which gained prominence as a metric of sustainable development in 1987 remains greatly under-researched and this study filled this gap.



2.3 Green Recruitment and Selection Practices and Economic Sustainability

Even though Renwick et al. (2023) believed attracting candidates with high creativity, talents, innovations, increasing the potentials for recruitment and hiring of high-quality employees may be somewhat challenging. This thus implies that in ensuring sustainability, management of organisations should develop a clear-cut path on how employees with green orientation and talents can be recruited. From the position of these authors, the recruitment and selection process bordering on the green scheme should be a long-term requirement of the organisation by integrating the corporate environment culture of the organisations in the process of recruitment and selection. Eventually, in examining related factors affecting the environment, green description of jobs should be given cognizance through the lens of health and safety. In furtherance, green goals of every organisation should be directed or tilted towards gauging the alignment of prospective candidates to observe any degree of correlation. In the same manner, once the process of recruitment is completed, candidates should then be given holistic green induction programmes which will consist of sustainability information to measure and enhance their commitments to the green goal of that organisation. According to Tang (2024) the elemental aspect of green recruitment and selection is the prospective candidates' level of green awareness which involves personality factors which are needed for attaining an organisation's environmental objectives; as stated by this scholar, a notable factor in this regard can be candidate's green agreeableness or consciousness.

The challenge associated with wringing recruitment practices from the realm of sustainability of organisations is that these crops of employees have no green bends of mind and will to a large extent jeopardize the future of the organisation and make management irresponsible which will cost a lot soon. This will result in a lack of competitiveness and young prospective job seekers may boycott such organisations soon. Greening Human Resource Management activities has gathered so much traction, momentum and attention of individuals, scholars, and practitioners universally and it is famous globally as a strategy for effectively managing the environment using HR as a tool, but it projects distinct meanings for different individuals or people (Amrutha & Geetha, 2020). Effectively managing the environment is an urgent global requirement and this is due to the deteriorating nature orchestrated by the damaging effect of pollution, several harmful pollutants, and industrial wastes; all of which has majorly contributed to the deterioration, depletion and decrease in the valuable of the environment (Vats, 2020).

2.4 Green Training and Development Practices and Environmental Sustainability

With the profound nature of acknowledging boosting the creativity of individuals in the environment of work, attention has been devoted to the pertinence of enhancing issues of green values (Song & Yu, 2023). This is very important because activities globally are centered on issues from the tri-dimensional paradigms and it is necessary to possess knowledge for sustainability (Mittal & Dhar, 2022). This concept has to do with the procedure wherein reducing wastes and ensuring effectiveness and efficiency through resource utilisation and preservation of energy (Ullar, 2023). From the perspective of scholars such as Olanipekun et al (2022), performing green training and development aspects of the human resource functions connote the act of establishing working approaches or methods towards equipping employees to adequately utilise resources, conserve energy and reduce wastes; all of which are geared mitigating factors promoting degradation.

This concept is also known as green educational practices and has been acknowledged as a key and an important tool for addressing concerns such as barriers to the protection of the environment and promotion of sustainability to gain huge acceptability in the workplace (Fapohunda et al., 2022). This can assist employees to come up with innovative means for which sustainability can be attained at the shop floor (workplace). Green training practices as a fragment of greening the human resource management process assist organisations in bringing out the



innovative nature of employees and as well provides benefits for organisations particularly on the area of and sustainable performance from the tri-dimensional lens of environmental, economic and social performances; it also serve as the modalities for motivating individuals to initiate new green innovations and green ideas. According to Kumarasinghe (2023), green-training practices ensures creativity and enhances the commitments of employees towards the aspect of managing the environment and the social arena of their place of work.

According to Oyedokun (2021), the inability for management to train employees in line with the sustainability process can cause them to be oblivious of what their duty is towards revitalizing the environment and keeping it in good shape and might create a vacuum, as employees will continually debase the environment, which is not good for the sustainable development agenda. So, training is highly required to educate these employees and allow them to develop their abilities on the track of meeting sustainability needs and to keep the agenda of the management ongoing in line with protecting the ecosystem and ensuring its continuity.

This is a core responsibility attached to the conservation of natural resources and giving protection to the ecosystem on a global spectrum to give support to well-being and health both now and soon. This is since most negative impacts of businesses on the environment do not manifest immediately. Therefore, environmental sustainability is a forward-looking phenomenon, which represents a key ideology. The closely knitted relationship between human and nature from the perspective of environmental health, the World health organisation was of the view that 24% percent of deaths are avoidable but due to environmental factors which were not curtailed in due course. Sustaining the environment is very important and this is because human beings need fresh water to drink, clean air to breathe as well as places to live in; all of which must be toxic and hazard free.

This connotes the methods for advancing as well as the development of new ideas for greening practices, products, services, and processes, which are novel and useful in preventing environmental degradation (Aremo & Olanipekun, 2023). Green creativity implies developing useful green ideas in terms of products, services and practices that will not deface environmental texture (Eide et al., 2020). Employee green creativity is a function of management's attitude and disposition towards ecological or environmental concerns (Yong et al., 2020).

Scholars such as Yong et al. (2020) were of the view that management of organisations can leverage on employee green creativity in developing products, and services which are environmental compliance and can aid the swift achievement of sustainable development. More so, incorporating green creativity into an organisation's managerial scope of thinking can help firms gain a competitive edge over competitors and rival companies through innovative and methodical model designed for environmental enhancement (Renwick et al., 2023).

2.5 Green Compensation and Reward Practices and Social Sustainability

Green compensation structure according to Ahmad (2023) comprises of the tangible style of green compensation is majorly at play in many instances, and it is used as a method for stimulating the interest of employees; thereby spurring them to be crusaders of sustainability, as they tend to become outstanding in sustainability matters. The second means of compensation is the intangible method. Taking a clue from their submission, a green monetary or tangible compensation plan can take the form of increment in salary, increased bonuses and so forth. The non-monetary or intangible form of green compensation can be manifest through the conferment of special awards based on attaining certain green standards by an employee. It can also come through granting of special holidays and presenting of gifts such as "Mr. Green of the month/years". In response to the above, Darzi and Khurshid (2023) proclaimed that a green compensation and rewards system, or plans can be employed as a methodical means for endearing employees to make them more proactive and continually exhibit certain pro-sustainability behaviour to sustain green related practices.



If the management of an organisation does not give credence to valuing milestones and achievements made by employees in meeting green goals, then this will establish high level of Disinterestedness of these employees, which can spur doom on the organisation, firstly by creating a set of irresponsible employees with no interest in sustainability, secondly, management will spend more to encourage the employees on the long run. Social sustainability is premised on the identification and management of the impacts a business has whether positive or otherwise on people, community, or society. The quality of an organisations interrelatedness as well as its engagements with stakeholders remains critical and pertinent, As such, whether directly or the other way round, operations of organisations affect employees and other partners on the vales chain and this include both customers and local communities where these forms operate. Based on these opinions, managing the impacts of business operations positively is very germane for any organisation in this modern age.

From the above, it is vital to note that the operating license of operation for businesses depends to a large extent on the degree of efforts dissipated towards social sustainability. Additionally, absence and lack of social development such as inequality, poverty, weak rule of law can have negative toll and as well hamper business operations and growth. The social strand of sustainability has always been neglected and there is a dearth of literature also in this regard.

According to Cabrera-Sánchez (2021), the focus of social sustainability revolves around issues like social equity, social capital, social justice and support, social responsibility, community development, enhancement of cultural competencies, equity in health, community resilience, liveability, and labour rights, human rights and so forth.

2.6 Greening Human Resource Management and Organisational Sustainability

The objective of sustainability lies in the improvement of the standard of living of and the safety of persons whose work is within certain areas of an organisation as well as the communities in which such organisation(s) operate. Sustainability under the purview of the greening of human resource management activities is the process whereby access towards the natural resources are given to the future generations without any form of compromise (Kim, Kim et al., 2024). Furthermore, literature has provided that a strong and positive nexus exists between greening the activities of HRM with regards to organisational sustainability.

For this reason, study by Noronha et al. (2022) which examined the management of knowledge for the purpose of sustainable competitive advantage of firms, in this study, findings demonstrated that greening the functions of human resources management and its activities can tremendously improve organisational performance irrespective of whether economic, environmental, or social; and it gives such organisations competitive edge. This has necessitated reasons as to why many organisations are now giving more attention and traction to sustainability via greening of human resource management functions. From this position, it is noteworthy to posit that protecting the environment as a layer of the ecosystem is a core responsibility for forward thinking management and organisations (Wiernik et al., 2023).

Study conducted by Olanipekun (2020) on Greening the functions of HRM as a 21st century tool for gaining competitive advantage expressed that organisations could enhance their competitive advantage and play pivotal roles in the promotion of their image and branding of their names.



2.7 Theoretical Review

Stakeholders Theory

The principal focus of this theory is predicated on the notion that an organisation does not operate in seclusion or mainly with the cooperation of its shareholders; this is because, the success of an organisation is anchored on the affiliation and relationship between an organisation and its stakeholders (Colvin et al, 2020). From the above, it can be perceived that stakeholders are significant and important in the life of any organisation to achieve efficiency, greater performance, growth, and development through the resources, which are available, as stakeholders to a large extent influence the organisational activities (Awan et al., 2021).

Correspondingly, several practical facts exist relating to the connection between stakeholders and how they influence the implementation of diverse green practices under the scheme of green human resource management (Azam et al., 2021). Stakeholders have the capability for influencing organisations towards the implementation of sustainable practices, which can help contribute meaningfully to the sustainable development goals of 2030. Therefore, organisations with the habit of responding to stakeholders' pressure are most likely to develop sustainability related mechanisms for intensifying access to structures that are externally considered to better collaborate for acquiring more successes, information, and skills on environmental and social concerns (Yu & Ramanathan, 2014).

The cardinal submission of this theory opined that an organisation does not operate in seclusion or mainly with the cooperation of its shareholders; this is because, the success of an organisation is anchored on the affiliation and relationship between an organisation and its stakeholders (Colvin et al., 2020). From the above, it can be perceived that stakeholders are significant and important in the life of any organisation to achieve efficiency, greater performance, growth, and development through the resources, which are available, as stakeholders largely influence the organisational activities (Awan et al., 2021). Correspondingly, several practical facts exist relating to the connection between stakeholders and how they influence the implementation of diverse green practices under the scheme of green human resource management (Azam et al., 2021).

Stakeholders have the capability for influencing organisations towards the implementation of sustainable practices, which can help contribute meaningfully to the sustainable development goals of 2030. Therefore, organisations with the habit of responding to stakeholders' pressure are most likely to develop sustainability related mechanisms. According to Yu and Ramanathan (2014), stakeholders serve and represent a structure, which can be used as a tool for collaboration for the acquisition of more skills and resources, as well as information on sustainability. This is because stakeholders have the power to influence and pressurize the management of organisations to adopt activities that are sustainability bound particularly through their human resource management practices and policies.

Social Exchange Theory

This theory is credited to and propounded by Blau (1964). The theory has gained so much prominence and has been effective in diverse disciplines ranging from anthropology, psychology, clinical psychology, sociology, social, psychology, and sociology. In his book titled "Exchange and Power in Social Life" which was highly cited in 1964 highlighted two kinds of exchange relationships which are economic, social, and environmental sustainability. According to this theory, an obligation wherein an individual does another party a favor, an expectation of some form of return is expected soon. As a result, the social exchange theory emphasises the socio-emotional aspects of exchange and relationship from the dimensions of feelings of obligation and trust, while



economic exchange has been investigated from the purview of material assumption (Thompson & Bunderson, 2003).

Explaining the green human resource management from the perspective of the social exchange theory, it can be inferred that green human resource management have numerous benefits on the employees and one of it is that it develops green behavior and commitment (Al-Hajri, 2020); these practices have established natural attraction and affinity with the proponents of the social exchange theory as both constructs aligns to fostering the obligation of employees' to repaying the very fundamental practices of human resource management which was previously used for their benefits (Bibi et al., 2018). Scholars have also clearly highlighted the importance of applying the social exchange theory in the green parlance as an avenue for ensuring a pro-sustainability behaviour through a reciprocate process (Likhitar & Verma, 2017). Social exchange theory exhaustively explains the conduct occurring between two or more parties based on the social interaction existing amongst such parties from the angle of give and take analysis.

The proposition of the social exchange theory is contingent upon the term of rewarding other parties in a commensurate measure of their behaviour (Blau, 1968). For that purpose, the social exchange theory emphasises more on the dependence nature existing among persons in a relationship; thus, if sustainability measures are adequately communicated to employees and empowering them to understand sustainability procedures and principles, employees will continually exhibit pro-sustainability behaviour which will make their organisations become more responsible on sustainability concerns (Lee & Cadogan, 2009; Fapohunda, et al., 2022). So, management leads their employees by nurturing them towards sustainability and amplifying their skills in manners leading to increased awareness to enable them to accomplish their assigned tasks effectively and efficiently with the hope of having a fruitful outcome (Yin, 2018).

Linking this theory to the study, in a very simplistic term, employees are partners with the organisation and should be given a place. For instance, the principle of this theory holds that the relationship between two parties is premised on the process of cost and benefits analysis. Now, if management, who are the directors of the organisations makes employees who is a factor of production and drives the degree of profits of the organisation and train them to be sustainability oriented, it will in turn create a pool of employees that will help management save costs and improve their corporate image based on high level of responsibility for sustainable development.

In light of the above, the research was based on Social Exchange Theory, which argues that contented workers are more productive workers and that a company's success depends on how management lead their employees by nurturing them towards sustainability to accomplish the company's mission.

2.8 Empirical Review

Under this section, the study reviewed previous scholarly works, research and investigations using the following headings: green recruitment and selection practices on economic sustainability, green training and development practices on environmental sustainability and green compensation and rewards practices on social sustainability.

Al-Hajri (2020) carried out a study on the role of recruitment and selection on the performance of 371 employees of processing industries in Tanzania; using linear regression analysis; his finding results revealed that green recruitment and selection has a great influence on organisational performance and aid the attraction of more qualified job applicants who are sustainability oriented; this will help improve environmental awareness on employees' part. Again, Chima et al. (2020) carried out a study on green recruitment and selection practices and organisational sustainability with employee environmental awareness as a mediating variable among employees of private institutions in Abeokuta, Ogun state, Nigeria; analysis was done through regression and correlation



analysis and their findings reflected that there exists a high level of significant relationship between green recruitment and selection and other green human resource management practices on organisational sustainability in selected private institutions in Ogun State. Similarly, Diri (2021) carried out a study on green recruitment and selection and corporate sustainability in oil and gas producing companies in Rivers State; findings from his study revealed that there exists a strong significant relationship between recruitment and selection practices and corporate sustainability of oil and gas producing firms in Rivers State as green recruitment and selection practices allows for an environmental harm free recruitment exercise; thus, serves as a true mechanism for promoting environmental awareness among employees and prospective employees.

Genty (2021) carried out a study on green human resource management and organisational sustainability from the purview of green recruitment and selection practices as it relates with the awareness of employee in environmental management; this study employed the usage of discourse content analysis as a means for data collection; the outcome of his study bared that achieving organisational sustainability depends on how green recruitment and selection practices are channeled towards the enhancement of environmental awareness of the workers; as this serves as a means of understanding and reshaping the environment; outcome of this study reflected the importance of green recruitment and selection as is a veritable tool for advancing sustainability through environmental awareness since human resource management practices positively impact on environmental awareness and firms' environmental performance.

Khurshid and Darzi (2023) investigated the habit of going green in an organisation human resource management practice. The authors found that green HRM plays a significant role in securing a sustainable development environment through a set target on economic, social, and other organisation related goals of the environment. Pham et al. (2024) also posited in their study where they investigated the effect of green HRM practices on sustainability with reference to some selected companies in Pakistan that, a significant effect exists between all elements of GHRM and environmental sustainability. Five hundred (500) employees of 10 selected production firms were employed in the study and findings proved that there is a significant effect of green development through employee capacity enhancement on environmental sustainability with ($R^2=0.793$; $p=0.000<0.05$).

Sokefun et al. (2023) examined the effect of stakeholder pressures on environmental performance while banking on green HRM as a mediating variable. The study found that green training and involvement, as well as green performance management and compensation, all have a significant effect on environmental performance, while green recruitment was denied with no relationship with environmental performance. Again, Song and Yu (2023) emphasised on the importance of GHRM to stakeholders of an organisation in Malaysia. The study identified six components of GHRM and found that green talent management, green performance management, green training and development, green employee engagement, green reward system and green employee separation are pivotal to the Malaysian financial services industry.

A study carried out by Genty et al. (2022) submitted that engaging employees on periodic green training and development practice would create environmental consciousness and reduces the negative environmental effects of the organisation and increases the positive environmental performances; concluded in their study that green training and development practices in developing environmental sustainability are likely to results into minimization of wastage, reservation and preservation of natural resources, thus a very strong correlation exists among CSR, GHRM and sustainability. A sample of 300 employees was selected as respondents for the study and findings from the study revealed that developing employees' green capacities significantly impact positively on employee consciousness towards environmental sustainability at ($R^2=0.846$; $p=0.000<0.05$).

Renwick et al. (2023) whose study reviews the effect of employee green involvement in firms' environmental performance; findings from their study brought to the fore that involving employees in environmental concerns allows them to creatively suggest novel ideas as mechanisms for enhancing environmental quality of the firm. In

this study, the authors employed descriptive style of research with a population of 800 staff of a municipal Council in the United Kingdom; four research objectives, questions and hypotheses were considered for this study at 0.05 Significance Alpha level ;One-way ANOVA, T-Test independent sample were used as analyses for the data obtained and all the null hypotheses were rejected with (9.651, $p = .002$, (Beta = 0.304, $p = 0.011$) and (Beta =0.138; $p = 0.021$), respectively; this delineated that employee green involvement significantly and positively affects firms corporate environmental responsibility.

A study by Ahmad (2023) investigated the connection between involving employees in green related issues on employee green creativity in selected municipal councils in Poland. It was discovered that green employee involvement to a great extent led to high degree of job satisfaction and engagement which significantly translated into critically addressing environmental challenges emerging from the organisation through employees’ novel suggestions. The study employed a case study approach coupled with descriptive research design. Findings from the study confirmed that green employee involvement as a practice significantly had a positive correspondence with employees’ creatively suggesting adequate measures and friendly initiatives towards managing the environment where they operate. Descriptive and inferential research design was employed in this study with a sample size of 300 employees which were randomly selected. The outcome of this study provided that green employee involvement is a gateway for unleashing firms’ corporate environmental responsibility towards green creativity with (Beta=0.981, $p =0.000$).

2.9 Conceptual Framework

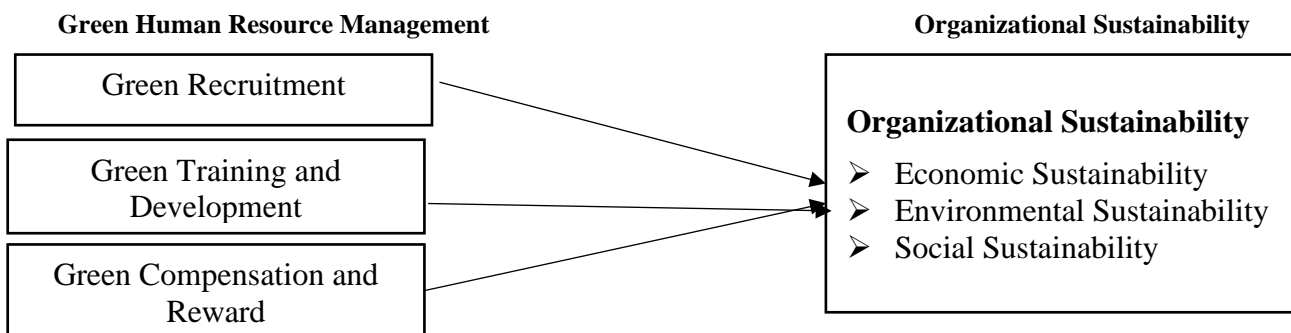


Fig. 1: Conceptual model on Greening of the HRM and Organisational Sustainability

Source: Author’s Computation (2024)

3. Methodology

For this study, the descriptive survey research design was adopted. The choice for selecting this design of research was based on the value and feasibility towards addressing the identified problems being investigated upon. Therefore, applying this in gathering standardised data allows a researcher to establish information for precisely answering the questions of when, where, what, who and how as it concerns measuring and determining green human resource management and organisational sustainability. According to Creswell (2022) research design helps researchers in gathering data, which are relevant to fulfilling a study’s objectives. From the definition of Kothari (2004) research design is a framework developed in the research process, which conceptually represents



the blueprint for gathering, measuring and analysing data. For this reason, the research design for this study is descriptive and survey research design. The justification of this is because the study is descriptive and cross-sectional in scope and the combination of both primary and secondary data were involved.

3.1 Area of Study

The location for this study was southwestern, Nigeria with the following states, Ogun, Ekiti, Ondo, Osun and Oyo respectively. These locations were examined because they constitute where large activities takes place over the years have been found to constitute challenge in sustainability.

3.2 Population of the Study

Population for this study was Six Hundred and Seventeen (617) employees across all cadres and departments of the selected firms. The firms covered in the study are presented in the table below.

Table 1: Population of the selected study locations

S/N	List of Selected	Population
1.	Ogun Office	110
2.	Ekiti Office	182
3.	Ondo Office	117
4.	Osun Office	97
5.	Oyo Office	111
Total		617

Source: Researcher’s Field Work (2024)

For this study, the target respondents were employees, which included male and female, junior, senior and management staff. The table above explains the population of the study from the various branches of the organisations employed in the study throughout the entire southwest, which served as the primary constituent of the study. From the table, it can be viewed that population in the Ogun State branch is one hundred and ten, the Ekiti branch is one hundred and eighty two, Ondo branch is one hundred and seventeen. From the Osun state branch, the table reflects ninety seven employees as the population and the Oyo State branch has one hundred and eleven as population.

3.3 Sample Size and Sampling Techniques

The population for this study was Six Hundred and Seventeen (617); therefore, the sampling frame for this study was drawn from the population of the study. Therefore, from the above population, a sample size of Two Hundred and Thirty-Seven (237) employees was drawn at 95% confidence level and 0.5 rate of error. This sample size was obtained using the Morgan and Krejcie (1970) sample size calculator.

The sampling technique employed in this study is the non-probability sampling technique where the convenience sampling methods was used in selecting the respondents who served as the unit of analysis for the research. This method is employed because it was fast and helped the researcher conveniently administer the questionnaires to the targeted respondents. This method was found appropriate because it assisted in gathering a satisfactory representation of various sub-groups that exist within the study population, meaning that employees from the

junior, senior, and managerial level were selected. The main feature for employing the convenience sampling method was that it allowed employees to partake in the study based on availability and willingness. Therefore, this availability and willingness significantly assisted the researcher in amplifying statistical representation.

To determine the appropriate sample size for this study from the five selected raw materials research and development organizations in Southwest Nigeria, the probability proportional to size measure was employed. The probability proportional to size measure can be described as a sample selection method where the probability of selecting a sampling unit is directly proportional to a size measure of each firm. This was used for the purpose of having an equal sample size representation of the respondents in each of the firms selected. Consequently, to ensure that a commensurate number of instrument (questionnaires) was administered to each of the organisation based on its population size; the formula below was used in achieving this representation:

$$\frac{\text{Number of questionnaires} \times \text{population of each selected organization}}{\text{Grand Total}}$$

Table 2: Sample Size Determination of selected raw materials research and development organizations

S/N	Firms	Population	Proportion	Sample Size
1.	Ogun Office	110	$\frac{237(110)}{617}$	42
2.	Ekiti Office	182	$\frac{237(182)}{617}$	70
3.	Ondo Office	117	$\frac{237(117)}{617}$	45
4.	Osun Office	97	$\frac{237(97)}{617}$	37
5.	Oyo Office	111	$\frac{237(111)}{617}$	43
Total		617		237

Source: Researcher’s Computation, (2024)

3.4 Data Collection Method

The primary and secondary sources of data gathering were employed, and this is referred to as the triangulation method or dual methodological scope. The primary data were collected with quantitative means through questionnaire administration; while the secondary source of data were obtained from already existing data which were extracted from previous research, journals, articles, web information, historical data and so forth.

According to Bell and Bryman (2023) questionnaire administration is an appropriate medium for individuals’ self-report on the attitudes, beliefs, opinions, and values of other persons for the sake of achieving the objectives of a study. The survey were sent using google forms and it was expected that within two weeks, it was completed and returned. The online survey was more preferred due to the busy nature of employees in the industry being selected, so, using this approach helped them fill out the survey without stress or hassles.

Therefore, for this study, questionnaire were used for obtaining primary data and this questionnaire was closed ended questions on a 5 Likert Scale from “Strongly Disagree” =1 to “Strongly Agree” =5 and were administered by the researcher with the aid of trained research assistants. The structure of the questionnaire follow thus: Section A which obtained information on the demographic information of respondents, section B examined contents on green human resource management, and section C had items examining organisational sustainability from the lens of economic sustainability, environmental sustainability, and social sustainability.



3.5 Data Collection Tools

Questionnaire was used for the study and the questionnaire used was divided into several sections, which was premised on the variables under review. The instrument for data collection was a questionnaire structured into several sections to obtain information from respondents. Green human resource management contained items such as green recruitment and selection practices which was measured by adapting questions from the scale of Tang et al. (2021); green training and development practices using items which was adapted from the studies of Shah (2022) and green reward and compensation practices which was adapted from the scale by Pharm et al. (2022) while organisational sustainability was measured using adapted questions from the Sustainable Development Awareness Scale developed by Atmaca et al. (2021). The reliability of the entire scale is calculated to be Cronbach's $\alpha = 0.91$ while 0.77 for economic sustainability, 0.82 for environmental sustainability and 0.87 for social sustainability.

3.6 Validity and Reliability of the Research Instrument

Validity as a concept helps to explain how data collected covered the appropriate area and dimension of investigation. Validity means ensuring that an instrument measures truly what it's intended for. In ensuring internal validity of the instrument of research, the researcher carried out a pilot study and pre-testing with employees of different firm from the study in Ogun State. For external validity, internal and external reviewers were employed to monitor the data-collection quality and coordinate the administration of instruments in line with standard norms and the processes of analyses for the purpose of establishing validation of evidence for significant findings and conclusions that were drawn from the study. All these were done to achieve the face, content, construct, and criterion-related validity of the research instrument.

Internal and external tests on reliability were carried out as well on the instrument to be used in this research. The purpose for the internal reliability is to assess the level of results in terms of consistency across the items, which exist within a test, while the purpose for external reliability were to assess the extent at which a measure varies from one use to another. To account for reliability in this study, the Test-retest method and tool was used in serving such purposes. This is for the sole aim of determining how authentic the pilot study results are. More so, the Cronbach alpha test measuring the credibility and consistency of the standard scale to be used in the quantitative aspect of the study was examined. It was expected that the reliability test result did not yield below 0.70 co-efficient. This was to make sure that the objectives of the study measure accurately what they are intended to measure.

3.7 Method of Data Analysis

Data obtained for the study were presented using simple percentages and frequency table. In addition, the research hypotheses were tested using Pearson correlation statistical tool respectively.

4. Analysis and Results

This section presents findings from the study.

Table 3 presents the socio-demographic characteristics of the respondents of the study.

Table 3: Responses from Socio-Demographic Characteristics

Gender	Frequency	Percentage (%)
Male	107	66.9
Female	53	33.1
Total	160	100
Age	Frequency	Percentage %
20-30	53	33.1
31-40	58	36.3
41-50	28	17.5
51-60	21	13.1
Total	160	100
Marital status	Frequency	Percentage%
Single	67	41.9
Married	64	40.0
Divorced	26	16.3
Widowed	3	1.9
Total	160	100
Educational level	Frequency	Percentage%
GRADE II/NCE	56	35.0
BSC/HND	96	60.0
Post Graduate/Masters	8	5.0
Total	160	100
Cadre of staff	Frequency	Percentage %
Junior staff	116	72.5
Senior staff	44	27.5
Total	160	100
Religion	Frequency	Percentage %
Christian	83	51.9
Islam	66	41.3
Traditional	11	6.9
Total	160	100
Length of service	Frequency	Percentage %
Less than 2 years	77	48.1
3-5 years	49	30.6
6-10years	22	13.8
11 years and above	12	7.5
Total	160	100.0

Source: Research Survey (2024)

4.1 Testing of Hypotheses

Hypothesis One

H₁: There is no significant relationship between practicing green recruitment on economic sustainability.

Table 4: Correlation analysis on the Relationship between practicing green recruitment on economic sustainability.

		Green Recruitment	Economic Sustainability
Green Recruitment	Pearson Correlation	1	.811**
	Sig. (2-tailed)		.000
	N	160	160
Economic Sustainability	Pearson Correlation	.811**	1
	Sig. (2-tailed)	.000	
	N	160	160

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

The correlation table above indicated that there was an existence of a very strong, significant and positive relationship between practicing green recruitment and economic sustainability with (r=0.811, p-value<0.05). This indicated and inferred that a significant association and connection exists between green employee advocacy and corporate environmental responsibility. Therefore, the null hypothesis was rejected because results reflected that the practice of green recruitment have significant nexus with economic sustainability.

Hypothesis Two

H₂: There is no relationship between the practices of green training and development and environmental sustainability.

Table 5: Correlation analysis on the Relationship between practices of green training and development and environmental sustainability

		Green Training and Development	Environmental Sustainability
Green Training and Development	Pearson Correlation	1	.703**
	Sig. (2-tailed)		.000
	N	160	160
Environmental Sustainability	Pearson Correlation	.703**	1
	Sig. (2-tailed)	.000	
	N	160	160

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

The above correlation table presented the test of hypothesis which investigated the relationship between practices of green training and development and environmental sustainability in selected raw materials research and development council in Southwest, Nigeria. The table indicated that there was a strong and positive relationship between the practice of green training and development and environmental sustainability with (0. 703: p= 0.000<0.05), which explains that practices of green training and development has significant 70.3% correlation with and environmental sustainability. Therefore, the null hypothesis was rejected. Result thus showed that practices of green training and development has significant correlation with and environmental sustainability in the selected raw materials research and development organizations in Southwest Nigeria

Hypothesis Three

H₃: There is no significant relationship between practicing green compensation and reward system and social sustainability.

Table 6: Correlation analysis on the Relationship between practicing green compensation and reward system and social sustainability

	Green Compensation and Reward System	Social Sustainability
Green Compensation and Reward System	Pearson Correlation	.913**
	Sig. (2-tailed)	.000
	N	160
Social Sustainability	Pearson Correlation	.913**
	Sig. (2-tailed)	.000
	N	160

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

The correlation table above provided that there was an existence of a significant relationship between practicing green compensation and reward system and social sustainability with (r=0.913, p-value<0.05). This exposed that a significant relationship exist between these variables. Therefore, the null hypothesis was rejected because results proved that practicing green compensation and reward system have significant relationship with social sustainability.

4.2 Discussion of Findings

The thrust of this study examined greening the practices of human resource management and organisational sustainability. Three objectives were put forward

The first objective of the study sought to examine the relationship between of practicing of green recruitment on economic sustainability. Findings from the study heralded that a significant relationship exists and this finding aligns with the position of Olanipekun et al. (2022), whose study found out that to adequately sustain the economy, it is advisable for organisations to engage in eco-affable production process. The finding of the study also buttress the positon of Tang (2018) whose study provided that the elemental aspect of green recruitment and selection is the prospective candidates’ level of green awareness which involves personality factors which are needed for attaining an organisation’s environmental objectives; as stated by this scholar, a notable factor in this regard can be candidate’s green agreeableness or consciousness which can positively affect the economic arm of sustainability as a nomenclature and the outcome that expressed that organisations that recruits competent employees with in-depth knowledge can assist in driving economic sustainability through awareness and consciousness.

For the second objective, it was found that practices of green training and development and environmental sustainability; findings from the study provided that a significant relationship exists and this result was validated by the study carried out by Norton et al. (2023) in India. For the last objective which sought to examine the relationship between practicing green compensation and reward system and social sustainability. The outcome of this study indicated that a positive and very strong relationship exists between the variables understudied. This finding agrees with extant studies (e.g., Oyedokun, 2021; Atiku & Fapohunda, 2020) which posited that the practice of green compensation and reward system can assist in stimulating employees’ passion for sustaining



the ecosystem through social sustainability. This thus serve as motivational tool made available as well as outlined for employees to enhance their compliance with adhering towards sustainable development agenda.

The finding from this study also supports the outcome of a study by Tariq et al. (2024), whose study concluded that practicing green compensation and rewards as a strategy plays significant role in enthusing, encouraging as well as facilitating employees interest towards acquiring more knowledge on how they can adequately contribute towards sustainable development through ethical work practices and ensuring that their production process does not negatively affect the community where their organisation is domiciled. Findings from this study is also in consonance with the study by Olateju (2020) whose study finding presented that the practice of green compensation and reward system allows for management to effectively communicate green schemes by establishing organization-wide conversation towards enhancing employees commitment to meeting green targets.

5. Conclusion

From the analysis of the study, it was visible that green recruitment and selection practices play effective roles in ensuring economic sustainability; hence, the study concluded that since green recruitment and selection significantly affects all indicators of economic sustainability as used in this study, then its practice should be maintained and sustained. Based on the result obtained from the study, it can be concluded that organisations who practice green ideology using the three functions of HR such as green recruitment and selection, green training and development and green compensation and reward system are most likely to attract more and better applicants than those who do not.

Consequently, to improve employee awareness towards organisational sustainability, managements should concentrate on interactions of the aforementioned GHRM practices, as mechanisms for achieving green organisational agenda. Based on the outcome of the study and from the result obtained via this study, it was concluded that an active compensation and reward practices that are tailored towards the enrichment of the environment can assist in placing sustainability at the heart of employees, as it has potentials to affectively contribute immensely towards boosting the morale of a workforce towards environmentally and socially conscious.

5.1 Recommendations

Based on the outcome of this study, the following recommendations were made.

- i. Management must ensure that green recruitment and selection practices are adequately implemented and this can be achieved by incorporating it into their job analysis agenda and formalising it;
- ii. Management should create a reward system with programmes such as environmental respect awards, employee environmental achievement, award for employee/individual's suggestion made on the revitalisation of the environment; award/reward based on acquisition of designated environmental protection skills and competencies, and knowledge-based on environmental legislations;
- iii. Management should develop strategies to capture and personalize employee reward recognition; as this will allow employees choose the type of rewards they desire from the list of reward menu, such as holidays, extra time or gift vouchers; and
- iv. Prioritisation of employees' for education and awareness should be done by the management.



Conflict of interest

The authors declare no conflicting interest in the conduct of the study.

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