

Green Human Resource Management and Organisational Sustainability in Raw Materials Research and Development Council, Southwest Zone, Nigeria

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Abstract

Research Purpose: This study examined green human resource management and organisational sustainability in raw materials research and development council, southwest, Nigeria.

Methodology: The study adopted the social exchange theory and stakeholders' theory respectively. The study employed a descriptive research design with a sample size of (160) respondents from raw materials research and development council, southwest, Nigeria, using a structured questionnaire. The stratified and simple random sampling procedure was employed in selecting respondents for the study. Data gathered were analysed using descriptive and inferential statistical analyses.

Findings: The level of green recruitment and selection positively have significant relationship with economic sustainability with (0.811: $p=0.000<0.05$); green training and development was found to have significant relationship with environmental sustainability with (0.703: $p=0.000<0.05$) and green compensation and reward system significantly share a relationship with social sustainability with (0.913: $p=0.000<0.05$).

Conclusion: 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. As a result, management of the Raw Materials Research and Development Council should employ the usage of green recruitment and selection, green training and development, green compensation and reward practices, green career management development for enhancing economic, environmental and social sustainability.

Key words: *Green recruitment, green training and development, green compensation, reward system and organisational sustainability.*

1.0 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, Genty & Olanipekun, 2022). According to Shah, (2024) organisations with rap attention on sustainability, organizations aimed at establishing a form of corporate culture and ensuring improvements.

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. These practices are well- articulated and directed towards assisting employees in better understanding how in the course of their duties can contribute significantly towards ensuring a 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 potential of retaining employees using the GHRM framework.

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 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.

Statement of the Problem

Organisational sustainability through greening human resource management has 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 work environment. 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).

Based on the foregoing arguments, this study aims to investigate green human resource management and organisational sustainability using indicators such as green recruitment and selection, green training and development and green compensation and rewards practices for measuring GHRM while organisational sustainability will be measured using indices of sustainability which are economic sustainability, environmental sustainability and social sustainability in raw materials research and development council, southwest, Nigeria.

Objectives of the Study

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.

2.0 LITERATURE REVIEW

Green Human Resource Management

For facilitating a better understanding about the practices of greening human resource management and its significance in an organisation, Engin, Karatepe, Rezapouraghdam and Avci, (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 referred 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.

Organisational Sustainability

Organisational sustainability as a scope with primacy on the protection of the ecosystem is getting higher significant attention. This allows progressive thinkers to commence the process of allocating more resources towards tackling both environmental and social challenges. This has thus made it a sine qua non for society to pay greater attention to enhancing environment and social sustainability for the overall realisation of sustainable development (Rajabpour, Fathi & Torabi, 2022).

Sustainability as a global concern has continued 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 of 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.

Green Recruitment

Even though Renwick et al, (2023) believed attracting candidates with high creativity, talent, 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. Greening Human Resource Management activities have 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.

Green Training and Development Practices

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, Genty & Olanipekun, 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 provide benefits for organisations particularly on the area of sustainable performance from the tri-dimensional lens of environmental, economic and social performances; it also serves as the modalities for motivating individuals to initiate new green innovations and green ideas. According to Kumarasinghe (2023), green-training practices ensure creativity and enhance the commitments of employees towards the aspect of managing the environment and the social arena of their place of work.

Green Compensation and Reward Practices

Green compensation structure according to Ahmad, (2023) comprises 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, it was 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 behavior to sustain green related practices.

Greening Human Resource Management

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, Youngsang Kim, Han, Susan, Jackson and Ployhart, (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, L. Manjush and Monteiro, (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.

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, Witt & Lacey, 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, Kraslawski & Huiskonen, 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, Wang, Mohsin, Nazam, Hashim, Baig & Zia-ur-Rehman, 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).

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, Ahmad & Majid, 2018).

Empirical Review

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.

Chima, Onuoha and Sule, (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.

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.

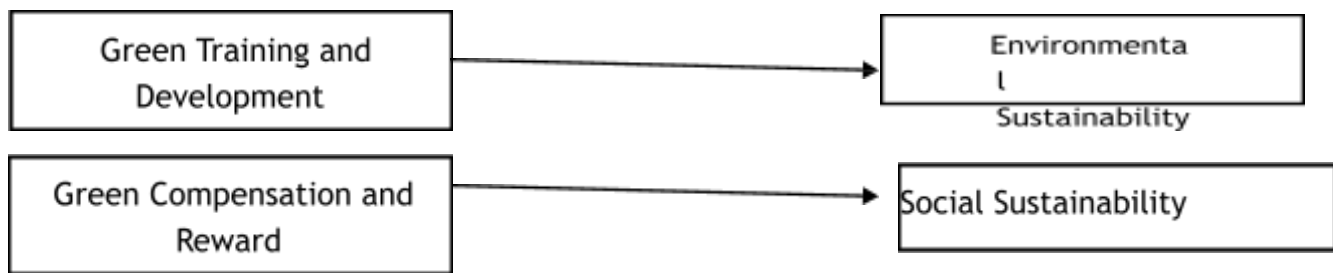
Independent Variables

Green Human Resource Management

Dependent Variable

Organizational Sustainability





Source: Author's Computation (2024)

3.0 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. The 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 3.1: 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)

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 instrument for data collection was a questionnaire structured into several sections to obtain information from respondents. Data obtained for the study were presented using simple percentages and frequency tables. In

addition, the research hypotheses were tested using Pearson correlation statistical tool respectively

4.0 RESULTS AND DISCUSSIONS

Hypothesis One

H01: There is no significant relationship between practicing green recruitment on economic sustainability.

Table 4.3.1: Correlation analysis on the Relationship between practicing green recruitment on economic sustainability.

		Green Recruitment	Economic Sustainability
Green Recruitment	Pearson	1	.811**
	Correlation		
	Sig. (2-tailed)		.000
	N	160	160
Economic Sustainability	Pearson	.811**	1
	Correlation		
	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 ($r=0.811$, $p\text{-value}<0.05$). 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 has a significant nexus with economic sustainability.

Hypothesis Two

H02: There is no relationship between the practices of green training and development and environmental sustainability.

Table 4.3.2: 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	1	.703**
	Correlation		
	Sig. (2-tailed)		.000
	N	160	160
Environmental Sustainability	Pearson	.703**	1
	Correlation		
	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 have significant 70.3% correlation with 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

H03: There is no significant relationship between practicing green compensation and

reward systems and social sustainability.

Table 4.3.3: 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	1	.913**
	Correlation		
	Sig. (2-tailed)		.000
	N	160	160
Social Sustainability	Pearson	.913**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	160	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 ($r=0.913$, $p\text{-value}<0.05$). This exposed that a significant relationship exists between these variables. Therefore, the null hypothesis was rejected because results proved that practicing green compensation and reward systems have a significant relationship with social sustainability.

5.0 CONCLUSION AND RECOMMENDATIONS

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 results 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, management should concentrate on interactions of the GHRM practices, as mechanisms for achieving a green organisational agenda.

Based on the outcome of the study and from the results obtained via this study, it was concluded that 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 potential to effectively contribute towards boosting the morale of a workforce towards environmentally and socially conscious.

Recommendations

As a result, the study recommended that:

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.

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. Management should develop strategies to capture and personalize employee reward recognition; as this will allow employees to choose the type of rewards they desire from the list of reward menu, such as holidays, extra time or gift vouchers. Prioritisation of employees for education and awareness should be done by the management.

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