RESEARCH ARTICLE

Green Human Resource Management and Organizational Performance of Food and Beverages Manufacturing Firms in Enugu State

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Citations - APA

The study examined green human resource management and organizational performance. Specific objectives are the impact of green recruitment on the organizational leadership team and the effect of green training and development on employee performance. The study adopts primary data where the questionnaire was administered. Data were analyzed using regression with Special Package for Statistical Software (SPSS). It was found that there is a significant relationship between green recruitment & selection with the organizational leadership team, f(95, n =365) =842.927, P<0.05, there is a significant relationship between green training and development with the employee performance, f(95, n =365) =515.315, P<0.05. The study concluded that organizations if the right criterion to recruit and select people, is followed in an organization, appropriate training is organized; it will bring efficiency to its employees. The study, therefore, recommended among others that firms should recruit based on the capability of the candidates on performing the job responsibilities.

ABSTRACT

Keywords: Green Human Resource Management; Organizational Performance; Manufacturing Firms

1. Introduction

"Green Human Resource Management" is defined as "the use of Human Resource Management strategies to encourage the efficient use of resources within enterprises and, more broadly, to promote environmental sustainability concerns." It is an organization's entire set of policies, procedures, and processes that make the organization and its employees green for the benefit of individuals, society, the natural environment, and business. Green Human Resource Management is directly responsible for developing a green workforce that understands, appreciates, and practices green initiatives, as well as ensuring that their employees understand and promote green behaviour throughout the Human Resource Management process of recruitment and selection, training, compensation, and rewards, and performance appraisals.

The goal of Green Human Resource Management is to create, implement, improve, and sustain a green vision for all of the company's employees. Environmental conservation has recently become one of the most pressing problems in the world. The preservation of the natural ecosystem and its resources for future generations has consequently taken a back seat to politicians' and managers' agendas (Howard-Grenville et al., 2014). This issue has increased pressure on businesses to create and implement green management by implementing environmentally friendly processes and procedures (Prasad, 2013). Many organizations strive to establish and implement a formal environmental management system in order to attain this goal. Since the 1990s, this approach has been recognized as one of the most important elements in ensuring long-term development (Chan, 2011).

Because of the growing importance of sustainable development in the establishment of a modern company's competitive advantage, the subject of how to incorporate ecological practices into human resource policy – also known as Green Human Resources Management – has become increasingly popular (HRM). "Today, thousands of organizations are implementing sustainability plans as a response to the problems and disasters that climate change has brought, as well as the struggle to avert climate change. A top-down approach, as well as the support of senior management – including People and Human Resources – is required for businesses to prosper and progress on their sustainable path.

Green job descriptions with environmental features are increasingly being incorporated in the recruitment strategy for employees. Green recruiting is the process of hiring people who have the knowledge, skills, methods, and behaviours that align with an organization's environmental management systems. Effective environmental management can be aided by ensuring that new hires are familiar with an organization's environmental culture and are capable of upholding its environmental ideals. Training and development is a process that focuses on the development of employees' skills, knowledge, and attitudes while also preventing the deterioration of knowledge, skills, and attitudes connected to environmental management.

Green training and development educate employees about the importance of environmental management, trains them in energy-saving and waste-reduction techniques raise environmental awareness within the business, and allow employees to participate in environmental problem-solving. Employees are made aware of many aspects and values of environmental management through green T&D activities. It enables them to accept various conservation strategies, such as waste management within a business. It also improves an employee's ability to deal with a variety of environmental concerns.

Statement of the Problem
Human resources are an organization's most valuable asset; they ensure that the company's goals and objectives are met. Human resource management ensures that workforce planning in a business is a continuous activity rather than a one-time event. Human resources planning is critical for management, especially in the areas of increasing organizational productivity, because business is full of uncertainty. Unfortunately, most businesses have neglected to plan for and manage their most valuable asset, human resources. The majority of organizations do not have plans in place for their employees' development.
In recent years, the rate of business failure, shutdown, and inefficiency has increased. Companies do not orient or train such employees once they are hired, nor do they train them to learn other modern skills or to expand upon

their talents and educational qualifications. In recent years, it has been seen that a significant number of businesses are suffering from a lack of effective and efficient human resource management.

Objective of the Study
The main objective of this study is to examine green human resource management and organizational performance of food and beverages manufacturing firms in Enugu state. The specifics objectives are,
  i. To examine the impact of green recruitment on the organizational leadership team of food and beverages manufacturing firms in Enugu state.
  ii. To evaluate the effect of green training and development on the employee's performance of food and beverages manufacturing firm in Enugu State

Statement of Hypothesis
The following are the hypothesis of the study
  i. Green recruitment has no significant impact on the organizational leadership team of food and beverages manufacturing firms in Enugu state.
  ii. Green training and development have no significant effect on the employee performance of food and beverages manufacturing firms in Enugu State

2. Literature Review

2.1 Conceptual Review

Green Human Resource Management

According to research, HRM systems have evolved from outmoded work techniques and low levels of human interaction to more engaging and accommodating phases, motivating employees to improve their talents, expertise, and approaches (Harrison and Bazzy, 2017). In a period of increased awareness of environmental protection and the production of natural resources (Singh et al., 2020; Siyambalapitiya et al., 2018), GHRM refers to HRM techniques directed at the economic and environmental effects of enterprises and is associated with an excellent ecological tactic and green activities of employees (Singh et al., 2020; Siyambalapitiya et al., 2018). We argue that GHRM is an important aspect of the literature on sustainable HRM and reflects good environmental management practices. GHRM is a platform for connecting human resource management methods with environmental management initiatives (Ansari et al., 2020; Masri and Jaaron, 2017). As a result, green human resources management reflects the company's intended environmental protection strategy and encourages senior management to pay attention to organizational strategies and activities that enable employees to practice green work habits and reduce pollution at work (Longoni et al., 2018; Singh et al., 2020). Green human resources management comprises implementing human resource structures that support the company's environmental management goals, such as pay, training, development, and recruiting and selection (Cheema and Javed, 2017; Singh et al., 2020).

Green Recruitment

Green recruiting is a system in which the relevance of the environment is emphasized and made a key component of the organization. In addition, the recruits are excited and, to some extent, passionate about working for a "green" organization that is environmentally benign. Recruiting Candidates who have a green mindset makes it easier for companies to choose individuals who are aware of sustainable procedures and are already familiar with fundamentals such as recycling, conservation, and building a more rational environment. Green recruiting and selection (GRS) is a human resource management activity that provides a financial incentive for a prospective employer to embrace green human resource management strategies. Human resource managers face the world's greatest difficulty in finding and keeping professional staff (Mwita and Kinemo, 2018).

Environmentally conscious businesses are marketing themselves to attract knowledgeable, well-known practitioners who are equally concerned about sustainability and green practices. On the other hand, job seekers prepare for international green culture norms as green workers. For their primary companies, green employees want

corporations that are environmentally and socially responsible (Chaudhary, 2018). The work analysis process should include and interact with environmental issues in job descriptions and job requirements, as well as clearly communicate the requirements of the selected applicant (Paillé, 2019). According to Aranganathan (2018), the job description should include comments confirming and assuring the significance of environmental reporting. According to Arulrajah and Opatha (2016), firms can generate the required support for attaining success in environmental protection by creating new roles that focus on environmental issues or connecting environmental chores to each position's responsibilities. Shortlisting of applicant quality criteria should be ensured when selecting the best environmentally committed applicants for firm greening projects (Nejati et al., 2017).

Green Training and Development

Green training is one of the most important green human resource initiatives for firms' green management performance (Arago and Jabbour, 2017). Environmental training is an excellent strategy for human resource development. The purpose is to raise public awareness about environmental issues, encourage people to participate in green activities, and increase waste reduction and energy conservation (Zoogah, 2018). Teixeira et al. (2016) asserted that environmental training is quite useful in supporting the effectiveness of environmental management systems. Environmental planning is also necessary for applying the environmental management framework and cultivating a green corporate culture (Teixeira et al., 2016). Environmental preparation, according to Mishra (2017), is necessary for systematic low-carbon commodities production in order to combat climate change. According to Saeed et al. (2019), firms must provide specialized and tailored green employee training. The effectiveness of the training program is also evaluated using an effective tool. Rawashdeh (2018) suggested including certain practical ways for environmental conservation, energy management, safety recycling training, green workplace research, waste handling, environmental training, and programs in future green managers' training programs and rotation of work. To achieve considerable environmental benefits, these training programs must focus on educational requirements (Masri and Jaaron, 2017).

Organizational Performance

Organizational performance is described as the result of all an organization's operations, and it may be measured by examining its current actions in terms of effectiveness and productivity (Ghosh et al., 2017). According to the resource-based theory, cooperation can be successful by effectively managing organizational resources in order to achieve positive results and become the market leader (Singh et al., 2019). The execution of policies that have a good influence on the environment is referred to as green organizational performance. As a result, businesses are encouraged to develop suitable environmental management practices in order to reap the benefits of environmental protection (Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2016). To gain a competitive advantage, many businesses have implemented tactical organizational performance initiatives (Alonso-Almeida et al., 2018). Investors believe that environmentally conscious businesses are expensive. Customers and the capital market trust green enterprises, according to investors, thus environmental achievement will benefit corporate performance (Chiu et al., 2020).

A growing number of environmental rules and commercial forces have also boosted an organization's and managers' understanding of organizational performance (Raab et al., 2018). The value of organizational performance is thought to represent an excellent opportunity to increase the competitive benefits of companies in a win-win situation, as it is a strategic prospect for organizations to incorporate organizational performance incorporate tactics, and reinvent the process through a green conception, as discussed above (Dangelico et al., 2017). Several businesses have reduced pollutants, greenhouse gas emissions, and hazardous waste by using organizational performance programs (Kim et al., 2019). Organizational performance can only be carried out successfully if the organization has the proper individuals with the right qualifications (Kim et al., 2019). As a result, human resource practices must be linked to business strategic goals.

2.2 Theoretical Framework

Resource-Based Theory (RBV)

Resource-Based Theory (RBV) was propounded by Wernerfelt, B. in 1984. According to the Resource-Based Theory, specialized and non-replicable resources create the potential for heterogeneity, which leads to competitive advantage (Wernerfelt, 1984). As a result, business strategy, as well as environmental strategy, is dependent on specific organizational skills, as well as a company's capacity to put them to regular productive use and preserve them over time (Wernerfelt, 1984). When it comes to the environment, an organization's core environmental capabilities, such as pollution control, are a function of its internal environmental competency (Hart, 1995). The ability to maintain these skills is contingent on a company's ability to continuously enhance its internal operations (Russo & Fouts, 1997; Sharma & Vredenburg, 1998) and invest in people rather than capital (Hart, 1995). Environmental plans that are implemented without these fundamental competencies are less likely to achieve their strategic objectives (Christmann, 2000). As a result, the outcomes of green HRM at the employee level (employee green attitude, employee green competence, and employee green behaviour) were highlighted in this evaluation in order to improve the organization's overall outcome (environmental performance).

Therefore, according to the resource-based perspective from an internal standpoint, the green outcomes of the workforce are crucial. As a result, from an internal perspective, this review supports the concept of green HRM outcomes in light of resource-based theory. Furthermore, the RBV asserts that valuable, scarce, inimitable, and imperfectly substitutable resources are the primary basis of a company's competitive advantage (Wernerfelt, 1984; Barney, 1991; Bowman & Ambrosini, 2000; Lockett, Thompson, & Morgenstern, 2009). Several authors have used the RBV in the field of strategic HRM (Wright, McMahon, & McWilliams, 1994; Wright, Dunford, & Snell, 2001), but not in the field of green HRM (Wright, McMahon, & McWilliams, 1994; Wright, Dunford, & Snell, 2001). According to the writers that used strategic HRM, the workforce's knowledge, skills, and actions are critical resources that contribute to the firm's competitive advantage.

Similarly, we suggest that employees' green attitudes, green knowledge, green skills, and green conduct are the most important resources in a company's environmental performance. The importance of green HRM in achieving an organization's environmental performance has the potential to garner a lot of attention in the RBV literature. The value creation through the utilization of resources, according to Penrose (1959) and Lockett et al. (2009), is dependent on how these resources are generated and deployed within businesses. Employees with a green mindset, green knowledge, green skills, and green conduct are required in the green HRM setting to create environmental value from other resources. In this setting, green HRM functions are critical for maximizing the green HRM outcomes achieved through effective people development and deployment inside the organization. Indeed, we contend that the degree to which HRM operations are greened will influence the amount of employee contribution as well as the organization's environmental performance.

2.3 Empirical Review

Ahakwa et al. (2021) examined green human resource management practices and environmental performance in Ghana: green innovation and Its importance. Data was collected from 300 firm owners and employees from ten (10) small and medium-sized manufacturing enterprises in Ghana's Greater Accra Region using simple random chance sampling. Due to partial and missing figures, two hundred and ninety-four (294) accurate replies were considered in the analysis. Partially least-squares analysis was used to examine the data, which was based on Structural Equation Modeling (SEM). The results demonstrated that the data fulfilled internal consistency reliability, convergent, and discriminant validity and that the study model had no multicollinearity issues. The studies demonstrated that green HRM practices have a direct and considerable impact on environmental performance. In addition, green innovation mediated the impact of green Human Resource Management techniques on environmental performance to some extent. Green compensation via green innovation has the greatest influence on environmental performance and is statistically significant at $p<0.01$.

Adnan (2018) examined the impact of green human resource management on organizational environmental performance in Jordanian health service organizations. The goal of this study is to look into the relationship between green human resource management (HRM) methods in Jordanian health service organizations, such as green recruiting and selection, green training and development, and green rewards, and environmental performance. Between April and May 2018, a questionnaire survey was conducted among Jordanian health service organizations to assess the research assumptions. We chose to focus on a single sector because we wanted to reduce the confounding effects of non-controllable factors including legal, cultural, and economic environments in our research projects. The findings suggest that Jordanian hospitals have a modest implementation of Green HRM, with the largest link being with recruitment and selection and the smallest correlation being with training and development. There was also a statistically significant link between the three HRM strategies and environmental performance. This research is thought to be the first in Jordan to examine how human resource functions might improve environmental performance in health care organizations, particularly hospitals. It adds to the growing body of knowledge on green HRM and environmental preservation in poor nations like Jordan.

Ozlem and Serife (2022) examined green human resource management practices encourage employees to engage in green behaviour: perceptions of university students as prospective employees. The study's sample included students from North Cyprus' main institution, and 400 questionnaires were distributed, with 342 valid responses returned. Confirmatory factor analysis was performed using analysis of moment structures (AMOS) software version 24.0, as well as factor, regression, and correlation analyses. The findings demonstrated that green human resource management had a direct impact on potential employees' perceptions of green task-related and voluntary behaviours, as well as an indirect impact via psychological green climate perception mediation. This study emphasized the need of introducing sustainable components into HRM departments, as well as the role of GHRM practices in achieving sustainability. This study adds to the body of knowledge on behavioural HRM by focusing on the green side of HRM in order to contribute to the environmental management literature as well as provide insight into prospective employees' (students') perceptions of GHRM practices, which will influence their future green workplace behaviours.

3. Methodology

The study focus on Green human resource management and organizational efficiency of food and beverage manufacturing enterprises in Enugu State was the subject of the study. The study looked at management, senior, and junior employees from Chitis Ltd and Aqua Rapha Investment Nigeria Limited, two food and beverage production companies in Enugu State. These companies were chosen because they have large personnel and operate with strong ethical standards. The survey method was employed in the study. The administration of a questionnaire was one of the key sources employed. Four thousand, eight hundred and thirty (4630) staff members were included in the study. The Freund and Williams formula was used to determine the sample size of 352. 311 employees from the staff sample returned the questionnaire and fill it out completely. This resulted in an 85% response rate. Content analysis was used to test the instrument's validity, and the results were positive. The Pearson correlation coefficient was used to assess the reliability (r). It also yielded a strong dependability coefficient of 0.83. The data was presented and analyzed using the Sprint Likert Scale's mean score (3.0 and above agreed, while below 3.0 disagreed) and standard deviation. With the help of the Special Package for Statistical Software, the hypotheses were investigated using regression analysis (SPSS).

4.1 Data presentation and analyses

Research question one: What is the relationship between recruitment & selection and efficiency of food and beverages manufacturing firms in Enugu State?

Table 1. Descriptive Statistics of Minimum, Maximum, Mean, and Standard Deviation of the respondent's responses on the relationship between recruitment & selection and efficiency of food and beverages manufacturing firms in Enugu State

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
My firm carries out an effective selection process	311	1	5	1279	4.11	1.097
The recruitment and selection process produces qualified and competent staff in my firm.	311	1	5	1274	4.10	.995
My firm performs the job analysis required for a particular job before advertising vacancies for the post.	311	1	5	1294	4.16	.891
Staff employed with specific talent improves the number of tasks performed	311	1	5	1279	4.11	1.097
Competent staff enhances the speed of product and service delivery in my organization Valid N (listwise)	311	1	5	1035	3.33	.881

Source: Field Survey, 2022

From table 1, the mean for the items in the table shows that the mean score is above 4 on a 5-point calibrated scale. With a mean score of 4.11 and above and a standard deviation of 1.097 firms carries out an effective selection process. The recruitment and selection process produces qualified and competent staff in my firm with a mean score of 4.10 and a standard Deviation of.995, My firm performs job analysis required for a particular job before advertising vacancies for the post with a mean score of 4.16 and standard deviation of .891 and as shown by the data, the high mean score of 4.11, it is evident that the respondents agreed that the staff employed with specific talent which improves the number of tasks performed. Competent staff enhances the speed of product and service delivery in my organization with a mean score response of 3.33 and a standard deviation of .881.

Research Question Two: What is the relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State?

Table 2. Descriptive Statistics of Minimum, Maximum, Mean, and Standard Deviation of the respondent's responses on the relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State.

	N	Minimum	Maximum	Sum	Mean	Std. Deviation
My organization organizes seminars, conferences, and workshops frequently.	311	1	5	1040	3.34	.816
Employees benefit from additional training and knowledge as well as motivation to do well.	311	1	5	1287	4.14	1.100
trainings are carried out where they will actually be applied, with tools that will actually be used.	311	1	5	1297	4.17	1.044
The firms' products/services has opened new market opportunities for the firm.	311	1	5	1354	4.35	.921
The skills and attitude acquired improves production activities	311	1	5	882	2.84	1.151
Valid N (listwise)	311					

Source: Field Survey, 2022

Table 2 shows the descriptive statistics on the relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State (based on a theoretical acceptance mean rating of 3.0). The minimum, maximum, mean, and Standard Deviation for the items is indicated. Items in table 2 have a minimum mean score of 2.84 and a maximum mean score of 4.35 on a 5-point scale. This is evidence that there is a positive relationship between training and development of food and beverages manufacturing firms in Enugu State. From the standard deviation, it is evident that the individual statements' standard deviations are close indicating low variations among the respondents' responses. This indicates that the respondents viewed that training and development lead to the efficiency of food and beverages manufacturing firms in Enugu State.

4.2 Test of Hypotheses

4.2.1 Hypothesis One: There is no positive significant relationship between recruitment & selection and efficiency of food and beverages manufacturing firms in Enugu State.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855[a]	.732	.731	.444

a. Predictors: (Constant), MFCESP, RSPPQ, MFPJAR, SESTII, CSESPP

Table 4. ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	166.162	1	166.162	842.927	.000ᵇ
1	Residual	60.912	309	.197		
	Total	227.074	310			

a. Dependent Variable: TPSRBRS
b. Predictors: (Constant), MFCESP, RSPPQ, MFPJAR, SESTII, CSESPP.

Where:

TPSRBRS:	There is no positive significant relationship between recruitment & selection and efficiency of food and beverages manufacturing firms in Enugu State
MFCESP:	My firm carries out an effective selection process
RSPPQ:	Recruitment and selection process are produces qualified and competent staff in my firm.
MFPJAR:	My firm performs job analysis required for particular job before advertising vacancies for the post.
SESTII:	Staff employed with specific talent improves the number of tasks performed
CSESPP:	Competent staff enhances the speed of product and service delivery in my organization

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .855 and adjusted to 0.732. This means that R^2 accounts for approximately 73 percent. This indicates that the independent variables account for about 73 percent of the variation in the dependent variable which shows the goodness of fit. From the result, f-calculated {842.927} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept the Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now concluded from the analysis that there is a significant relationship between recruitment & selection of food and beverages manufacturing firms in Enugu State**.**

4.2.2 Hypothesis Two: There is no positive significant relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791ª	.625	.624	.525

a. Predictors: (Constant), MOOSCW, EBFATK, TCOWAP, TFPSHON, TSACIP

Table 6. ANOVAª

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	141.954	1	141.954	515.315	.000ᵇ
1	Residual	85.120	309	.275		
	Total	227.074	310			

a. Dependent Variable: RBTDE
b. b. Predictors: (Constant), MOOSCW, EBFATK, TCOWAP, TFPSHON, TSACIP.

Where:

RBTDE:	Relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State
MOOSCW:	My organization organizes seminars, conferences, and workshops frequently.
EBFATK:	Employees benefit from additional training and knowledge as well as motivation to do well.

TCOWAP: Training is carried out where they will actually be applied, with tools that will actually be used.
TFPSHON: The firm's products/services have opened new market opportunities for the firm.
TSACIP: The skills and attitude acquired improves production activities

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .791 and adjusted to .625. This means that R^2 accounts for approximately 62 percent. This indicates that the independent variables account for about 62 percent of the variation in the dependent variable. Which shows a good fit. From the result, f-calculated {515.315} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept the Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now concluded from the analysis that there is a significant relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State.

Findings

From the result of hypothesis one, f-calculated {842.927} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab which implies that there is a significant relationship between recruitment & selection and efficiency of food and beverages manufacturing firms in Enugu State**.**

Hypothesis two result revealed that f-calculated {515.315} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab therefore, there is a significant relationship between training and development and efficiency of food and beverages manufacturing firms in Enugu State.

5. Conclusions
The study concluded that there was a significant relationship between recruitment & selection of food and beverages manufacturing firms in Enugu State**.** Also, there was a significant relationship between recruitment & selection of food and beverages manufacturing firms in Enugu State, which interprets if the right criterion to recruit and select people are followed in an organization, appropriate training is organized, it will bring efficiency to its employees. Green human resource management is, therefore, a key factor for optimum organizational efficiency, growth, and sustainable development of any formal organization and the nation at large.

6. Recommendations
i.   The study recommends that firms should recruit based on the capability of the candidates on performing the job responsibilities. Organizations can also use employment agencies in the act of recruitment and selection but should be open to disclosing the job description and responsibility to enable them to select the best suitable candidates for them.

ii.   Effective training programs and carefully set development plans should be provided to all employees to enable them to enhance their skills and upgrade their knowledge.

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