International Journal of Innovative Social Sciences & Humanities Research 10(4):103-112, Oct.-Dec., 2022

© SEAHI PUBLICATIONS, 2022 **www.seahipaj.org** **ISSN: 2354-2926**

Green Human Resource Management Practices and Employee Retention: An Empirical Evidence from Nigerian Foods and Beverages Industry

Atinuke B. Aremu[1] & Omoseni O. Adepoju[2]

[1]Department of Business Administration and Management Studies
The Polytechnic Ibadan, Nigeria

[2]Department of Management and Accounting
Lead City University, Ibadan, Nigeria

ABSTRACT
Globally, there is a high rate of labour turnover in the food and beverage industry been attributed to environmental hazards. This is as a result of operational activities of the food and beverages industry. Consequently, this study examines the effect of Green Human Resources Practices on the Employees' Retention of selected food and beverages companies in Southwest Nigeria. Purposive random sampling technique was used to select the food and beverages industries located within Southwest, Nigeria. A simple random sampling method was used to select a sample size of three hundred and forty-seven (347) respondents. The research instrument used to collect data was a closed ended questionnaire. Data were analyzed using Pearson Correlation and Structural Equation Modelling (SEM). The result shows that employee socialization ($Z = 1.99$; $P<.05$), green ethic management ($Z = 2.72$; $P<.05$), green reward system ($Z = 8.05$; $P<.05$), green health and safety ($Z = 2.50$; $P<.05$), and green remote staffing ($Z = 6.37$; $P<.05$) have a significant relationship with employee retention. While green recruitment and selection ($Z = 0.62$; $P>.05$). The study concludes that the adoption and implementation of green HRM practices is a germane retention strategy that can assist the food and beverages companies to retain their staff and promote environmental sustainability. Subsequently, the study recommends that the management of food and beverage companies should adopt and implement green HRM practices. This will go a long way to assist the sector in retaining their staff and promote environmental sustainability.
Keywords: Green HRM, Recruitment, Socialization, Ethics management, Reward, Health and safety

INTRODUCTION

The high labour turnover rate due to environmental hazard in the foods and beverages industry is a primary concern across the globe. The operational activities of the sector testify that the operational activities of the food and beverages industry in the developing nations have bedeviled the environment in the form of air pollution, water pollution, greenhouse gasoline emissions, biodiversity loss, and employees hazard. This has resulted in an over 67% turnover rate for 2015-2017, and the problem is now even more (Ijeoma, 2015). Folorunso and Sajuyigbe (2018) observed that the labour turnover level of the food and beverage industry was 72% which is higher than other sectors. In the year 2015, the education sector accounted for 14.8%, and the banking sector was 19.1%. In line with this assertion, discovered that most of the food and beverages industry finds it extremely difficult to meet stakeholders' expectations regarding financial performance, environmental performance, and social equity due to high labour turnover. Recent studies attest that the food and beverage industry loses over 60% of employees yearly due to indifferent attitudes of the management toward implementing green HRM practices which resulted in environmental issues (Yusoff, Nejati, Kee, & Amran, 2018; Daifallah, & Awwad, 2017). In the same

vein, it was argued that the unserious attitudes of many organizations towards the green environment make their performance below expectation (Bassey, Effiok, & Eton, 2013).

Human resources are an important asset of any organization. Therefore, a higher turnover rate of skilled manpower in an organization will create a vacuum that will take time to fill at an additional cost (Jebolise, ·Chukwuka, & Emmanuel, 2018). It has been observed that if the administration failed to address the issue of high labour turnover, it would significantly affect the organization's performance (Armstrong, 2014). This unpleasant scenario has forced scholars, practitioners, researchers and industrialists to develop environmentally friendly strategies that will enable organizations to enhance their organizational environmental performance and retain their workforce. Among these strategies is green human resource management practices (Zhang, Luo, Zhang, & Zhao, 2019; Forunso & Sajuyigbe, 2018). This implies human resources are the life wire of any organization, therefore, their retention is the major determinant of organizational performance. Thus, it is high time for the organizations to develop their employees through green selection and recruiting and green training, motivate employees through green appraisal and green rewards and stimulate employee participation through green employee empowerment strategies.

A plethora of studies have been performed on the linkage of green human resource management practices and employee retention in developed and emerging economies such as the United States of America (USA), the United Kingdom (U.K.), Australia, Western Europe, Malaysia, Bangladesh, Portugal, India, China, Lebanon, Egypt and Palestine (Pham, Tučkov & Phan, 2019; Shaban, 2019; Mwita, 2019; Mandago; 2019; Shoukat; 2017; Ullah, 2017; Chowdhury, Sanju, & Asaduzzaman, 2017; Diana, 2016; Hosain & Rahman, 2016; Jabbar & Abid, 2014; Mehta, K., & Chugan, 2015; Pandey, Viswanathan & Kamboj, 2016; Sharma, 2016; Goyal, 2013). However, no available studies in Nigeria examined the effect of green HRM practices on employee retention in the context of Nigeria's food and beverage companies. This study, therefore, warrants details to address this contemporary gap in the literature and to grant pointers on how employee retention could be achieved in food and beverage companies through green HRM practices. It is on the this premises that this current study intends to examine the effect of green HRM practices on employee rention with particular reference to the Nigeria's food and beverage companies.

Theoretical Framework

The underpinning theory of this study is the Ability, Motivation and Opportunity Theory (AMO) which was derived from the study by Appelbaum, Bailey, Berg and Kalleberg (2000) with aims to implement green HRM practices that foster organizational performance through retaining the best workforce. The theory advocates that retention of the best workforce is a function of employees' Ability, motivation and opportunities to perform. Previous studies link three core dimensions of AMO theory to the green human resource management that influences employee retention (Renwick, Redman and Maguire, 2013; Mwita, 2019). The first core dimension of AMO theory develops green knowledge in employees through green selection and recruiting and green training. The second core dimension is motivating employees through green appraisal and rewards. The third core dimension is stimulating employee participation through green employee empowerment strategies (Appelbaum, Bailey, Berg & Kalleberg, 2000) . the theory argues that manufacturing firms can retain the best employees and create a competitive advantage by mproving employees' Ability, motivation and provide employees opportunities to participate in value creation which results in high productivity and better organizational performance. The Ability, motivation and opportunity theory illustrates that employees are likely to work hard and remain in the organization when they are well motivated. Another study by Mwita (2019) opines that firms can retain the best hands if effort is made to boost the employees' Ability and motivation and opportunities should be given to them to participate in decision making. Therefore, AMO theory depicts that employee retention may be achieved if employees acquire the right green knowledge and skills, (Ability), are induced by both monetary and non-monetary to adapt green human resource management (motivation) and, are permitted to involve and use their green knowledge and skills in the decision-making process (Appelbaum, Bailey, Berg & Kalleberg, 2000; Renwick, Redman & Maguire, 2013; Boxall & Purcell, 2003).

The Concept of Green Human Resource Management

Green Human Resource Management is a foreign language for most people, including HRM professionals and scientists. For this reason, few scientists have defined the concept of green HRM in existing literature. The terminology varies from person to person, but there is a great deal of consensus in integrating human resource management into environmental management issues and strengthening employee green practices. Green HRM is an environmentally friendly human resources policy that, on the one hand, helps organizations achieve their financial goals through environmental brands, and on the other hand, protects the environment from the negative effects that can be caused by the organization's policies and action[2]. The Green HRM concept requires less paperwork than usual for all H.R. functions, such as recruitment and selection, training and performance evaluation to create a sustainable environment and competitive advantage through employee involvement. This definition reminds us of an essential aspect of GHRP, which is tied to the notion of limited focus and reduced paperwork in the workplace. Green Human Resource Management (GHRM) refers to the use of Human Resource Management (HRM) practices to improve green practices and enhance employee commitment to environmental sustainability. It considers the concerns and values of environmental management (E.M.) in applying the Human Resources (H.R.) initiative and improves the efficiency and environmental performance needed to reduce employee carbon dioxide emissions[4.] Workplaces to achieve organizational goals with conscious efforts to contribute to the sustainability of the process's environment are intended to use H.R. functions, guidelines, strategies, and practices as a mechanism for workplace environmental management.

Employee Retention

Nowadays, employee retention has turned into the most vital component in numerous organizations. Employee retention can be characterized as organizations with stubborn activity which can make a persuading domain that can hold workforce for a long term. Nawangsari and Sutawijaya (2019) demonstrate that employee retention is a process of implementing green HRM practices by organizations in order to reduce the turnover rate of employees and stop them from leaving the organization. Therefore, employee retention can viewed as an organizational green HRM practices that are employed to retain the competent, highly experienced employees of the organization who are difficult to replace and not easily available at the time of requirement in the employment market. Previous research establishes that the successful implementation of green human resource management practices promotes the continued growth of a company by retaining competent workforce, and allow it to achieve sustainable development and achieve corporate goals (Yi, Nataraajan & Gong, 2011). Therefore, limited research has been done on the effects of GHRM on employee retention in the manufacturing industry, while several such studies have been carried out in other fields. Studies have shown that every organization must attempt to show their support in green human resources practices, including green recruitment and selection, green training, green performance assessments with greening incentives in order to retain the best brains (Daily & Huang, 2001). This is because sustainability and productivity issues have a strong relationship are vital to green labour motivation in this current ever-changing and demanding post-industrial revolution era (Jackson, Schuler & Jiang, 2014). Employees should participate in environmental management, which will encourage them to promote pollution reduction and recognize environmental opportunities (Renwick, Redman & Maguire, 2013), and they must be involved in decision-making. Manufacturers who are aware of environmental sustainability and adopt GHRM practices will enjoy a competitive advantage and improve their productivity, in part by retaining best employees (Mbasera, 2017).

Empirical Review

Prior studies have linked green HRM practices to employee retention. For example, Hmeedat and Albdareen (2022) establish that green HRM practices are significantly associated with employee retention and sustainability performance. In another study conducted by Emmanuel et al (2021) showcases that the implementation of green HRM practices has a significant effect on employee retention in the hospitality industry. In the same perspective, Likhitkar1 and Verma (2017) affirm that green HRM practices such as green recruitment and selection, green training and development, green performance appraisal, green

reward system and green participation are major predictors of employee retention. Shoeb (2015) also reaffirms that green HRM practices such as green recruitment and selection, green empowerment, green management performance appraisal, green reward system and green participation in decision-making are significant determinants of employee retention. Similarly, Yi, Nataraajan and Gong (2011) argue that a successful implementation of human resource management practices (green recruitment and selection, green empowerment, green management performance appraisal, green reward system and green participation in decision making) have a direct relationship with employee retention and sustainable growth. Harvey, Williams, and Probert (2013) and Jabbar and Abid (2015) claim that green HRM practices are positively associated with employee retention. Pham, Tučková & Jabbour, (2019) also establish that Green training and development, which educate employees about the green behavior train them how to follow waste reduction and energy conservation procedures, and provide them with the Ability to solve organizational problems, have a strong influence on employee retention. Sharma, Naman, and Singh (2018) also demonstrate that green empowerment increases workers' engagement and interest in a company's success. In comparison, Wetprasit (2006) avers that firms that fail to empower employees with the green behavior tend to experience high turover rate.

Based on the theoretical and empirical review, the following hypotheses are proposed:

H_{01}: Green recruitment and selection have no significant effect on employee retention.
H_{02}: Green employee socialization has no significant influence on employee retention.
H_{03}: Green ethics management has no significant effect on employee retention.
H_{04}: Green reward system has no significant influence on employee retention.
H_{05}: Green health and safety management have no significant influence on employee retention.
H_{06}: Green employee remote staffing has no significant influence on employee retention.

METHODOLOGY

The study adopted the descriptive survey research design to examine the effect of green human resource management on employee retention in food and beverages companies because it enables the description of the relevant aspects of the phenomena interest from an individual and industry perspective. The study population comprised 10 food and beverage firms operating in Southwest Nigeria. The purposive random sampling technique was used to select all the food and beverages industries in Southwest, Nigeria. A simple random sampling method was used to select three hundred and forty-seven (347) respondents from the food and beverage industry. Information was collected from respondents using a structured questionnaire. The scales were developed and validated by by Shafaei et al (2020), Adesola et al (2021), Gyasi-Mensah et al (2018), Sajuyigbe (2021), Mandago (2019), Al-Mamun, M.A (2019), and Zhang et al (2019) respectively. A reliability and validity test was employed to verify the fitness of measurement models. (see Table 1). Data were analyzed using Pearson Product Moment Correlation Coefficient (PPMCC), to establish the relationship that exists between green HRM practices measured by green recruitment and selection, green employee socialization, green ethics management, green reward system, green health and safety management, green remote staffing, and employee retention. The Structural Equation Modelling (SEM) was employed to assess the extent to which independent variables independently influenced employee retention of the food and beverages companies.

Table 1: Validity and Reliability Results

Variables	Items	Average Variance Extracted (AVE)	Composite Reliability (C.R.)	Cronbach's Alpha Coefficient
Green Recruitment and Selection	5	0.69	0.84	0.872
Green Employee Socialization	6	0.65	0.89	0.801
Green Ethics Management	6	0.66	0.85	0.799
Green Reward system	5	0.67	0.82	0.817
Green health and safety management reward system	5	0.71	0.81	0.84
Green Remote Staffing	5	0.68	0.86	0.816
Employee Retention	5	0.71	0.88	0.831

Table 1 above shows that the factor weights for all indicators are greater than 0.5, indicating that the question explains the variability of those variables. This makes the measurement model suitable for analysis.

RESULTS AND DISCUSSION

Table 2: Relationship between Green HRM Practices and Employee Retention

Variable	Mean	SD	1	2	3	4	5	6	7
1. Employee Retention	4.02	.908	1						
2. Green Recruitment and Selection	4.19	.736	.249**	1					
3. Green Employee Socialization	4.18	.695	.214**	.632**	1				
4. Green Ethics Management	4.25	.732	.372**	.423**	.504**	1			
5. Green reward system	3.80	1.087	.418**	.374**	.397**	.493**	1		
6. Green Health and Safety Management	4.18	.768	.516**	.337**	.356**	.418**	.423**	1	
7. Green Remote Staffing	4.04	.849	.458**	.355**	.377**	463**	565**	.560**	1

Table 2 summarizes the relationship between green HRM practices and employee retention. The results reveal that green recruitment and selection (r =0. 249**), employee socialization (r = 0.214**), green

ethics management (r = 0.372**), reward system (r = 0.418**), and green health and safety management (r = .516**) have significant association with employee rentention. This indicates that there is a positive and significant link between green recruitment and selection and employee retention. This implies that recruitment and selection of applicants through the green process have a strong relationship with environmental performance. Also, the r-value of 0.214** implies that green employee socialization has a significant relationship with employee retention. This indicates that the green HRM practices are sine qua non to job retention. The study is in agreement with previous studies that green HRM practices towards the green environment is a veritable tool to environmental problems and employee retention (Zoogah, 2011; Mehta & Chugan, 2015; Ahmand, 2015; Jabbour, Santos & Nagano, 2008)

The implication of this finding is that the adoption and implementation of green HRM practices is a germane retention strategy that may assist the food and beverages companies to retain their staff and promote environmental sustainability.

Table 3: Results of the Structural Equation Model on the relationship between GHRM and Retention

Relationship between constructs	Coefficient	Std. Err.	Z	P-value	95% Conf. Interval	
GRS→ *ERT*	0.0209505	0.0339478	0.62	0.537	-0.0455861	0.087487
GES→ *ERT*	0.1046528	0.0525472	1.99	0.046*	0.0016621	0.2076434
GEM→ *ERT*	0.1042437	0.0379045	2.75	0.006*	0.0299522	0.1785351
GRW→ *ERT*	0.375949	0.0466765	8.05	0.000**	0.2844648	0.4674331
GHS→ *ERT*	0.140391	0.0561415	6.37	0.012*	0.0303558	0.2504262
GRT→ *ERT*	0.30654	0.0481406	6.37	0.000**	0.2121862	0.4008937

Significance at the level of *p<0.05; **p<0.01.

Table 3 summarizes the results of the SEM for the study, which shows the relationship between employee retention, green recruitment and selection, green employee socialization, green ethics and management, green reward system, green health and safety, and green remote staffing. The Z value of 0.62 indicates that green recruitment have a link to employee retention. The beta value of 0.0209505 and p-value of 0.537 indicate that green recruitment and selection have a positive but insignificant. The probable insignificant level is as a result of the infancy stage of green recruitment and selection in the sector. Thus, **Ho_1** is accepted.

The Z-value of 1.99 indicates that green employee socialization is a predictive of employee retention. The beta-value of 0.1046528 and P-value of 0.046* indicate that green employee socialization has a significant influence on employee retention at a 5% level of significance. The study is consistent with the study of Bahareh, Akbar, Abdolrahim, and Saeed (2019) that the socialization of employees towards a green environment has a strong influence on employee retention. The studies of Hosain (2016) and Jabbar and Abid (2014) also attest that the socialization of employees towards a green environment builds a cordial relationship among the employees towards a green environment. In the same direction, Mwita (2019) also reiterates that the socialization of employees towards a green environment exposes employees to different aspects of environmental values which make them to deal with different environmental issues. In a similar study, Shaban (2019) established that the application of socialization of employees towards the green environment is a sine qua non to environmental sustainability and employee retention. Similarly, Ren, Susan, and Jackson (2017) also confirmed that a significant relationship exists between the socialization of employees towards green environment and environmental behavior and employee retention. Hence, Ho_2 is rejected.

The Z-value of 2.75 shows that green ethics management is a strong predictor of employee retention. The beta-value of 0.1042437 and p-value of 0.006* indicate that employee retention is significantly influenced by green ethics management at a 5% level of significance. This implies that the evaluation of employees' environmental ethics performance is a major determinant of environmental behavior and employee

retention. The study concurred with previous studies that green ethics management is an alternative paradigm to employee retention, environmental sustainability, and ecological performance (Mehta & Chugan, 2015; Ahmand, 2015; Jabbour, Santos & Nagano, 2008). In the same direction, Chowdhury, Sanju, and Asaduzzaman (2017) also established that green ethics management has a direct relationship with environmental behavior and employee retention. Also, Ooi, Amran, Goh, and Nejati (2017) discovered that green ethics management has an essential effect on employee retention. Therefore, Ho_3 is rejected.

The z-value of 8.05 reveals that the green reward system has a link to employee retention. The beta value of 0.375949 and p-value of 0.000** proof that the green reward system has a significant influence on employee retention at a 1% level of significance. This means that the green reward system influences and modifies employee green behavior towards retention. The study agrees with Deepika and Karpagam (2016) that a green reward system has a magnificent effect on employee retention and an organization's green movement. This study is also in line with Deshwal (2015), Khurshid and Darzi (2016) that a green reward system has a tremendous benefit in influencing staff interests towards environmental sustainability and employee retention'. Also, the study Khurshid and Darzi (2016) confirmed that a green reward system has a significant influence on employee retention and environmental sustainability. In the same perception, Khurshid and Darzi (2016) reaffirmed that green reward systems have a cordial relationship with environmental sustainability and employee retention. Thus, **Ho_4** is rejected.

The z-value of 2.50 depicts that green health and safety management have an association with employee retention. The beta-value of 0.140391 and p-value of 0.012* further strengthen the significant influence of green health and safety management on employee retention. This indicates that employee retention is influenced by green health and safety management at a 5% level of significance. This indicates that the protection of employees and society from environmental hazards leads to employee retention. The study is also aligned with report that green health and safety management is a preventive measure that promotes environmental sustainability and environmental behavior[24]. Thus, **Ho_5** is rejected.

The z-value of 6.37 demonstrates that green remote staffing correlates with employee retention. The beta-value of 0.30654 and a p-value of 0.000** put more light that green remote staffing has a significant influence on employee retention at a 1% level of significance. This means that green remote staffing is a major determinant of the environmental behavior of employees and their retention. Thus, **Ho_6** is rejected**.**

CONCLUSION AND RECOMMENDATIONS

The study establishes that green recruitment and selection have not yielded a significant influence on employee retention. This implies that recruitment and selection of applicants through the green process have not been explored by the sector to retain their best workforce. It was also found that a positive relationship exists between green employee socialization and employee retention. This indicates that the socialization of employees towards a green environment is a sine qua non to employee retention. Further, the finding also reveals that green ethics management has a positive link with employee retention. This connotes that evaluation of employees' environmental ethics performance is a major predictor of employee retention.

It was also found that green reward system has a positive and significant relationship with employee retention. This means that the green reward system influences and modifies employee green behavior towards a green environment which may reduce the rate of labour intention to leave. The result of the analysis also indicates that green health and safety management has a positive and significant relationship with employee retention. This indicates that green health and safety management protects employees from environmental hazards. The result also indicates that green remote staffing has a positive and significant relationship with employee retention. This connotes that green remote staffing is a major determinant of the environmental behavior of employees and their retention. The implication of this finding is that the adoption and implementation of green HRM practices is a germane retention strategy that may assist the food and beverages companies to retain their staff and promote environmental sustainability.

Subsequently, the study recommends that management should take advantage of green criteria (automation system) to select the candidates whose environmental values fit those of the organization and

the candidates who would display eco-friendly behaviors. This practice can make the company a green employer which would in turn lead to the acquisition of talented individuals. Also, management should organize seminar, conference, workshop and short course on environmental issues. Thus, it will enhance green socialization of employees which is associated with individual characteristics such as beliefs, norms and values, and socio-demographics. Management should use environmental ethics performance as indicator of performance management system. This will go a long way to promote environmental behavior and retention among its workforce. Management should provide both monetary and non-monetary rewards to its staff on the bases of environmental performance. As a result, the organizations will be able to save them from the higher turnover of the employees. Lastly, management should be conscious of environmental hazard, and take cognizant of their employees' protection. This may encourage the organizational citizenship behavior of the workforce.

REFERENCES

Adenikinju, O. O., & Ayorinde, F. (2011).'Ownership structure, corporate governance and corporate performance: The case of Nigerian quoted companies". Unpublished Final Report presented at the AERC biannual research workshop, Nairobi, May

Adesola, M.A., Yahaya, Y., & Abodunde, S.M., (2021) " An Exploratory Study of Green Human Resource Management and Environment Performance of Nigerian Manufacturing Study Companies. Indiana Journal of Humanities and Social Sciences, 2(7), 50-57.

Akenbor, C. O., & Okoye, E. I., *(*2011). An Empirical Investigation of Value-Chain Analysis and Competitive Advantage in the Nigerian Manufacturing Industry. International *Multidisciplinary Journal, Ethiopia. 5(6), 188-198.*

Al-Mamun,M.A. (2019). An Analysis of Employee Awareness on Green Human Resource Management Practices: Evidence from Bangladesh. *Human Resource Management Research*. 9(1): 14-21.

Armstrong, M. (2014). Armstrong's handbook of Human Resource Management Practice, 20th ed., British Library, UK, PP 333-391.

Astivia, L Oscar. Olvera & Zumbo, Bruno D"Heteroskedasticity in Multiple Regression Analysis: What it is, How to Detect it and How to Solve it with Applications in Rand SPSS," Practical Assessment, Research, and Evaluation:. (2019). Vol. 24, Article 1. DOI: https://doi.org/10.7275/q5xr-fr95.

Bassey, E. B, Effiok, S.O., & Eton, O.E., (2013)."The Impact of Environmental Accounting and Reporting on Organizational Performance of Selected Oil and Gas Companies in Niger Delta Region of Nigeria. *Research Journal of Finance and Accounting*. 4(3); 57 -74.

Blau, P. M., 'Exchange and Power in Social Life, Wiley, New York, NY. (1964).

Chowdhury, S. R., Sanju, N. L., & Asaduzzaman, K. M. (2017). "Green HRM Practices as a Means of Promoting CSR: Suggestions for Garments Industry in Bangladesh. *Global Journal of Management and Business Research: Administration and Management. 17 (6).*

Clarke, M. E., (2006) 'A stakeholder framework for analyzing and evaluating corporate social performance. Acad. Manag. Rev. 1995, 20, 92–117.

Daifallah, O., & Awwad, B., (2017). 'Exploring the Relationship between Human Resource Practices and Employee Retention in the House of Representatives in International Journal of Business and Social Science. Volume 8 Number 10 October 2017 ISSN 2219-1933 (Print), 2219-6021 (Online). Center for Promoting Ideas, USA www.ijbssnet.com.

Diana, A. C. (2016). "A Study on Effectiveness of Green Recruitment Practices among HR Executives of IT Sector. *Journal of Business and Management, pg 8-11.*

Forunso, O. O., & Sajuyigbe, A. S., (2018). Ownership Structure and Organizational Performance: An Investigation of Food and Beverage Companies in Nigeria. *Social sci Journal. 2*(1), 211-226.

Goyal, M., (2013). Future Outlook of Green Management Practices. *Journal of*

Gyasi-Mensah, W., & Xuhua, H. (2018). Towards developing a green manufacturing environment: What is Ghana doing? Environ. *Management Sustainability Development* 7, 170–180.

Hosain, S. & Rahman, S. (2016).“Green Human Resource Management: A Theoretical Overview *Journal of Business and Management. Vol 8 (16),54-59.*

Ijeoma, B. N., (2015). ‘Evaluation of Companies Environmental Practices in Nigeria. Social and Basic Sciences Research Review. 3(7); 349-364.

Jabbar, M. & Abid, M. (2014). “GHRM: Motivating Employees Towards Organisational Environmental Performance. 2(4), *MAGNT Research Report,PP: 267-278, DOI: dx.doi.org/14.9831/1444-8939.2014/2- 4/MAGNT.34.*

Jebolise, E ·Chukwuka, & Emmanuel, E. A, (2018). ‘Effect of green business practices on organizational performance of selected manufacturing firms in Nigeria. International Journal of Development and Management Review (INJODEMAR) Vol. 13 No. 1 June, *Business and Management, 14(6),, 68-72.*

Kristina, P.Vatcheva et.al Multicollinearity in Regression Analyses conducted in Epidemiologic Studies (2016).

Liao, P., (2011)‘Linking work-family conflict to job attitudes: The mediating role of social exchange relationships.*The International Journal of Human Resource Management, 22*(14), 2965–2980

Mandago, R.J., (2019).“Influence of green human resource Management practices on environmental sustainability in service based state corporations in Kenya. PhD thesis of Jomo Kenyatta University of Agriculture and Technology,

Masri, H., (2016).“*Assessing Green Human Resource Management Practices in West Bank: An Exploratory Study.* Thesis Submitted for the Partial Fulfillment of Requirement for Degree of Master of Engineering Management, An-Najah National University, Palestine.

Mehta, K., & Chugan, P. K. (2015).“Green HRM in Pursuit of Environmentally Sustainable *Business. Universal Journal of Industrial and Business Management, 3*(3), 74-81.

Mwita, K. M. (2019). ‘Conceptual Review of Green Human Resource Management Practices, *East African Journal of Social and Applied Sciences,* 1(2), (2019), 13-20.

Nivethitha, S., Dyaram, L., & Kamalanabhan, T. J. (2014).”Human resource practices and employee turnover intentions in the hospitality industry. *Global Journal of Management and Business Research,* 14(1), 35-41.

Nwaiwu, N. J., & Oluka, N. O. (2018). ‘Environmental Cost Disclosure and Financial Performance of Oil and Gas in Nigeria. *International Journal of Advanced Academic Research.* 4(2); 1-23.

Oraka A.O. & Egbunike, F.E. (2016). “Appraisal Of Environmental Accounting Information In The Financial Statements Of Consumer Goods Manufacturing Companies In Nigeria. *Journal of Social Development*, VOL. 5, No. 5, 6-28.

·Oti, P.A & Mbu-Ogar G. B. (2018).“Analysis of Environmental and Social Disclosure and Financial Performance of Selected Quoted Oil and Gas Companies in Nigeria (2012-2016). *Journal of Accounting and Financial Management;* 1-12.

Pandey, S., Viswanathan, V., & Kamboj, P. (2016). “Sustainable green HRM– importance and factors affecting successful implementation in organizations. *International Journal of Research in Management and Business*, 2(3), 11-29.

Pham, N.T., Tučkov, Z., & Phan, Q.P.T., (2019). “Greening human resource management and employee commitment toward the environment: An interaction model. *Journal of Business Economics and Management, 20*(3), 446-465.

Phillips, L.,“Go Green to Gain the Edge over Rivals, People Management,23rd August, (2007), p.9.

Sajuyigbe, A.S., (2021). “Effect of Green Human Resource Management and Organizational Culture on Environmental Performance: A Theoretical Approach. A paper presented at First Landmark University International Conference on Management, Business and Entrepreneurship (LU-ICMBE) 2021.

Saunders, M. L., & Thornhill, A., (2012) “ *Research Methods for Business students* “Pearson Education Ltd Harlow London: Prentice Hall.

Shaban, S., (2019).”Reviewing the Concept of Green HRM (GHRM) and Its Application Practices (Green Staffing) with Suggested Research Agenda:A Review from Literature Background and Testing Construction Perspective. *International Business Research*. 12(5); 86- 94

Shahee, M. & Gupta, M., (2017). ’*Impact of work engagement on turnover intention: moderation by psychological capital in India. Business*: Theory and Practice 18: 136-143.

Shafaei, A, Nejati, M. & Yusoff, Y.M., (2020). Green human resource management: A two-study investigation of antecedents and outcomes", *International Journal of Manpower, Advanced online publication*. https://doi.org/ 10.1108/IJM-08-2019-0406

Sharma, K. (2016) “Conceptualization of Green HRM and Green HRM Practices: Commitment to Environment Sustainability, *International Journal of Advanced Scientific Research and Management*.1(8), 49-63

Shoukat, S., (2017). “Role of Green Human Resource Management Practices in Environmental Performance. PhD thesis of COMSATS Institute of Information Technology Lahore – Pakistan

Signé, L., (2018).“Capturing Africa’s High Return,” Washington DC: Brookings Institution. March 14. (https://www.brookings.edu/ opinions/capturing-africas-high-returns/)

Stojanoska, A., (2016). “*Green Human Resource Management: A Case of Gorenje Group.* Master’s Thesis, University of Ljubljana.

Tang,G., ChenJiang,Y., Paille, P., & Jia, J. (2018). ‘Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources, 56*(1), 31–55.

Twum S. A., (2015).“What diversity management practices do hotel managers and employees view as important for retaining employees? Master’s thesis submitted to the faculty of Social sciences, Norwegian school of hotel management.

Ullah, M., (2017). “Integrating environmental sustainability into human resource management: A comprehensive review on green human resource management. *Maghreb Review of Economics and Management, 4*(1), 6-22.

Umoren, A.O., Akpan, M. O., & L. N, Okafor, (2018).‘Oil Companies Performance and Environmental Accounting Reporting in Nigeria. *Asian Journal of Economics, Business and Accounting 8(1): 1-8.*

UNEP Presentation on the Global Tailings Review (2020)

United Nations (2020). Build resilient infrastructure, promote sustainable industrialization and foster innovation Available (UN) (2020) https://www.un.org/sustainabledevelopment/infrastructure-industrialization/

Van de Ven, A. H., *Engaged scholarship: A guide for organizational and social research* Oxford University Press on Demand. (2007).

Yusoff, Y. M., Nejati, M., Kee, D. M., & Amran, A. (2018). “Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review, 21*(3), 1–18.

Zaid, A. A., Jaaron, A.A., & Bon, A. T.,(2018). ‘The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production,204, ,* 965–979.

Zhang, Y. J., Luo, ,Y., Zhang, X., & Zhao, J., (2019). “How green human resource management can promote green employee behavior in China: A technology acceptance model perspective. *Sustainability, 11*(19), 5408.