



Study of Green Human Resource Management and Employees' Performance in Federal Tertiary Institutions in Ogun State, Nigeria

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ABSTRACT

The study looked at how employees performed at Federal Tertiary Institutions in Ogun State, Nigeria, in relation to green human resource management. The study specifically looked into how employees' performance was impacted by green pay and benefits as well as green communication in Federal Tertiary Institutions in Ogun State. Three Federal Tertiary Institutions in Ogun State hosted the study. For the study, a survey research design was used. A sample size of 303 was taken from the 1441 academic staff members of the Federal Tertiary Institutions in Ogun State, Nigeria, who make up the study's population. Due to the fact that these institutions are the only Federal Tertiary institutions in the State, a purposive selection technique was utilized to choose the sample. Taro Yamane sample size calculation formula was used to determine the sample size. Using a systematic, customized questionnaire, primary source data for the study were gathered. Component factor analysis and Cronbach Alpha statistics were used to examine the psychometric properties (validity and reliability) of the instrument. The study utilised SPSS software version 26, and developed multiple linear regression to assess the descriptive and inferential statistics of the study's data. According to the study, green pay and benefits have a favorable, noteworthy impact on employees' performance. Based on the findings, the study concluded that there is a strong positive correlation between green human resource management and employee performance.

Keywords: Green management, Green Human Resource Management, Green Communication, Green Pay and Reward System, Employee Performance.

1. INTRODUCTION

The most valuable asset of a company is its people, and management of human resources is a crucial management function. It is a functional strategy and a component of top management in companies that can play a specific role in developing and implementing laws that support environmental management and responsibility (Ira & Zana, 2019). Businesses' internal initiatives to incorporate sustainably into operations and decision-making served as the inspiration for the notion of sustainable human resource management (Ren, Tang & Jackson, 2017). Green human resource management is the understanding of the connections between the development, evaluation, application, and results of human resource management and the operations of a business which have an impact on the environment (Haldorai, Kim, & Garcia, 2022). According to Hamod and Majeed (2021), the term "green human resource management" denotes attention to both environmental issues, the social and economic well-being of the organization and its employees. Using green human resource management techniques, organizations may effectively build the human capital required to improve their environmental and sustainability performance (Jaramillo, Sossa, & Mendoza, 2018). Ali, Ciftci, Nanu, Cobanoglu, and Ryu (2020) claim that the majority of employees choose to work for organizations that support the community. When workers are aware that their employers take social responsibility seriously, they are more content and productive.

Researchers have looked into a variety of green human resource management techniques, such as green hiring and selection, green training and development, green pay and benefit structures, and more. However, little research has been done to look at how green communication and a green pay and rewards system affect employees' performance. The aim of this study is to ascertain how green human resource management, as represented by green communication and a green pay and reward system, affects employees' performance in selected federal tertiary institutions in Ogun State. According to Klockner (2015), a system of traditional symbols, signs, and behaviors is used in green communication to convey understanding of ecological and environmental concerns by businesses adopting e-communication techniques. Businesses favor using green technologies as it

combines both verbal and non-verbal communication. The objective of the financial and non-financial reward system known as green pay and rewards is to draw in, keep, and inspire workers to support environmental sustainability (Rael, 2018).

Performance, according to Mehrzi and Singh (2016), is the result or level of success an individual achieves over the course of a particular period of time in carrying out duties in relation to a variety of options, including work standards, objectives, or previously established criteria. According to Shmailan (2016), employee performance refers to the actions staff members do to complete the tasks that have been delegated to them by the organization. Performance in carrying out its responsibilities is not autonomous; rather, it is always influenced by an individual's special skills, abilities, and attributes as well as by their level of job satisfaction and compensation. Therefore, when prompted by rewards that make them happy, like green pay and rewards, workers tend to work at their best levels of awareness of the environment.

The study investigated the effect of green communication and green pay and reward systems on employees' performance.

The following hypotheses were formulated for the study:

H01: There is no significant effect of green communication on employees' performance.

H02: There is no significant effect of green pay and rewards system on employees' performance.

2. LITERATURE REVIEW

According to Onwudiwe, Agwamba, and Ugwuegbu (2019), green management refers to an organization's efforts to reduce procedures that have a negative effect on the environment. Green management is when a business recycles to cut down on the amount of trash dumped in landfills or uses renewable energy to cut down on air pollution. In essence, "green management" refers to the fusion of management assumptions with environmental management principles to create a smooth connection between the two (Jose, 2018). The first step in green management is to incorporate the organization's green principles into its mission and vision, then translate those principles into particular organizational and managerial procedures. In actual operations, management balances organizational goals with environmental goals to secure long-term sustainability of growth.

The idea of "green human resource management" can be traced back to organizations' internal attempts to incorporate sustainability into their decision-making (Ren, Tang & Jackson, 2017). According to Sobaih (2020), green human resource management could be the adoption of rules governing human resources to promote the wise use of natural resources and guarantee environmental sustainability. Similar to this, Mwita (2019) described green human resource management practice as a practice that makes conscious efforts to guarantee that it contributes to environmental sustainability while using personnel at work to achieve organizational goals. It seeks to implement tools for managing the work environment through the use of HR practices, rules, and procedures. Hamod and Majeed (2021) claim that the phrase "green human resource management practice" has proliferated in business, and its significance is expanding.

The term "green human resources management" describes the use of human resources management techniques to support environmentally sustainable behavior and heighten employee dedication to environmental sustainability concerns. It involves taking into account environmental management concerns and values when implementing human resources initiatives that result in greater efficiencies and better environmental performance, which are required to lower employees' carbon footprints. (Asih, Setini, Soelton, Muna, Putra, Darma, & Judiarni, 2020; Masri & Jaaron, 2017). According to Uddin and Islam (2015), "human resource policies and practices that are ecologically friendly are comprehended as "green human resource practices." These policies and procedures assist businesses achieve their financial objectives through environmental branding, but they also safeguard the environment from any negative consequences that their methods and decisions might have. An organization's internal communication improves productivity and, eventually, employees' performance. The efficiency of the workplace will rise when directors, managers, and employers can communicate effectively on a frequent basis (Kim, 2020). According to a green organizational culture, organizations must convey their green initiatives, practices, and objectives to their workforce at all management levels in order to ensure organizational performance (Ghoury, Mani, Khan, Khan, & Srivastava, 2020; Ahmad, 2015). In order to achieve the work ethic, good communication can enhance employee performance and make them care about their surroundings (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020).

Green communication, in the opinion of Luu (2021), is a process by which organizations move toward online communication, particularly internet-mediated communication, and the ecological problems are effectively communicated among an organization's members, where the changes are brought about effectively by adopting green communication technologies. Energy-efficiency-focused green communications can greatly increase sustainability with regard to energy sources and environmental conditions. Green communication methods protect the environment and are advantageous for people, employees, and businesses. (Saeed, Afsar, Hafeez, Khan, Tahir, & Afridi, 2019). Finding a method to persuade people to alter their behavior in order to increase the

effectiveness of communication systems is the main idea behind the concept of "green communication." Organizations use e-communication for a variety of benefits, including expense savings, efficiency, and communication effectiveness. Green communication seeks to lower energy costs while maintaining service quality in terms of user needs, coverage requirements, and capacity. It promotes environmental awareness, shapes environmental thought, and encourages the adoption of a healthy lifestyle (Klockner, 2015), requiring a change from conventional communication methods that use paper-based filing systems and plastic containers, which are ineffective and hard to manage.

The objectives of the company are achieved by using the rewards to motivate staff, develop new skills, knowledge, and abilities, and attract, retain, and encourage top performers (Anwar, Mahmood, Yusliza, Ramayah, Faezah, & Khalid, 2020). To match the system with the company's green policies and practices is to use a green reward system. It should be created to result in green workplace efforts, lifestyle changes, and carbon footprint reduction (Pillai & Sivathanu, 2014). The objective of the financial and non-financial reward system known as "green pay and rewards" is to draw in, keep, and inspire employees to support environmental sustainability (Rael, 2018). A "green pay and reward system" encourages success in environmental programs and the growth of green skills by means of financial incentives (pay increases or bonuses), non-financial incentives (sabbaticals, special leave, donations), or public rewards based on praise. This type of motivational system aims to change employee behavior (Ullah & Jahan, 2017). The goal of the green reward system, which includes both financial and non-financial incentives, is to encourage employees who meet their environmental objectives and develop resource-efficient solutions to safeguard the environment. Rewards based on recognition when given to employees who have excelled in achieving their environmental objectives results in employees' productivity, loyalty, job happiness, and motivation (Berber & Aleksic, 2016). Environmental performance is considerably improved by green incentives, which encourage the ideal work-life balance (Jabbar & Abid, 2015). The article green pay and rewards that relate to productivity in the workplace with respect for the environment (Renwick, Redman, & Maguire, 2013) contains similar findings. Employee motivation to participate in green projects is positively impacted by the implementation of incentives and rewards based on ecological performance (Rawashdeh, 2018).

A job, action, or activity is performed when it is carried out or accomplished. Given that the expenses associated with providing value to customers are covered, an organization's competitive advantage increases as output increases (Katzenbach & Smith, 2015). Employee performance is made up of both the work completed by personnel who have been assigned particular tasks to complete in accordance with their roles and responsibilities and the results of performance reviews that have been conducted by the business as a means toward accomplishing its organizational goals. Indicators of an employee's performance, according to Tarigan and Rozzyana (2018), include job performance, organization, loyalty, responsibility, innovation, and employee knowledge.

The McClelland-promoted AMO theory (1961) represent the basis for this research. Ability, Motivation, and Opportunity is referred to as AMO. The theory holds that an employee's ability, motivation, and access to chances to perform are all related to their level of performance. This shows that an organization is prone to operate better when personnel have the necessary information and abilities, feel inspired, and provided with chances to use their expertise and abilities. It was decided based on the theory's suitability for ecological human resource management. Employers may adopt green human resource management (HRM) if their employees have the needed green knowledge and skills (ability), are motivated to adopt and use green HRM through financial and non-financial incentives (motivation), and have chances to apply their green knowledge and skills in the organization (opportunity) (Mwita, 2019).

Sami (2021) conducted study on the effects of different HR strategies on employees' performance. The archival method was used to conduct the literature review. The results of this study showed that employing green HRM methods has a positive overall effect on employees' performance and behavior. The study's findings suggest that the existing vacuum in the literature be filled and that this link be investigated while taking into account the pertinent internal and external context-related variables. In order to understand how businesses might improve their contribution to the environment (EP) through the implementation of green human resource management approaches into practice, Mohammad, Bibi, Karim, and Durrani (2021) researched "Green Employee Empowerment" (GEE). The only significant participants, with one person from each sector, were senior management, HR managers, quality managers, or production personnel. The study was carried out after receiving 340 responses to a questionnaire from industrial companies. By establishing a connection between GHRM schemes and their EP impact on industrial firms, the study significantly adds to the body of green HRM/HRM literature. The investigation of the relationships between GHRM practices, GEE, and OEP adds to the corpus of knowledge. The statistics indicate that GHRM practices could give employees a chance to increase the organization's sustainability.

The effect of green human resource management on employee productivity was examined by Ari and Lenny (2021) as part of their study on organizational civic behavior towards the environment. The inquiry included a quantitative strategy and a questionnaire methodology. The study was the carried out in PT Andalan Bakti Niaga. Non-probability techniques were used to

select a total of 80 individuals. The data for this study were examined utilizing the Partial Least Square (PLS) software version 3.2.7 and structural equation modeling (SEM). "Organizational citizenship behavior for the environment has a considerable impact on green recruitment, green training, and green compensation and rewards," according to the study. "Employee performance is positively and significantly impacted by green performance appraisal and green training, whereas it is negatively and significantly impacted by green recruitment and green compensation and rewards. The organization's environmental stewardship is unaffected by the Green Performance Appraisal in any meaningful way. According to the study of Silvester, Sarip, and Hassan (2019), there is a substantial correlation between green compensation and reward and organizational environmental citizenship behavior. Employees believe that the organization will value their ideas and recommendations regarding green behavior because of the presence of Green Compensation and Reward.

Adnan (2018) looked into the relationship between green HRM practices, such as green recruiting and selection, green training and development, and green rewards, and environmental performance in Jordanian healthcare businesses. In order to assess the research hypotheses, a questionnaire survey was carried out among Jordanian health service providers between April and May 2018. According to the research, Jordanian hospitals have only used a small portion of green human resource management. While training and development were found to have the least link, recruiting and selection were shown to have the most association. Additionally, a statistically significant positive relationship between the three HRM practices and environmental performance was discovered. This study, which is said to be the first of its kind in Jordan, provided insight into how environmental performance in healthcare businesses, particularly hospitals, may be achieved through human resource management. It supports the limited corpus of literature that exists on environmental protection and sustainable human resource management in developing nations like Jordan.

3. METHODOLOGY

In Ogun State, Nigeria, the survey was carried out at three federal tertiary institutions. The objective of this paper is to study and analyze the Green Human Resource Management and Employees’ Performance in Federal Tertiary Institutions. A survey research design was employed for the investigation. A sample size of 303 was taken from the 1441 academic staff members of the Federal Tertiary Institutions in Ogun State, Nigeria, who make up the study's population. In light of the fact that these institutions are the only Federal Tertiary institutions in the State, a purposive selection technique was utilized to choose the sample. The sample size was established using Taro Yamane's formula for sample size calculation. Basic data sources for the study were acquired using a methodical, tailored questionnaire. Component factor analysis and Cronbach Alpha statistics were used to examine the psychometric properties (validity and reliability) of the instrument. Using SPSS version 26, multiple linear regression was conducted to assess the descriptive and inferential statistics of the study's data.

Table I: Population of the Federal Tertiary Institutions in Ogun State

S/N	Institutions	Number of Academic Staff
1.	Federal University of Agriculture, Abeokuta.	628
2.	The Federal Polytechnic, Ilaro.	507
3.	Federal College of Education, Osiele.	306
Total		1441

Researcher’s Computation 2023

The analysis's model is defined thus:

$$EP = f (GHRM)$$

$$= f (GC, GPRS)$$

$$EP = \beta_0 + \beta_1 GC + \beta_2 GPRS + e_t$$

Where;

EP = Employee Performance

GHRM = Green Human Resource Management

GC = Green Communication

GPRS = Green Pay & Rewards System

e_t = Error Term

β_0 = Constant

β_1, β_2 = Co-efficient of the Variables

4. RESULTS AND DISCUSSION

Table II: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.800	.800	15

Source: Researcher’s Computation 2023 using SPSS version 26

According to Table II's reliability statistics, which are judged to be $\alpha = .80$, the measurement tool utilized in this investigation is trustworthy.

Table III: Descriptive Statistics

	Mean	Std. Deviation	N
EP	12.6832	2.65424	303
GC	12.6535	2.63359	303
GPRS	12.6997	2.51464	303

Source: Researcher’s Computation 2023 using SPSS version 26

A brief synopsis of the study's sample is given in Table III. Green Pay and Rewards System (GPRS) has a mean value of 12.6997 and a standard deviation of 2.51464, though Employee Performance (EP) and Green Communication (GC) have mean values of 12.6832 and 12.6535 and standard deviations of 2.65424 and 2.63359 respectively. These standard deviations ensure that no outlier values exist in the sample and thus lessen the likelihood of obtaining an erroneous regression.

Table IV: Correlations Matrix

Pearson Correlation		EP	GC	GPRS
	EP	1.000		
	GC	.871	1.000	
	GPRS	.858	.849	1.000

Source: Researcher’s Computation 2023 using SPSS version 26

The degree of correlations between the variables is shown in Table IV. Employee Performance (EP) connects with Green Communication (GC) at .871 ($r = .871$) and with Green Pay and Rewards System (GPRS) at .858 ($r = .858$). This suggests that every independent variable has a very strong positive correlation with every dependent variable.

Table V: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.899 ^a	.809	.808	1.16398	2.263

Source: Researcher’s Computation 2023 using SPSS version 26

According to Table V's R Square estimate of 90% ($R^2 = .899$), independent variables Green Communication (GC) and Green Pay and Rewards System (GPRS) together account for nearly 90% of the aggregate variation in the dependent variable Employee Performance (EP).

Table VI: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1721.129	2	860.564	635.173	.000 ^b
	Residual	406.455	300	1.355		
	Total	2127.584	302			

Source: Researcher's Computation 2023 using SPSS version 26

Table VI estimates the joint significant connection between the independent variables and the dependent variable. The null hypothesis that there is no causal connection between the dependent factor, Employee Performance (EP) as well as the independent variable, Green Human Resource Management (GHRM), is rejected at a 5% significant level based on the probability value of the F-Statistics, which indicates a P-Value of less than 5% ($2/300 = 860.564$, $P < 0.05$).

5. CONCLUSION

Based on the findings, the study examined green communication, compensation, and reward systems as indices of green human resource management with the goal of assessing employee performance. The McClelland (1961) need for AMO theory, which states that an employee's competence, determination, and proximity to performance opportunities determine performance, was utilized for this study. This shows that an organization is likely to perform better when its employees have the appropriate skills and expertise, are inspired, and are given opportunities to use their expertise and skills. The study came to the conclusion that when employees are inspired by their employers and exposed to options available, they provide their best effort and perform at their highest level.

RECOMMENDATIONS

The following are recommended to improve employees' performance in Federal Tertiary Institutions in Ogun State:

- Employees in the institutions should be availed the right knowledge of their environment through green communication and be offered with opportunities by their employers to employ their expertise and abilities.
- Employees in the institutions should be well motivated by their employers especially through green pay and rewards system, they should be rewarded for their green performances.

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