

A Correlation Analysis of Green Human Resource Management and Firms' Protection

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Abstract

The purpose of the study was to examine Green Human Resource management and firms' protection in Cross River State, Nigeria. Other specific objectives of the study were to: determine the relationship between green recruitment and selection and organizational protection; determine the relationship between green training and development and organizational protection; determine the relationship between green reward and compensation and organizational protection. This study adopted survey research design. The study was carried out using processing firms in Cross River State. Primary data was employed using questionnaire instrument. Pearson Product Moment Correlation was adopted as a suitable statistical tools for the analysis of the study. The major findings were stated thus: Green Recruitment and selection, Green training and development, Green reward and compensation have a positive relationship with organizational protection. The study recommended that organizations should also express preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives as well.

Keywords: green human resource management, protection, green recruitment and selection, green training and development, green reward and compensation

1. Introduction

Many organizations anticipated that environmental issues, especially climate change where their company operates, would have a negative impact on their businesses in the long run. Abdel and Aldulaimi (2020) posited that pressure from the negative impact arising from environmental issues encourages organizations to be more responsible for the sustainable outcome specifically that can be related to the effects on the environment by their activities. More and more organizations are now aware of the importance of going green by integrating green practices in their management functions (Abdeldayem & Aldulaimi, 2020). In Nigeria, green human resource management practices and its effect on the sustainable competitive edge in the Nigerian manufacturing industry noted that the components of human resource management were coined to fit into the green approach so as to come up with green recruitment, green training and development, green compensation and green employee relations. All the activities in the human resource practices once fitted into the greening concept led to significant ways of sustaining the manufacturing sector while protecting the environment.

The central problem of the study is to examine the impact of the Green human resource management as it affects the organizational protection. The environmental impact of the cement industry has been a growing concern due to its contribution to air pollution, high energy consumption, and carbon emissions (Singh et al., 2020). While regulatory bodies have imposed environmental standards, compliance remains a challenge due to weak enforcement and resistance from industries. The problem arises from the lack of clear evidence on how Green Human Resource Management policies such as green recruitment, training, and performance management contribute to environmental compliance and organizational sustainability. There is also limited empirical

research on how Green Human Resource Management practices influence employee engagement in sustainable initiatives, particularly in Nigeria's industrial sector.

2. Theoretical Framework

2.1 Resource Based Theory

This theory was propounded by Barney 2001. The theory states that a firm should be viewed as an organised combination of resources and each organization is heterogeneous. Example of resources refers to tangible and intangible assets, capabilities and processes that the organisation possesses to create value. Resource-based view was developed to serve as a tool to analyse and explain why some firms are able to achieve sustainable competitive advantage which leads firms to obtain above average returns. A firm should have a bundle of resources which are valuable, rare, hard to imitate for an organisation to achieve competitive advantage. Resource-based theory suggests that resources that are valuable, rare, difficult to imitate, and non-substitutable best position organizations for long-term success. These strategic resources can provide the foundation to develop firm capabilities that can lead to superior performance over time. Capabilities are needed to bundle, manage, and otherwise exploit resources in a manner that provides value added to customers and creates advantages over competitors.

2.2 Literature Review

Green human resource management has become the most common word in business, and its importance is increasing over time. This term also has an assured status as a hot topic in modern research work as awareness of environmental management and sustainable development is increasing day by day all over the world. In protecting the environment, the organization will make a strategy to achieve their target and goal for green and sustainability with visible results for financial and the impact to the environment. Other than that, environment and nature surrounding green where management is very essential to give concern to environmental problems which need to be improved by managing and operating the businesses (Singh, Del Giudice, Chierici, & Graziano, 2020).

Green Human Resource Management practices are the best approach that helps the company by making a green employee who realizes the environmental performance in the workplace by stressing on green employing, green training and development, green reward and beneficent the company's human capital. Human resource planning, recruitment and selection, training and development, performance appraisal, rewards management and human relations which are Human Resource Management main practices are deemed as instruments for aligning staff with establishment's environmental policies (Yong, Yusliza, Ramayah, Chiappetta, Sehnem & Mani, 2020). Green Human Resource Management is the use of Human Resource Management pursuit to support environmentalism and promote sustainable use of organization resources. Since green Human Resource Management may impact as a source of competitive advantage through giving economic as well as strategic benefits, organization often take it as an ethical concern not as a reactive strategy (Yong, Yusliza, Ramayah, Farooq & Tanveer, 2022). Green Human Resource Management (GHRM) is a relatively new concept that has emerged in response to the increasing importance of environmental sustainability. It involves integrating environmental sustainability principles into traditional Human Resource Management (HRM) practices, such as recruitment, training, performance management, and compensation (Yusoff, Nejati, Kee, & Amran, 2020). The goal of GHRM is to create a workforce that is aware of, and committed to, sustainability, and to promote sustainable practices within the organization (Yusop & Adam, 2021; Darwish, Shah & Ahmed, 2021; El Dessouky & Alquaiti, 2020). It increases the employees' awareness and improves their behaviour towards sustainability problems. The issue of environmental protection has become a global concern in the twenty-first century. Organizations in Africa and around the world have been blamed for contributing to environmental degradation through air, water, noise, soil and other means of pollution. As environmental stakeholders, organizations are called upon to take the leadership role in protecting the environment by attracting smart professionals with expertise in green behavior. Therefore, organizations have come up with the necessary strategies to protect the environment while ensuring that the organization continues to achieve effectiveness and efficiency (Jawaad, Hasan, Amir & Imam, 2022; Mansoor, Alzyoud, & Muttar, 2022; Ogalo, 2020; Zaid & Jaaron, 2023).

Singh, Del Giudice, Chierici, and Graziano (2020) described green training and development as the process of equipping employees with working approaches that ensure adequate resource utilization, reduce waste, energy conservation, and environmental degradation. Environmental related education, training and development are key areas of green Human Resource Management in organizations. Providing environmental training to employees to develop required skills and knowledge is an important function that is beneficial to the implementation of corporate environmental management programs in the organization. Providing training to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travels are very useful to reduce the negative environmental impacts of the organizations

(Yong, Yusliza, Ramayah, Chiappetta, Sehnem & Mani, 2020; Hatamleh, 2021).

Green training and development (GTD) refer to a collection of programs that encourage employees to acquire environmental skills and address environment problems that are crucial to the achievement of environmental goals. It may be understood as an important human or organizational feature in view of contemporary research on Green Human Resource Management (Yong, Yusliza, Ramayah, Farooq & Tanveer, 2022; Yusoff, Nejati, Kee, & Amran, 2020; Yusop & Adam, 2021; Singh, Del Giudice, Chierici, & Graziano, 2020).

Environmental performance is regarded to be an excellent opportunity to enhance the productivity of an organization in a win-win scenario, because environmental issues become more and more important in business plans and green concepts through innovation processes and strategic viewpoints of the organization. The number of organizations, using strategic environmental management practices (EMS) to improve their competitiveness, and using the environmental performance idea in the corporate strategies is increasing as social demand for environmental performance increases. The implementation of an Environmental Management System (EMS) would enhance the efficiency of the environment and it is a method that requires a high degree of cooperation between environmental management and human resources.

2.3 Empirical Review

Yusop and Adam (2021) designed a study to establish the effect of green employee sourcing on environmental sustainability at Capital Fish Limited, Homa-bay town, Kenya. From the findings, it was concluded that green employee sourcing had a statistically significant effect on environmental sustainability at Capital Fish Limited. The study thus recommended that Capital Fish Limited should strengthen its green employee sourcing activities through green recruitment, green selection and green employee socialization so as to ensure environmental sustainability. Zaid and Jaaron (2023) conducted study to establish the influences of green human resource management practices on environmental sustainability at Kenyatta University. The study found out that employees' application for employment at the University was not based on green issues leading to little understanding of the concept. The study showed that environmental performance indicators were not adequately included in performance management and appraisals systems. The study recommended the need for training and capacity building among the employees to inculcate the culture of green practices as well as developing pro-environment managers and leaders to ensure sustainability in the workplace.

Singh, Del Giudice, Chierici and Graziano (2020) proposed revealed that the dimension like green training, green employment and evaluation of green performance explain the role of green human resource management practices in attaining sustainable development in its environmental, social and economic dimensions in the health industry in Bahrain represented by Al Resalah Medical centre and Al Nafees hospital. Two hundred seventeen employees were selected as a sample for this study. The finding showed that the green practices dimension was most significant after assessing green performance and associated with sustainable development, followed by green employment and green training. Increasing training courses and programs to elucidate the green management practices conception and their significance to the business. Among employees and workers, feast out the sustainability culture and maintenance of natural resources.

Yong, Yusliza, Ramayah, Chiappetta, Sehnem and Mani (2020) demonstrated that due to the management of the environment and matter of development, Greenhouse resource management has increasing attention. Green Human Resource Management has expanded its unique position in the field of research. In the Kingdom of Bahrain, the objective of this study is to explore if Green human resource management is applied to telecommunication companies. This research dispersed 620 survey forms to randomly employees working in the HR of three telecommunication companies, STC, Batelco and Zain. However, 580 forms were received and created valid for analysis. The finding suggested that telecommunication companies in Bahrain do not have a management system for the environment. Additionally, this study showed that their attention to environmental management practices application. Their results also showed a significant increase in adopting sustainable green human resource management practices.

Hamza et al. (2021) had a study on the relationship between recruitment and selection with organizational performance. Two research questions were used in the study. The study was conducted at Telecom Companies. The population of this study was approximately 220 employees, the researcher distributed 80 questionnaires, but 69 questionnaires received from participants, however only 60 questionnaires were properly filled out by the participants accordingly to sample size was initially a total of 60 survey and 100% was returned back which means 60 surveys. A quantitative method used to analyze this study, the researcher prepared questionnaires and distributed at Telecommunication Companies in Erbil-Kurdistan. Data for the research paper was collected through a questionnaire paper. Data was collected and Statistical Package for Social Sciences (SPSS) version 23 was used as the statistical analytical tool while descriptive statistics were calculated and used in the interpretation of findings. The findings of the study revealed that there is no difference in candidates' race and gender in internal promotion at Telecommunication Companies in Erbil-Kurdistan, it also revealed that majority

of participants believed that selection methods used (application forms, assessment centers, psychometric test, interviews, CV data, references) are important.

Ismael et al. (2021) carried out a research on the relationship between the role of training and development on organizational effectiveness at small and medium enterprise in Kurdistan region of Iraq. Two research questions were used for the study; the population of the study was 102 staff from different small and medium enterprises in Kurdistan region of Iraq. The research is qualitative method. The sampling technique used was random sampling method. Data was collected through the distribution of questionnaires to employees in different small and medium enterprises in Erbil and data analysis was undertaken using SPSS. Findings of this study show that there is a direct impact of development programmes on organizational effectiveness and its progress and development is essential for an effective organization.

3. Research Methods

This study adopted survey research design. This study was carried out at Niger mills, Honey Feed company, Aje Ndoma Nigeria Enterprise in Cross River State. A total population of four hundred (400) as well as the permanent and non-permanent staff in the companies. In this study, census sampling of four hundred (400) was adopted. Primary source of data and Pearson Product Moment Correlation were adopted as a suitable statistical tool for the analysis of the study.

4. Results and Findings

Hypothesis one

Ho: There is no significant relationship between green recruitment and selection and organizational protection.

Table 1 presents the correlation results of the relationship between green recruitment and selection and organizational protection. The results are based on Pearson correlation coefficients, significance levels (2-tailed), sum of squares and cross-products, covariance, and the number of observations (N). The Pearson correlation coefficient between green recruitment and selection in Lafarge is .859, which indicates a strong positive correlation between the two variables. This suggests that as Green recruitment increases, or adaptability also increases, or vice versa. The correlation is significant at the 0.01 level (2-tailed), with a significance value (Sig.) of .000, indicating that the relationship is statistically significant and not due to chance. The sum of squares and cross-products and the covariance values provide additional information about the relationship between the variables. For recruitment and selection, the sum of squares and cross-products is 128.38, and the covariance is .253. For protection, the sum of squares and cross-products is 622.44, and the covariance is 1.51. These values further support the strong relationship between green recruitment and selection and organizational protection in Lafarge. The correlation results suggest that Green recruitment and selection are closely interrelated. This implies that the adoption of green recruitment and selection has had a significant impact on organizational protection.

Table 1. Correlation result of relationship between green recruitment and selection and organizational protection

		RS	PROT
	Pearson correlation	1	.859**
	Sig. (2-tailed)		.000
RS	Sum of squares and cross-products	128.38	191.21
	Covariance	.253	.246
	N	365	365
	Pearson correlation	.859**	1
	Sig. (2-tailed)	.000	
PROT	Sum of squares and cross-products	176.41	622.44
	Covariance	.336	1.51
	N	365	365

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

Source: SPSS analysis by Researcher, 2025.

Hypothesis two

Ho: There is no significant relationship between green training and development and organizational protection.

Table 2 presents the correlation results of the relationship between green training and development and organizational protection. The results are based on Pearson correlation coefficients, significance levels (2-tailed), sum of squares and cross-products, covariance, and the number of observations (N). The Pearson correlation coefficient between green training and development is .815, indicating a strong positive correlation between the two variables. This suggests that as training and development increase or improve, there is a corresponding positive impact on green training and development and organizational protection. The correlation is significant at the 0.01 level (2-tailed), with a significance value (Sig.) of .000, indicating that the relationship is statistically significant and not due to chance. The sum of squares and cross-products for Green training and development is 321.74, and for protection, it is 146.94, providing additional insight into the relationship between the variables. The covariance values are .431 for Green training and development and .315 for protection, further supporting the strong correlation between green training and development and organizational protection. In summary, the correlation results suggest that there is a significant positive relationship between green training and development and organizational protection. This implies that the adoption of training and development has had a notable impact on organizational protection.

Table 2. Correlation result of relationship between green training and development and organizational protection

		TD	PROT
TD	Pearson correlation	1	.815**
	Sig. (2-tailed)		.000
	Sum of squares and cross-products	321.74	136.94
	Covariance	.431	.323
	N	365	365
	Pearson correlation	.815**	1
PROT	Sig. (2-tailed)	.000	
	Sum of squares and cross-products	146.94	125.22
	Covariance	.315	.221
	N	365	365

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

Source: SPSS analysis by Researcher, 2025.

Hypothesis three

Ho: There is no significant relationship between green reward and compensation and organizational protection.

Table 3 presents the correlation results of the relationship between green reward and compensation and organizational protection. The results are based on Pearson correlation coefficients, significance levels (2-tailed), sum of squares and cross-products, covariance, and the number of observations (N). The Pearson correlation coefficient between green reward and compensation and organizational protection is .843, indicating a strong positive correlation between the two variables. This suggests that as green reward and compensation increase or improve, there is a corresponding positive impact on protection. The correlation is significant at the 0.01 level (2-tailed), with a significance value (Sig.) of .000, indicating that the relationship is statistically significant and not due to chance. The sum of squares and cross-products for reward and compensation is 143.22, and for protection, it is 134.56, providing additional insight into the relationship between the variables. The covariance values are .567 for reward and compensation and .434 for protection, further supporting the strong correlation between green reward and compensation and organizational protection. In summary, the correlation results suggest that there is a significant positive relationship between green reward and compensation and organizational protection. This implies that the adoption of green reward and compensation has had a notable impact on organizational protection.

Table 3. Correlation result of relationship between green reward and compensation and organizational protection

	RC	PROT
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	Pearson correlation	1	.843**
	Sig. (2-tailed)		.000
RC	Sum of squares and cross-products	143.22	183.92
	Covariance	.567	.604
	N	365	365
	Pearson correlation	.843**	1
	Sig. (2-tailed)	.000	
PROT	Sum of squares and cross-products	134.56	298.23
	Covariance	.434	.649
	N	365	365

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

Source: SPSS analysis by Researcher, 2025.

5. Discussion of Findings

The study examined Green Human Resource management on organizational protection. Based on the analysis of the findings, the following hypotheses were tested. In hypothesis one, it was revealed that Recruitment and selection has positive relationship with organizational protection. The finding is in line with the works of Zaid and Jaaron (2023) who noted that green recruitment is the process of hiring candidates with knowledge, skills, approaches and behaviors that identify with environmental management systems within an organization. In hypothesis two, it was revealed that Green training and development has a positive relationship with organizational protection. The finding is in line with the works of Singh, Del Giudice, Chierici, and Graziano (2020) who posited that green training and development is the process of equipping employees with working approaches that ensure adequate resource utilization, reduce waste, energy conservation, and environmental degradation. In hypothesis three, it was revealed that Green reward and compensation has positive relationship with organizational protection. The finding is in line with the works of Zaid and Jaaron (2023), who posited that Green compensation and reward management (GCR) is a system of motivation to strengthen employee conduct through green skills development and success in the context of environmental programs through monetary incentives (pay increases or bonuses), nonmonetary incentives (sabbaticals, special leave, donations) or public incentives based on praise. The major findings were stated thus:

- 1) Green Recruitment and selection has positive relationship with organizational protection.
- 2) Green training and development has a positive relationship with organizational protection.
- 3) Green reward and compensation has positive relationship with organizational protection.

6. Conclusion

Green Human Resource Management (GHRM) has gained significant attention in recent years as organizations strive to integrate environmentally sustainable practices into their operations. GHRM involves the implementation of eco-friendly policies, sustainable work practices, and the promotion of environmental responsibility among employees. Green human resource management practices and its effect on the sustainable competitive edge.

7. Recommendations

Based on the findings of the study, the following practical policy recommendations are proposed:

- 1) Organizations should also express preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives as well.
- 2) Human Resource Management should providing environmental training to employees to develop required skills and knowledge is an important function that is beneficial to the implementation of corporate environmental management programs in the organization.
- 3) Human Resource Management should empower the best workers to acquire new skills and new knowledge and to assist the firm achieve its objectives.

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