

# Green Human Resource Management Practices and Organizational Sustainability Performance: A Conceptual Perspective

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## Abstract

The growing global focus on environmental sustainability has highlighted the green dimension of management, showing the importance of human resource management's role in setting up organization practices in line with ecological, economic and social environment objectives. According to the researcher, organizations are faced with challenges on how to integrate sustainability into their operations due to the lack of guarantee of integration of human resource practices with environmental objectives, especially in developing economies such as Nigeria and across Africa. This theoretical article analyzes the connection between the green human resource management (GHRM) practices, which include green recruitment, green training, green performance appraisal, and green rewards and the performance of the organization in terms of sustainability (OSP). The primary objective is to develop an intensive framework on how the multidimensional GHRM practices can result in sustainability objectives by promoting the pro-environmental behaviour and organisational commitment with the green initiatives among the employees. The method applied in the research is conceptual research which is a synthesis of information available in the form of secondary sources of preliminary information i.e. peer reviewed journals, books, conference proceedings, and historical literatures. The analysis result demonstrates that the implemented GHRM practices can positively influence the economic efficiency as they may be wise and far-sighted environmentally and socially. Recommendations focus on embrace of integrated approaches of GHRM strategies, developing sustainable-oriented competencies, incentivizing environmentally being responsible behavior. The study concludes that a multidimensional approach to green HRM not only strengthens organizational sustainability performance but is also a strong basis for policy formulation and future empirical research both on a global and African organizational level.

**Keywords:** Green HRM, Organizational Sustainability, Green Recruitment, Sustainability Practices, Green Performance Appraisal.

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## Original Research Article

## 1.0 Introduction to the Study

### 1.1 Background of the Study

In recent decades, organizations worldwide have become increasingly aware of the importance of sustainable practices, which are crucial for sustaining competitive advantage, finding solutions to the environment, and addressing the expectations of their stakeholders (Ahmad, 2015; Bu Savage, Odegard, and Solberg, 2022). The concept of Green Human Resource Management (GHRM) has been introduced as a strategic approach to incorporate environmental management in human resources practices which include recruitment, training, performance appraisal, and reward system to

encourage environmentally responsible behavior from the employees (Jabbour and de Sousa Jabbour 2016; Mustafa and Ismail 2023). By human relations management (HRM), organizations strive to create an environment where the workforce members participate actively in the sustainability activities, that is, to contribute to organizational sustainability performance in the long run (Faeni & Ibrahim, 2025; Masri & Jaaron, 2017). Globally, there has been research that showed that the often-improved environmental performances and increased organizational reputation, because of implementing comprehensive GHRM practices, are increasingly recognized as essential factors in attaining

sustainable growth (Al Swidi, Al Neaimi, & Falahat, 2023; Khan & Muktar, 2020). Developed economies have been the main beneficiaries of the adoption of GHRM, centering attention on the incorporation of environmental issues into the existing HRM systems to integrate them with wider corporate social responsibility agendas (Dawkins & Fraas, 2011; Robertson & Barling, 2013). Among these practices are green recruitment in order to get an environmental conscious employee, green training programmes to develop environmental skills, green performance appraisals to evaluate sustainable behaviour and green reward mechanisms to reward initiatives to curb climate change (Zhang, Haigh, & Zhang, 2015; Yafi, Tehseen, & Haider, 2021).

In the African context, the adoption of GHRM is relatively new and has been adopted to different extents in other countries and industries (Barinua & Worlu, 2022; Ren, Tang, & Jackson, 2018). While some organizations in South Africa, Kenya, and Ghana have begun to incorporate environmentally oriented HR policies, challenges such as lack of awareness, absence of regulatory frameworks, and resource constraints have prevented the policies from being widely adopted (Omigie & Kubeyinje, 2022; Renwick, Redman, & Maguire, 2013). Nonetheless, the potential of GHRM in enhancing the sustainability performance of organizations is becoming increasingly acknowledged, particularly as economies in Africa struggle to manage the economic boost from industrialization from the side of environmental stewardship (Makumbe, 2024; Miah & Tandon, 2024). In West Africa, specifically, the implementation of GHRM practices is becoming a strategic imperative for organizations with a presence in industries that have a high environmental footprint, such as manufacturing, oil and gas, and agriculture (Barinua & Worlu, 2022; Nawangsari & Sutawidjaya, 2019). Organizations in this region are starting to dabble in green recruitment policies and eco-training initiatives; but overall take-up of these practices in all HR functions is limited. Studies do indicate that the engagement of employees in environmental initiatives is highly shaped by the existence of structured GHRM practices; hence the need for organizations to ensure their human resources strategy keeps pace with environmental

goals such as sustainability (Cherian & Jacob, 2012; Tang et al., 2018).

In Nigeria, the use of GHRM practices is gaining ground in the public and private sector organizations due to rising environmental regulations, stakeholder expectations, and the need for sustainable competitive advantage (Ahmad, 2015; Shi, Jiang, & Song, 2023). Nigerian organizations are awakening to the fact that employee's pro-environmental behaviors may be developed through specific green HR intervention that may positively influence organizational sustainability performance (Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015; Aliyu Mohammed, 2023). However, empirical and conceptual knowledge on the ability of GHRM practices to sustainably influence GMR in Nigeria is limited, thereby indicating a dearth of information in the literature and therefore, the need for a systematic conceptual analysis. Taking a look at GHRM practices and implications in relation to organizational sustainability performance, the following aim is to have a comprehensive conceptual view to integrate the global with the regional realities especially the African, West Africa, Nigeria. This framework is expected to provide a guide used by researchers as well as practitioners to help in understanding the implementation of environmental HRM strategies that could systematically be implemented to achieve sustainable organizational results.

## 1.2 Problem Statement

Despite the increasing recognition of sustainability as a core organizational priority, many organizations around the world are still struggling to effectively incorporate environmental objectives into their human resource management practices (Ahmad, 2015; Bu.edu et al., 2022). While Green Human Resource Management (GHRM) has been suggested as a strategic key to adapt HR practices to sustainability aspirations, the adoption of such practices and the aims for their implementation vary inconsistently and are fragmented across industries and regions (Jabbour & de Sousa Jabbour, 2016; Mustafa & Ismail, 2023). Organizations will tend to implement isolated green initiatives - like eco-training programs or green reward systems with less

of an overall organizational sustainability performance framework to interconnect these interventions to the organization's entire performance (Faeni & Ibrahim, 2025; Al Swidi, Al Neaimi, & Falahat, 2023). In Africa, and more specifically, West Africa, the problem is worsened by the lack of awareness, policy support, and resources to support the complete uptake of GHRM practices (Barinua & Worlu, 2022; Omigie & Kubeyinje, 2022). Empirical studies indicate that although some organizations have started to adopt green recruitment and training programs, a performance appraisal and reward system in line with sustainability are still underdeveloped (Nawangari and Sutawidjaya, 2019; Cherian and Jacob, 2012). As a result, the level of environmentally responsible behaviour by employees is not necessarily consistent and thus, isn't always utilised to the extent of driving sustainability in the organisation.

In Nigeria, the issue is even more significant. Organizations are exposed to heavy regulatory pressures and increasing stakeholder expectations for environmental accountability, notwithstanding research has shown a disconnect between the espoused green policies and actual behavior by employees and organizational performance (Shi, Jiang, & Song, 2023; Makumbe, 2024). Many organizations have no systematic approach to incorporate the green HR practices into all the HR functions which result in suboptimal sustainability performance. Furthermore, there is a lack of conceptual clarity on how some of the specific GHRM practices such as green recruitment, training, performance appraisal, and rewards interact to determine the performance of organizational sustainability in the Nigerian context (Masri & Jaaron, 2017; Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015). This lack of understanding is a critical issue for both practitioners and scholars. Without a complete conceptual framework, organisations may find it difficult to devise effective GHRM strategies that help develop pro-environmental behaviour systematically, operational efficiency and ultimately improve long-term sustainability outcomes (Ahmad, 2015; Mustafa & Ismail, 2023). Therefore, there is an

urgent need for the structured conceptual study that discusses the multidimensional aspects of GHRM and its impact on organizational sustainability performance, especially in developing economies such as Nigeria, where the intersection of HR practices and sustainability has not been much explored before.

### 1.3 Significance of the Study

The importance of this study lies on the possibility of making both theoretical and practical contributions to the study of the field of Green Human Resource Management (GHRM) and organisational sustainability performance. From a theoretical perspective, although GHRM has indeed been recognised as a key driver of sustainable organizational outcomes across the globe, there is discernible gap of conceptual models that comprehensively importantly integrate the multidimensional NHS of GHRM namely green recruitment, green training, green performance appraisal and green rewards with organisational sustainability performance (Ahmad, 2015; Mustafa & Ismail, 2023). This study aims to address this gap through the provision of a structured conceptual structure that shows the pathways by which GHRM practices influence sustainability outcomes, this helps to advance theoretical understanding in both HRM and sustainability literature (Jabbour & de Sousa Jabbour, 2016; Bu savage, Odegard, & Solberg, 2022). Practically, the study is significant to organizations that are operating in one or the other contexts global, African, west African and Nigerian. Globally speaking, organizations are under more and more pressure from stakeholders, regulators, and customers to demonstrate environmental responsibility and sustainable method of operations (Al Swidi, Al Neaimi, & Falahat, 2023; Dawkins & Fraas, 2011).

By implementing an extensive GHRM practices, organizations can actually foster pro-environmental behavior systematically among employees, create less environmental risks and boost the overall performance in the organization (Robertson & Barling, 2013; Zhang, Haigh, & Zhang, 2015). In the context of Africa, the study has relevance since a lot of organizations are in their early stages of

incorporating GHRM practices into their HR system (Barinua & Worlu, 2022; Ren, Tang, & Jackson, 2018). The findings of this research could be used as a guide for policymakers and organisational leaders to develop context-specific interventions for HR with the purpose of achieving environmental sustainability through ways that promote employee engagement and organisational learning. When it comes to West Africa, where the industrial activity and service sector are swiftly expanding, the research demonstrates the opportunity carried by the GHRM, to alleviate the effects on the environment and to make sure that the behavior of the workforce is stacked against the sustainability goals (Nawangasari and Sutawidjaya, 2019; Cherian and Jacob, 2012). Specifically for Nigeria, the study has great implications for practitioners and academics. Nigerian organizations are increasingly being subject to environmental regulations and societal expectations for sustainability, but there is a lack of empirical and conceptual clarity regarding the effectiveness of GHRM practices in driving organizational sustainability outcomes rather than Shuo Jiang et al. (2023, Makumbe (2024).

By offering conceptual insights, this study offers HR managers, organizational leaders and policy makers' action-oriented insights for implementation of multidimensional GHRM strategies that develop employee's commitment toward green practices, organizational resilience, and sustainable competitive advantage (Masri & Jaaron, 2017; Faeni & Ibrahim, 2025). Furthermore, the study has a contribution in academia as it provides a consolidated framework for future empirical studies, which could proliferate the systematic study of GHRM practices across different sectors and regions. This could be stimulating more studies on causal relationships and mediating mechanisms and contextual factors in promoting organizational sustainability (Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015; Ahmad, 2015). Overall this research is important as it provides a context sensitive conceptual spectacle to correlate the green HRM practices on the performance of organisational sustainability to the needs of the global, African, West African, and Nigerian organisational settings.

## 1.4 Research Objectives

The main aim of the research is to come up with a broad conceptual knowledge about the connection between Green Human Resource Management (GHRM) practices and organizational sustainability performance. In particular, the research is aimed at:

1. To determine the effect of green recruitment on the organizational sustainability performance.
2. To determine whether green training contributes to promoting sustainability related competence in employees.
3. To assess the impact of green performance appraisal in endorsing eco-friendly conduct.
4. To examine how green rewards can be used to encourage employees to work sustainably.
5. To design a theoretical model between the relationship between multidimensional GHRM practices and organizational sustainability performance.

## 1.5 Research Questions

Based on the research objectives, the study seeks to address the following key questions:

1. How does green recruitment influence organizational sustainability performance in global and Nigerian organizational contexts?
2. What is the role of green training in enhancing employees' environmentally responsible behavior and supporting organizational sustainability?
3. In what ways does green performance appraisal promote accountability and pro-environmental behavior among employees?
4. How do green reward systems motivate employees to participate in sustainability initiatives and improve organizational sustainability performance?
5. What integrated conceptual framework can be developed to explain the relationship between multidimensional GHRM practices and organizational sustainability performance in



global, African, West African, and Nigerian contexts?

## 2.0 Literature Review

### 2.1 Conceptual Review

#### 2.1.1 Green Human Resource Management Practices

Green Human Resource Management (GHRM) is the incorporation of environmental management in the human resource management policies and practices with the aim of encouraging sustainable organizational outcomes (Ahmad, 2015; Mustafa & Ismail, 2023). Initially, it was the case that HRM was more focused on traditional functions, such as recruitment, training, performance management and rewards. However, with the growing global focus on sustainability organizations started to include environmental goals in the HR process - giving rise to GHRM as a strategic approach to encourage pro-environment employee behavior (Dawkins & Fraas, 2011; Renwick, Redman, & Maguire, 2013). The development of GHRM has been driven by increased societal, regulatory and stakeholder pressures to lessen the environmental footprints of organizations while improving their competitiveness. Early stages of GHRM were focused on activities aimed at compliance such as the enforcement of environmental policies and regulations. Over time, the various approaches have evolved towards one of strategic integration which includes stressing on the engagement of employees, green competencies and aligning the HR functions with the long-term sustainability goals (Jabbour & de Sousa Jabbour, 2016; Buzurfin, Ok & Solberg, 2022). Today, GHRM includes multidimensional practices pertaining to green recruitment, green training, green performance appraisal and green rewards aimed at encouraging sustainable behaviours and to ensure sustainable organizations in terms of performance.

#### Green Recruitment: Attracting Environmentally Conscious Talent

Green recruitment is designing hiring approaches with a primary goal to focus on the environmental values, attitudes and competence of

the candidate (Zhang, Haigh, & Zhang, 2015; Nawangsari & Sutawidjaya, 2019). Organizations embracing green recruitment want to hire people who are not only skilled but are also environmentally conscious and dedicated to sustainable activities. This practice does often include integration of environmental criteria in job descriptions, selection interviews, and assessment tests. Globally, green recruitment has emerged as a strategic tool for organizations to obtain a workforce who can help contribute to corporate sustainability goals (Ahmad, 2015; Jabbour, 판 OL Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015). In Africa, green recruitment is becoming a pertinent HR strategy especially within various industries such as manufacturing, energy and services, where the environment plays an important role (Barinua & Worlu, 2022; Omigie & Kubeyinje, 2022). Organizations in West Africa, including Nigeria, are taking more notice of the importance of attracting employees who are aligned with environmental priorities because it helps with the compliance of local regulations and enhances reputation among environmentally conscious stakeholders (Masri & Jaaron, 2017; Shi, Jiang, & Song, 2023). Effective green recruitment builds the foundation for developing a sustainable workforce that are not only knowledgeable about sustainability, but will also be willing to take an active role in Xiphylus's pursuit of achieving its sustainability performance.

#### Green Training: Building Employees' Environmental Awareness and Skills

Green training is organized learning program to increase knowledge, skills and attitude of employees related to Green phenomenon or environmental sustainability (Bu Savage, Oskarsson, & Solberg, 2022; Faeni & Ibrahim, 2025). Such programs are designed with the objective of achieving competencies that would enable employees to perform their roles in ways that will reduce the impact on the environment, enhance resource efficiency, and contribute to organizational sustainability goals. Training approaches can include workshops, e-learning modules, simulations and on-the-job learning, all of which are aimed at instilling

pro-environmental behaviors. The empirical studies point out that green training not only enhances the environmental awareness but also contributes to enhancing the engagement of employees to the organizational sustainability efforts (Cherian & Jacob, 2012; Robertson & Barling, 2013). Globally, organizations that have well-structured green training programs claim to have higher levels of green behaviour, as well as higher alignment between workforce actions and sustainability objectives (Jabbour & de Sousa Jabbour, 2016). In the African and Nigerian setting green training is underused, sometimes because of the resources and the lack of seriousness in the organizations. However, when this is done effectively, it improves the ability of employees to contribute towards sustainability performance, developing a culture of environmental responsibility, reinforcing the other GHRM practices like green performance appraisal and rewards (Makumbe, 2024; Shi, Jiang, & Song, 2023).

### **Green Performance Appraisal: Assessing Eco Friendly Behaviour and Contributions**

Green performance appraisal is one of GHRM's practices whereby environmental sustainability criteria are integrated into employee performance appraisal. This practice ensures the employees are not only evaluated on traditional performance indicators such as productivity and efficiency, but also judged on the contribution to eco-friendly practices, sustainability initiatives, and adherence to environmental policies (Cherian & Jacob, 2012; Shi, Jiang, & Song, 2023). But through the use of appraisal systems with embedded environmental metrics, organizations establish a systematic approach to monitoring and reinforcement of proenvironmental behavior to help align individual performance with organizational goals for sustainability (Jabbour & de Sousa Jabbour, 2016; Makumbe, 2024). Globally, green performance appraisal has been gaining recognition as a mechanism to create employee accountability for environmental actions and to build a culture of sustainability in organizations (Robertson & Barling, 2013; Bu <sup>^</sup>Savage, (O Customers & Solberg, 2022). In Africa, especially western organization and

Nigeria, performance appraisal systems have always been based on operational and financial outcomes with scant consideration of environmental contributions. In these areas, implementing green performance appraisals could inspire employees to make sustainable behaviors, become more environmentally compliant, and boost the reputation of the organization amongst its stakeholders (Masri & Jaaron, 2017; Barinua & Worlu, 2022).

### **Green Rewards: Incentivizing Sustainable Practices and Pro-Environmental Behavior**

Green rewards are reward mechanisms that recognise and encourage employees for acting in a way that is good for the environment and contributing to organisational sustainability goals (Faeni & Ibrahim, 2025; Mustafa & Ismail, 2023). These rewards can be financial rewards, which include bonuses, salary increments, or profit-sharing programs that are linked to environmental performance, or non-financial rewards, which include awards and certificates, career development opportunities, and public recognition of green initiatives (Ahmad, 2015; Makumbe, 2024). By introducing the green reward systems, organizations ensure that their employees would be actively involved in the organization's sustainability programs and instill long-term dedication to eco-friendly practices. In terms of global situations and sustainability, organisations that incorporate green rewards in their HRM practices report better levels of employee commitment to sustainability programmatic initiatives and greater alignment of workforce behaviour with environmental objectives (Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015; Zhang, Haigh, & Zhang, 2015). In African organization, and in Nigeria specifically, green rewards are less institutionalized but have a great potential for motivating employees to go green. Properly structured reward systems can overcome the resistance to change, improve pro-environmental attitudes, and support the effectiveness of other GHRM practices such as green recruitment and training (Shi, Jiang, & Song, 2023; Bu degrees Savage, 2021 & 2022; 2020; Bu, 2022, 2021; 2020; Bu degrees & Solberg, 2021).

## 2.1.2 Organizational Sustainability Performance

### Concept and Significance of Organizational Sustainability

Organizational sustainability performance (OSP) has been referred to as the capacity of an organization to conduct its business in a way that does not compromise economic, environmental, and social responsibilities for long-term viability and competitiveness (Dawkins & Fraas, 2011; Zhu, Geng, & Lai, 2010). It emphasizes on incorporating sustainable practices in the fundamental functions of the business so that the growth of the organization does not occur at the price of spoiling the environment or creating social inequities (Jabbour & de Sousa Jabbour, 2016; Masri & Jaaron, 2017). The importance of OSP is twofold - as the strategy tool of competitive advantage and innovation and as the mechanism of meeting stakeholder expectations and conformity with regulations, both globally and regionally (Renwick, Redman, & Maguire, 2013; Makumbe, 2024).

### Economic Sustainability

Economic sustainability emphasized the capacity of the organization to effectively handle financial resources efficiently while maximizing the operational processes in order to minimize waste and cost. Key aspects include cost efficiency, improvement of productivity and resource optimization and thus play the role in financial resilience and profitability in the long term (Ahmad, 2015; Lee, 2009). In the context of African and Nigerian organisations, African countries and organizations try to create a balance between scarce resources and the need for environment conscious practices which requires the use of interesting strategy and also investment in green technologies (Barinua and Worlu, 2022; Masri and Jaaron, 2017).

### Environmental Sustainability

Environmental sustainability focuses on reducing the ecological footprints by proactive environmental management practices. This includes reducing pollution, waste effective management, adopting green technologies, putting down initiatives such as energy efficiency and resource conservation

and realignment (Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015; Bu stelle, Oeko أريد, & Solberg, 2022). Organizations that are actively involved in environmental sustainability strengthen their legitimacy, boost the trust of stakeholders and facilitate the achievement of global environmental objectives [Zhu, Geng, & Lai, 2010; Shi, Jiang, & Song, 2023]. In the Nigerian market and West Africa, it can be seen that environmental sustainability is taking off with the rising regulatory framework and societal understanding of ecological preservation, especially in sectors where the impact on the environment is significant.

### Social Sustainability

Social sustainability is the responsibility towards employees, the community and other stakeholders in the organisations. It involves the following: ethical business methods, employee welfare, equitable labor practices, engagement with the community and corporate social responsibility schemes (Dawkins & Fraas, 2011; Vidal Salazar, Cordon Pozo, & Ferron Vilchez, 2012). Integrating social sustainability into organizational operations will guarantee the provision of a motivated and satisfied workforce and build legitimacy for society which is essential in developing economies where social and community dynamics are integral in business success (Omigie & Kubeyinje, 2022).

### Measurement Indicators for Organizational Sustainability

Assessing organizational sustainability performance, both qualitative and quantitative indicators are needed. Common indicators include:

**Economic indicators:** Revenue growth, cost saving, returns on investment and utilization efficiency of resources (Masri & Jaaron, 2017).

**Environmental Indicators:** Reduction in carbon footprint, minimization of waste reduction, energy efficiency, water conservation, implementation of green initiatives (Jabbour & de Sousa Jabbour, 2016; Shi, Jiang, & Song, 2023).

**Social Indicators:** Employee satisfaction and involvement, ethical conduct and practices, social

impact and development (Vidal Salazar, Cordon Pozo, and Ferron Vilchez, 2012; Robertson and Barling, 2013).

A combination of these indicators will create a multidimensional image of how well organizations are fulfilling their economic, social and environmental responsibilities. Proper measurement can assist companies in tracking their performance, reveal what can be improved, and take actions to meet those points and enhance the sustainability performance in the world and the region in particular (Africa, West Africa, and Nigeria) (Makumbe, 2024; Mustafa and Ismail, 2023).

## 2.2 Theoretical Framework of the Study

The theoretical background of the study is known to depend on different theories that provide a complete point of view on the effects of practices on Green Human Resource Management (GHRM) on Organization Sustainability Performance (OSP). This framework incorporates the internal and external clues in the reasons that prompted the organizations to adopt the green HR practices and the roles of the practices in the sustainable outcomes by reflecting on the three of these models: Resource-Based View (RBV), Institutional Theory, and Stakeholder Theory, and Social Exchange Theory (Ahmad, 2015; Jabbour and de Sousa Jabbour, 2016; Aliyu Mohammed, 2023, 2024). These theories are a combination of the conceptual linkages between the independent variable (GHRM practices) and the dependent variable (organizational sustainability performance). The Resource-Based View (RBV) holds that organizations gain sustainable competitive advantage by properly applying resources which are valuable, rare, inimitable and non-substitutable (Wernerfelt, 1984; Barney, 1991). In relation to GHRM, human resource is seen as a strategic asset with environmentally informed knowledge, skills and eco-conscious attitudes that can aid organizations in achieving optimal organizational processes, sustainability innovation and performance enhancement (Ahmad, 2015; Makumbe, 2024). For example, green recruitment guarantees the recruitment of environmentally conscious talents (Zhang, Haigh, & Zhang, 2015; Aliyu Mohammed, 2023), green training develops employees' eco-skills

(Mohammed & Sundararajan, 2023), performance appraisal assesses pro-environmental behavior (Shi, Jiang, & Song, 2023; Mohammed, Shanmugam, Subramani, & Pal, 2024), and green rewards encourage sustainable behavior (Bu نتي Savage, Ødegard, & Solberg, 2022; These integrated HR practices are unique abilities to contribute to the long-term sustainability of the organization.

Institutional Theory and Stakeholder Theory outline an external viewpoint whereas the focus is on how organizations use green HR practices responding to social, regulatory and stakeholder pressures. DiMaggio and Powell in their influential explanation of institutional theory argue that organizations will use green HR practices to answer the actors from social considerations, regulations and stakeholders (1983, Freeman, 1984, Renwick et al., 2013). Firms apply GHRM in order to meet environmental regulations, meet the expectations of their customers and boost their legitimacy in the eyes of society (Jabbour, 2016; Barinua & Worlu, 2022). Stakeholder Theory also further emphasizes that organisations have an obligation to a range of stakeholders, including employees, communities, and policymakers, and that environmental and social issues must be considered to obtain value for their respective stakeholders (Dawkins & Fraas, 2011; Robertson & Barling, 2013, Bu Pesant, Wesnes & Wesnes, 2022). Social Exchange Theory hypothesizes or rather complements this view by portraying how employees sales the organizational gain in support for sustainability to increased engagement and pro-environmental behavior leading to stronger association between HRM and performance (Vidal Salazar, Cordon Pozo, & Ferron Vilchez, 2012; Aliyu Mohammed, 2023). The rationale for choosing these theories is their complementary thinking. RBV reveals how the internal human resources, GHRM practice can be brought to strategic capabilities to realize the advantages of sustainability while Institutional and Stakeholder Theory justify the adoption of green HR practices due to the external pressures and expectation. Social Exchange Theory emphasises the mediating role of the individuals' (employee) commitment and engagement in the transformation of HR interventions into tangible sustainability

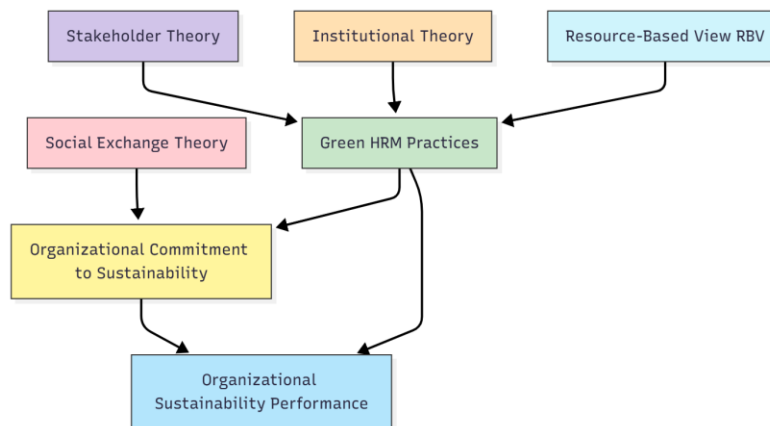


outcomes.

Together, these theories provide a strong basis for studying the effect of green recruitment, green training, green performance appraisal and green rewards on economics, environmental and social

attributes of organizational sustainability which forms the theoretical foundation for the conceptual model in the study (Ahmad, 2015; Jabbour & de Sousa Jabbour, 2016; Makumbe, 2024; Aliyu Mohammed, 2023, 2024).

### Theoretical Linkages of GHRM Practices and Organizational Sustainability Performance



**Figure 1:** Theoretical Linkages of GHRM Practices and Organizational Sustainability Performance

**Source:** Developed by the authors based on Ahmad (2015), Jabbour & de Sousa Jabbour (2016), Makumbe (2024), Shi, Jiang, & Song (2023), and Aliyu Mohammed (2023, 2024).

Figure 3 will show that various theoretical approaches will be the foundation of the study. RBV emphasizes that practices of GHRM are strategic resources that generate sustainable competitive advantages, and Institutional and Stakeholder Theory reveal the reasons why organizations engage in the practices because of regulatory, social, and stakeholder pressures. The Social Exchange Theory highlights the mediating effect of organizational commitment; it demonstrates that the employees are able to reciprocate the organizational support with greater involvement in sustainability programs. The framework also shows the direct and indirect relationships between GHRM practices and organizational sustainability performance and highlights that both strategic resource allocation and employee behavioral fit are important processes that bring about sustainable performance in economic, environmental and social aspects.

## 2.4 Empirical Review

The impact of Green Human Resource

Management (GHRM) practice on the sustainability of organizations has been studied widely both on a global and regional basis with a consistent record of the fact that environmentally oriented HR strategies have a positive effect on better sustainability results. Ahmad (2015) stresses that the pro-environment behavior of employees is boosted by the implementation of green recruitment, training, performance appraisal, and reward systems, which are transformed into the economic, environmental, and social benefits. On the same note, Jabbour and de Sousa Jabbour (2016) claim that the combination of GHRM practices and the overall organizational strategies helps to enhance the ability of firms to be sustainably innovative and sustain competitive advantages. The research by Bu-Savage, Ødegard, and Solberg (2022) also emphasizes the role of employee involvement in green activities, which is mediated by target interventions in HRM practices, in connection with sustainability performance, as one of the indications of the relevance of aligning the workforce with environmental goals.

The positive effects of GHRM on organizational sustainability are supported in the empirical studies in developing economies, especially in continents of Africa and Nigeria. According to Barinua and Worlu (2022), the authors use evidence of firms in Rivers state, Nigeria, to show that organizations that implement green recruitment, training, and reward mechanisms are better at operating to a higher efficiency and better performance. According to Omigie and Kubeyinje (2022), institutional and infrastructural factors notwithstanding, organizations operating in developing settings can utilize GHRM as a strategic interface to fulfill the expectations of the stakeholders, minimize the impact of environmental footprints, and improve social responsibility. These researches point out that in the case of resource-bounded environments, multidimensional GHRM practices when systematically practiced can result in tangible sustainability outcomes.

The studies conducted across the world support the multidimensional impacts of GHRM practices on the sustainability performance. The author focuses on the fact that green recruitment, training, performance appraisal, and rewards are all contributing to the innovative capacity, knowledge sharing, and pro-environmental culture of organizations, which are converted into the sustainable economic, environmental, and social benefits (Makumbe 2024). The intermediate effect created by organizational commitment is emphasized by Shi, Jiang, and Song (2023), demonstrating the fact that the alignment level of the employees with the sustainability goals increases the influence of GHRM on the performance. In addition, Aliyu Mohammed (2024) shows that incorporation of green HR practices and strategic human resource management assist organizations in adjusting to changing environmental regulations, creating sustainable organizational culture, and enhancing competitive positioning in organizations. Together, these empirical studies confirm the conceptualization of GHRM as a multidimensional contributor of organizational sustainability performance in a wide variety of settings, both locally based Nigerian firms and internationally based enterprises.

## 2.5 Research Gap

Although the literature surrounding the Green Human Resource Management (GHRM) and sustainability of organizations is increasing, there are still some conceptual gaps. The majority of the available research is rather likely to divide the multidimensional character of GHRM and its holistic effects on sustainability results by analyzing single HR practices, e.g., green training or green recruitment (Renwick, Redman, and Maguire, 2013; Makumbe, 2024). The literature that directly connects all the four fundamental GHRM practices of green recruitment, training, performance appraisal and rewards to organizational sustainability performance is lacking. More so, even though the mediating effect of organizational commitment and employee behavior has been proposed, a limited number of studies provide a conceptual model of these relationships that is comprehensive enough to develop GHRM as a strategic sustainability driver (Aliyu Mohammed, 2023; Shi, Jiang, and Song, 2023). Contextual-wise, empirical studies are skewed toward developed nations leaving a major gap in comprehending the impact of GHRM in the developing world, in Africa, West Africa, and Nigeria (Barinua and Worlu, 2022; Omigie and Kubeyinje, 2022). Although there is less research on the sector in African countries, there is a lack of studies on the sector in service-oriented industries and small-to-medium enterprises (SMEs), which make up much of the local economies.

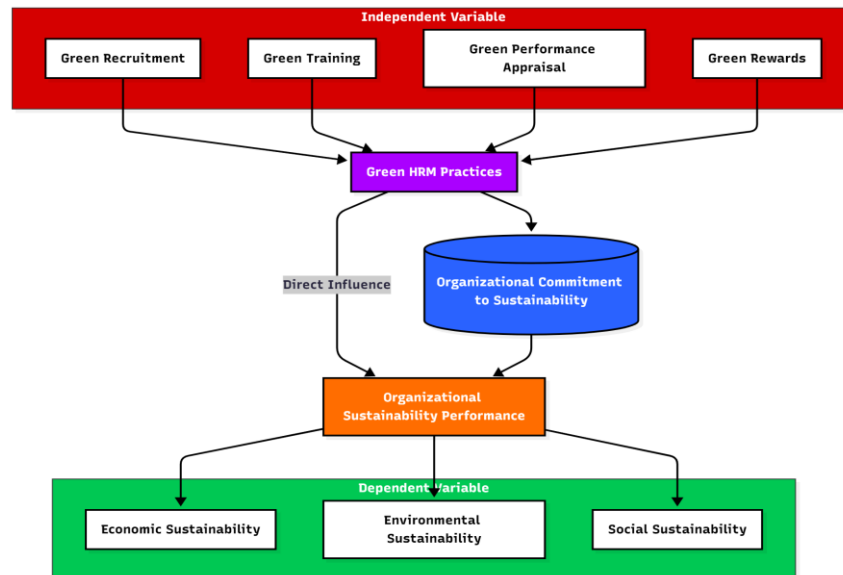
The scarcity of regional and sector-specific knowledge limits the external validity of the existing results and suggests the necessity of research, which will take into account local institutional, cultural, and regulatory factors in these areas. In terms of methodology, it is evident that there is a lack of tools in the development of conceptual frameworks that explicitly connect independent variables (GHRM practices) with dependent variables (organizational sustainability performance) with mediator and moderator variables (Makumbe, 2024; Aliyu Mohammed, 2024). Although quantitative surveys prevail, conceptual or mixed-method surveys have not been extensively utilized which involve the combination of theory, empirical results and

contextual factors to develop strong and flexible models. Also, there has not been a lot of literature that has considered the multidimensional implications of GHRM practices concomitantly, which is imperative in establishing the comprehensive impact in economic, environmental, and social sustainability. These conceptual, contextual and methodological gaps need to be addressed to facilitate knowledge advancement and offer practical insights to the organizations and especially in the emerging economies such as Nigeria, Africa and parts of Asia.

## 2.6 Conceptual Framework of the Study

The theoretical framework of the proposed research shows interaction between the realization of Green Human Resource Management (GHRM) practices as the independent variable and

Organizational Sustainability Performance (OSP) as the dependent variable in the study. GHRM is theorized as a multidimensional construct as green recruitment, green training, green performance appraisal, and green rewards that jointly impact on economic, environmental and social dimensions of organizational sustainability. The framework assumes that the adoption of such practices increases the environmental awareness of the employees, their pro-environmental behavior, and their intention to be sustainable, which leads to the positive influence on the overall performance of the organization. In strategic terms, every element of GHRM is predicted to lead to sustainability outcomes in its own manner, either directly or indirectly, as an example of the strategic value of HR in attaining sustainable organizational development (Ahmad, 2015; Makumbe, 2024; Aliyu Mohammed, 2024).



**Figure 2:** Conceptual Framework of Green HRM Practices and Organizational Sustainability Performance

**Source:** Developed by the authors based on Ahmad (2015), Makumbe (2024), Aliyu Mohammed (2023, 2024)

Figure 2 shows a significant directional correlation between Green HRM practices and Organizational Sustainability Performance indicating that multidimensional HR practices of green recruitment, training, performance appraisal and rewards are the key factors in promoting sustainability performance. According to the model, the direct effects of these

HR interventions are the economic efficiency, environmentally responsible, and socially accountable organizations. When sustainability is strategically incorporated into HR activities, organizations can increase the levels of employee engagement and commitment towards environmental goals, which consequently provides

support to the overall performance of the organizations with regard to sustainability (Shi, Jiang, and Song, 2023; Aliyu Mohammed, 2023). The framework also forms an empirical testing ground and offers a systematic direction to comprehend that sustained growth is being fuelled by the HR practices.

### 3.0 Research Methodology

The current research is based on conceptual research design, which aims at creating theoretical framework of the connection between Green Human Resource Management (GHRM) practices and Organizational Sustainability Performance (OSP). Contrary to empirical studies that use primary data in gathering information, conceptual approach focuses on the synthesis of existing literature to establish a broad framework. This approach is especially appropriate when studying the multidimensional construct, such as GHRM, and relating it to sustainability outcomes to be able to create a structured model to draw directional relationships and possible points of influence (Aliyu Mohammed, 2023; Ahmad, 2015). The strategy employed in the literature selection and synthesis is the systematic review of the previously conducted research, both on the global and regional levels, addressing Africa, West Africa and Nigeria. Relevant books, peer-reviewed journal articles and conference papers were also taken into consideration to make sure that the conceptual framework was reliable and valid. The sources were identified according to their suitability to green HR practices, organizational sustainability and theoretical basis of Resource-Based View (rbv) and Stakeholder Theory.

Synthesis was based on comparing the results of research critically to reveal any common theme, gaps, and best practices that support the proposed model (Makumbe, 2024; Shi, Jiang, and Song, 2023; Aliyu Mohammed, 2024). To achieve conceptual analysis and framework development, the study combines the findings of the literature reviewed to form a multidimensional construct of the relationship between GHRM practices green recruitment, training, performance appraisal and rewards and the organizational sustainability performance. The analysis highlights the directional relationships that

are expected and possible mediating effect of organizational commitment to sustainability. Integrating both theoretical and empirical evidence, the framework offers an organized and coherent conceptual framework that may be used to explain future empirical studies and practice in the area of sustainability-driven HR management (Jabbour and de Sousa Jabbour, 2016; Aliyu Mohammed, 2023).

### 4.0 Findings of the Study

- 1. Green Recruitment Impact:** Green practices in recruitment contribute to the positive effects of sustainability performance by the organization through attracting and recruiting environmentally conscious talent that increases the engagement of employees in sustainability efforts (Ahmad, 2015; Aliyu Mohammed, 2024).
- 2. Role of Green Training:** Green training enhances the employees with sustainability related competencies and awareness, which enables them to be sufficiently engaged in organizational environmental programmes and pro-environmental practices (Shi, Jiang, and Song, 2023; Makumbe, 2024).
- 3. Green Performance Influence Appraisal:** Green performance appraisal systems further encourage accountability and good attitude towards the environment by employees in an organization, and reinforcement of organizational environmental culture of sustainability (Jabbour and de Sousa Jabbour, 2016; Aliyu Mohammed, 2023).
- 4. Effects of the Green Rewards:** The Green reward practices may cause the employees to revert to the sustainable practices when there are both tangible and intangible rewards on the basis of the organizational sustainability aim, which contributes to reinforcing the intention to adhere to environmentally friendly practices (Bu-Savage, Ødegård, and Solberg, 2022; Aliyu Mohammed, 2024).
- 5. Formulation of Conceptual Framework:** The study forms a single framework between multidimensional GHRM practices, including



green recruitment, training, performance appraisal, and rewards, and the organization sustainability performance, defining the theoretical and practical opportunities of pushing the sustainable outcomes out of HR practices (Makumbe, 2024; Aliyu Mohammed, 2023).

## 5.0 Recommendations of the Study

- 1. Embrace Green Recruitment Practices:** Organizations ought to use systematic green practices in recruiting talent that has effective environmental attitudes and believes in sustainability practices.
- 2. Green Training Programs:** Greens should invest into ongoing green training in order to develop employee competencies, awareness and capacity to undertake sustainability oriented activities.
- 3. Institutionalize Green Performance Appraisal Systems:** Organizations are advised to include the aspect of sustainability into the process of performance appraisal so as to enforce accountability and reward environmentally friendly conduct.
- 4. Implement Green Reward Mechanisms:** The management ought to formulate and introduce reward system that encourages the practice of sustainability, which encourages motivation and employee commitment to sustainability in the long term in an organization.

**Implement the Conceptual Framework:** The suggested conceptual framework can be used by organizations, policymakers, and researchers to shape the application of multidimensional GHRM practices and conduct empirical research on the relationship between green HR practices and organizational sustainability performance in the global and African contexts.

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